

Confirmation of Notice and Quorum

Agenda Item Number	C-576-1.1
Purpose	Secretariat to confirm notice and quorum of the meeting.

Confirmation Note – Approval of Agenda

Agenda Item Number	C-576-1.2
Purpose	To approve the agenda for the meeting.
Motion	(simple majority) That: a) The agenda, as presented to the meeting at C-576-1.2, Appendix A, be approved; and b) The Chair be authorized to suspend the regular order of business.
Attachments	Appendix A – 576 th Council meeting agenda

Prepared By: Secretariat



C-576-1.2
Appendix A

Draft AGENDA

576th Meeting of the Council of Professional Engineers Ontario

Friday, March 27, 2026 / 8:30 am – 5:00 pm / Lunch 12:15 – 1:00 pm

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

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

SUMMARY OF TIMINGS	
8:00 am	Councillor Check-in; Tech Help (if needed)
8:30 am	CALL TO ORDER – Formal Public Meeting Begins - Council Chambers
10:20–10:30 am	Approximate time of break
12:15–1:00 pm	Lunch
3:00–3:10 pm	Approximate time of break
5:00 pm	Meeting concludes

ITEM		Spokesperson	Type	Time
1. OPENING		Spokesperson	Type	Time
1.1	WELCOME AND CALL TO ORDER <ul style="list-style-type: none"> ○ Confirmation of Notice and Quorum ○ Acknowledgement of Attendees (Council, Staff, and Guests) ○ Other Announcements 	Chair	Confirmation	8:30
1.2	APPROVAL OF AGENDA	Chair	Confirmation	
1.3	DECLARATION OF CONFLICTS OF INTEREST: Disclosure of Councillor conflicts, if any	Chair	Exception	
2. CONSENT AGENDA		Spokesperson	Type	Time
Councillors may request that an item be removed from the consent agenda for discussion.				
2.1	OPEN SESSION MINUTES – 575 COUNCIL MEETING	Chair	Decision	8:40
2.2	CONSULTING ENGINEER DESIGNATION APPLICATIONS	J. Vera Director, Licensing	Decision	
2.3	CHANGES TO STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LIST <ul style="list-style-type: none"> a) Approval of Committee Changes b) Committee Membership Changes 	J. Schembri Director, Volunteer Engagement	Decision Information	

ITEM		Spokesperson	Type	Time
2.4	REGIONAL COUNCILLORS COMMITTEE (RCC) SUMMARY REPORT	J. Schembri Director, Volunteer Engagement	Information	
3. EXECUTIVE & STRATEGIC REPORTS		Spokesperson	Type	Time
3.1	PRESIDENT'S REPORT	Chair	Information	8:50
3.2	CEO/REGISTRAR'S REPORT	CEO/Registrar Quaglietta	Information	9:00
4. AUDIT AND FINANCE COMMITTEE ITEMS		Spokesperson	Type	Time
AFC Summary Report at Tab 4 in Diligent Boards				
4.1	2025 AUDITED FINANCIAL STATEMENTS	Councillor Cutler AFC Chair	Decision	9:20
4.2	RECOMMENDATION OF THE APPOINTMENT OF AUDITOR FOR 2026	Councillor Cutler AFC Chair	Decision	
4.3	ENGINEERS CANADA 2028 PER CAPITA ASSESSMENT FEE	Councillor Cutler AFC Chair	Decision	
5. GOVERNANCE AND NOMINATING COMMITTEE ITEMS		Spokesperson	Type	Time
GNC Summary Report at Tab 5 in Diligent Boards				
5.1	2025-2026 COUNCIL EVALUATION REPORT	Councillor MacFarlane GNC Chair	Decision	10:00
5.2	STATUTORY COMMITTEE RECRUITMENT AND EVALUATION MATRIX	Councillor MacFarlane GNC Chair	Decision	
5.3	COUNCIL REMUNERATION FRAMEWORK AND COMPETENCY BASED NOMINATION	Councillor MacFarlane GNC Chair	Decision	
6. REGULATORY POLICY AND LEGISLATION COMMITTEE ITEMS				
RPLC Summary Report at Tab 6 in Diligent Boards				
6.1	REVIEW OF CONTINUING PROFESSIONAL DEVELOPMENT (CPD) PROGRAM: POLICY PROPOSAL	Councillor Hilborn RPLC Chair	Discussion	11:10
7. REGULATORY ITEMS				
7.1	TRIBUNAL ACTIVITY REPORT	N. Brown Legal Counsel & Director, Tribunals	Information	11:40
8. OTHER ITEMS				
8.1	ENGINEERS CANADA: CANDIDATES FOR PRESIDENT-ELECT	Chair	Decision	11:45
8.2	ENGINEERS CANADA DIRECTORS REPORT	T. Kirkby Ontario Director	Information	12:00

ITEM		Spokesperson	Type	Time
12:15 PM: LUNCH BREAK				
8.3	ENGINEERS CANADA GOVERNANCE REVIEW	C. Bellini, Chair, Governance Task Force & P. Rizcallah, CEO Engineers Canada	Decision	1:00
8.4	REGIONAL COUNCILLORS COMMITTEE (RCC) MANDATE - GENERATIVE DISCUSSION	Chair	Discussion	1:30
8.5	COUNCILLOR QUESTIONS	Chair	Discussion	1:50
8.6	MOTION TO MOVE IN CAMERA	Chair	Decision	
2:15 PM (ESTIMATED) PUBLIC OPEN SESSION MEETING CONCLUDES				
9.	<u>IN CAMERA CONSENT AGENDA</u>	Spokesperson	Type	Time
9.1	IN CAMERA MINUTES – 575 COUNCIL MEETING	Chair	Decision	Est 2:15
9.2	LEGAL UPDATE	D. Abrahams VP, Policy & Governance and Chief Legal Officer	Information	
9.3	AFC IN CAMERA SUMMARY REPORT	Councillor Cutler AFC Chair	Information	
9.4	RPLC IN CAMERA SUMMARY REPORT	Councillor Hilborn RPLC Chair	Information	
10.	<u>IN CAMERA ITEMS</u>	Spokesperson	Type	Time
10.1	TIME-BASED EXPERIENCE REGULATION AMENDMENTS (SEALED)	Councillor Hilborn RPLC Chair	Decision	2:20
10.2	COUNCILLOR CODE OF CONDUCT: PROCESS IMPROVEMENTS	Councillor MacFarlane GNC Chair	Decision	
10.3	COMPLAINTS COMMITTEE UPDATE	J. Quaglietta CEO/Registrar	Information	
10.4	UPDATE FROM CENTRAL ELECTION AND SEARCH COMMITTEE (CESC)	Chair	Information	
10.5	COUNCILLOR ITEMS Generative Discussion	Chair	Discussion	3:40
10.6	PEO'S ANTI-WORKPLACE VIOLENCE AND HARRASMENT POLICY: Council to receive violations, if any	Chair	Exception	
10.7	IN CAMERA DIALOGUE WITH CEO/REGISTRAR	Chair	Discussion	4:00

ITEM		Spokesperson	Type	Time
10.8	IN CAMERA DIALOGUE WITHOUT CEO/REGISTRAR	Chair	Discussion	4:30
COUNCIL MEETING ENDS: 5:00 PM				
<u>NEXT MEETINGS/EVENTS</u>				
AFC June 3, 2026	GNC Apr 15, 2026 June 2, 2026	HRCC June 5, 2026 RPLC June 3, 2026	Council Meetings Apr 25, 2026 at 1:00 pm (2026-2027 Kick-off) June 19, 2026	AGM Apr 25, 2026 at 9:00 am Council Workshop May 29 & 30, 2026

ADDITIONAL MATERIAL PROVIDED SEPARATELY

Please note that in order to streamline the agenda, additional material for each Council meeting is provided in the Resource Centre area of Diligent Boards (navigate to the folder "Reports" and the sub-folders therein for the applicable year and Council meeting). The additional material includes governance committee minutes and the Council Decision Log. These can be discussed at the meeting if a Councillor asks to address a specific item. Material submitted/anticipated as of March 20, 2026 are as follows:

AFC Approved Minutes (November 5, 2025); GNC Approved Minutes (February 3, 2026); RPLC Approved Minutes (February 5, 2026); and Council Decision Log.

Exception Note – Conflicts of Interest

Agenda Item Number	C-576-1.3
Purpose	Councillors are requested to identify any potential conflicts of interest related to the open session Council agenda.
Strategic/Regulatory Focus	
Motion	<i>None required</i>

Summary

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

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

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

Decision Note – Consent Agenda

Agenda Item Number	C-576-2.0
Purpose	To approve items in the Consent agenda.
Motion	(simple majority) That the Consent Agenda, as presented to the meeting at C-576-2.0 be approved.

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

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

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

The Consent Agenda consists of:

- 2.1 Open Session Minutes C-575
- 2.2 CEDC Applications
- 2.3a Changes to Statutory and Regulatory Committees' List – Approval of Committee Chairs
- 2.3b Committee Membership Changes
- 2.4 Regional Councillors Committee (RCC) Report

Prepared By: Secretariat

Decision Note - Open Session Minutes – 575th Council Meeting

Agenda Item No.	C-576-2.1
Purpose	To record that the minutes of the Open session of the 575 th meeting of Council accurately reflect the business transacted at that meeting.
Strategic/Regulatory Focus	Governance
Motion Proposed to Council	That the minutes of the 575 th meeting of Council, held February 20, 2026, as presented to the meeting at C-576-2.1, Appendix A, accurately reflect the business transacted at that meeting.
Attachments	Appendix A – Minutes C-576

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 575th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at 40 Sheppard Avenue West, 8th Floor, Toronto, on Friday, February 20, 2026 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. 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
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
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
S. J. Shi, P.Eng., Eastern Region Councillor
S. Sung, Lieutenant Governor-in-Council Appointee

Present:
(Virtual) A. Dryland, CET, Lieutenant Governor-in-Council Appointee
H. Ehtemam, P.Eng., East Central Region Councillor
N. Lwin, P.Eng., East Central Region Councillor
R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee
P. Shankar, P.Eng., West Central Region Councillor

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
M. Rusek, Director, Investigations and Prosecutions
C. Sampson, Acting Director, Human Resources
J. Schembri, Director, Volunteer Engagement
D. Smith, Director, External Relations
J. Vera, P.Eng., Director, Licensing



M. Feres, Manager, Council Operations (Secretariat)
E. Chor, Research Analyst (Secretariat)
A. Anowar, Council and Committee Coordinator (Secretariat)
G. Pedregosa, Council and Committee Coordinator (Secretariat)

Staff

(Virtual):

N. Brown, Director, Tribunals and Legal Counsel
P. Habas, Director, Program Management Office
A. Kwiatkowski, Director, Digital Transformation & Information Technology
N. Axworthy, Managing Editor and Communications Specialist
A. Vijayanathan, Lead, Governance Events and Special Projects (Secretariat)

Guests

(In-Person):

A. Arenja, P.Eng., Ontario Director, Engineers Canada
C. Bellini, P.Eng., Chair, Governance Review Task Force, Engineers Canada
T. Kirkby, P.Eng., Ontario Director, Engineers Canada
L. Lukinuk, Parliamentary Services
S. Perruzza, CEO, Ontario Society of Professional Engineers (OSPE)
P. Rizcallah, CEO, Engineers Canada
M. Sterling, P.Eng., Ontario Director, Engineers Canada

Guests

(Virtual):

C. Chahine, P.Eng., Ontario Director, Engineers Canada
N. Colucci, P.Eng., Ontario Director, Engineers Canada

Council convened at 8:30 am on Friday, February 20, 2026.

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.

The Chair announced the passing of David Kiguel, P.Eng., FEC, highlighting his service in various volunteer capacities at PEO for over 20 years, including Council and the Experience Requirements Committee. On behalf of PEO, the Chair expressed condolences to Mr. Kiguel’s family and friends.

12981 – APPROVAL OF AGENDA

The Chair reviewed the draft agenda.

Moved by Vice President Walker, seconded by Councillor Elshaer:

That:

- a) the agenda, as presented to the meeting at C-575-1.2, Appendix A be approved as presented; and
- b) the Chair be authorized to suspend the regular order of business.

CARRIED
Unanimous consent

For: 26

C. Casale
C. Chiddle

Against: 0

Abstain: 1

G. Wowchuk

Absent: 1

F. Saghezchi



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

12982 – DECLARATION OF CONFLICTS OF INTEREST

No conflicts of interest were declared.

12983 – CONSENT AGENDA

The Chair reviewed the Consent Agenda.

Moved by Councillor MacFarlane, seconded by Councillor Schelske:

That the Consent Agenda be approved, consisting 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

CARRIED
Unanimous consent

For: 26

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

Against: 0

Abstain: 1

G. Wowchuk

Absent: 1

F. Saghezchi



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

12984 – PRESIDENT’S REPORT

The Chair noted a sharing of duties with the President and reported that since the last report to Council, he has attended several events on PEO’s behalf including a panel discussion related to the public consultation on Toronto- Quebec City High Speed Rail Network project; and the Annual General Meeting and licensing ceremonies of Brampton and Lake Ontario Chapters.

12985 – CEO/REGISTRAR’S REPORT

The CEO/Registrar highlighted that PEO was recognized as one of Greater Toronto’s Top Employers and acknowledged staff for their contributions to this achievement. A summary was provided of several speaking engagements and conferences. The CEO/Registrar further reported on the addition of a new reporting column to track the status and timelines of operational plans and initiatives and provided an update on the Governance Scorecard KPIs.

The CEO/Registrar answered questions related to mobility project timelines, statistics on prospective applicants, measures taken to address volumes increased Notice of Proposals, roles of complaints and discipline committees, and the recent public confidence study. There were also questions related to the EIT 2.0 program and volunteer engagement with chapters.

12986 – ANNUAL REVIEW OF THE GOVERNANCE SCORECARD

The Governance and Nominating Committee (GNC) Chair presented the annual review of the governance scorecard with a recommendation to remove two indicators and add two more indicators:

Remove

- (i) Updated Standards and Guidelines Indicator
- (ii) 30 by 30 Licensure Rate Indicator

Add

- (i) Licensed Practice Complaint Resolution Time within Target Indicator

(ii) Unlicensed Practice Enforcement Resolution Time with Target-Reduced Cases Indicator.

Staff answered various questions related to the recommendation to remove the Standards and Guidelines indicator, mandatory CPD compliance rate, and additional resources. Staff further noted that the Standards and Guidelines will continue to be reported through the Regulatory Policy and Legislation Committee (RPLC) while the 30 by 30 Licensure Rate Indicator will be captured in the CEO/Registrar's report.

Moved by Councillor MacFarlane, seconded by Vice President Khan:

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.

**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
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

12987 – NOMINATION PROCESS FOR PEO APPOINTMENTS TO ENGINEERS CANADA COMMITTEES

The GNC Chair presented the nomination process for PEO appointments to the committees of Engineers Canada (EC) including the Canadian Engineering Accreditation Board (CEAB) and the Canadian Engineering Qualifications Board (CEQB).

Staff responded to questions regarding Council's role and oversight in the nomination process, noting that Engineers Canada retains final authority over appointments and that its competency matrix can guide Council when proposing PEO candidates to EC committees.

Moved by Councillor MacFarlane, seconded by Councillor Klink:

That Council approves the *Nomination Process for Appointments to Engineers Canada Committees* as presented at C-575-4.2, 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
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

12988 – 2026 ANNUAL GENERAL MEETING: MEMBER SUBMISSIONS GUIDE

The GNC Chair presented the proposed revised Member Submissions Guide for the upcoming Annual General Meeting (AGM).

Moved by Councillor MacFarlane, seconded by Councillor Chiddle:

That Council approves the revised “Guide for Member Submissions at the Annual General Meeting” as presented at C-575-4.3, Appendix A.

CARRIED
Unanimous consent

For: 26

C. Casale
C. Chiddle
L. Cutler

Against: 0

Abstain: 1

G. Wowchuk

Absent: 1

F. Saghezchi

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

12989 – TRIBUNAL ACTIVITY REPORT

No discussion of this item took place.

12990 – NOMINATION OF PEO REPRESENTATIVE FOR APPOINTMENT TO ENGINEERS CANADA BOARD OF DIRECTORS

The term of one Ontario representative on the Engineers Canada (EC) Board of Director expires at EC's Annual Meeting of Members in May 2026. Council has been asked to nominate one (1) PEO representative to the Board of Directors in accordance with the *Expectations and Process to Nominate PEO Representative for Appointment to Engineers Canada Board of Directors*.

On January 16, 2026, a Call for Nominations was issued to eligible current members of Council, recent past Councillors, and Engineers Canada Directors. Eligible candidates were invited to submit their names for nomination by February 2, 2026. Listed below, in alphabetical order, are the individuals who submitted their names and met the requirements for nomination:

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

Councillor Hilborn withdrew her candidacy, leaving the remaining candidates for the nomination of PEO representatives for EC Board of Directors as:

1. Lorne Cutler

2. Tim Kirkby
3. Paula Klink
4. Pappur Shankar

Each of the four candidates was invited to speak to their candidacy. Following candidates' remarks, the candidates and guests were placed in the virtual waiting room to ensure only those councillors eligible to vote remained in the virtual meeting room. Voting by secret ballot on the Zoom platform was then held.

At the conclusion of the first round, it was announced that the top two candidates were Lorne Cutler and Paula Klink. The Chair announced a run-off between the top two candidates. Pappur Shankar was re-admitted to the virtual meeting room to vote. At the conclusion of the second round of secret ballot voting, Lorne Cutler was announced as the successful candidate, having received a majority of the votes cast.

[A. Khan left the meeting at 10:12 am]

Council ratified the nomination for PEO representative for EC Board of Directors.

Moved by Councillor Klink, seconded by Councillor Shi:

That Lorne Cutler, 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.

CARRIED
Unanimous consent

For: 25

C. Casale
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
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

S.A. Khan
F. Saghezchi



[N. Brown left the meeting at 10:15 am]

12991 – REGIONAL COUNCILLORS COMMITTEE (RCC): CHAPTER BYLAW

The Regional Councillors Committee (RCC) Chair presented a proposal for Council to direct the CEO/Registrar to evaluate the existing Chapter bylaws to ensure that it aligns with the Chapter Manual. It was noted that each Chapter maintains their own bylaws and that they may differ from one another and not be fully aligned with the Chapter Manual which is the primary, up-to-date framework governing Chapter operations.

Staff answered queries related to the Chapter Manual and existing Chapter Bylaws.

Moved by Councillor Chiddle, seconded by Councillor MacFarlane:

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.

**CARRIED
Unanimous consent**

For: 25

- C. Casale
- 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
- 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

- S.A. Khan
- F. Saghezchi

12992 – ENGINEERS CANADA (EC) MATTERS

EC DIRECTORS REPORT

C. Chahine, Engineers Canada Director, noted that the EC Board will meet on February 27, 2026, and will provide an update at the next PEO Council meeting.



EC GOVERNANCE REVIEW UPDATE

C. Bellini, Chair, Governance Review Task force and P. Rizcallah, CEO from Engineers Canada presented an update on the organization’s current governance review project. Bellini noted the review is following a process of three (3) rounds engaging with members at all stages. The review is currently in Round 2, during which an external consultant has been engaged to gather member input. Based on feedback from both Rounds 1 and 2, a virtual workshop has been scheduled for member representatives to further examine the consultant’s recommendations. Members of Council were invited to attend the workshop.

[A. Khan re-joined the meeting at 10:55 am]

C. Bellini answered various questions related to recommended and current board size, weighted votes, competency models for board members, and finance related matters of Engineers Canada.

12993 – COUNCILLOR QUESTIONS: DEFINITION OF PROFESSIONAL MISCONDUCT

President-elect Notash reported that the definition of “professional misconduct” in Regulation 941 is being amended to include failing to cooperate in a PEO investigation and failing to provide requested information in a complete, accurate, and timely manner. In the councillor submission, it was emphasised there should be clarity or development of policies to outline the regulator’s responsibilities in ensuring natural justice and procedural fairness, including the need for clear communication with licence holders and potential access to legal guidance when investigative requests carry significant implications.

In response to questions, several areas were addressed, including:

- if an individual is accused of not properly cooperating with a PEO investigation, and who is subsequently subjected to an improper investigation or malicious prosecution by PEO, they may seek an order requiring PEO to reimburse their costs.
- no other regulators provide such assistance, with some offering insurance coverage related to legal costs.

Staff also answered questions related to criminal proceedings versus professional misconduct and workplace harassment.

The Chair noted that there is no formal motion attached to the councillor submission and recommended that further discussions take place at the committee level.

12994 – COUNCILLOR RECOGNITION

The Chair presented Councillor Ahmed Elshaer with a pin in recognition of five years of service as a volunteer at PEO; and also presented Councillor Lorraine Fraser with a Fellow of Engineers Canada (FEC) certificate and pin in recognition of ten years of service as a volunteer at PEO.

12995 – MOTION TO MOVE IN CAMERA

Moved by Councillor Chiddle, seconded by Councillor Shi:

That Council move in camera at 11:33 am.

**CARRIED
Unanimous consent**

For: 26

C. Casale
C. Chiddle
L. Cutler

Against: 0

Abstain: 1

G. Wowchuk

Absent: 1

F. Saghezchi



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

[The following attendees left the meeting at 11:33 am: all guests and observers (except L. Lukinuk); and PEO staff N. Axworthy, P. Habas, A. Kwiatkowski, K. Praljak, C. Sampson, and D. Smith].

There being no further business, the meeting concluded at approximately 5:20 pm. These minutes consist of 11 pages and minutes 12981 to 12995 inclusive.

Gregory P. Wowchuk, P.Eng., Chair

Decision Note – Consulting Engineer Designation Applications

Agenda Item Number	C-576-2.2
Purpose	Pursuant to subsection 61(2) of Regulation 941 under the <i>Professional Engineers Act</i> , the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC makes the following recommendations.
Strategic/Regulatory Focus	Consulting Engineer designation
Motion	(requires a simple majority of votes cast to carry) 1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as set out in Appendix A, Section 1. 2. That Council approve the applications for redesignation as Consulting Engineer as set out in Appendix A, Section 2.
Attachments	Appendix A – Report of the Consulting Engineer Designation Committee Appendix B – Legal Implications

Summary

The Consulting Engineer Designation Committee submits the following recommendations to Council. All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on February 26, 2026.

Public Interest Rationale

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

Background

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

Considerations

Examinations

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

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

Designation Requirements

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

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

Stakeholder Engagement

Not applicable.

Recommendation(s)

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

Next Steps

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

Prepared By: Licensing

To the 576th Meeting of the Council of
Professional Engineers Ontario

REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE

Chair: Adrian Pierorazio, P.Eng.

- 1. The Committee has reviewed the following applications for DESIGNATION and recommends to Council that these 12 applicants be exempted from examinations pursuant to Section 56(2) of O.Reg.941 and that they be considered for DESIGNATION AS CONSULTING ENGINEER, having met the requirements pursuant to Section 56(1) of O.Reg.941:**

#	P.Eng.	Company Name	Licence #
1.1	Armstrong, Bradley	Cunliffe & Associates	100068864
1.2	Brown, Stephen	Archibald, Gray & McKay Engineering Ltd.	90553702
1.3	Estrada Morfin, Alexander	B.M. Ross & Associates	100221004
1.4	Favit, Mirko	Candevcon East Ltd.	90448622
1.5	Joshi, Anil	OCTAV Integrated Design Inc.	100197284
1.6	Klasios, Evan	EVK Consulting	100226124
1.7	Lewandowsky, Brett	D.G. Biddle & Associates Ltd.	100199316
1.8	Rupert, Timothy	D.G. Biddle & Associates Ltd.	100500340
1.9	Saadatmand, Farshid	Strumec Inc.	100508905
1.10	Smith, Joshua	Development Engineering (London) Limited	100144789
1.11	Venneri, Mark	Venneri Consulting Engineers Ltd.	100168306
1.12	Whyte, Matthew	J.H. Cohoon Engineering Ltd.	100502618

- 2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 42 applicants be granted REDESIGNATION AS CONSULTING ENGINEER, having met the requirements pursuant to Section 57(2) of O.Reg.941:**

#	P.Eng.	Company Name	Licence #
2.1	Ahmed, Mohammed	Regal Consulting Engineers Inc.	100069234
2.2	Alston, Colin	Alston Geotechnical Consultants Inc.	771014
2.3	Belanger, Paul	Belanger Engineering Corp.	3138955
2.4	Cacciotti, Daniele (Dan)	WSP Canada Inc.	90260894

2.5	Chen, Meiling	The Consulting Engineers Group, Inc.	100137023
2.6	Cheng, Stephen	Exp Services Inc.	7877012
2.7	Chow, Philip	H.H. Angus & Associates Ltd.	100114989
2.8	Cienzo, Ralph Di	Landtek Limited	90396748
2.9	Couture, Daniel	Arcon Engineering Consultants Limited	9557505
2.10	Dawe, Dennis	Chorley + Bisset Ltd	90254616
2.11	DeVos, Michael	Spriet Associates London Limited	90329830
2.12	Dietz, Jeffrey	Pinchin Ltd.	90553751
2.13	Erb, Dale	B. M. Ross and Associates Limited	90408295
2.14	Galsworthy, Jon	Cermak Peterka Petersen Wind Engineering Consultants, Ltd.	100058125
2.15	Ghadban, Anwar	Remy Consulting Engineers Ltd.	15902307
2.16	Hanna, Robert	RPM Engineering Ltd	18245514
2.17	Heidari, Shahram	Tarra Engineering and Structural Consultants Inc.	90541772
2.18	Hein, Brian	J.L. Richards & Associates Limited	90368333
2.19	Hilborn, Joshua	Centex Engineering and Development Incorporated	100126571
2.20	Isabelle, Robert	KJA Consultants	21426507
2.21	Jilani, Mohammed	Jilani and Asuncion Consulting Engineers Inc.	90555731
2.22	Khokhar, Muhammad	Planet Engineering Inc.	100197668
2.23	Krajci, Thomas	Piotrowski Consultants Ltd	90397647
2.24	Krieger, Gordon	D.M.Wills	90213513
2.25	Kurzuk, Mark	FieldCraft Engineering	90296922
2.26	Lawrence, Ross	Watts Griffis and McQuat Limited	25881012
2.27	Lierman, Christopher	Spriet Associates London Limited	90400573
2.28	Melchers, Andrew	IN Engineering Ltd.	100173901
2.29	Metzger, Keith	BluMetric Environmental Inc.	90288259
2.30	Mons, Rodney	H.H. Angus & Associates Ltd.	32350506
2.31	Morris, Neal	AECOM	100109137
2.32	Nowzartash, Farhood	J.S.Held ULC	100138214
2.33	Panasiewicz, Krzysztof	CPAN Solutions Inc.	90189390
2.34	Panetta, Sergio	i-Gard Corp.	90295411
2.35	Popescu, Camelia	Imhotep Engineering Inc.	100083015
2.36	Saigh, Yousef	Pinestone Engineering Ltd.	100013677
2.37	Salama, Ramy	Fire Cube Inc.	100186648
2.38	Sheffield, Peter	Peter Sheffield and Associates Ltd.	41951013
2.39	Siddiqi, Farooq	Canadian Infrastructure Design Inc	100015252
2.40	Siddiqui, Mohammad Ilyas	Nasiruddin Engineering Limited	100059876
2.41	Weldon, Richard	Carson Dunlop Weldon & Associates Ltd.	49421506
2.42	Zukov, Michael	Arencon Inc.	100146183

CONSULTING ENGINEER DESIGNATION APPLICATIONS

Legal Implications/Authority

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

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

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

Decision Note – Approval of Committee Membership Changes

Agenda Item Number	C-567-2.3a)
Purpose	To bring forward committee leadership appointments requiring Council approval
Strategic/Regulatory Focus	Statutory committees are required to support PEO’s regulatory focus
Motion Proposed to Council	That Council approve the appointment of committee chair and vice-chair as specified below.

Summary

Council is asked to approve committee Chair and Vice-Chair.

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 Consulting Engineering Designation Committee (CEDC) exists to make recommendations to Council respecting all matters relating to applications for designation and redesignation as a consulting engineer, and applications for Certificate of Authorization Holders for permission to use the “Consulting Engineer” as specified in Regulation 941. Committee functions are set out in section 61 of Regulation 941. Sections 62(1) states that the chair and vice-chair of the CEDC must be appointed by Council. This is typically done on the advice of the committee.

The current chair of the CEDC has completed their term, creating the need to formally re-appoint the chair. The role of vice-chair of the CEDC was vacant in the previous year as no expressions of interest were received during the appointment process, creating the need to formally appoint a vice-chair, as proposed below.

Next Steps

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

Chair Re-Appointment:

First/Last Name	Service Dates / Date of Change	Committee / Task Force
Adrian Pierorazio	January 1 st , 2026 – December 31 st , 2026	Consulting Engineer Designation Committee (CEDC)

Vice-Chair Appointment:

First/Last Name	Service Dates / Date of Change	Committee / Task Force
Andrew Lawton	January 1 st , 2026 – December 31 st , 2026	Consulting Engineer Designation Committee (CEDC)

Prepared By: Volunteer Engagement

Information Note – Committee Membership Changes

Agenda Item No.	C-576-2.3b)
Purpose	To inform Council of the committee membership changes since the last Council meeting.
Strategic/Regulatory Focus	Regulatory

Summary

Council is informed of any changes to committee membership (e.g., resignations) that do not require Council approval.

Public Interest Rationale

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

Background

The list below includes a membership change to the Experience Requirements Committee (ERC). It also includes the names of individuals appointed by Council at its November 2025 meeting whose appointments have now been approved by the Attorney General.

The ERC exists to assist in determining whether applicants have met the experience requirements for licensure. Apart from the chair, who must be appointed by Council, roles within 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.

Committee member passing:

First/Last Name	Service Dates / Date of Change	Committee / Task Force
David Kiguel	2004 - 2022, 2024 - Dec 2026, Jan 2026-Feb 9, 2026	Experience Requirement Committee (ERC)

AG approval of appointments:

The following member appointments by Council have been approved by the Attorney General (AG), for a period of 3-years, effective February 23, 2026:

First/Last Name	Service Dates / Date of Change	Committee / Task Force
Benjamin Coulson	Feb 2026 – Feb 2029	Discipline Committee (DIC)
Daniel Gartenburg	Feb 2026 – Feb 2029	Discipline Committee (DIC)
Rainer Arocena	Feb 2026 – Feb 2029	Discipline Committee (DIC)
Ayodele Akenroye	Feb 2026 – Feb 2029	Registration Committee (REC)
Daniel Boyer	Feb 2026 – Feb 2029	Registration Committee (REC)
Natasha Bronfman	Feb 2026 – Feb 2029	Registration Committee (REC)
Lawrence Crackower	Feb 2026 – Feb 2029	Registration Committee (REC)
Philippe Giguere	Feb 2026 – Feb 2029	Registration Committee (REC)
Emile Ramlochan	Feb 2026 – Feb 2029	Registration Committee (REC)
Janice Sheehy	Feb 2026 – Feb 2029	Registration Committee (REC)

Prepared By: Volunteer Engagement

Regional Councillors Committee (RCC)
Summary Report to Council
March 27, 2026
1. Committee Meeting Date: March 6, 2026

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹
RCC Workplan- Alignment on Community Outreach Activities	RCC discussed types of community outreach that are facilitated through PEO chapters and indicated opportunity for alignment.	PEO Staff	Staff will conduct an environmental scan on current state of community outreach activities across chapters.	Continue
Supporting Collaborations through PEO's Chapter Network	Emerging opportunities for collaboration between PEO chapters and OSPE on select activities were discussed.	PEO Staff	Staff to continue progress on formalizing scope and initial milestones of collaboration. Pilot chapters to be engaged with in Spring/Summer 2026.	Continue
Chapter Finance Updates	Staff provided an update on chapter finances, including 2025 actual spending and opportunities to enhance forecasting of actual spend with chapters throughout the year.	PEO Staff + RCCs	Staff will work with chapters to implement mid-year reporting to support timely processing of event expenses and to aid forecasting for second half of fiscal year. RCC indicated that inflation limit should be set for chapters' 2027 business plans and should not be accepted if limit is surpassed.	Continue
Admin Alignment for 2026/27 RCC Planning	RCC and staff discussed opportunities to further align RCC onboarding, meetings and workplan development and committee chair selection with PEO governance committees.	PEO Staff	Staff to embed RCC chair selection in process of governance committee chair selection. RCC's kick-off meeting to be scheduled for May/June to align workplan development and approval with PEO governance committees.	Continue

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

2. Regional Open Issues

Item/Topic	Regional Open Issue	RCC Update	Status ²
Expense of Meals	<p>Northern NRC moves to request RCC include up to maximum 2 meal reimbursement/month, for executive volunteers, such that the executive meeting and a subcommittee meeting are both eligible.</p> <p>East Central ECRC moves to ask RCC to reconsider the current recommendation to only permit a single meal expense claim once per month per volunteer.</p>	Enhanced guidance will be provided on this in Version 2.0 of PEO's Chapter Procedure Manual.	Remain Open
Licence Presentation Ceremonies	<p>Western WRC moves to request RCC set a framework and guidelines to allow for multiple opportunities for chapters to present licences to new P.Engs, including presentation to licence holders that have already received their certificate in the mail.</p>	Guidance and enhanced workflow (including how licence-holders who receive certificates in mail can participate in Licence Presentation Ceremonies) will be provided to chapters and included in Version 2.0 of PEO's Chapter Procedure Manual.	Remain Open
Inclusion of Volunteering hours in CPD	<p>Western WRC moves to request that RCC advocate for PEO to consider recognizing volunteer hours as eligible Continuing Professional Development (CPD) hours for PEO volunteers</p>	Updated information on the recognition and eligibility of PEO volunteerism for CPD PEAK hours is being evaluated.	Remain Open
Engagement of Post-Secondary Students via Chapters	<p>Western WRC moves to request the creation of graduate mailing lists for each chapter to bridge the gap between graduation and licensure.</p>	Issue currently opened due to lack of EIT program. As EIT 2.0 is currently in progress and will aid in increased contact with new graduates, RCC recommends closing this item.	Recommend to Close
	<p>West Central WCRC requests RCC consider endorsement (or motion to council, if required) towards opportunity for engineering university students and/or engineering graduates to register/consent for PEO to collect contact information (or to be included in current outreach program) to be utilized by local chapters for involvement.</p>	Opportunities for collaboration between staff and chapters re: engaging post-secondary students is being explored.	Remain Open
RCC Scholarship	<p>Eastern ERC moves to propose that RCC increase the per chapter RCC scholarship amount from \$1500 to \$3000.</p>	As issuing scholarships is unique to regulatory bodies, focus to enhance equitable participation and adjudication of the current format of the program should be the priority.	Recommend to Close

Chapter Boundaries	Eastern ERC moves to request RCC advocate for, and bring to Council, the recommendation that PEO undertake a review and update of chapter boundaries.	RCC recommends keeping this item open until appropriate forum to facilitate and next steps are determined.	Remain Open
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² Green=Recommend Close; Blue=Remain Open

Information Note – President’s Report

Agenda Item Number	C-576-3.1
Purpose	To inform Council of the recent activities of the President.
Strategic/Regulatory Focus	
Motion	No motion required.
Attachments	

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

Information Note – CEO/Registrar’s Report

Agenda Item Number	C-576-3.2
Purpose	CEO/Registrar Quaglietta will present the CEO/Registrar’s Report to Council.
Strategic/Regulatory Focus	
Motion	None
Attachments	Appendix A – CEO/Registrar’s Report



Professional Engineers
Ontario

C-576-3.2
Appendix A

CEO/ REGISTRAR'S REPORT

MARCH 27, 2026



INTRODUCTION

As we gather for the last Council meeting of the 2025–2026 term, I want to express my sincere gratitude for the commitment and contribution of all councillors who served over the last year. Your leadership and dedication have helped guide our profession and ensure it remains resilient, principled and forward-looking. Together, we have advanced a long-term vision that will shape the future of engineering in Ontario. This work continues as we turn to the initiatives in our new 2026–2030 Strategic Plan. I look forward to working with new and returning members of the 2026–2027 Council following our 2026 Annual General Meeting (AGM) next month.

Ongoing Engagement

This year, we continue to strengthen our stakeholder engagement efforts through meaningful dialogue and the ongoing work of our advisory groups. A key development in this area is the creation of the new Engineering Student Advisory Group (ESAG). The ESAG will give students an opportunity to play a more active role in guiding the profession by providing their insight on specific issues and policies (see p. 6). Additionally, we have continued to improve communication with our chapters by launching a new chapter e-newsletter (see p. 21). This initiative is designed to foster greater engagement with chapter volunteers. It will ensure they have the resources and information needed to support their work and connect with PEO's regulatory mandate.

I am also proud to engage with and inspire the next generation of engineers through speaking engagements at schools. In February, I had the privilege of delivering the keynote speech at Toronto Metropolitan University's First-Year Engineering Conference. I spoke to 200 students about the virtues of leadership and the responsibilities that go along with professional engineering. I also shared my own path to becoming an engineer and highlighted the importance of visible leadership and mentorship for both students and early career engineers.

I am honoured to share that I will be receiving a G. Raymond Chang Outstanding Volunteer Award from Toronto Metropolitan University in May for my contributions to the life of the university. It is a privilege to be recognized in this way, and I am deeply grateful for the opportunity to support students and the communities we serve.

Raising Awareness

In line with our commitment to engagement, National Engineering Month (NEM) offers an important opportunity to raise awareness about the engineering profession and inspire future generations of engineers. Each March, the Ontario Society of Professional Engineers collaborates with Engineers Canada to jointly organize NEM events across the province. Since its inception in 1992, NEM has grown into Ontario's largest engineering event.

Held at post-secondary institutions, STEM-focused organizations, engineering companies and other industry groups, NEM events are designed to showcase the various ways engineers make a difference in their communities. Throughout this month, PEO's 36 chapters are helping drive local engagement by connecting with communities and engaging students to emphasize the significance of the engineering licence and the critical role engineers play in safeguarding the public's safety and well-being. Their efforts during NEM help broaden the understanding of engineering's impact while encouraging students to consider it as a career path.

Looking Ahead

As we look ahead to our AGM next month in Ottawa, I am eager to gather with our licence holders and stakeholders to reflect on the progress we have made and the challenges ahead. The AGM is a key opportunity to come together, engage in meaningful discussions and address regulatory matters that are essential to the continued growth and integrity of the profession. It is through these annual gatherings that we foster transparency and shared learning and ensure we remain aligned with the needs of both the profession and the public we serve.



On March 6, Jennifer Quaglietta, P.Eng., MBA, ICD.D (bottom right), participated in a panel discussion as part of the Canadian Network of Agencies for Regulation (CNAR) Executive Director Conversation Series, called Women Leading in Professional Regulation. Panelists also included (clockwise from bottom left) Naakai Garnette, director, regulatory affairs, College of Registered Psychotherapists of Ontario; Jennifer Bertrand, executive director, CNAR; and Ann Zeng, deputy registrar, Ontario Energy Board.



On February 19, Jennifer Quaglietta (front left) attended a Grade 7 science fair at De La Salle College by providing opening remarks and participating as a judge along with 20 others.





On February 7, Jennifer Quaglietta delivered a virtual keynote address to women engineering students at Toronto Metropolitan University's Women in Engineering Conference.






On February 17, Jennifer Quaglietta delivered the keynote speech at Toronto Metropolitan University's First-Year Engineering Conference.

OPERATIONAL PLAN STATUS REPORT

PEO's 2026–2030 Strategic Plan includes the 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 March, work is underway per schedule for 19 of

these initiatives. One of the initiatives is already complete, as previously noted in February's report (see Table 1).

Table 1: Operational Plan Status Report as of March 2026

PEO OPERATIONAL PLAN MARCH 2026								
PILLAR + GOAL	OBJECTIVE	OBJECTIVE NUMBER + PROJECT NAME	NYS	<HALF	>HALF	DONE	REPORT DATE	
 <p>1. EFFECTIVE AND RELEVANT REGULATION</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>1.1 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>1.2 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>1.3 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>2. GOVERNANCE ADVANCEMENT</p> <p>Enhance governance structures to champion effective leadership and decision-making to deliver on PEO's statutory mandate</p>	<p>2.1 Embed a "public interest first" mindset in all decision-making.</p>	2.1.1 EIT 2.0 Program					June
			2.1.2 Chapter Procedure Manual Version 2.0					September
<p>2.2 Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency and accountability.</p>		2.2.1 Election System Roadmap					March, November	
		2.2.2 Council Performance Evaluation Framework					Reported though GNC	
		2.2.3 Remuneration for Council and Volunteers					Reported though GNC	
 <p>3. ORGANIZATIONAL EXCELLENCE</p> <p>Nurture a high-performing organization through its people, processes, and systems</p>	<p>3.1 Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery and regulatory processes.</p>	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>3.2 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	
			8%	79%	8%	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

PEO's 2026–2030 Strategic Plan prioritizes a comprehensive review of the PEA and its regulations. The PEA has not undergone substantive review since the 1980s. While some act changes have been made and regulations have been amended periodically to address specific gaps, the legislative framework is overdue for strategic examination.

In Year 1 (2026), PEO will develop a roadmap to guide the legislative review. The objective is to establish shared understanding of the purpose, scope and guiding principles of the legislative review before advancing into substantive reform. The roadmap will establish a clear, evidence-informed framework to support structured policy analysis and decision-making in Years 2 to 4.

This phased approach is intended to support deliberate, transparent and disciplined policy development. It will ensure continuity and promote the efficient use of resources throughout the legislative review process.

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

1.2.3 Student Advisory Group

The selection process for our new Engineering Student Advisory Group (ESAG) continues with a review of applicants now underway following a month-long application period. This volunteer opportunity was promoted widely through direct engagement to engineering programs across the province. This was accomplished via targeted social media posts, through communication with participants in our Student Mentorship Program, during on-site presentations to students and through collaboration with key stakeholder groups. Notable among those groups is the Engineering Student Societies' Council of Ontario (ESSCO), with whom we will continue to engage regularly on issues affecting students.

The ESAG is being established as a pilot project. It underscores our commitment to enhancing the credibility of our policy recommendations to Council and our committees through increased, targeted engagement with our key stakeholder groups. The ESAG complements our two other related initiatives, the Strategic Stakeholder Advisory Group and the Employer Advisory Group, that aim to help us identify potential gaps or challenges on specific policy options being considered by PEO.

Through the ESAG, we expect to gain a more comprehensive understanding of the needs and aspirations of students enrolled in engineering programs as they move closer to graduation and, for those so inclined, licensure as professional engineers. ESAG members will also be encouraged to share insights into outreach and engagement strategies for engineering students; awareness

and accessibility of licensing processes; barriers to participation in the engineering profession; EDI initiatives within engineering education and professional practice; and communication tools, events and resources aimed at students and recent graduates.

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

1.3.1 PEAK Suspensions

PEO suspended 21 licences on November 10, 2025, as part of the first phase of licence suspensions. Licences were suspended for failure to complete the PEAK program requirement. As of February 17, 2026, 18 licences remain suspended. A suspension means that the individual holding the suspended licence is not permitted to practise, and the fact of their suspension is permanently posted on PEO's public-facing online directory. To lift the suspension, licence holders must complete their overdue PEAK program requirement. More suspensions will be administered in 2026 for failure to complete mandatory PEAK requirements.

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Licences that remain suspended for PEAK non-compliance, as of mid-February

1.3.3 Continuing Professional Development Program (CPD)

Council has directed a strategic review of PEO's CPD program as part of the 2026–2030 Strategic Plan. Simultaneously, PEO is leading national harmonization discussions to support greater consistency in CPD frameworks across engineering regulators, recognizing that while individual program design may vary, core structural elements should be harmonized.

The Regulatory Policy and Legislation Committee (RPLC) held a preliminary policy discussion at its February meeting, informed by comprehensive stakeholder engagement conducted in fall 2025. A refined policy proposal incorporating RPLC feedback will be discussed at the March Council meeting and brought forward for review and further consultation. The intent is to present a final program for Council approval at the June meeting, including any required regulatory amendments.

The operational plan anticipates phased implementation. Certain elements of the CPD program are expected to come into effect in 2027, with full implementation targeted for 2028.

GOVERNANCE ADVANCEMENT

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

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

2.2.1 Election System Roadmap

Council has directed a comprehensive review of PEO's election system as part of the 2026–2030 Strategic Plan. In Year 1 (2026), PEO will develop a roadmap to establish an evidence-informed foundation for policy development in Years 2 to 4. An external consultant will be engaged to support this work.

The Year 1 review will examine whether the current election system continues to support effective governance and preserve enlightened self-regulation. It will also clarify the purpose, scope and direction of reform before detailed policy development begins in subsequent years.

This initiative is linked to the broader review of the PEA and regulations (initiative 1.1.1 above). We recognize that substantive changes to the election or governance framework likely would require amendments to the PEA and/or the regulations.

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

3.1.3 Digital Transformation Project

Building on the foundational work and success of PEO's digital transformation and 2023–2025 Strategic Plan, digital transformation continues to be a focus in 2026 in the areas of applications, technology infrastructure and cybersecurity. The investments made in previous years allows the organization to have greater agility in light of the need for continuous improvement to our operations, evolving cyber threats and changes to regulatory policies and legislation. Work to support data-driven decision-making also continued through the delivery of enhanced data and analytics capabilities. Further, as cybersecurity threats evolve, staff continue to evaluate and identify areas to harden our security posture. This work includes planning for mock disaster tabletop exercises. These were conducted in the previous two years with staff and with members of Council's Audit and Finance Committee (AFC). These activities are planned again for 2026 with the aim of strengthening mitigation and recovery processes, as well as cybersecurity oversight and governance.

3.1.4 AI Roadmap

Building on the foundation of PEO's digital transformation strategy, PEO is embarking on creating and deploying a multi-year AI strategy. The goal of this strategy is to enable effective, secure and responsible adoption of artificial intelligence across PEO to enhance regulatory excellence and drive organizational efficiency.

This roadmap will outline an approach to AI adoption to support PEO's operational activities and to inform use of AI in engineering practice.

Since fall 2025, staff have been preparing for the rollout of a generative AI platform to aid staff in daily functions. This includes:

- The development of guidelines to support staff use of generative AI;
- Configuring the AI platform within our computing environments to ensure information and privacy safeguards are maintained;
- Identifying department-specific use cases and a process to deliver and support AI applications;
- Revising risk management plans to ensure oversight of AI in situ; and
- Launching staff training and education, which will begin in late March, with additional sessions to be held throughout April.

In addition, an overview of the AI roadmap and discussion on use cases were shared with the AFC for information at its March 2026 meeting. Selected use cases include streamlining administrative activities, facilitating content creation, supporting data analysis, enabling high-level document analysis and supporting knowledge management. Staff will continue to provide regular updates to the AFC and Council on the rollout of generative AI and on substantive use cases as they are identified.

The goal of this strategy is to enable effective, secure and responsible adoption of artificial intelligence across PEO to enhance regulatory excellence and drive organizational efficiency.



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

SEEP is a co-ordinated, program-level initiative that integrates technology modernization, communications and governance to significantly improve stakeholder experience, operational efficiency and trust in PEO's regulatory mandate. To date, we are preparing a list of projects with common goals and placing them under the SEEP program. Stakeholder groups that will benefit from this project include Regulatory Compliance and Tribunals by providing a case management solution that will improve consistency, transparency, timeliness and defensibility of decisions (see 3.1.9 below).

3.1.9 Integrated Case Management System (ICMS) (SEEP)

The cloud-based Integrated Case Management System (ICMS) enables PEO to effectively manage its end-to-end regulatory compliance, investigation, adjudication and enforcement processes in a legally defensible, auditable and efficient manner. Following a competitive bidding process, we are currently entering the vendor shortlisting stage and are hoping to award a contract by the end of April.

3.2 Promote a collaborative, innovative and inclusive 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 belonging.

PEO's Human Resources team is working to strengthen alignment and commit to a shared purpose, unifying the important work undertaken by each department. PEO has reported an upward trend in overall engagement and inclusion scores in the past two years. To sustain this positive momentum, collective staff subject-matter expertise will be leveraged to evaluate key survey metrics and feedback and convert those findings into initiatives that will support this project.

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 March 2026 PEO Governance Scorecard reflects performance results for the period of January 1 to 31. Overall, performance remains strong (see Table 2) with seven indicators surpassing their targets (green). The remaining five indicators are on track (grey) and will be reported throughout the year.

As part of PEO's continuous governance improvement program, Council reviewed and accepted the proposed changes to the 2026 Council scorecard at its February meeting. The 30 by 30 initiatives and standards and guidelines reviews have been removed from the Council scorecard; progress on these items will be shared in this report when available.

Table 3: March 2026 Governance Scorecard

Mar 2026 PEO Corporate Strategic Scorecard - Council Indicators											Reporting Period: Jan 1 st to 31 st , 2026	
#	Indicator Name	Operational Definition	PEO Core Function	Current Status	Desired Direction	2026 Target	2026 Threshold	Reporting Value	Numerator	Denominator	Status Description	
1	Acknowledgment of Complete Applications Within Target (C), (F)	The number of received P.Eng. and Limited Licence applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Regulatory Operations	●	↑	90%	80%	100%	113	113	PEO surpassed the target for the reporting period. PEO streamlined its P.Eng. Mobility Application process in Dec 2025 by integrating the completed application review process into its 10-day registration decisions process.	
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%	100%	109	109	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 10 days divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	100%	90%	100%	218	218	PEO surpassed the target for the reporting period.	
4	Licensed Practice Complaints Resolution Time within Target (C)	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 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.	Regulatory Operations	●	↑	75%	65%	90%	9	10	PEO surpassed the target and continues to pursue improvements to its complaints process and reporting tools. Furthermore, PEO improved the average resolution time by over 5% in 2025. The average resolution time improved to 552 days from 629 and 750 days in 2025 and 2024 respectively.	
5	Unlicensed Practice Enforcement Resolution Time within Target - Reduced Risk Cases (C)	The number of unlicensed practice enforcement cases (s.40 (2) & (3a.)) opened against individuals or entities who use a term, title or description 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. 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.	Regulatory Operations	●	↑	80%	70%	97%	29	30	PEO surpassed the target for the reporting period. Proactive case reviews and follow-up communications with respondents continues to be effective in reaching compliance in a timely manner. Furthermore, a majority of respondents willingly complied with the corrective action requested by PEO.	
6	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%	56%	43,498	77,513	PEO is on track to meet the target by the end of this year.	
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 Corporate Services	●	↑	90%	80%	4%	1	24	As referenced in the 2026 Operational Plan, there are 24 strategic initiatives planned for this year. Several initiatives have started and are progressing on track per their respective workplan; one is complete as of January.	
8a	Year to Date Budget Revenue Variance (C)	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. A positive percentage indicates a favorable variance (better than planned). A negative variance indicates an unfavorable variance (worse than planned).	Finance and Corporate Services	●	↑	Greater than -5.0%	Greater than -10.0%	Dec 2025: 1.62%	Dec 2025: \$498,574.69	Dec 2025: \$30,705,196.60	PEO will provide an update in the next 2026 scorecard after completing its 2025 audit and year end activities. The December 2025 results are provided for informational purposes only. As of year-end Dec 2025, PEO's 1.62% favorable variance in actual revenue versus budget is predominantly driven by the higher than anticipated examination fees revenue.	
8b	Year to Date Budget Spend Variance (C)	The variation, in percent, of the actual year-to-date spend on core operations (excluding special projects and strategic plan initiatives) compared to the year-to-date budget. A positive percentage indicates a favorable variance (underspend). A negative variance indicates an unfavorable variance (overspend).	Finance and Corporate Services	●	↑	Within 0.0% to 10.0%	Within -5.0% to 15.0%	Dec 2025: -1.61%	Dec 2025: (\$581,390.47)	Dec 2025: \$36,095,987.85	PEO will provide an update in the next 2026 scorecard after completing its 2025 audit and year end activities. The December 2025 results are provided for informational purposes only. As of year-end Dec 2025, PEO's 1.61% unfavorable variance in actual spending versus the budget is attributed to overall higher spending across several areas, including purchased services, contract staff expense, legal & chapter 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 Corporate Services	●	↔	180	90	Dec 2025: 429	Dec 2025: \$42,568,232.00	Dec 2025: \$36,174,844.61	PEO will provide an update in the next 2026 scorecard after completing its 2025 audit and year end activities. December 2025 results are provided for informational purposes only. As of year-end Dec 2025, 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 Corporate Services	●	↑	6.5	5.5	7.0	N/A	87	PEO surpassed the target for the reporting period. PEO received 87 customer experience surveys in 2026 and is reviewing the recent customer feedback to ensure consistent, high-quality customer service delivery.	
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	●	↑	81.5%	76.5%	N/A	N/A	N/A	PEO will provide an update at the end of this year.	
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	●	↓	15%	18%	1%	1	135	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
- Performance to be reported later this year

Notes:

- 1) Indicators required under FAR/PACTA legislation are identified with an (F) label
- 2) Indicators reported to Council are identified with a (C) label
- 3) Double arrow for desired direction means sustain performance above target

Regulatory Operations

Licensing

“As of Right” Project

The Licensing team continues to meet all timelines and requirements of the “As of Right” provincial legislation. In January, the team processed 218 mobility applications, which is a new monthly record.

FARPACTA KPIs

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

Inventory Management Plan (IMP)

The current legacy applicant inventory as of January 31 is 12,436, which means the inventory has reduced by 334 since December 31. This continues to be a major reduction from the approximate 34,000 applicants in July 2023. Furthermore, only 7 per cent of the applications are awaiting assessment from PEO (see the “With PEO” column in Table 3). Meanwhile, 93 per cent of applications await the applicant’s completion of one or more obligations, such as passing a required examination (see the “With applicant” column in Table 3).

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

STAGES	PERCENTAGE	QUANTITY	NEXT STEPS WITH APPLICANT	NEXT STEPS WITH PEO
Academic assessment queue	0%	65		65
Writing technical examinations	27%	3352	3352	
Writing the NPPE	28%	3475	3475	
Pending validator CBA forms	6%	774	774	
CBA assessment active	3%	347		347
Accumulating experience inactive	32%	4009	4009	
Other	3%	414		414
Total inventory	100%	12,436	11,610	826
Percentages			93%	7%

Table 3: Legacy Applicant Inventory Stages

Time-based Experience Review Project

PEO’s Communications, Governance, Licensing, Program Management Office (PMO) and Information Technology (IT) teams have been working to operationalize Council’s November 2025 motion to change the minimum experience requirement from 48 months to 24 months, once the change becomes part of Regulation 941 under the PEA. The new minimum 24-month period will commence when the applicant has acquired their degree or equivalent education qualifications. The goal is to meet a July 1, 2026, implementation date. This will apply to both the FARPACTA-compliant process and the legacy process.

EIT 2.0 Program

PEO’s Governance, Licensing and PMO teams are also developing 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.

Technical Examination Projections

As previously reported, as of the fall-winter 2024 session, the number of FARPACTA technical exam registrations exceed legacy technical exam registrations. Meanwhile, the overall number of technical exam registrations have reached a new record of approximately 4500 registrations for the spring-summer 2026 session (see Figure 1).

The projections in this graph are based on a status quo approach to technical examinations within the FARPACTA-compliant process.

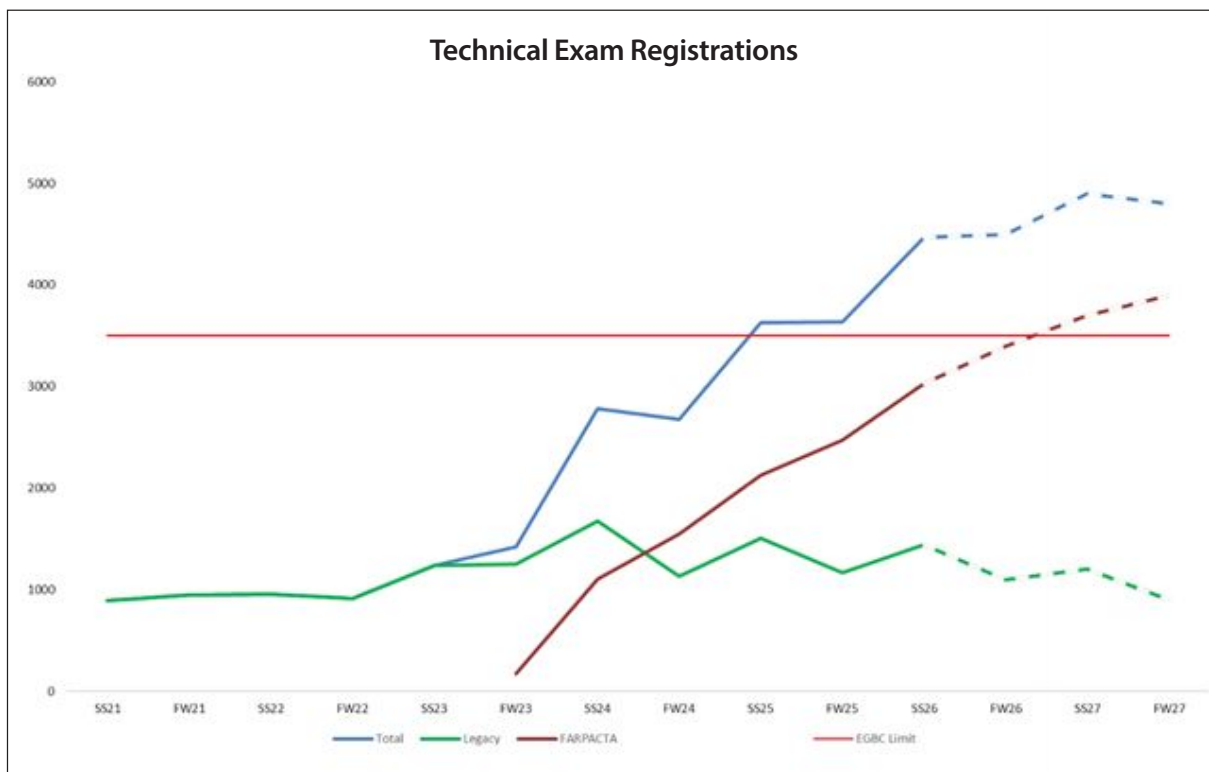


Figure 1: Technical Exam Registrations

OPERATIONAL

FARPACTA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS (as of January 31, 2026)

PROSPECTIVE APPLICANT STATS	
TOTAL NUMBER OF PROSPECTIVE APPLICANTS WHO STARTED A P.ENG. APPLICATION IN THE PEO PORTAL	27,103
SUBTOTAL PROSPECTIVE APPLICANTS WHO HAVE STARTED THE ACADEMICS SECTION ON THEIR P.ENG. APPLICATION	21,230
SUBTOTAL CEAB GRADUATES	22% (4763/21,230)
SUBTOTAL NON-CEAB GRADUATES ON PEO'S RECOGNIZED PROGRAMS LIST (RPL)	64% (13,653/21,230)
SUBTOTAL PERSONS WITH AN EDUCATION PROGRAM THAT IS NOT CEAB-ACCREDITED NOR ON PEO'S RPL	13% (2841/21,230)

27,103

Prospective applicants who have started a P.Eng. application

21,230

Prospective applicants who have started the academics section

4763

Total CEAB graduates

CEAB GRADUATES WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	68% (3229/4763)
ACADEMICS COMPLETED	42% (2010/4763)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	2% (90/4763)
CBA IN PROGRESS	74% (3526/4763)
GOOD CHARACTER COMPLETED	68% (3205/4763)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE OR MORE CONFIRMATORY EXAMINATION	1432
PASSED ONE CONFIRMATORY EXAMINATION	13.8% (197/1432)
PASSED TWO CONFIRMATORY EXAMINATIONS	20.6% (295/1432)
PASSED THREE CONFIRMATORY EXAMINATIONS	17.9% (257/1432)
PASSED FOUR CONFIRMATORY EXAMINATIONS	47.7% (683/1432)

13,653

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% (9663/13,653)
ACADEMICS COMPLETED	5% (644/13,653)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	3% (391/13,653)
CBA IN PROGRESS	51% (6941/13,653)
GOOD CHARACTER COMPLETED	52% (7095/13,653)

Unlicensed Practice Enforcement

Seven prosecutions are already underway at various stages in the Ontario courts system. Six additional matters are in our pre-prosecution phase. This is where the Unlicensed Practice Enforcement (UPE) team and internal legal counsel complete a thorough review of each case and related evidence before laying charges for violations of the relevant provisions of the PEA.

With reduced risk files (primarily title violations), over 96 per cent are resolved and closed within 90 days or less. Most respondents willingly comply with the corrective action requested by the UPE team.

The median length of time a file is open is expected to remain between 50 and 60 days.



The current median time an unlicensed practice file is open is 56 days

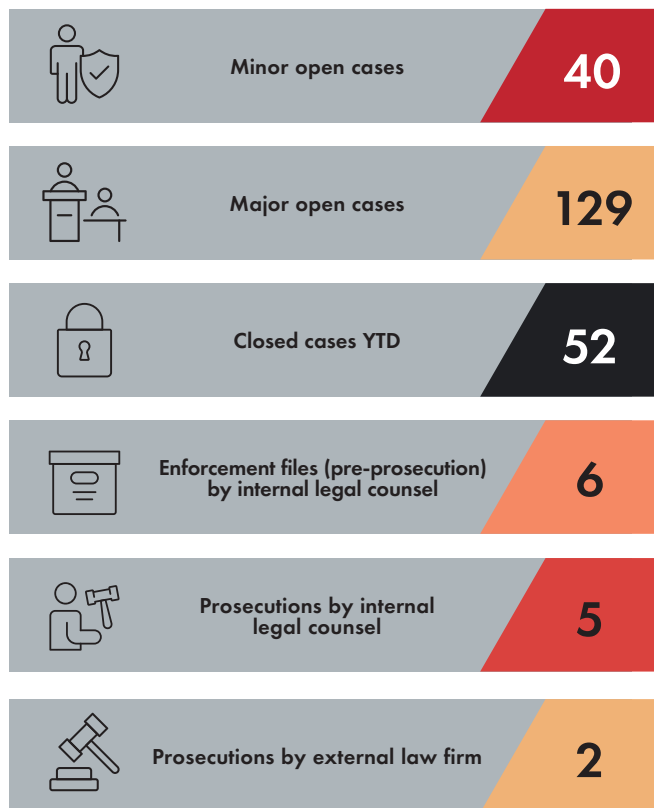


Table 4: Number of Unlicensed Practice Enforcement Cases

Complaints and Investigations

PEO’s Complaints and Investigations team provides investigative and administrative services to the Complaints Committee (COC). The COC 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 February 17, 10 new complaints were filed with PEO, and 10 existing complaints were disposed of by the COC (see Figure 2). There are currently 211 active complaint files either being investigated or pending disposition (in the form of a signed decision) by the COC.



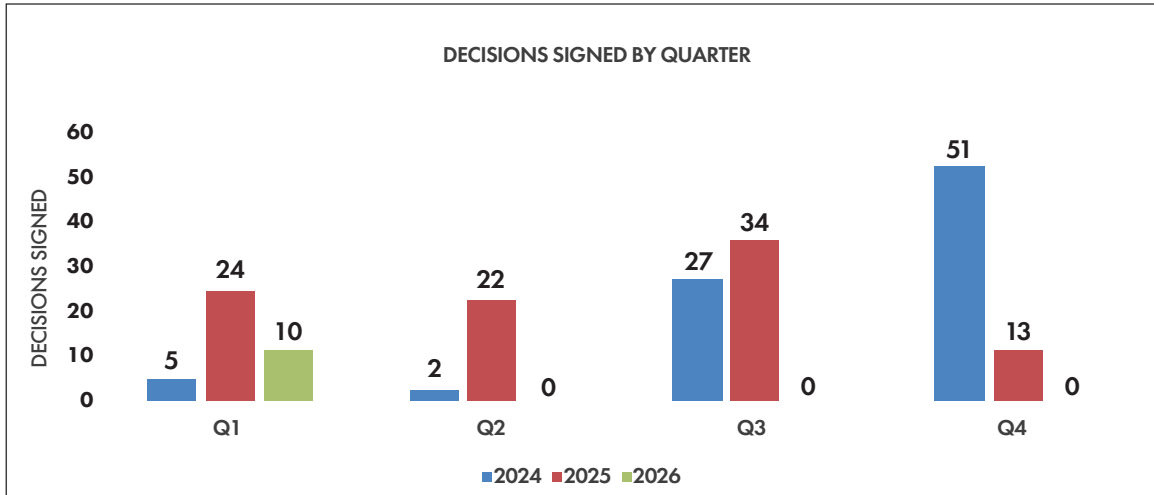


Figure 2: Number of Complaints Decisions Issued by Quarter

10 Complaints disposed of by the Complaints Committee between January 1 and February 17

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 552 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 (64 per cent of all complaints). Complaints related to technical competence/negligence represent the next largest category (24 per cent).

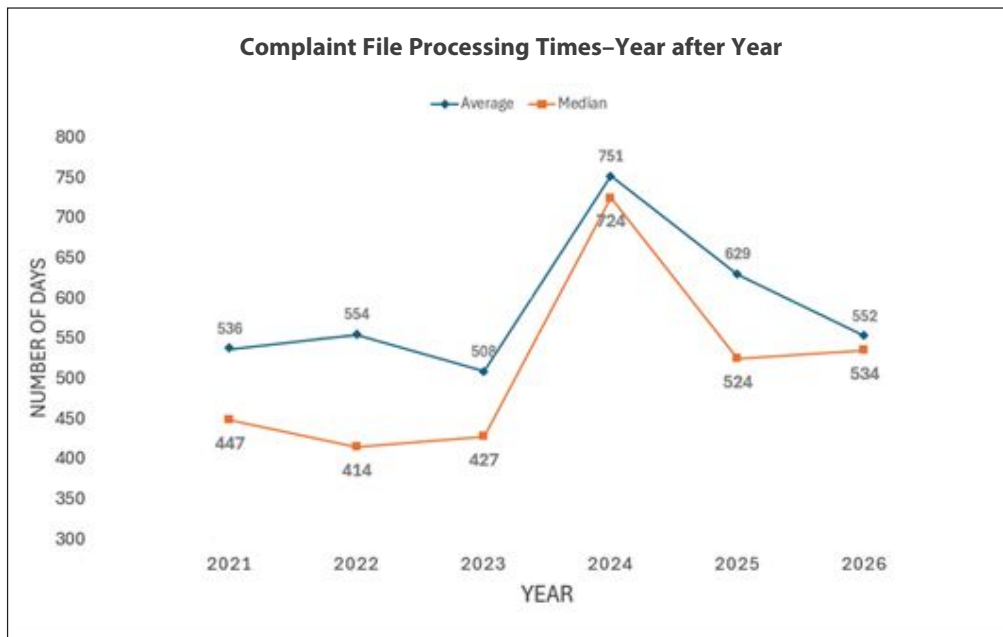


Figure 3: Complaints File Processing Times

552

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

PEAK

As of February 17, approximately 77,000 licence holders are required to complete the PEAK program. Of the required participants, 63 per cent have already completed their first two PEAK elements, which were due on January 31. Additionally, 14 per cent of the required participants are still in progress and 23 per cent have not yet started. 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).

63%

Participants who have completed both the Practice Evaluation and Professional Practice Module elements for 2026, as of mid-February. Last year, 64 per cent had completed the first two elements by March 1, 2025.

Figure 4 shows comparative views of the compliance rate for PEAK elements across the years since PEAK became mandatory in 2023.

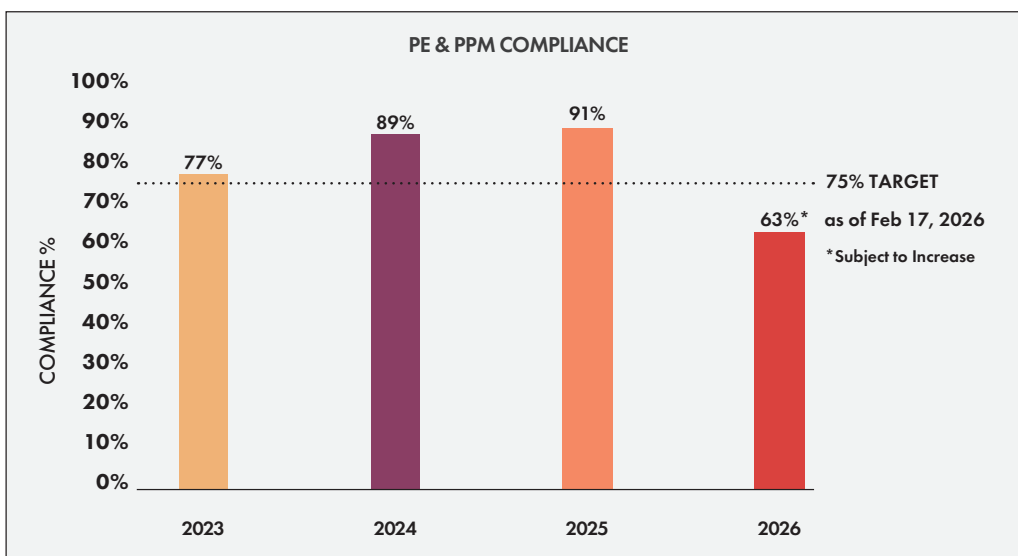


Figure 4: Practice Evaluation and Professional Practice Module Compliance, 2023–2026

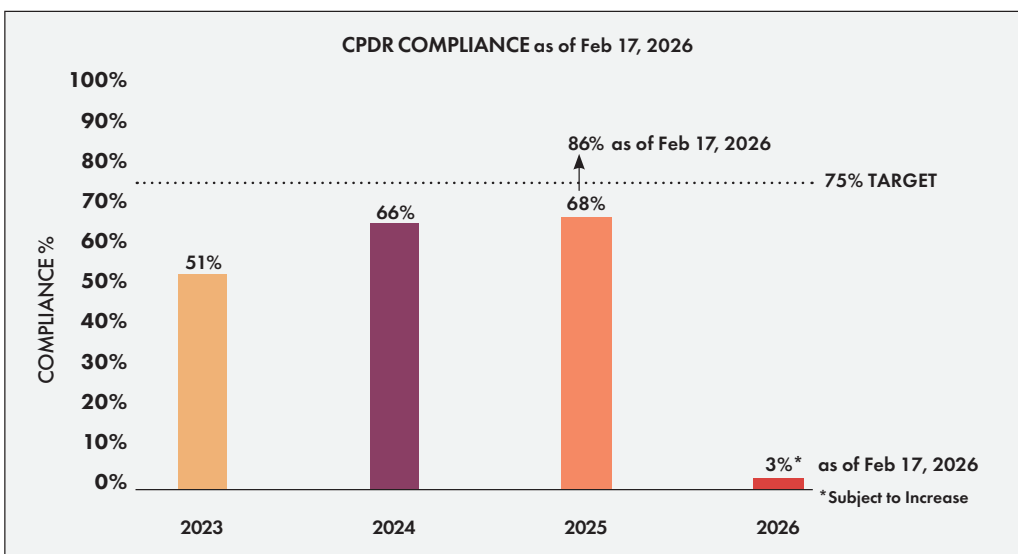


Figure 5: Continuing Professional Development Report Compliance, 2023–2026

86%

Participants who have completed their Continuing Professional Development Report for 2025, as of February 17.

OPERATIONAL

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).

PEO currently has 83 open REC matters. The IMP Project, for which an additional 178 NOPs have been requested, is not included in Figure 6.

NOPs are drafted for the registrar's or deputy registrar's approval by either a licensed lawyer or licensed paralegal. The total number of NOPs requested in 2025 was 391. This represents a nine-fold increase from 2024. Year to date, 24 NOPs have been requested in legacy and FARPACTA matters (see Figure 7). A new project is also underway to issue NOPs for applicants who have failed to pass the

National Professional Practice Exam within the prescribed deadline. We estimate that this project will involve issuing over 1000 additional NOPs.

REC hearings must be handled by a lawyer, acting on the registrar's behalf. 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. Year to date, PEO has received 23 requests for hearings (see Figure 9). At this time last year, we had 13 requests for hearings.

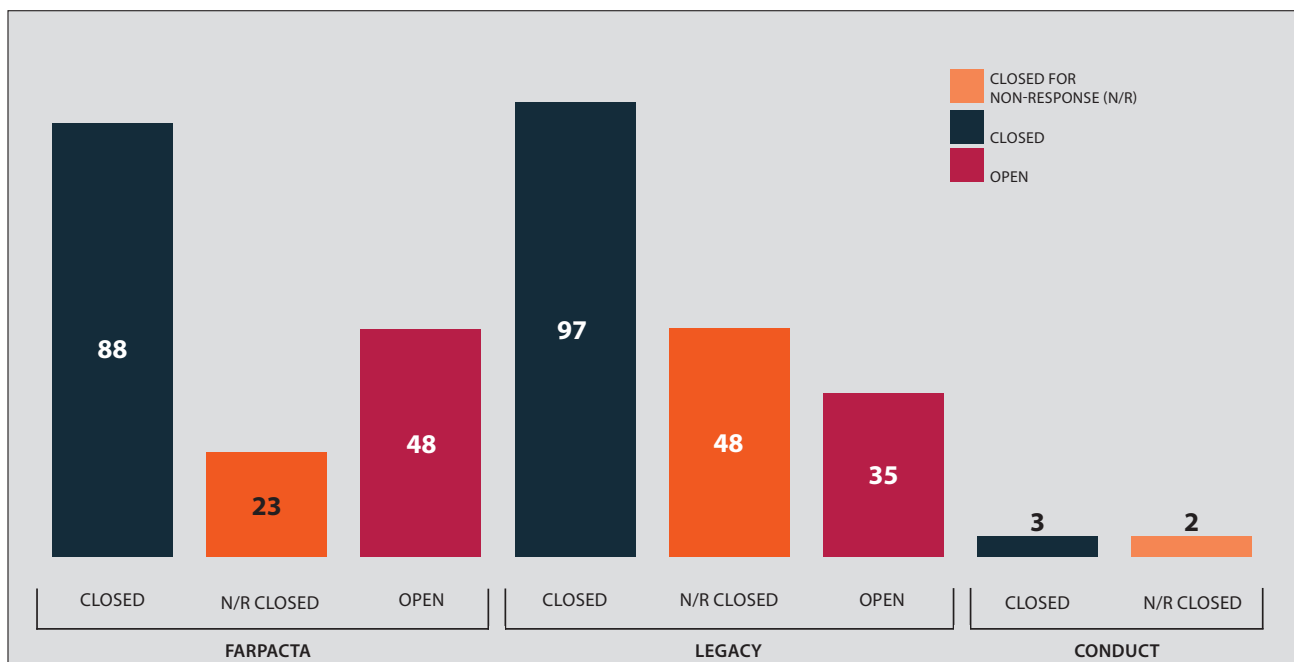


Figure 6: Current Status of REC Matters by Category

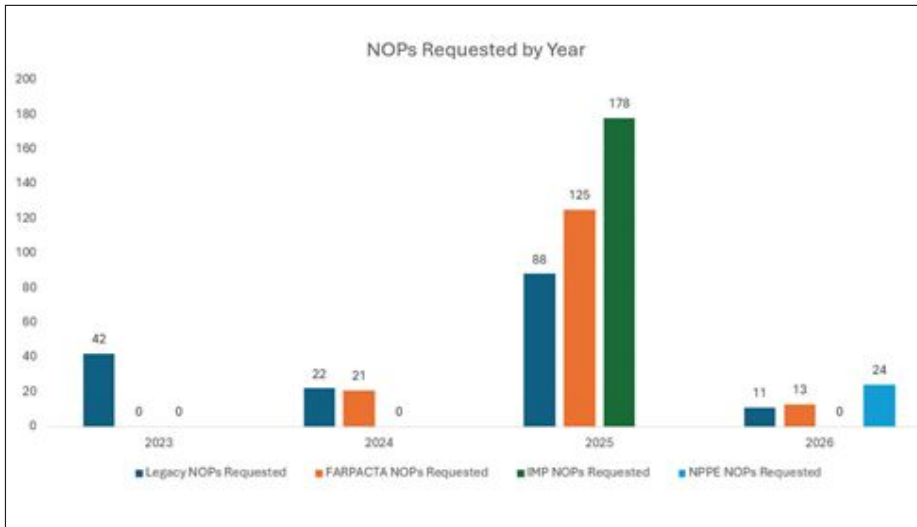


Figure 7: Notices of Proposal Requested by Year

A new project is underway to issue NOPs for individuals who have failed to pass the National Professional Practice Exam by the prescribed deadline. We estimate that this project will involve issuing over 1000 additional NOPs.

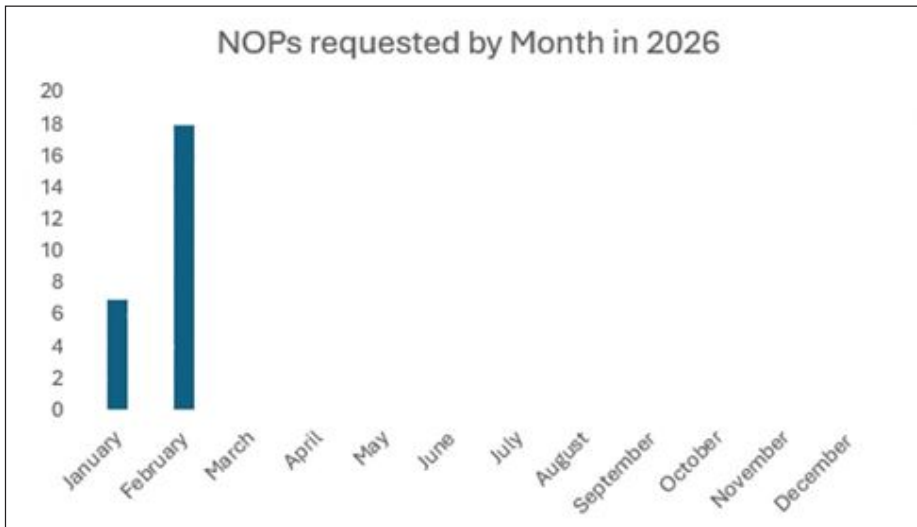


Figure 8: Notices of Proposal by Month in 2026

24
 NOPs that have been requested in 2026, the majority of which were in February

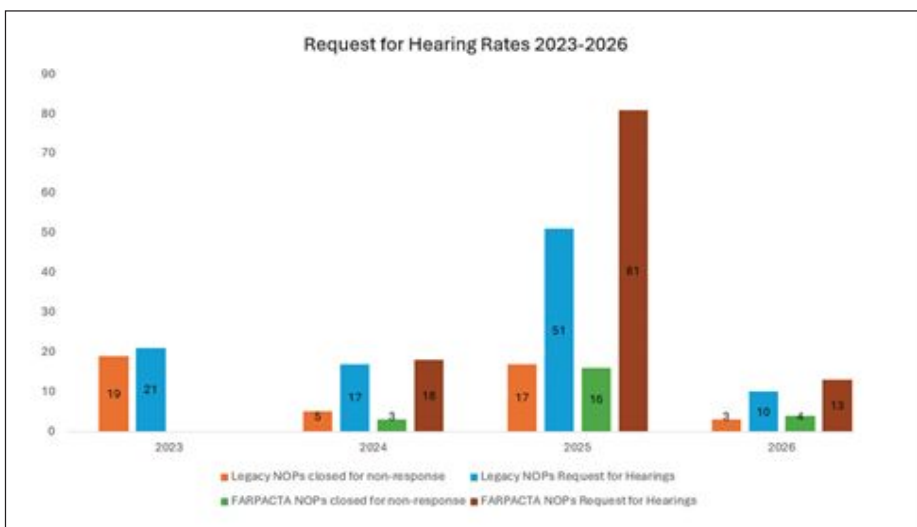


Figure 9: Request for Hearing Rates 2023–2026

We saw a four-fold increase in the number of Requests for Hearings in 2025 as compared to 2024. Year to date, we have received 23 requests for hearings.

OPERATIONAL

Finance

For the 12 months ending December 31, 2025, total revenues amounted to \$38.9 million, while total expenses were \$38 million. This resulted in an excess of revenue over expenses of \$909,949, as shown in Table 5.

Total revenues were \$1,167,164 better than 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 favourable to budget by \$188,076. This positive variance is primarily driven by lower-than-budgeted spending across

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

Accordingly, the excess of revenue over expenses was favourable to budget by \$1,355,241.

Table 6 shows cash of approximately \$5.2 million and an investment portfolio of approximately \$37.4 million as of December 31, 2025, compared to cash of \$5.5 million and an investment portfolio of \$35.2 million as of December 31, 2024.

	2025 Actual	2025 Budget (Reclassified)	Variance Actual vs Budget
TOTAL REVENUES	\$38,908,391	\$37,741,227	\$1,167,164
Operations expenses	\$36,677,378	\$36,095,988	(\$581,390)
Projects and strategic plan exp	\$1,321,064	\$2,090,532	\$769,467
TOTAL EXPENSES	\$37,998,442	\$38,186,520	\$188,076
EXCESS OF REV OVER EXP	\$909,949	(\$445,293)	\$1,355,241

Table 5: Revenues and Expenses as of December 31, 2025

	2025 Actual	2024 Actual	Variance Actual Vs Actual
Cash	\$5,164,249	\$5,476,019	(\$311,770)
Other current assets	\$1,914,913	\$1,372,439	\$542,474
Marketable securities	\$37,393,983	\$35,151,617	\$2,242,366
Capital assets	\$24,780,048	\$25,961,883	(\$1,181,835)
TOTAL ASSETS	\$69,253,193	\$67,961,958	\$1,291,235
Current liabilities	\$15,602,357	\$14,905,048	\$697,309
Employee future benefits	\$6,141,000	\$8,428,500	(\$2,287,500)
Net assets	\$47,509,836	\$44,628,410	\$2,881,426
TOTAL LIABILITIES & NET ASSETS	\$69,253,193	\$67,961,958	\$1,291,235

Table 6: Assets and Liabilities as of December 31, 2025

Remissions and Resignations

As of December 31, 2025, the data in Table 7 shows that the estimated total number of P.Engs in fee remission was approximately 13,852, compared to 13,881 as of the same period in 2024. The number of resignations as of December 31, 2025, was estimated to be 998, compared to 1328 resignations as of December 31, 2024. Overall, the estimated total number of P.Engs as of December 31, 2025, was 91,252, compared to 88,742 reported on December 31, 2024.



	YTD DEC. 2025	YTD DEC. 2024
Members seeking remission	3089	3321
Total members in fees remission	13,852	13,881
Members resigned	998	1328
Total P.Engs	91,252	88,742

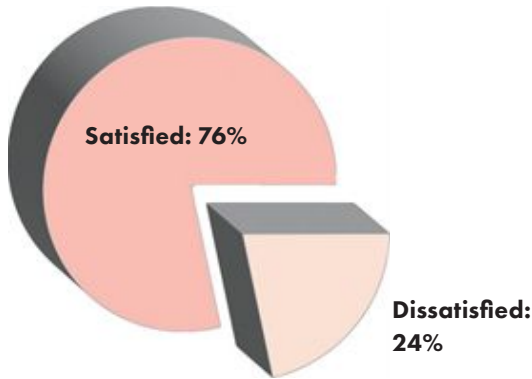
Table 7: Estimated Remissions and Resignations as of December 31, 2025

Customer Service

PEO's customer service model continues to receive positive feedback. The 2026 customer satisfaction score stands at 7.0 out of 10 (n=85) with strong ratings for issue resolution and inquiry response times (see Figure 10). Furthermore, the Level 1 Customer Service team's average resolution time is 1.7 days in 2026, down from 2.3 days in 2025.

Between January 1 and 31, the Level 1 Customer Service team managed 4284 inquiries. The team continues to maintain their first-contact resolution rate (see Table 8), where over 90 per cent of inquiries are resolved without escalating them to our Level 2 specialized support teams.

Was the user satisfied with PEO's response time?



Was the issue resolved to the user's satisfaction?

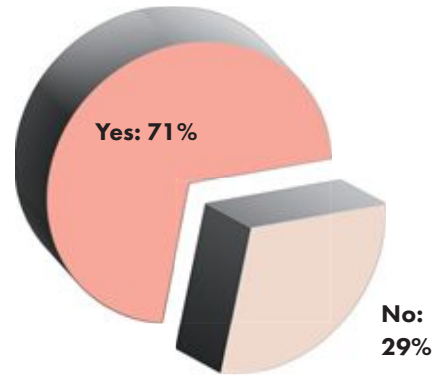


Figure 10: 2025 Level 1 Customer Experience Survey Feedback

2026 Level 1 Customer Service Delivery Overview

Mode	Inquiries by Mode
TOTAL INQUIRIES	4282
Emails	3277
Phone Calls	1003
Other	4

94%
Resolution rate of Level 1 Customer Service

Level 1 First-Contact Resolution Rate
Level 1 resolution rate = 94% (4026/4284)
Level 1 resolution rate by Top 3 inquiry topics: Technical Support Inquiries = 96.8% (1396/1442) PEAK Inquiries = 98.8% (1649/1669) FARPACTA Inquiries = 61.3% (149/243)

Table 8: 2025 Level 1 Customer Service Delivery

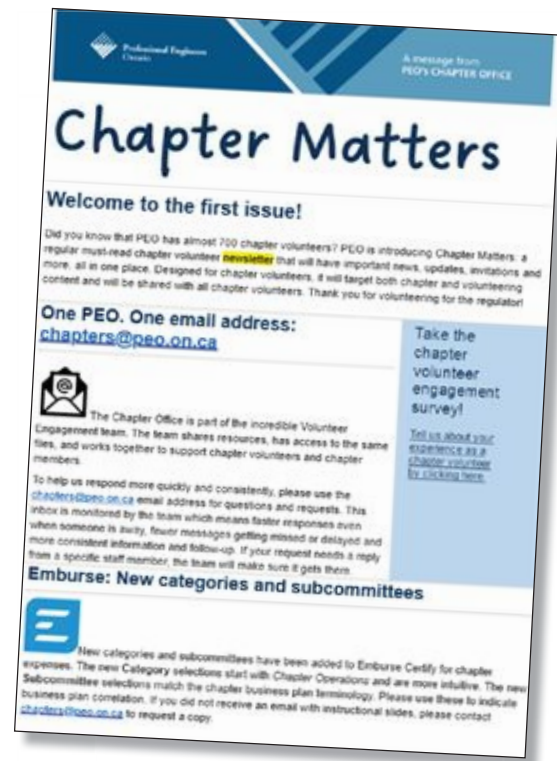
Volunteer Engagement Chapters

PEO’s Chapter Office continues to drive engagement with chapters. In 2025, chapter volunteers provided meaningful feedback as part of our collective effort to align our work and amplify our impact as a province-wide network. Volunteers highlighted opportunities to upskill executive roles, update volunteers and celebrate successes from across Ontario.

In February, the Chapter Office launched the *Chapter Matters* e-newsletter for PEO’s 650+ chapter volunteers. Our goal is to provide regular updates and announcements on various matters of interest to chapters. Furthermore, this spring, we will launch annual onboarding/refresh training for all chapter chairs and treasurers. This initiative will supplement ongoing engagement through the quarterly Treasurer Community of Practice and newly launched Chair Community of Practice. Finally, to increase awareness of chapters’ local impact to PEO’s larger engineering community, the Communications team will soon begin to showcase chapter successes as a regular section in *Engineering Dimensions*.

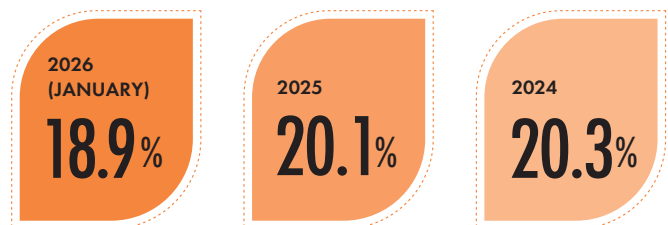
ARE Code Policy and Measurement

As of late February, membership demographic data has been collected from 10,033 licence holders on a voluntary basis via PEO’s online portal, providing valuable data to inform future EDI strategies.



30 by 30

In alignment with Council’s direction, PEO continues to track and report annual progress toward Engineers Canada’s 30 by 30 initiative, a national commitment to increase the percentage of newly licensed women engineers to 30 per cent by the year 2030. Recent data indicate:



NEWLY LICENSED WOMEN ENGINEERS

*Note that these metrics exclude Canadian P.Eng. mobility applications.

PEO remains committed to supporting gender equity within the engineering profession and will continue regular reporting, promoting licensure among women through targeted pre-licensing outreach, and collaborating with Engineers Canada to advance national alignment and shared objectives.

**Summary Report to Council of the Audit and Finance Committee Activity
March 27, 2026**

Committee Meeting Date: March 18, 2026

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
Update on Pension Plan <i>(Part of Consent Agenda)</i>	The committee received an update on that the audit of the annual Pension Plans financial statements is ongoing and is expected to be completed by March 31, 2026.	Staff /Auditor	The committee will review the annual financial audited statements of the pension plans at its June 2026 meeting.	Continue	No
Update on Investment Pooled Funds <i>(Part of Consent Agenda)</i>	The committee received an update that the finance team has reviewed the recommendation of its investment advisor and will be proceeding with a transition of PEO's fixed income/short-term bond holdings from a separately managed account, into a short-term bond pool in the coming weeks.	Staff	Staff will engage with Scotia Wealth to coordinate the transition in the coming weeks	Continue	No
Engineers Canada 2028 Per Capita Assessment Fee	The committee reviewed information regarding Engineers Canada's proposal to change the 2028 per capita assessment fee to \$12, as approved by the Engineers Canada Board on December 8, 2025. The committee discussed that there are no objections to direct PEO's Member Representative (i.e., President or their designate) at the 2026 Engineers Canada Annual Meeting of Members to vote in favour of the increase.	Staff	For Council approval at March 27, 2026 meeting	Continue	Yes
2025 Audit Report and 2025 Audited Financial Statements	The committee reviewed PEO's 2025 consolidated annual financial statements with commentary on variances between actual results and the Council approved budget. The auditor presented 2025 Audit Results Report; the 2025 PEO Audited Financial Statements, and the 2025 40 Sheppard Common Area Maintenance (CAM) Audited Statement.	Staff	Recommendation to Council for approval at its March 27, 2026 Council meeting	Continue	Yes

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

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
	The committee discussed the potential risks and the effect of deferred revenue on the financial statements.				
Auditor for Fiscal Year 2026	The committee reviewed the recommendation to approve Deloitte LLP as PEO's auditor for the year 2026. In 2021 Deloitte won the RFP for audit services for PEO for a five-year period.	Staff	Recommendation to Council for approval at its March 27, 2026 Council meeting	Continue	Yes
Temporary Staff in Consequence of Mobility Increases	The committee discussed the proposal to hire two temporary contracted staff to work in the Licensing & Registration team due to the increase in applications. Committee members also noted that if the trend of substantial increases in mobility applications continues an evaluation of the need for full-time resources may be considered.	Staff	HR Team to contact staffing agencies	Continue	No
Office Refresh	The committee reviewed and discussed the office refresh plan for the PEO-occupied space at 40 Sheppard Avenue West. It includes renovating existing office space to improve functionality, support workforce growth and efficiency. To date, a "Class D" budget has been developed, which covers high-level and preliminary project costs based on industry standard by square footage. The office refresh directly supports Strategic Priority 3: Organizational Excellence by creating a workspace that enhances productivity, operational efficiency and employee experience.	Staff	A finalized "Class A" budget will be presented to this committee in the next Council term	Continue	No
AI Roadmap	The committee reviewed the interim update on the development of PEO's AI roadmap. Staff noted that in recent months, there have been preparations for the rollout of a generative AI platform for staff, which is Copilot. Some of the use cases for the rollout were shared, which for the initial phase will include low-risk applications intended to aid staff productivity, such as:	Staff	Continued updates for AFC at subsequent meetings.	Complete	Yes

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
	<p>scheduling, summarizing non-confidential documents, editing documents, and other, similar and administrative use cases that do not involve sensitive data.</p> <p>It was noted that PEO's use of Copilot is starting in a slow and controlled manner, and the rollout does not include using AI for decision making, meaning that a human will remain in the loop for oversight and accountability of work that is produced by the system.</p>				

Next Committee Meeting: June 3, 2026

Decision Note – Approval of 2025 Audited financial statements

Item	C-576-4.1
Purpose	To approve the audited financial statements for the year-ended December 31, 2025.
Strategic/Regulatory Focus	None
Motion Proposed to Council	As recommended by AFC, that: a) the draft annual audit results report by Deloitte (C-576-4.1, Appendix A), and the draft annual audited financial statements for the year ended December 31, 2025 (C-576-4.1, Appendices B and C), be approved; and b) the Council Chair and President-elect be authorized to sign the audited financial statements on Council's behalf.
Attachments	Appendix A – Financial highlights for the year-ended 2025 (for information). Appendix B – PEO audited financial statements as of December 31, 2025 (for decision). Appendix C – 40 Sheppard Ave Common Area Maintenance (CAM) audited statement as of December 31, 2025 (for decision).

Summary

PEO's governing legislation and its By-laws require that Council approve the audited financial statements of the Association for presentation to members at PEO's Annual General Meeting and that these statements be published on PEO's website for access to all members. This briefing presents financial highlights from PEO's finance team for the year ended December 31, 2025 (**Appendix A**), as well as the audited statements the same period (**Appendix B and C**) for Council approval.

Public Interest Rationale

To ensure that the requirements concerning the preparation and presentation of the financial statements of the association as outlined in PEO's governing legislation and By-laws have been met.

Background

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

PEO By-Law No. 1, section 51 states:

The Council shall lay before each Annual Meeting of the members a financial statement prepared in accordance with generally accepted accounting principles for the previous fiscal year of the association (made up of a balance sheet as at the end of such fiscal year and statements of revenue and expenditure and members' equity for such fiscal year) together with the report of the association's auditors on the financial statement. The financial statements with (a summary of) the auditor's report shall be published in the official publication of the association after its approval by the Council.

The Audit and Finance Committee's (AFC) mandate approved by Council is to recommend the appointment of an external auditor; oversee the auditing of the Association's financial statements by the external auditor; and monitor the accounting and financial reporting processes and systems of internal control.

The 2025 audited financial statements and auditor's report were presented to the audit and finance committee at the meeting held on March 18, 2026 for discussion, and review. At this meeting, the committee members met with the auditor from Deloitte to review the audit findings and auditor's report and were satisfied with the responses provided by the auditor and staff.

financial statements included reviewing the draft audited statements of the Pension Plan of the Employees of the Association of Professional Engineers Ontario, also prepared by Deloitte, to ensure consistency and accuracy in both statements. The Pension Plan audited statements will be presented and approved by PEO’s Pension Committee in April 2026 and subsequently provided to AFC and Council for information in June 2026.

Financial Highlights

Financial highlights are included for the committee’s review in **Appendix A**.

As of December 31, 2025, PEO ended the year with a \$0.9M surplus of revenues over expenses, which was \$1.4 million dollars better than budgeted. The favorable results were primarily driven by higher investment income and higher application, registration, examination and other fees which were partially offset by related increases in purchased services expenses (exam fees) and legal expenses (investigation, prosecution, and enforcement).

In 2025, as requested by AFC, PEO added a new expense line “Council Expenses”, which reflect the expenses incurred for Council, AGM, and statutory related activities. These expenses are effectively reclassifications of portions of other expense lines, included in Purchased Services, Volunteer Expenses, and Council Initiatives. In order to conform to the presentation adopted in 2025, PEO’s audited financial statements will contain a “reclassification” tag on 2024, noting that certain 2024 expenses have been reclassified to adhere to new presentation adopted in 2025.

Table 1 – Summary of revenues and expenses as of December 31, 2025

	2025 Actual	2025 Budget (Reclassified)	Variance Actual vs Budget
TOTAL REVENUES	\$38,908,391	\$37,741,227	\$1,167,164
Operations expenses	\$36,677,378	\$36,095,988	(\$581,390)
Sp. projects and strategic plan exp	\$1,321,064	\$2,090,532	\$769,468
TOTAL EXPENSES	\$37,998,442	\$38,186,520	\$188,078
EXCESS OF REV OVER EXP	\$909,949	(\$445,293)	\$1,355,241

Considerations

Not meeting this requirement will result in non-compliance with Council’s mandate approved by Council along with the requirements outlined in Section 51 of By-Law 1.

Next Steps

That Council approve the audited financial statements for the year ended December 31, 2025 for presentation to members at the 2026 Annual General Meeting and ensure that the statements be published on PEO’s website and in the next edition of Engineering Dimensions, as required by legislation and PEO’s By-laws.

Prepared By: Finance Team

Professional Engineers Ontario
Income Statement
For the Twelve Months Ending December 31, 2025

REVENUE	2025 ANNUAL	2025 ANNUAL	VARIANCES		2024 ANNUAL	Reason for variance <i>(Commentary Provided When Variance >\$100,000)</i> Variance between 2025 Annual Actual vs Budget
	ACTUAL	BUDGET	\$	%	ACTUAL	
	A	B	C	D	F	
1 P. Eng. Revenue	20,961,375	20,999,000	(37,625)	-0.2%	20,555,107	Variance is not significant
2 Application, registration, examination and other fees	10,240,396	9,706,197	534,199	6%	9,132,582	Application, registration, examination, and other fees were \$534k (6%) more than budget at year-end, mainly due to: - Higher exam revenues due to volume (\$563K or 17% more than budget) - Unplanned enforcement revenue of \$274K - Higher other licensing fees (\$212K or 6% more than budget)
3 Affinity Program	2,338,992	2,299,391	39,601	2%	2,079,977	This was partially offset by: - Lower P.Eng registration fees (\$205K or 12% less than budget) - Lower EIT revenue (\$362K or 34% less than budget)
4 Investment income	2,535,800	2,000,000	535,800	27%	2,562,263	Variance is not significant Investment income was \$536K (27%) more than budget, as a result of: - Higher investment proceeds (\$843K or 281% more than budget) - Higher realized capital gains on investments (\$63K or 31% more than budget)
5 40 Sheppard revenue	2,552,755	2,471,235	81,520	3%	2,497,490	This was partially offset by: - Lower bank interest (\$249K or 63% less than budget) - Lower unrealized capital loss on investments (\$121K or 11% less than budget)
6 Chapter revenue	211,959	205,405	6,555	3%	193,025	Variance is not significant
7 Advertising income	67,114	60,000	7,114	12%	43,194	Variance is not significant
TOTAL REVENUE	38,908,391	37,741,227	1,167,164	3%	37,063,638	

Professional Engineers Ontario
Income Statement
For the Twelve Months Ending December 31, 2025

	2025 ANNUAL	2025 ANNUAL	VARIANCES		2024 ANNUAL	Reason for variance
	ACTUAL	BUDGET	\$	%	ACTUAL	(Commentary Provided When Variance >\$100,000)
	A	B	C	D	F	Variance between 2025 Annual Actual vs Budget
EXPENSES						
8 Staff salaries and benefits/Retiree and future benefits	19,834,166	19,406,146	(428,020)	-2%	17,581,409	Salaries and benefits were \$428K (2%) less than budget. This unfavorable variance primarily relates to a budgeting omission of employee benefits in the preparation of the 2025 budget, which was partially offset by staff vacancies. The budgeted full-time headcount for 2025 was 149, compared to an actual headcount of 137 as of December 31, 2025. The difference in full-time headcount is partially offset by unfavorable variances in contract staff as noted below.
9 Purchased services	3,516,559	3,139,111	(377,448)	-12%	2,831,359	Purchased services were \$377K (12%) more than budget, primarily as a result of: - NPPE and technical examination expenses of \$578K (24%) more than budget due to volume This was partially offset by: - Catering: \$56K (35%) less than budget - Video/photography expenses and Dimensions production costs: \$60K (56%) less than budget - Offsite space, notably for the Volunteer Symposium: \$33K (15%) less than budget
10 40 Sheppard expenses	2,064,748	2,086,003	21,255	1%	2,043,736	Variance is not significant
11 Computers and telephone	2,222,043	2,622,080	400,037	15%	1,765,863	Computers and telephones were \$400K (15%) less than budget, primarily as a result of: - Software support contracts were \$195K (15%) less than budget - Teleconferencing expenses were \$145K (60%) less than budget - Hardware was \$60K (27%) less than budget
12 Legal (corporate, prosecution and tribunal)	1,586,034	1,421,000	(165,034)	-12%	1,292,836	Legal expenses were \$165K (12%) more than budget, as a result of: - Investigation, prosecution, and enforcement activities, due to the volume and magnitude of hearings (\$305K or 205% more than budget) This was partially offset by: - Corporate legal expenses, which were \$138K (49%) less than budget
13 Chapters	1,333,776	1,171,100	(162,676)	-14%	1,124,034	Chapter expenses were \$163K (14%) higher than budget, primarily due to a higher than anticipated volume of activity within the budgeting submissions. Variances by Chapter Region include the following, compared to initial allotments: - Eastern Region: \$13,492 favorable (underspent) - Eastern Central Region: \$84,345 unfavorable (overspent) - Northern Region: \$2,436 favorable (underspent) - Western Region: \$24,156 unfavorable (overspent) - West Central: \$118,102 unfavorable (overspent) This was partially offset by lower spending on chapter corporate services, scholarships, and Regional Councillor Committee activities (\$48K or 40%).
14 Occupancy costs	1,022,885	1,085,720	62,835	6%	932,920	Variance is not significant
15 Engineers Canada	799,424	815,800	16,376	2%	809,208	Variance is not significant
16 Contract staff	837,247	619,572	(217,675)	-35%	799,457	Contract staff costs were \$218K (35%) more than budget, as a result of higher than budgeted usage of temporary staffing agency fees (\$163K or 163%) as well as underbudgeting for contractor usage (\$55K or 11%). Overall, the variance is largely due to staff vacancies. This is evident from the actual full-time headcount of 137 compared to the budgeted 149 as of December 31, 2025.
17 Transaction fees	778,752	799,521	20,769	3%	767,264	Variance is not significant
18 Consultant	569,848	550,520	(19,328)	-4%	657,234	Variance is not significant
19 Council expenses	546,745	567,272	20,527	4%	474,687	Council expenses is a new expense line introduced in 2025 as requested by PEO's AFC committee at its November meeting. It consists of costs to conduct Council meetings, governance/board committee meetings, and the annual general meeting, including travel expenses for non-staff, venue rental, catering, and meal reimbursements. It represents costs previously included in other expense line items, and as such, 2024 Council expenses have also been reclassified from other expense lines to conform with this presentation change. Council expense variance from budget was not significant.
20 Amortization	502,534	476,902	(25,632)	-5%	469,312	Variance is not significant
21 Professional development	264,394	397,559	133,165	33%	261,982	Professional development expenses were \$133K (33%) less than budget, primarily due to: - Staff professional development spending, which was \$112K (42%) less than budget - Other professional designation annual dues, which were \$14K (25%) less than budget
22 Volunteer expenses	189,283	154,175	(35,108)	-23%	232,494	Variance is not significant
23 Insurance	123,246	136,164	12,918	9%	128,238	Variance is not significant
24 Recognition, grants and awards	90,110	98,695	8,585	9%	99,277	Variance is not significant
25 Postage and courier	148,767	186,574	37,807	20%	98,262	Variance is not significant
26 Staff expenses	98,925	131,070	32,145	25%	84,873	Variance is not significant
27 Office supplies	50,089	104,103	54,014	52%	84,175	Variance is not significant
28 Printing	49,807	81,900	32,093	39%	56,439	Variance is not significant
29 Advertising	47,996	45,000	(2,996)	-7%	42,572	Variance is not significant
TOTAL EXPENSES	36,677,378	36,095,988	(581,390)	-1.6%	32,637,631	
30 Special Projects and Council Initiatives	624,094	1,005,000	380,906	38%	667,627	Please see the Special Projects and Council Initiatives page.
31 Strategic Plan	696,970	1,085,532	388,562	36%	2,466,059	Please see the Strategic Plan page.
EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	909,949	(445,293)	1,355,242	304%	1,292,321	

Professional Engineers Ontario
Income Statement
For the Twelve Months Ending December 31, 2025

		2025 ANNUAL ACTUAL	2025 ANNUAL BUDGET	Variances		2024 ANNUAL ACTUAL	Reason for variance <i>(Commentary Provided When Variance >\$100,000)</i>
		\$	\$	\$	%	\$	Variance between 2025 Annual Actual vs Budget
		A	B	C	D	F	
Special Projects and Council Initiatives							
1	HR related projects	323,197	450,000	126,803	28%	222,353	HR related projects was \$127K (28%) less than budget.
2	Governance related Projects	210,007	400,000	189,993	47%	319,377	Governance related projects was \$190K (47%) less than budget.
3	Organizational transformation and other initiatives	87,313	125,000	37,687	30%	97,411	Variance is not significant
4	Anti-Racism (AREWG)	3,578	30,000	26,422	88%	26,960	Anti-racism working group activities concluded as planned in early 2025.
Total Special Projects and Council Initiatives		624,094	1,005,000	380,905	38%	667,627	

**Professional Engineers Ontario
Income Statement
For the Twelve Months Ending December 31, 2025**

		2025 ANNUAL ACTUAL	2025 ANNUAL BUDGET	Variations		2024 ANNUAL ACTUAL	Reason for variance <i>(Commentary Provided When Variance >\$100,000)</i>
		\$	\$	\$	%	\$	Variance between 2025 Annual Actual vs Budget
		A	B	C	D	F	
2025 Strategic Plan							
1	1.1.1 FARPACTA tech soln-1 & 2	22,601	50,000	27,399	55%	595,864	FARPACTA technical solution development phases 1 and 2 were \$27K (55%) less than budget.
2	1.2.1 Implement mandatory CPD - Phase 1 (roll out, reminders)	54,210	140,500	86,290	61%	38,296	Variance is not significant
3	1.2.2 Implement mandatory CPD - Phase 2 (business rules, sanctions)	4,116	130,800	126,684	97%	174,848	Implementation of mandatory CPD (PEAK) phase 2 incurred minimal spending year-to-date.
4	2.2.1 Digital transformation roadmap	433,316	500,000	66,684	13%	697,962	Variance is not significant
5	2.2.2 Data governance model	76,520	75,000	(1,520)	-2%	142,425	Variance is not significant
6	2.3.2 HR high performance team roadmap	457	13,500	13,043	97%	8,688	Variance is not significant
7	2.3.4 Communications strategy (value, EDI)	11,863	20,000	8,137	41%	5,932	Variance is not significant
8	2.3.5 Modernize budget processes	63,317	70,732	7,415	10%	47,438	Variance is not significant
9	2.3.7. Develop Customer Service Model	18,834	15,000	(3,834)	-26%	331,358	Variance is not significant
10	3.3.2 Annual assessment council effectiveness	11,736	70,000	58,264	83%	32,603	Variance is not significant
Total 2024 Strategic Plan		696,970	1,085,532	388,562	36%	2,466,059	

Professional Engineers Ontario
Balance Sheet
As on the Twelve Month Ending December 31, 2025

	Dec. 31, 2025	Dec. 31, 2024	Variance	Reason for variance	
	\$	\$	\$	(Commentary Provided When Variance >\$100,000)	
	A	B	C	Variance between 2025 Annual Actual vs Budget	
ASSETS					
CURRENT					
				Cash has decreased by \$312K (6%) since the previous year-end.	
1	Cash in interest bearing accounts	5,164,249	5,476,019	(311,770)	Decrease in cash primarily relates to the timing of revenues and expenses. Annually, P.Eng revenue as well as application, registration, examination, and other regulatory revenue, exceeded expenses associated with these items in addition to spending elsewhere on core operations and special projects. This timing difference is consistent with the previous year. Notably, a considerable portion of November P.Eng renewals were still receivable as of December 31, contributing to a temporary decrease in cash.
2	Accounts Receivable	1,159,274	644,398	514,876	Accounts receivable has increased by \$515K (80%) since the previous year, primarily as a result of fees receivable related to members has increased by \$563K. As of December 31, 2025 nearly 2,000 P.Engs had yet to pay their November 2025 P.Eng renewal fees. By March 3, 2026, this number has declined to 226.
3	Prepaid Expenses and Deposits	722,865	716,168	6,697	Variance is not significant Prepaid expenses primarily consist of annualized service contracts which are amortized on a monthly basis.
4	Other Assets	32,774	11,873	20,901	Variance is not significant
	Total Current Assets	7,079,162	6,848,458	230,704	
5	Marketable securities at fair value	37,393,983	35,151,617	2,242,366	Marketable securities at fair value have increased by \$2.2M (6%) since the previous year end, as a result of acceptable investment performance. Marketable securities include investments of excess cash.
6	Capital assets	24,780,048	25,961,883	(1,181,835)	Capital assets have decreased by \$1.2M (5%) since the previous year end, as a result of depreciation of existing capital assets (\$1.4M) outpacing additions of new capital assets (\$152K). Capital additions include building common area elements and mechanical replacements (\$68K), common area HVAC motor replacement (\$78K) and audio-visual equipment (\$6K). Capital assets in general include PEO's owned building, building improvements, furniture and fixtures, and equipment, each with expected lives of greater than a year.
	Total Assets	69,253,193	67,961,958	1,291,235	
LIABILITIES					
CURRENT					
7	Accounts Payable and Accrued Liabilities	2,782,903	2,840,552	(57,649)	Variance is not significant Accounts payable and accrued liabilities include unpaid invoices and other unbilled expenses as of December 31, 2025.
8	Fees in advance and deposits	12,819,454	12,064,496	754,958	Fees in advance and deposits have increased by \$755K (6%) since the previous year end. Fees in advance and deposits primarily represent the unamortized balance of membership fees, but also may contain unearned revenue related to other fees including applications, examinations, and registrations. Membership dues are recognized on a straight-line basis over the following 12 months from the member's renewal date, for which the unrecognized amounts are held in this account as a unearned revenue. The likelihood of refunding the unamortized balance of a member's annual fee is extremely remote. The balance of fees in advance and deposits fluctuates and is tied to the volume of membership renewals, for which PEO typically sees a majority in the second half of the year. This balance also grows in parallel with PEO's overall growth of active and remission members.
	Total Current Liabilities	15,602,357	14,905,048	697,309	
LONG TERM					
9	Employee future benefits	6,141,000	8,428,500	(2,287,500)	Employee future benefits are revalued annually at year-end by a third-party actuary, and has decreased by \$2.3M (27%) compared to last year. The balance of employee future benefits is expected to continue to decline as these plans have been closed to new membership since 2006. Employee future benefits include net assets and/or obligations related to PEO's closed Defined Benefit Pension Plan, Supplementary Pension Plan, and Other Post-Employment Benefits.
	Total Long Term Liabilities	21,743,357	23,333,548	(1,590,191)	
10	Net Assets	47,509,836	44,628,410	2,881,426	This is the difference between change in Assets and liabilities.
	Total Liabilities and Net Assets	69,253,193	67,961,958	1,291,235	

Professional Engineers Ontario
40 Sheppard Statement of Revenue and Expenses
For the Twelve Months Ending December 31, 2025

	2025 Annual		Variances		2024 Annual	Reason for variance (Commentary Provided When Variance >\$100,000) Variance between 2025 Annual Actual vs Budget
	Actual	Budget	\$	%	Actual	
	\$	\$	\$	%	\$	
REVENUE	A	B	C	D	F	
1 Rental	860,187	830,531	29,656	4%	848,098	Variance is not significant.
2 Operating cost reimbursements	2,372,716	2,373,462	(746)	0%	2,283,711	
3 Parking	141,150	138,600	2,550	2%	151,350	
4 Miscellaneous	109,362	104,362	5,000	5%	107,624	
REVENUE	3,483,415	3,446,955	36,460	1%	3,390,782	
RECOVERABLE EXPENSES						
5 Utilities	504,798	471,312	(33,486)	-7%	457,428	Variance is not significant.
6 Property taxes	448,593	469,824	21,231	5%	454,986	
7 Amortization	386,607	386,251	(356)	0%	368,148	
8 Payroll	153,769	159,812	6,042	4%	150,189	
9 Janitorial	238,663	228,222	(10,441)	-5%	215,226	
10 Repairs and maintenance	218,309	237,494	19,185	8%	221,176	
11 Property management and advisory fees	104,823	103,408	(1,415)	-1%	101,656	
12 Road and ground	17,559	18,028	469	3%	14,955	
13 Administration	52,286	54,680	2,394	4%	36,398	
14 Security	345,189	333,284	(11,905)	-4%	326,705	
15 Insurance	40,867	40,001	(866)	-2%	38,186	
	2,511,462	2,502,316	(9,147)	0%	2,385,053	
OTHER EXPENSES						
16 Interest expense on note and loan payable	5,626	7,116	1,490	21%	6,168	Variance is not significant.
17 Amortization of building	388,293	388,296	3	0%	388,293	
18 Amortization of deferred costs	9,571	7,692	(1,879)	-24%	24,623	
19 Amortization of tenant inducements	56,296	56,304	8	0%	77,653	
20 Other non-recoverable expenses	24,159	100,000	75,841	76%	55,239	
	483,945	559,408	75,463	13%	551,974	
EXPENSES	2,995,408	3,061,724	66,316	2%	2,937,028	
EXCESS OF REVENUE OVER EXPENSES	488,007	385,231	102,776	27%	453,755	
Gross Revenue	3,483,415	3,446,955			3,390,782	
Revenue Intercor reclass	(930,660)	(975,720)			(893,292)	
PEO Reported Revenue	2,552,755	2,471,235			2,497,490	
Gross Expense	2,995,408	3,061,724			2,937,028	
Recoverable Exp Intercor reclass	(930,660)	(975,720)			(893,292)	
PEO Reported Expense	2,064,748	2,086,004			2,043,736	

Financial statements of
Association of Professional
Engineers of Ontario

December 31, 2025

Draft

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Independent Auditor's Report

To the Members of the
Association of Professional Engineers of Ontario

Opinion

We have audited the accompanying financial statements of the Association of Professional Engineers of Ontario ("PEO") which comprise the Statement of financial position at December 31, 2025, and the statements of operations and changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of PEO as at December 31, 2025, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of PEO in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management and those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing PEO's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate PEO or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing PEO's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of PEO's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on PEO's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause PEO to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
[DATE]

Association of Professional Engineers of Ontario
Statement of operations and changes in net assets
Year ended December 31, 2025

	Notes	2025 \$	2024 \$ (Reclassified)
Revenue			
P. Eng. revenue		20,961,375	20,555,107
Application, registration, examination and other fees		10,240,396	9,132,582
Building operations	4	2,552,755	2,497,490
Investment income		2,535,800	2,562,263
Affinity program	5	2,338,992	2,079,977
Chapters revenues		211,959	193,025
Advertising income		67,114	43,194
		38,908,391	37,063,638
Expenses			
Staff salaries and benefits/retiree and future benefits		19,834,166	17,581,409
Purchased services		3,516,559	2,831,359
Computers and telephone		2,222,043	1,765,863
Building operations	4	2,064,748	2,043,736
Legal (corporate, prosecution and tribunal)		1,586,034	1,292,836
Chapters expenses	11	1,333,776	1,124,034
Occupancy costs	4	1,022,885	932,920
Contract staff		837,247	799,457
Engineers Canada		799,424	809,208
Transaction fees		778,752	767,264
Consultants		569,848	657,234
Council expenses		546,745	474,687
Amortization		502,534	469,312
Professional development		264,394	261,982
Volunteer expenses		189,283	232,494
Postage and courier		148,767	98,262
Insurance		123,246	128,238
Staff expenses		98,925	84,873
Recognition, grants and awards		90,110	99,277
Office supplies		50,089	84,175
Printing		49,807	56,439
Advertising		47,996	42,572
		36,677,378	32,637,631
Excess of revenue over expenses before the undernoted		2,231,013	4,426,007
Council discretionary and strategic plan projects	8	1,321,064	3,133,686
Excess of revenue over expenses		909,949	1,292,321
Remeasurement and other items	6	1,971,477	3,630,335
Net assets, beginning of year		44,628,410	39,705,754
Net assets, end of year		47,509,836	44,628,410

The accompanying notes are an integral part of the financial statements.

Association of Professional Engineers of Ontario
Statement of financial position
As at December 31, 2025

	Notes	2025 \$	2024 \$
Assets			
Current assets			
Cash		5,164,249	5,476,019
Accounts receivable		1,159,274	644,398
Prepaid expenses and deposits		722,865	716,168
Other assets		32,774	11,873
		7,079,162	6,848,458
Marketable securities		37,393,983	35,151,617
Capital assets	3	24,780,048	25,961,883
		69,253,193	67,961,958
Liabilities			
Current liabilities			
Accounts payable and accrued liabilities	13	2,782,903	2,840,552
Fees in advance and deposits		12,819,454	12,064,496
		15,602,357	14,905,048
Long-term liabilities			
Employee future benefits	6	6,141,000	8,428,500
		21,743,357	23,333,548
Commitments and contingencies	10 and 14		
Net assets	7	47,509,836	44,628,410
		69,253,193	67,961,958

The accompanying notes are an integral part of the financial statements.

Approved by the Council

_____, Director

_____, Director

Association of Professional Engineers of Ontario
Statement of cash flows
Year ended December 31, 2025

	Notes	2025 \$	2024 \$
Operating activities			
Excess of revenue over expenses		909,949	1,292,321
Add (deduct) items not affecting cash			
Amortization		1,333,730	1,303,406
Amortization – other assets		9,571	24,623
Employee future benefits expensed		910,900	1,235,035
Change in unrealized gains on marketable securities		(978,810)	(757,121)
Gains on disposal of marketable securities		(267,341)	(455,372)
		1,917,998	2,642,892
Change in non-cash working capital items	9	175,736	325,775
		2,093,735	2,968,667
Financing activities			
Repayment of mortgage		—	(362,904)
Contributions to employee future benefit plans		(1,226,923)	(1,237,300)
		(1,226,923)	(1,600,204)
Investing activities			
Net change in marketable securities		(996,215)	(4,826,951)
Additions to capital assets		(151,895)	(51,886)
Additions to other assets		(30,472)	—
		(1,178,582)	(4,878,837)
Decrease in cash		(311,770)	(3,510,374)
Cash, beginning of year		5,476,019	8,986,393
Cash, end of year		5,164,249	5,476,019

The accompanying notes are an integral part of the financial statements.

Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2025

1. Nature of operations

The Association of Professional Engineers of Ontario ("PEO" or the "Association") was incorporated by an Act of the Legislature of the Province of Ontario. Its principal activities include regulating the practice of professional engineering, and establishing and maintaining standards of knowledge, skill, and ethics among its members in order to protect the public interest. As a not-for-profit professional membership organization, it is exempt from tax under section 149(1) of the Income Tax Act.

2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and reflect the following accounting policies:

(a) Financial instruments

PEO initially recognizes financial instruments at fair value and subsequently measures them at each reporting date, as follows:

Asset/liability	Measurement
Cash and marketable securities	Fair value
Accounts receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost

Financial assets measured at amortized cost are assessed at each reporting date for indications of impairment. If such impairment exists, the financial asset shall be written down and the resulting impairment loss shall be recognized in the statement of operations and changes in net assets for the period. Transaction costs are expensed as incurred.

(b) Revenue recognition

License fee revenue, excluding the portion related to the Building Fund, is recognized as revenue on a monthly basis over the license period. Building Fund revenue is recognized as revenue at the commencement of the license period. Affinity program revenue is recognized when received. Other revenues are recognized when the related services are provided.

(c) Donated services

The Association receives substantial donated services from its membership through participation on council and committees and as chapter executives. Donations of services are not recorded in the financial statements of the Association.

(d) Employee future benefits

Pension plans

The cost of PEO's defined benefit pension plans is determined periodically by independent actuaries using the projected benefit method prorated on service. PEO uses the most recently completed actuarial valuation prepared on the going concern basis for funding purposes for measuring its defined benefit pension plan obligations. A funding valuation is prepared in accordance with pension legislation and regulations, generally to determine required cash contributions to the plan.

Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2025

2. Significant accounting policies (continued)

(d) Employee future benefits (continued)

Other non-pension plan benefits

The cost of PEO's non-pension defined benefit plan is determined periodically by independent actuaries. PEO uses the most recent accounting actuarial valuation for measuring its non-pension defined benefit plan obligations. The valuation is based on the projected benefit method prorated on service.

For all defined benefit plans, PEO recognizes:

- (i) The defined benefit obligation, net of the fair value of any plan assets, adjusted for any valuation allowance in the statement of changes in net assets;
- (ii) The cost of the plan for the year.

(e) Capital assets

Capital assets are recorded at cost. Amortization is calculated on straight-line basis at the following annual rates:

Building	2%
Building improvements – PEO	5%
Building improvements – common area	3.3% to 10%
Building improvements – non-recoverable	10% to 20%
Computer hardware and software	33%
Furniture, fixtures, and telephone equipment	10%
Audio visual	20%

The Association's investment in capital assets is included as part of net assets in the Statement of financial position.

(f) Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Accounts requiring significant estimates and assumptions include capital assets, accrued liabilities, and employee future benefits.

3. Capital assets

	Cost	Accumulated amortization	2025 Net book value	2024 Net book value
	\$	\$	\$	\$
Building	19,414,668	(6,525,834)	12,888,834	13,277,128
Building improvements - PEO	8,961,067	(6,454,143)	2,506,924	2,949,390
Building improvements - common area	11,637,982	(6,882,700)	4,755,282	4,995,889
Building improvements - non-recoverable	741,332	(593,282)	148,050	204,345
Land	4,366,303	—	4,366,303	4,366,303
Furniture, fixtures, and equipment	1,290,669	(1,252,325)	38,344	47,986
Audio visual equipment	1,156,197	(1,079,886)	76,311	120,842
	47,568,217	(22,788,169)	24,780,048	25,961,883

Association of Professional Engineers of Ontario
Notes to the financial statements
December 31, 2025

4. Building operations

PEO maintains accounting records for the property located at 40 Sheppard Avenue West, Toronto, ON as a stand-alone operation for internal purposes. The results of the operation of the building, prior to the elimination of recoveries and expenses related to PEO, are as follows:

	2025	2024
	\$	\$
Revenue		
Operating cost recoverable – tenants	1,442,056	1,390,419
Rental	860,187	848,098
Parking	141,150	151,350
Miscellaneous	109,362	107,623
	2,552,755	2,497,490
Operating cost recoverable – PEO	930,660	893,292
	3,483,415	3,390,782
Recoverable expenses		
Property taxes	448,593	454,986
Utilities	504,798	457,428
Amortization	386,607	368,148
Security	345,189	326,705
Repairs and maintenance	218,309	221,176
Janitorial	238,663	215,226
Payroll	153,769	150,189
Property management and advisory fees	104,823	101,656
Insurance	40,867	38,186
Administrative	52,286	36,398
Road and ground	17,559	14,955
	2,511,463	2,385,053
Other expenses		
Amortization of building	388,293	388,294
Amortization of tenant inducements	56,296	77,653
Other non-recoverable expenses	24,159	55,239
Amortization of deferred costs	9,571	24,621
Interest expense on note and loan payable	5,626	6,168
	483,945	551,975
	2,995,408	2,937,028
Excess of revenue over expenses	488,007	453,754

For purposes of the Statement of operations and changes in net assets, the operating costs recoverable from PEO of \$930,660 (\$893,292 in 2024) have been eliminated. The portion of costs allocated to PEO is reallocated from Building operations and is included in Occupancy costs in the Statement of operations and changes in net assets.

Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2025

4. Building operations (continued)

	2025	2024
	\$	\$
Building revenue per above	3,483,415	3,390,782
Eliminated PEO portion	(930,660)	(893,292)
	2,552,755	2,497,490
Building expenses per above	2,995,408	2,937,028
Eliminated PEO portion	(930,660)	(893,292)
	2,064,748	2,043,736

5. Affinity program

In 2023, PEO entered into an insurance affinity agreement with Engineers Canada (EC). Like other provincial and territorial engineering regulators, PEO is a member association of EC.

EC has negotiated a national home and automobile insurance affinity program with TD Insurance Meloche Monnex. (TD). Under this agreement, TD provides EC with a share of insurance revenues it derives from professional engineers. EC in turn pays PEO for providing TD with an exclusive opportunity to offer home and automobile insurance to PEO members. These monies are the payment from EC to PEO under this agreement.

6. Employee future benefits

The Association's pension plans, and post-retirement benefits plan covering participating employees (full-time and retirees) are defined benefit plans as defined in Section 3462 of the CPA Canada Handbook and accounted for as per Section 3463. The pension plans provide pension benefits based on length of service and final average earnings. The post-retirement benefits plan provides hospitalization, extended health care and dental benefits to retired employees. Participation in the pension plans and benefits plan (for post-retirement benefits) has been closed to all new employees as of May 1, 2006. All employees joining after this date have the option of participating in a self-directed or group RRSP (registered retirement savings plan). During the year, the Association recorded \$608,866 (\$502,165 in 2024) in employer contributions to the self-directed and group RRSP.

The funded status of the Association's pension plans and post-retirement benefit plan using actuarial assumptions as of December 31, 2025, was as follows:

	Basic pension plan	Supplemental pension plan	Other non-pension benefit plan	Total
	\$	\$	\$	\$
Accrued benefit obligation	(39,494,700)	(2,826,500)	(9,713,200)	(52,034,400)
Plan assets at fair value	43,446,400	2,447,000	—	45,893,400
Funded status - plan surplus (deficit)	3,951,700	(379,500)	(9,713,200)	(6,141,000)

6. Employee future benefits (continued)

The funded status of the Association's pension plans and post-retirement benefit plan using actuarial assumptions as of December 31, 2024, was as follows:

	Basic pension plan	Supplemental pension plan	Other non-pension benefit plan	Total
	\$	\$	\$	\$
Accrued benefit obligation	(39,432,400)	(2,756,300)	(8,725,900)	(50,914,600)
Plan assets at fair value	39,939,000	2,547,100	—	42,486,100
Funded status - plan surplus (deficit)	506,600	(209,200)	(8,725,900)	(8,428,500)

PEO measures its defined benefit obligations and the fair value of plan assets related to the basic and supplemental pension plans for accounting purposes as at December 31 each year based on the most recently completed actuarial valuation for funding purposes. The most recently completed actuarial valuation of the pension plans for funding purposes was as of January 1, 2025, with the liabilities projected forward to December 31, 2025. PEO measures its obligations related to its other non-pension benefit plan using an actuarial valuation for accounting purposes. The most recent actuarial valuation for accounting purposes for the non-pension benefit plan is as of December 31, 2024, with the liabilities projected forward to December 31, 2025.

Remeasurements and other items resulting from these valuations are reported directly in net assets in the Statement of financial position and are reported separately as a change in net assets in the Statement of operations and changes in net assets.

7. Net assets

The net assets of the Association are restricted to be used at the discretion of Council and includes the Association's investment in capital assets of \$24,780,048 (\$25,961,883 in 2024).

8. Council discretionary reserve

The Council discretionary reserve is an internal allocation from the operating reserve used at the discretion of Council to fund expenses related to special and strategic plan projects approved by Council. These figures include \$NIL (\$716,907 in 2024) for salaries and benefits costs of full-time staff for time spent on these projects. Expenses from the discretionary reserve were incurred on the following projects:

	2025 \$	2024 \$ (Reclassified)
Council discretionary projects		
Governance related matters	210,007	319,377
HR information system and other initiatives	323,196	222,353
Organizational transformation and other initiatives	87,313	97,411
Anti-racism working group	3,578	26,960
Councillor training	—	1,526
Strategic plan projects		
Optimize organizational performance	604,307	1,248,167
Improve licensing processes	80,927	991,213
Refresh vision	11,736	194,076
Implement governance improvement program	—	32,603
	1,321,064	3,133,686

9. Change in non-cash working capital items

	2025 \$	2024 \$
Accounts receivable	(514,876)	270,070
Prepaid expenses and deposits	(6,697)	(245,152)
Accounts payable and accrued liabilities	(57,649)	606,859
Fees in advance and deposits	754,958	(306,002)
	175,736	325,775

10. Commitments

The Association has obligations under non-cancelable operating leases and agreements for various service agreements. The payments to the expiry of the leases and agreements are as follows:

	\$
2026	2,237,978
2027	723,105
2028	148,353
2029	132,514
	3,109,436

Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2025

11. Chapters of the association

During the year, the Association paid expenses totaling \$1,333,776 (\$1,124,034 in 2024) for its 36 chapters and also incurred additional costs of \$918,111 (\$618,008 in 2024) related to chapters operations including staff salaries and benefits, and for various support activities. These amounts have been included in the various operating expenses reported in the Statement of operations and changes in net assets.

12. Financial instruments and risk management

Interest rate risk

PEO is exposed to interest rate risk, which is the risk that the fair values or future cash flows associated with its investments will fluctuate as a result of changes in market interest rates. Management addresses this risk through the use of an investment manager to monitor and manage investments.

Liquidity risk

PEO's objective is to have sufficient liquidity to meet its liabilities when due. PEO monitors its cash balances and cash flows generated from operations to meet its requirements. As at December 31, 2025, the most significant current financial liabilities are accounts payable and accrued liabilities.

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. PEO's international and US equity pooled fund investments are denominated in foreign currencies, the value of which could fluctuate in part due to changes in foreign exchange rates.

13. Government remittances

Accounts payables and accrued liabilities includes \$241,919 (\$64,757 in 2024), with respect to government remittances payable at year end.

14. Contingencies

PEO has been named in litigation matters, the outcome of which is undeterminable and accordingly, no provision has been provided for any potential liability in these financial statements. Should any loss result from these claims, which is not covered by insurance, such loss would be charged to operations in the year of resolution or earlier if the loss is likely and determinable.

15. Comparative financial statements

Certain of the previous year's comparative figures have been reclassified to conform with current presentation.

Schedule of common area
maintenance costs of
The Association of Professional
Engineers of Ontario
40 Sheppard Avenue West

December 31, 2025

DRAFT

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Schedule of common area maintenance costs	3

Independent Auditor's Report

To the Manager of
40 Sheppard Avenue West -
The Association of Professional Engineers of Ontario

Opinion

We have audited the accompanying schedule of operating costs (the "Schedule") for 40 Sheppard Avenue West, Toronto, Ontario (the "Property") of the Association of Professional Engineers of Ontario (the "Organization") for the year ended December 31, 2025.

In our opinion, the accompanying financial information in the Schedule of the Property for the year -ended December 31, 2025 are prepared, in all material respects, in accordance with the financial reporting provisions in the Additional Rent Section of the standard tenant lease agreement (the "Agreement").

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Schedule* section of our report. We are independent of the Organization in accordance with the ethical requirements that are relevant to our audit of the Schedule in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Emphasis of Matter - Basis of Accounting

We draw attention to the fact that the Schedule has been prepared in accordance with the Agreement. The schedule is prepared to assist the Organization meet the requirements of the Agreement. As a result, the Schedule may not be suitable for another purpose. Our opinion is not modified in respect of this matter.

Responsibilities of Management and those charged with governance for the Schedule

Management is responsible for the preparation of the Schedule in accordance with the Agreement, and for such internal control as management determines is necessary to enable the preparation of the Schedule that is free from material misstatement, whether due to fraud or error.

Those charged with governance are responsible for overseeing the Organization's financial reporting process.

Auditor's Responsibilities for the Audit of the Schedule

Our objectives are to obtain reasonable assurance about whether the Schedule as a whole is free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists.

Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of this settlement report.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the Schedule, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the Organization's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates, if any, and related disclosures made by management.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
March 27, 2026

The Association of Professional Engineers of Ontario
40 Sheppard Avenue West
Schedule of common area maintenance costs
Year ended December 31, 2025

	2025	2024
	\$	\$
Fully shareable costs		
Utilities	504,798	457,428
Amortization	386,607	368,148
Property taxes	448,593	454,986
Security	345,189	326,705
Janitorial	238,663	215,226
Repairs and maintenance	218,309	221,176
Payroll	153,769	150,189
Property management and advisory fees	104,823	101,656
Administrative	52,286	36,398
Insurance	40,867	38,186
Road and ground	17,559	14,955
Total common area maintenance costs	<u>2,511,463</u>	<u>2,385,053</u>

DRAFT

Decision Note – Approval of Auditor for 2026

Item	C-576-4.2
Purpose	To recommend the appointment of an auditor for 2026 to the members at the upcoming AGM.
Strategic/Regulatory Focus	None
Motion Proposed to Council	That Council recommend to members at the April 2026 Annual General Meeting that Deloitte LLP be appointed as PEO’s auditor for 2026 and hold office until the next annual general meeting.
Attachments	None

Summary

It is necessary for Council to recommend the appointment of an auditor for 2026 for approval by the members at the upcoming Annual General Meeting in April 2026. This briefing provides the background to assist Council with taking a decision on the motion recommended above.

Public Interest Rationale

To ensure compliance with the requirements outlined in By-Law 1.

Background

In accordance with By-Law 1, it is necessary for Council to recommend the appointment of an auditor for 2026 to the members at the upcoming Annual General Meeting.

Section 52 of By-Law 1 states:

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

The Audit and Finance Committee’s (AFC) legislated mandate as approved by Council is to oversee the audit of the Association’s financial statements by an external auditor; recommend the approval of an external auditor and monitor the accounting and financial reporting processes and systems of internal control.

As part of every five-year cycle, an RFP for audit services was issued to reputable audit firms in July 2021.

After a review of the proposals submitted, the AFC of the day had unanimously agreed to recommend Deloitte LLP as PEO’s auditor for the next five years until 2026 with the requirement that the appointment be confirmed every year by Council and the membership.

The AFC at its meeting on March 18, 2026 reviewed and discussed the appointment of Deloitte LLP as PEO’s auditor for 2026, and agreed to recommend to Council that Council recommends to PEO’s membership that Deloitte be selected as PEO’s auditor for 2026.

Considerations

- Not meeting this requirement will result in non-compliance with the mandate outlined in Section 52 of By-Law 1.
- Costs for the 2026 audits are approx. \$60,455.

Next Steps

- Council take a decision on the motion indicated above.

Prepared By: Finance Team

Decision Note – Engineers Canada 2028 Per Capita Assessment Fee

Item Number	C-576-4.3
Purpose	Council direction regarding a decision made by the Engineers Canada (EC) Board of Directors at its December 8, 2025 meeting to recommend to the EC Members that the 2028 Per Capita Assessment Fee (“PCAF”) be set at \$12 per Registrant.
Strategic/Regulatory Focus	N/A
Motion Proposed to Council	That Councils direct PEO’s Member Representative at the 2026 Engineers Canada Annual Meeting of Members to vote “in favour” regarding the approval of the 2028 Per Capita Assessment Fee increase, as outlined in C-576-4.3, Appendix A and approved by the Engineers Canada Board on December 8, 2025. <i>[Requires a simple majority of votes cast to carry]</i>
Attachments	Appendix A – EC Board Material Excerpt from December 8, 2025 Meeting

Summary

At its December 8, 2025 meeting, the Engineers Canada Board agreed to recommend to the provincial and territorial Members that the **2028 Per Capita Assessment Fee would be at \$12 per Registrant**. As a result, this recommendation will be going to the Members for their approval. Engineers Canada has asked its Members to consult with their respective Councils to obtain voting instructions in respect of this matter, prior to the May 23, 2026 Annual Meeting of Members (AMM). At its meeting of March 18, 2026 PEO’s Audit and Finance Committee (AFC) discussed the information provided by EC. Of the three voting options “in favour”, “against”, and “abstain”, the AFC agreed to make a recommendation to Council that it direct PEO’s Member Representative (i.e., President or their delegate) to vote “in favour” with respect to the vote at the EC AMM in May.

Public Interest Rationale

PEO is a member of Engineers Canada along with other provincial and territorial engineering regulatory bodies. Engineers Canada’s work, including accreditation of undergraduate engineering programs, development of national standards and guidelines, enhanced collaboration and harmonization among engineering regulators strengthen PEO’s ability to fulfill its public protection mandate.

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 Canada’s 300,000 members of the engineering profession. The information related to the per capita assessment fee (PCAF) is being shared in accordance with Article 7.2 of the Engineers Canada Bylaw, which states that “No later than January 1st of each year, the Board shall recommend to the Members the amount of the Per Capita Assessment that will be in effect on the second following January 1st.” Engineers Canada has advised that **the Per Capita Assessment Fee will be reviewed by the Members on an annual basis following a recommendation of the Board.**

At its April 4, 2025 meeting Council considered the EC Board’s recommendation that the **2027 Per Capita Assessment Fee would be increased to \$11 per registrant**. Council supported this recommendation which was subsequently approved at the EC’s AMM on May 24, 2025. At its December 8, 2025 meeting, the Engineers Canada Board agreed to recommend to the provincial and territorial Members that the **2028 Per Capita Assessment Fee would be at \$12 per Registrant**. Please see **Appendix A** to reference the material that the Engineers Canada Board considered in respect of this item. It includes: problem/issue definition; proposed action/recommendation; financial implications; benefits and risks;

other options considered; and consultation. At its meeting of March 18, 2026 PEO’s AFC discussed the information provided by EC and agreed to make a recommendation to Council that it direct PEO’s member representative to vote “in favour” with respect to the vote at the EC AMM in May. Please see **Appendix A** to reference the material that the Engineers Canada Board considered in respect of this item.

Considerations

- Risks
 - External financial risks related to Engineers Canada budget if the recommendation is not approved by EC Members.
- Equity
 - The per capita assessment fee is the same amount for all provincial and territorial regulators.
- Costs and financial impacts
 - The proposed change to \$12 per capita fee for 2028 is \$1 more than the cost for 2027; \$2 more than the cost in 2026; and \$3 more than the cost for 2024 and 2025.
 - The year-to-year financial implications are shown in the chart below.
 - For the purposes of this item, the definition of “member” used by Engineers Canada is applied. This broader definition includes additional categories of individuals, such as engineering interns, who do not hold a member status in Ontario.

Year	PCAF Actual \$ Amount (A)	PCAF Proposed \$ Amount (B)	(Est) ¹ Number of Members (C)	PEO Cost (AxC or BxC)	Year to Year Change in PEO Cost	2024 to 2028 Change in PEO Cost
2024	8.00	n/a	101,151	\$809,208	n/a	+\$366,672
2025	8.00	n/a	99,928	\$799,424	-\$9,784	
2026	10.00	n/a	98,450	\$984,500	+\$185,076	
2027	11.00	n/a	97,770	\$1,075,470	+\$90,970	
2028	n/a	12.00	97,990	\$1,175,880	+\$100,410	

Stakeholder Engagement

Please see Appendix A to review the process used by EC to make its recommendation.

Recommendation(s)

AFC recommends to Council that PEO’s representative should vote “in favour” when voting in relation to this item at EC’s May 2026 AMM. Council also has the option of not directing the representative on how to vote on a motion, in which case the representative may vote based on the debate.

Next Steps

PEO’s Member Representative votes at the May 23, 2026 EC AMM.

Prepared By: Secretariat Team

¹ 2024 and 2025 estimated members provided by Finance based on actual costs; 2026, 2027, 2028 estimated members based on projections provided by Licensing. Members included in this calculation include Members paying full dues, Members paying partial dues, Members paying no dues, limited licence holders, and Junior Members (EIT Legacy).

Summary Report to Council of Governance and Nominating Committee (GNC) Activity
March 27, 2026

Committee Meeting Date: March 10, 2026

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
Council Competency Based Nomination & Remuneration Framework	<p>The Committee reviewed and provided feedback on the proposed Competency-Based Nomination & Remuneration Framework.</p> <p>Pending Council's endorsement of the framework, detailed policy development will be completed by the GNC, with AFC being responsible for financial analysis.</p>	Staff	Recommendation to Council for approval on March 27, 2026	Continue	Yes
2025-2026 Council Evaluation Report	<p>The Committee received preliminary data of 2026 Council Evaluation survey from Watson Board Advisors.</p> <p>Watson provided quantitative and qualitative responses from participating councillors to identify recurring patterns, areas of alignment, and differing perspectives.</p> <p>A written report will be presented at the March Council Meeting</p>	Staff	Watson Board Advisors will present the 2026 Council Evaluation Report to Council on March 27, 2026	Continue	Yes
Regional Councillors Committee (RCC) Mandate	<p>The Committee reviewed potential options on the future mandate of the Regional Councillors Committee and its role as part of PEO's governance structure.</p> <p>No consensus on future direction was reached.</p>	Staff	This item remains on the GNC's workplan.	Continue	Yes

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

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
Statutory Committee Recruitment and Evaluation Matrix	The Committee reviewed the finalized committee competencies and attributes profile, as well as the statutory committee appointments and evaluation process.	Staff	Recommendation to Council for approval on March 27, 2026	Continue	Yes

Next Committee Meeting: April 15, 2026

Briefing Note – 2026 Council Evaluation Debrief

Agenda Item No.	C-576-5.1
Purpose	Consider and discuss the 2026 Council Evaluation report prepared by Watson Board Advisors as part of the Council Evaluation Framework.
Strategic/Regulatory Focus	Governance
Motion Proposed to Council	<i>That Council directs the Governance and Nominations Committee in conjunction with staff to assess the recommendations in the Council Evaluation report and submit a recommended action plan to Council for the 2026-2027 Council term.</i>
Attachments	Appendix A - Council Evaluation Report

Summary

The 2026 Council Evaluation marks the inaugural year of implementation under the multi-year Council Evaluation Framework approved by Council in 2025. This first-year process was intentionally designed as a practical, light-touch approach to build trust in the Council evaluation process while gathering meaningful feedback on Council effectiveness to support continuous improvement. All Councillors were invited to provide confidential feedback through an online survey. The objective was to identify Council strengths, areas for enhancement, and opportunities to further strengthen governance practices.

The report identified five themes and 16 associated recommendations for Council's consideration.

Public Interest Rationale

A structured, evidence-informed evaluation process strengthens governance effectiveness and reinforces PEO's role as a self-regulating body acting in the public interest. Regular reflection on Council performance supports accountability, transparency, and continuous improvement in oversight and decision-making.

Background

PEO's Council approved a multi-year Council Evaluation Framework in 2025. Having led the development of the framework, Watson Board Advisors (Watson) was selected as the external facilitator to implement the evaluation framework for the initial four-year period.

The 2026 evaluation was survey-only, with participation limited to PEO Councillors. The survey questions were materially consistent with those approved by Council as part of the framework, with minor refinements reflecting Watson's ongoing improvements to its survey methodology.

Watson administered the confidential online survey independently to encourage candid feedback. No member of PEO Council or staff can access the results.

The survey launched on January 19 with an initial deadline of January 26. To maximize participation, the deadline was extended to February 3. Watson issued regular reminder emails, and the GNC Chair also sent a reminder. All but four Councillors completed the survey.

Following the close of the survey, Watson analyzed quantitative and qualitative responses to identify recurring patterns, areas of alignment, and areas of differing perspective. The analysis and resulting themes reflect aggregated insights and are not attributable to any individual.

Recommendation(s)

For Council to:

- a. Accept the findings of the report of the Council Evaluation.
- b. Request that the PEO staff support the GNC in preparing an action plan to implement the recommendations during the 2026-2027 Council term.

Next Steps

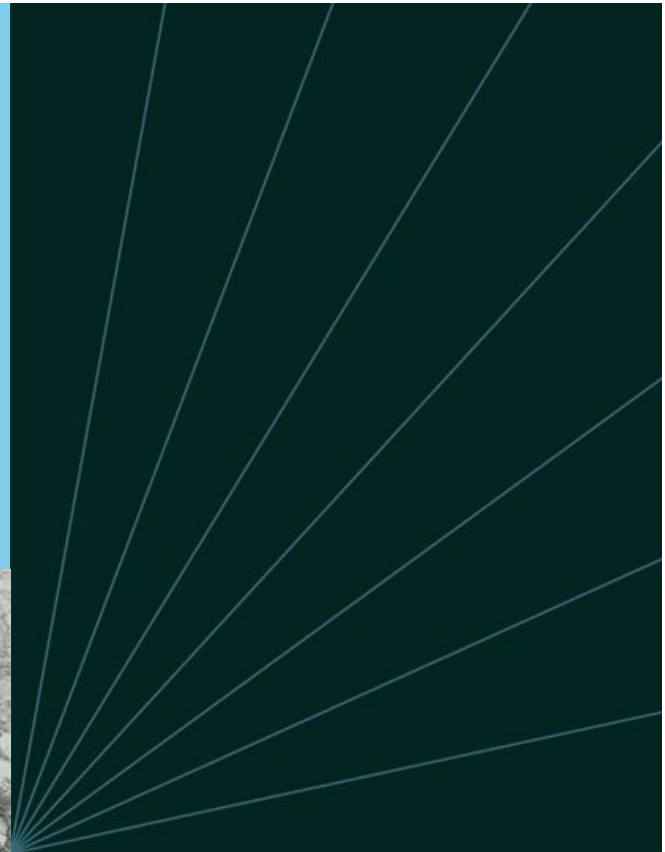
PEO staff to prepare recommended action plan for consideration of GNC.

Prepared By: Watson Board Advisors

REPORT - DRAFT FOR DISCUSSION PURPOSES ONLY

Professional Engineers Ontario (PEO) Council Evaluation Report

March 2026



Executive Summary

Watson Board Advisors (Watson) was engaged by Professional Engineers Ontario (PEO) to facilitate its 2026 Council Evaluation. This evaluation was conducted in line with the Council evaluation framework approved in 2025. Feedback on Council effectiveness was gathered through a confidential online survey of PEO's Councillors.

PEO's Councillors noted an improving governance environment and acknowledged the commitment, experience, and passion of their peers. Councillors recognize the importance of PEO's mandate and are aligned on the strategic priorities of the organization. There is an appreciation of PEO's capable leadership and effective management support, and a recognition that evolving governance structures are providing a foundation for effective oversight.

At the same time, several structural and behavioural challenges are limiting Council's effectiveness. The most significant issues relate to role clarity, Council size, and culture. While there is broad recognition of PEO's public-interest mandate, a subset of Councillors appear to continue to approach the role through a representative lens. Additionally, the boundary between governance and management is not always applied consistently in practice. Finally, Council's current size appears to be constraining meaningful deliberation while its culture does not always foster balanced participation with some Councillors suggesting opportunities for more cohesive behaviours.

Council Effectiveness Themes

Section two organizes the Council evaluation findings into the following themes:

- 1 **Effectiveness continues to improve as Council leverages the commitment, skills, and experience of Councillors and management**
- 2 **PEO's regulatory mandate is broadly understood, but there is some role confusion among a subset of Councillors**
- 3 **There are continued opportunities to strengthen the distinction between governance and management**
- 4 **Council size is creating practical barriers to effective governance**
- 5 **Enhancing Council's culture would enable more effective governance**

A summary of the recommendations appears on the following pages. This is followed by an overview of the project and PEO's context. The main findings are outlined in the section on key themes and recommendations. The report concludes with suggested next steps.



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Summary of Recommendations (1/2)

Watson has identified the following recommendations for the Council's consideration. These recommendations align with each of the five themes and are intended to strengthen the Council's overall effectiveness. Further detail on each recommendation appears in the theme-by-theme analysis later in the report.

Theme 1: Effectiveness continues to improve as Council leverages the commitment, skills, and experience of Councillors and management

Theme 2: PEO's regulatory mandate is broadly understood, but there is some role confusion among a subset of Councillors

Recommendations:

1. Use agendas, meeting materials, and decision framing to reinforce Council's role as a public-interest governing body
 2. Modernize governance language to better align with contemporary governance practice
 3. Pursue structural governance changes that better support a competency-based, mandate-driven Council
 4. Provide more clarity on how registrants' views are solicited, considered, and reflected in decision-making
-

Theme 3: There are continued opportunities to strengthen the distinction between governance and management

Recommendations:

5. Clarify and formalize the protocols for how Councillors interact with staff and the CEO
 6. Improve transparency and communication around sensitive or complex issues, particularly where incomplete information can create mistrust or second-guessing
 7. Reinforce role clarity through repeated application to live issues, not only through standalone education
 8. Build a more explicit model of "smart trust" between Council and management
-



Summary of Recommendations (2/2)

Theme 4: Council size is creating practical barriers to effective governance

Recommendations:

9. Streamline meeting design to reduce repetition and create more space for high-value discussion
 10. Use advance question submission and stronger pre-meeting preparation to make Council time more deliberative
 11. Pursue opportunities to streamline the size of Council to better support meaningful deliberation, meetings, and decision-making
 12. Leverage efforts to evolve Council size to make advances on broader governance reform, including composition, qualifications, and election design
-

Theme 5: Enhancing Council's culture would enable more effective governance

Recommendations:

13. Reinforce clear expectations for how Councillors engage in discussion, disagreement, and collective decision-making
 14. Use the Chair's role more actively to manage meeting tone, balance participation, and protect space for constructive discussion
 15. Create stronger guardrails against revisiting settled decisions unless there has been a material change in circumstances
 16. Invest in culture-building practices that strengthen trust, connection, and shared understanding among Councillors
-

Section 1: Introduction and Background



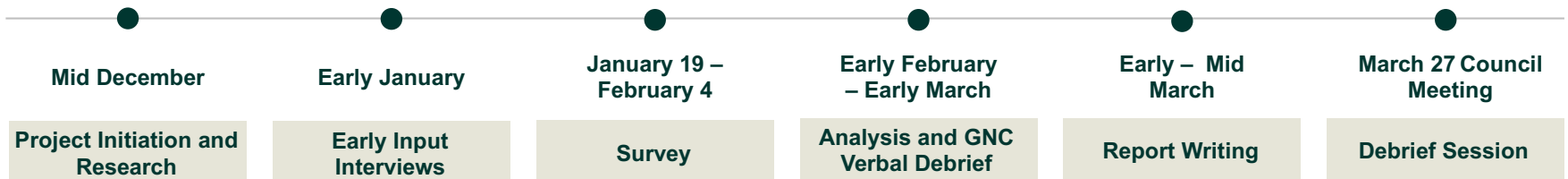
Context and Project Overview

PEO is the licensing and regulating body for professional engineering in Ontario as established and governed by the *Professional Engineers Act (Act)*. The Act establishes Council as the governing body and board of directors of PEO. Council oversees the conduct of the business and affairs of PEO, supervises its CEO, and does what is necessary to ensure that all major issues within the scope of PEO’s statutory mandate are given appropriate consideration. Council is composed of 15 elected professional engineers and up to 12 provincial appointees. Of the elected positions, one is elected annually as President-elect, one as Vice President, three serve as Councillors-at-Large, and 10 serve as regional Councillors, with two elected from each of PEO’s five regions. Appointed and elected Councillors carry the same duties and responsibilities.

In 2025, Council approved a multi-year Council evaluation framework as part of its broader commitment to continuous governance improvement. That commitment followed earlier governance reform work and reflects a recognition that strong governance is central to effective self-regulation. Watson was engaged to support PEO with its 2026 Council Evaluation. In this inaugural year, the Council evaluation focused on a high-level overview of all areas of governance (see the following page for more on Watson’s approach to governance). For the first year, the process included an online, light-touch survey completed by PEO Councillors (for a list of participating Councillors, please see [Appendix A](#)). In future years, the evaluation process will include deeper and more targeted feedback based on the findings of this year.

The purpose of this evaluation is to identify opportunities to enhance performance. Thus, while the report acknowledges some of the strengths of PEO’s governance, greater focus was placed on identifying areas in which PEO can enhance its governance to help Council provide appropriate guidance and oversight as a critical body responsible for the safety of Ontarians.

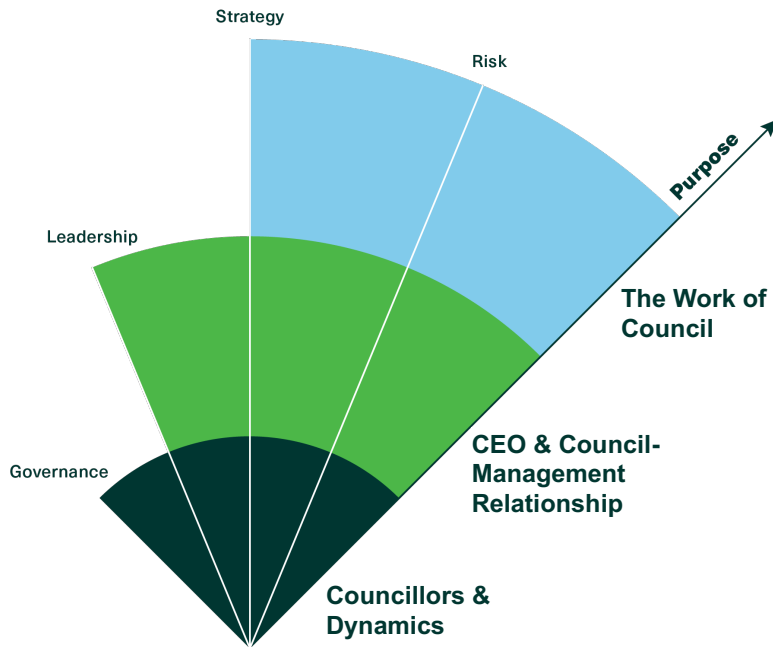
Approach and Timeline



Watson's Approach to Governance

There are three layers that make up the world of Council (see Figure 1). These layers apply to every strategic and risk-related matter the PEO Council deals with. When all three layers are healthy and aligned, PEO can actively advance the organization's purpose. This model underpins our approach to Council effectiveness.

Figure 1: Watson's Governance Model



The Work of Council

- Purpose
- Financial Oversight
- Strategy and Planning
- People and Culture
- Diversity, Equity, and Inclusion
- Risk Management
- Environmental Stewardship
- Rightsholder and Stakeholder Engagement
- Legal and Regulatory Compliance

CEO & Council-Management Relationship

- CEO Recruitment, Evaluation, and Succession Planning
- Leadership Culture
- The "Line" between Council and Management Responsibilities
- Reporting and Decision-Making

Councillors & Dynamics

- Councillor Recruitment, Chair Selection, and Succession Planning
- Council Size, Composition, Term Limits, and Committees
- Roles, Responsibilities, and Decision-Making
- Norms, Interactions, and Relationships

Section 2: Key Themes and Recommendations



Theme 1: Effectiveness continues to improve as Council leverages the commitment, skills, and experience of Councillors and management

Council's effectiveness is being shaped not only by its challenges, but also by a meaningful base of strengths. Across the input, there is repeated recognition of Councillors' commitment, passion, experience, and willingness to contribute. Respondents also pointed to strengths in executive leadership, staff support, committees, agendas, and Council's ability to continue moving work forward despite complexity and tension. Taken together, these strengths provide PEO with a credible foundation for governance improvement and modernization.

Findings:

- Some respondents explicitly described Council as highly effective in fulfilling its governance and oversight responsibilities.
- Respondents described Councillors as committed, dedicated, engaged, and passionate about PEO's work and the profession.
- Respondents highlighted the range of backgrounds, skills, expertise, and lived experience around the table, and linked that diversity to more informed and balanced decision-making.
- There is evidence that Council is seen as capable of continuing to move work forward, even in a demanding governance environment. Council has been able to keep moving forward, particularly when it grounds its work in its mission.
- Executive leadership and management support were identified as important strengths. Respondents referred to capable leadership, a strong CEO, good staff support, and deep respect between Council and management.
- Committees, agendas, and administrative support were also identified as areas of strength, suggesting there are governance structures already helping Council do its work.

Figure 2: PEO's mission of "Regulate and advance the practice of engineering to protect the public interest" provides the foundation for Council's deliberations and decision-making.

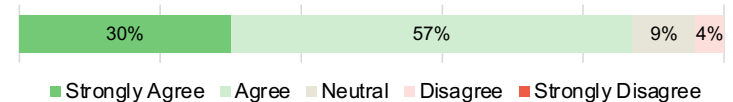


Figure 3: Excerpts of feedback on Council's strengths.

Council is performing well and charts a path forward

Council benefits from capable, professional, and committed executive leadership that supports informed discussion and enables effective governance and decision-making.

There is a diversity of expertise. The varying experience and backgrounds of Councillors result in balanced decision-making.

Council's diversity is a strength. There is a good mix of gender, ethnicity, and professional experience.

Councillors are committed and passionate about the profession.

Council puts public safety and trust above personal, regional, or professional interests

Councillors are dedicated to the protection of public interest.

Theme 2: PEO's regulatory mandate is broadly understood, but there is some role confusion among a subset of Councillors

There appears to be broad alignment that PEO's primary role is to regulate in the public interest. At the same time, the data suggests a continuing challenge among a subset of Councillors who approach the role as though they "represent" or are "accountable" to voters, regions, or licence holders in, rather than serving as directors of a public-interest regulator. This distinction matters because confusion about role can lead Councillors to prioritize registrant preferences, local interests, or non-regulatory matters, rather than staying focused on PEO's statutory purpose. In a self-regulatory environment, continued clarity on whom Council serves, and how stakeholder input should be weighed, is foundational for ongoing public trust.

Findings:

- Respondents recognize PEO's primary role as regulator, with protecting the public interest understood as the core mandate.
- A subset of respondents observed that some Councillors speak and act as though they are representing members, regions, or the "voters".
- This representative mindset is reinforced by the election model, particularly where elected Councillors feel accountable to those who elected them.
- Some input reflects a view that licence holders "know best," and that reflecting their preferences is an appropriate way to protect the public interest.
- There is a need to better distinguish between soliciting the perspectives of registrants to aid decision-making and advocating for the interests of registrants.
- The terminology and structures may also contribute to confusion through the use of language that can imply a representative or governmental model rather than a board-governance model.
- Existing education appears to have helped build baseline awareness, but has not fully resolved the issue in practice.

¹One survey respondent did not provide an answer to this question

Figure 4: Councillors understand the role of Council.¹

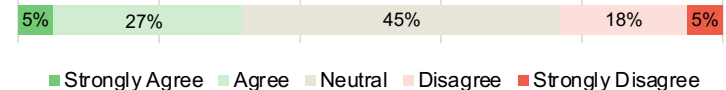


Figure 5: Excerpts of feedback regarding Council's role

Councillors are well aware of our primary role is as the regulator of Professional Engineering for the Province of Ontario.

Council members seem to be sincere in carrying out PEO's mandate.


Some Councillors still feel that there is an equal priority to serve the licensees' best interests.

Many councillors feel they are beholden to the chapter members who elected them.

Some Councillors seem to still be influenced by "constituent" demands, pressures, interests due to the method that the councillors are elected.

Self-regulation implies that the professionals themselves have an important role in running their profession and serving the public.

Some Councillors believe that practicing engineers know what is best for the public and that by listening to the members and reflecting their wishes, we will protect the public.



Theme 2: PEO's regulatory mandate is broadly understood, but there is some role confusion among a subset of Councillors

Recommendations

- 1. Use agendas, meeting materials, and decision framing to reinforce Council's role as a public-interest governing body.** Meeting design should more consistently anchor discussion in PEO's regulatory mandate. Agendas, briefing materials, and decision papers should clearly identify the issue to be decided, explain its relevance to PEO's public-interest role, summarize stakeholder input, and clarify how that input has been weighed. These tools can create a more consistent basis for discussion, and help reduce the tendency for debate to shift toward representational or constituency-based reasoning. (See [Appendix B](#) for guidance on how to enhance discussion and focus during Council meetings)
- 2. Modernize governance language to better align with contemporary governance practice.** Terms such as "Councillor" and "Region" may carry connotations of government or constituency representation rather than organizational governance. Updating language (e.g., shifting from "Councillor" to "Director") and reframing regional roles to emphasize the value of different geographic perspectives rather than representation may help better align the language of governance with the role Council is expected to play.
- 3. Pursue structural governance changes that better support a competency-based, mandate-driven Council.** Structural changes may help address some of the conditions that reinforce role confusion. This could include reviewing elements of the election model, nomination approach, role design, or Council composition to better focus the governing body on regulatory oversight and the public interest. Structural change would not, on its own, resolve mindset issues, but it may create a stronger foundation for more consistent expectations and behaviour over time. (See [Appendix C](#) for *Watson's Director Competency Framework* as guidance on the competencies of high-performing Directors)
- 4. Provide more clarity on how registrants' views are solicited, considered, and reflected in decision-making.** Some Councillors are likely to continue to focus on "representing constituents." This appears to reflect a persistent mindset, and may not shift fully through education alone. Being more explicit about how registrants' perspectives are gathered, how those perspectives have informed proposed decisions, and what education may be needed to support broader understanding of PEO's regulatory role may help address concerns among those who feel registrants are not being heard.

Theme 3: There are continued opportunities to strengthen the distinction between governance and management

There was, generally, broad recognition of management's effort, professionalism, and support to Council. At the same time, some Councillors can lose focus on their governance role by moving into operational matters or attempting to direct management. This matters because when the line between governance and management becomes blurred, it can create tension, erode trust, slow decisions, and pull Council's attention away from its highest-value role; its oversight of purpose, risk, strategy, and performance. For a regulator with a significant agenda and limited organizational capacity, stronger role discipline and clearer communication protocols would likely improve both governance effectiveness and the Council-management relationship.

Findings:

- There is general recognition of management's hard work and a baseline of respect between Council and management. Several comments describe the relationship as good, respectful, or improving.
- A subset of Councillors try to direct staff in ways that blur governance boundaries. These directions were perceived as reflecting an operational mindset focused on control and managing. Respondents explicitly note that individual Councillors should not be directing staff and should focus on oversight, risk, and strategy.
- Role clarity is a recurring area of education, suggesting the issue is not awareness.
- Some respondents pointed to a desire for more transparency from management, coupled with a sense that some Councillors can be mistrustful of management.
- Some comments suggest that the volume and nature of contact with the CEO, along with broader uncertainty about when and how Councillors should engage management, is contributing to tension and role confusion.

Figure 6: *There is a clear and shared understanding between Council and management regarding each party's respective roles and accountabilities.¹*

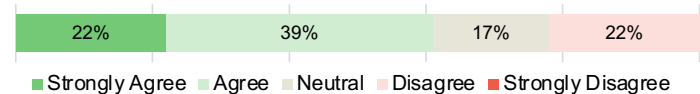


Figure 7: Excerpts of feedback regarding the Council-management relationship.

Some Councillors continue to want to lead the operations at PEO rather than stay within our role of governance and high level strategy. We are not there to implement operational planning or activities.

Councillors should not be directing staff to do work.

For the most part, I believe all members of Council understand the distinction between Council and management. However, there are instances where key senior Councillors do not engage in fruitful communication with the CEO.

Communication guidelines between Council and management are required.

There is still some mistrust between some Councillors and management.

Theme 3: There are continued opportunities to strengthen the distinction between governance and management

Recommendations

- 5. Clarify and formalize the protocols for how Councillors interact with staff and the CEO.** PEO should establish clearer guardrails on when, how, and through whom Councillors engage management. This should include explicit expectations regarding direct requests to staff, communication with the CEO, and the respective roles of the Chair, Committee Chairs, and management in channeling governance oversight. More clarity here would help reduce role confusion, protect management capacity, and support more consistent governance practice.
- 6. Improve transparency and communication around sensitive or complex issues, particularly where incomplete information can create mistrust or second-guessing.** Some of the tension appears tied to concerns from Councillors who feel they may not have the full picture. Management should review how significant issues, emerging risks, and difficult matters are communicated to Council, including whether decision materials provide sufficient context, options, and trade-offs. Being diligent about presenting which options were considered and dismissed, as well as the counterarguments to key points, may reduce the perception that Councillors are being asked to decide without enough information.
- 7. Reinforce role clarity through repeated application to live issues, not only through standalone education.** Education has been helpful, but is not enough in isolation. PEO should continue governance education, while tying it more directly to real decisions, current agenda items, and common pressure points in the Council-management relationship. Repeated application of governance principles to live situations is more likely to shift behaviour than relying on orientation or generic refresher sessions alone. (See [Appendix D](#) for insights on identifying the right level of Council engagement)
- 8. Build a more explicit model of “Smart Trust” between Council and management.** PEO would benefit from a shared understanding that effective governance requires both constructive challenge and trust in management’s role, judgment, and execution. Council should be encouraged to ask hard questions, request evidence, and test recommendations while creating space to cut off conversations focused on operational intervention or personal interests. Framing the relationship this way may help bring along those who are trying to be diligent, while still making clear that diligence is not the same as directing operations. (See [Appendix E](#) for insights on “Smart Trust”)

Theme 4: Council size is creating practical barriers to effective governance

Council's current size is limiting its effectiveness as a governing body. It reduces the space for focused discussion, makes meaningful deliberation on complex matters more difficult, and contributes to meetings that are longer and more procedural than productive. These compounding effects require Council to be more diligent and focused to maintain engagement and oversight through long discussions and meetings. The size also affects engagement and culture, which are addressed in the next theme.

Findings:

- Multiple respondents directly identified Council as too large, with several explicitly calling for a smaller Council or a reduction in the number of Councillors.
- Respondents described a meeting structure that can prioritize speaking order over topic relevance, with discussion moving from speaker to speaker rather than flowing around the issue itself.
- The current size appears to limit speaking time and constrain meaningful discussion on complex or high-impact matters. The structured approach to managing speakers does not enable the in-depth, back-and-forth discussion expected in Council deliberations.
- Several comments noted repetition in discussion, with Councillors waiting for their turn to speak and then restating points that have already been made.
- The size and format of Council meetings appear to contribute to disengagement over time, particularly where meetings become lengthy or inefficient.
- There is a perception that the number and volume of questions, along with their timing, appear to add to inefficiency. Some respondents suggested advance submission of questions could improve meeting flow.

Figure 8: The size of Council supports effective decision-making and discussion.

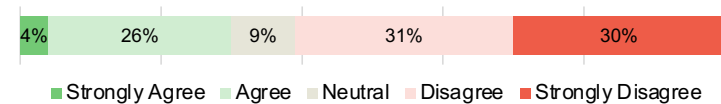


Figure 9: Excerpts of feedback on the Council size.

The Council size is too large.

Packed agendas and limited speaking time (e.g., two-minute limits) constrain meaningful discussion on complex or high-impact items. This creates a risk that some decisions are made without sufficient shared understanding.

Councillors often speak just to speak.

Due to the size of Council, meetings take upwards of eight hours. There is too much discussion, and not enough focus on the work at hand.

Speakers are selected based on how quickly they indicate their interest in speaking rather than on the value of their remarks.

The full council meetings are very large.

I cannot stress how strongly I feel that council has too many people to express, discuss, and deliberate on key topics meaningfully in its current format.



Theme 4: Council size is creating practical barriers to effective governance

Recommendations

- 9. Streamline meeting design to reduce repetition and create more space for high-value discussion.** Meeting practices should better support focused deliberation on the issues that most require Council judgment. This could include tighter speaking protocols, fewer agenda items, more disciplined facilitation, and clearer distinction between information-sharing, questions, and decision-making. These changes would not remove the challenges created by Council's size, but they could reduce some of the day-to-day strain it places on meetings.
- 10. Use advance question submission and stronger pre-meeting preparation to make Council time more deliberative.** Where possible, questions should be submitted in advance so management can respond efficiently and Council can focus meeting time on the issues that require discussion and judgment. This should be paired with continued attention to the size and focus of meeting materials, as well as clearer expectations for preparation. In a large group, governance time is most effective when it is used for deliberation, rather than presentation or clarification.
- 11. Pursue opportunities to streamline the size of Council to better support meaningful deliberation, meetings, and decision-making.** Council's size is affecting not only efficiency, but also the quality of discussion. PEO should work with the government to modernize the *Professional Engineers Act* to adjust the size to one that is aligned with more contemporary governance practices in order to better enable Council's effectiveness as a governing body.
- 12. Leverage efforts to evolve Council size to make advances on broader governance reform, including composition, qualifications, and election design.** The question of size appears linked to broader structural issues. If PEO chooses to revisit Council's size, it should also examine how Councillors are selected, what capabilities are needed around the table, and how governance structures can better support a modern regulator. A smaller Council, on its own, may not resolve every issue, but structural reform could create more favourable conditions for effective governance over time.

Theme 5: Enhancing Council's culture would enable more effective governance

Councillors do not have a consistent experience of culture. While some differences in perceptions of culture are to be expected among a large group, given the diversity of individual experiences and styles, the breadth of perceived culture reflects a challenge. Culture inconsistency matters because culture shapes how well Council can deliberate, challenge constructively, accept collective decisions, and move forward together. When discussion is dominated by a vocal minority, individual agendas are perceived to be at play, or past decisions are repeatedly revisited, Council's culture can begin to work against the governance discipline, trust, and shared accountability expected of an effective governing body.

Findings:

- Councillor engagement was perceived as uneven. Some Councillors participate extensively, while others contribute less often, choose not to vote, or struggle to find space in the discussion. There is a view that a small number of active and highly vocal Councillors are perceived to drive much of the discussion.
- There are contrasting views of Council's culture. Some respondents describe it as professional, respectful, and collaborative, while others describe debate as heated, unsafe, or disrespectful. This means some Councillors do not always feel equally safe or equally heard in discussions.
- Some respondents perceive that individual agendas are influencing behaviour and discussion. This includes pushing to revisit past decisions where individual Councillor preferences were not reflected in the outcome. Some respondents linked this pattern to difficulty accepting collective decisions and moving forward once Council has made a decision.
- Respondents identified opportunities to strengthen culture through clearer expectations for behaviour, reinforcement of speaking-with-one-voice norms, and more personal connection between Councillors.

Figure 10: Councillors collaborate constructively and strive towards consensus.

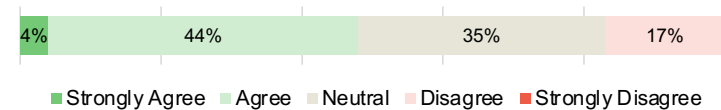


Figure 11: Excerpts of feedback on Council's culture

Engagement during meetings is uneven, with discussion often driven by a small number of Councillors.

Some Councillors find it difficult to raise questions or concerns for fear of being accused of ill will, specifically by other Council members.

Quieter voices are sometimes not heard.

Certain Councillors have individual agendas.

Some Councillors feel the need to speak twice on every single issue and disregard the rule on time.

I can be fearful of repercussions when I make statements.

Some Council members are focused on past decisions of Council rather than on determining the path forward.

Some Councillors focus on what they would like to say. Even if their idea has already been presented, they repeat it nonetheless.

Theme 5: Enhancing Council's culture would enable more effective governance

Recommendations

- 13. Reinforce clear expectations for how Councillors engage in discussion, disagreement, and collective decision-making.** PEO should more explicitly define the behavioural norms expected of Councillors during and between meetings. This should include expectations around respectful challenge, avoiding personal attacks or assumptions of bad intent, and accepting that once a decision has been made, Councillors are expected to support the direction taken by Council unless circumstances change materially. Clearer norms would help distinguish healthy debate from conduct that undermines trust and effectiveness.
- 14. Use the Chair's role more actively to manage meeting tone, balance participation, and protect space for constructive discussion.** Discussion is driven by a small number of vocal participants, while other voices are quieter or while others feel less able to engage. The Chair's continued focus on supporting balanced participation and redirecting discussion when it becomes repetitive, personalized, or unproductive may help create a more consistent experience of Council culture and improve the quality of deliberation. (See [Appendix E](#) for techniques to encourage constructive dissent).
- 15. Create stronger guardrails against revisiting settled decisions unless there has been a material change in circumstances.** A recurring theme is frustration with decisions being reopened because some Councillors remain dissatisfied with the original outcome. PEO should clarify when reconsideration is appropriate, and when Council's responsibility is to align behind a decision and focus on implementation or the path forward. This would reinforce speaking-with-one-voice expectations and reduce the cultural drag created by repeatedly relitigating past decisions.
- 16. Invest in culture-building practices that strengthen trust, connection, and shared understanding among Councillors.** The size and dynamics of Council can make it difficult to build the personal relationships that often support healthy governance culture. More intentional opportunities for Councillors to connect outside formal debate, along with stronger onboarding and continued development focused on governance behaviours, may help reduce mistrust, improve interpretation of intent, and support more constructive interaction at the table.

Next Steps



Next Steps

Following this evaluation, Watson recommends that Council consider the next steps outlined below.

- 1 Task the Governance and Nominations Committee Chair, in consultation with the CEO and team members as appropriate, to review the recommendations, assess PEO's capabilities and resources, and develop a prioritized list of action items, separated into short-term and longer-term items.
- 2 Review the proposed action items with the Council and invite feedback from Councillors.
- 3 Allocate implementation of each action item to the Council Chair, Committee Chairs, CEO, Councillors, or management, as appropriate.
- 4 Task the Governance and Nominations Committee with overseeing implementation and reporting back to Council on progress.

Reflection Questions for Councillors

Ahead of the debrief session with Watson during the March Council meeting, please reflect on:

1. What is your general reaction to the feedback contained in the report?
2. Which parts of the report resonate with you, and which do not?
3. What questions do you have?
4. Any surprises?
5. Where do you think is the greatest opportunity to enhance governance and Council performance?

Appendices



Appendix A: List of Participants

In this inaugural year, the evaluation was completed by Councillors only. Of the 27 Councillors invited to participate, 23 completed the confidential online survey conducted by Watson as part of PEO's 2026 Council evaluation.

Participating Councillors

- | | |
|----------------------|------------------------------|
| 1. Andrew Naassan | 16. Sean Decloux |
| 2. Andrew Dryland | 17. Shahandeh Hannah Ehtemam |
| 3. Chantal Chiddle | 18. Sherlock Sung |
| 4. Gregory Wowchuk | 19. Shelly Markel |
| 5. Lorne Cutler | 20. Susan Jingmiao Shi |
| 6. Lorraine Fraser | 21. Susan MacFarlane |
| 7. Nanda Layos Lwin | 22. Uditha Senaratne |
| 8. Pappur Shankar | 23. Vicki Hilborn |
| 9. Paul Mandel | |
| 10. Paula Klink | |
| 11. Rachel Prudhomme | |
| 12. Randy Walker | |
| 13. Ravinder Panesar | |
| 14. Sardar Asif Khan | |
| 15. Scott Schelske | |

The following Councillors did not complete the survey:

1. Ahmed Elshaer
2. Cosimo Casale
3. Leila Notash
4. Luc Roberge



Appendix B: Tactics for Enhancing Discussion and Focus

The following approaches outline practical design levers to help prioritize deeper dialogue, reflection, and forward-looking oversight while maintaining governance discipline. PEO likely engages in some of these practices already, but even focusing on one or two can meaningfully strengthen strategic focus without disrupting established practices and processes.

Agenda Design and Framing

1. Prioritize strategic items early – Schedule forward-looking discussions early in meetings when energy and attention are highest.
2. Limit presentation of pre-read materials – Reserve meeting time for implications, trade-offs, and forward-looking discussion rather than reiterating materials.
3. Use dashboards for regular monitoring – Well-constructed dashboards can expedite review of business-as-usual reporting while integrating forward-looking indicators for increased risk-sensing.

Dedicated Strategic Discussions

4. Exploration items on the agenda – Intentionally include select topics framed for exploration rather than decision-making, creating space for open-ended discussion before issues are fully formed or require approval.
5. Scenario or risk workshops – Use sessions to stress-test assumptions and explore future possibilities.
6. Topic deep dives – Consider scheduling a mix of emerging (e.g., geopolitical environment), disruptive (e.g., GenAI), and priority topics (e.g., strategic pillars) across the year.

Meeting Facilitation

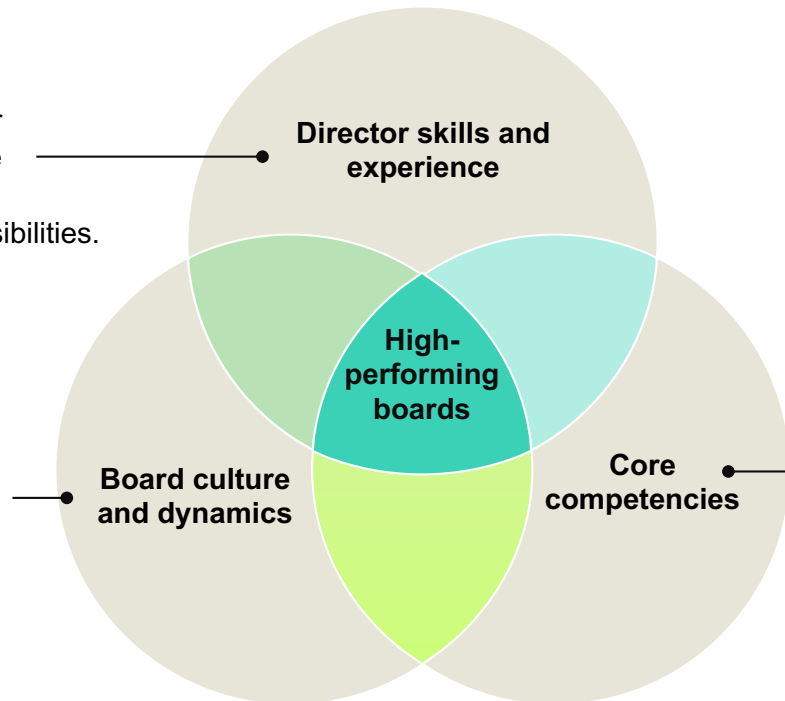
7. Use strategic framing – Encourage “what if?” and “so what?” questions to move from information sharing to insight generation.
8. Build in reflection moments – End sessions with a short “what are we taking away?” conversation to consolidate learning.

Appendix C: Watson’s Director Competency Framework for High-Performing Directors

Based on our experience working with over 500 boards, Watson has developed a proprietary framework to identify and develop diverse, high-performing directors and boards, focusing on skills and experience, core competencies, and board dynamics. We integrate this framework into our director feedback processes to deliver more objective and actionable feedback.

Directors bring strong functional or industry experience relevant to the business’ needs and the Board’s governance and oversight responsibilities.

The Board’s norms, interactions and relationships build trust, enable effective participation and facilitate independent contributions from diverse thinkers. The Chair plays a key role here.

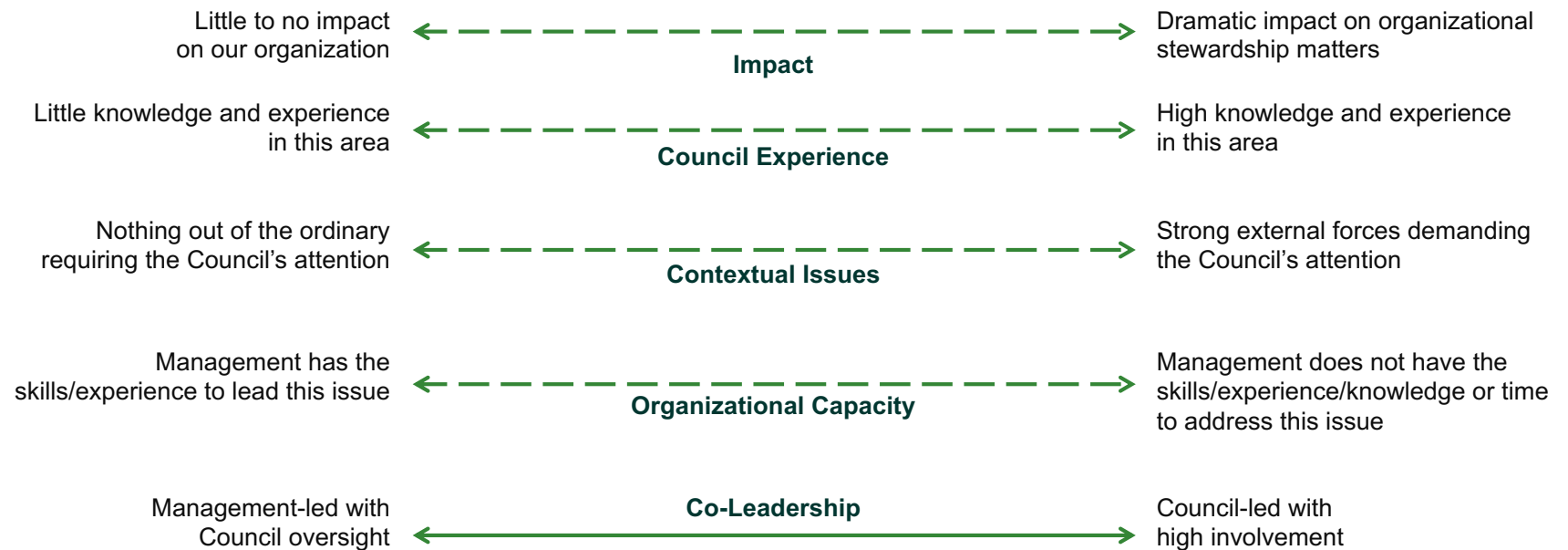


Identifying directors with these personal competencies can support high engagement and contribution.

Baseline competencies:	Differentiators:
<ul style="list-style-type: none"> • Knowledgeable • Ethical • Motivated beyond self • Prepared • Inclusive • Collaborative 	<ul style="list-style-type: none"> • System-wide strategist • Courageous • Emotionally intelligent • Curious learner • Adaptable • Additive contributor

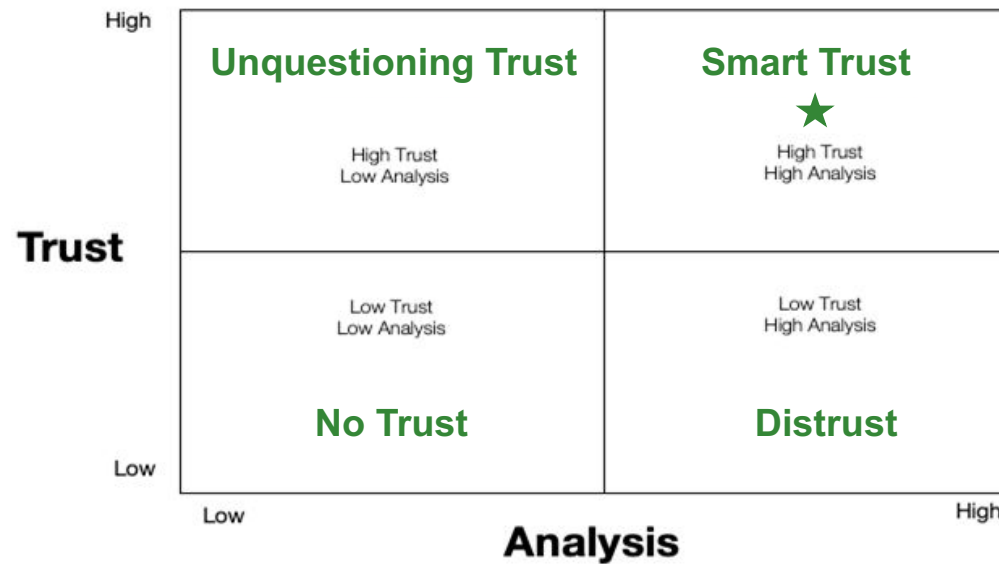
Appendix D: The "Line"

Setting the "Line" is an exercise the Council can use when examining decision-making processes and determining how deeply the Council needs to dive into any given topic. The green lines represent sliders. For each area (Impact, Council Experience, etc.), the Council should mark where the specific topic under consideration sits. The positioning of the four sliders will provide guidance on the level of Council involvement that might be deemed appropriate for that specific topic.



Appendix E: “Smart Trust”

Watson advocates for the concept of “Smart Trust” in Council-management relations. Councillors should start with confidence in management and an inclination to trust. This trust should be coupled with the Council’s own analysis around intended and unintended consequences and risks, to satisfy themselves that management’s advice and recommendations are sound. The diagram below depicts the concept of “Smart Trust”, requiring both the propensity to trust and sufficient analysis.



Adapted from Covey, S. M., Link, G., & Merrill, R. R. (2013). *Smart trust: The defining skill that transforms managers into leaders*. New York: Free Press.



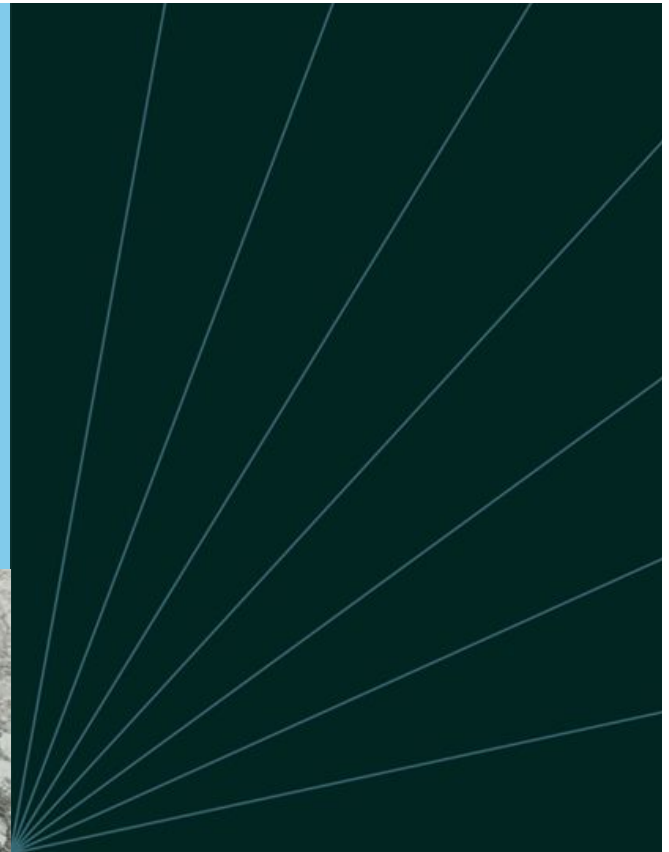
Appendix F: Tactics for Supporting Constructive Dissent

Effective boards balance collegiality with productive tension in their Council discussions, both among the Council and with management. Constructive dissent is not about confrontation, but about testing assumptions, exploring scenarios, and considering a topic from multiple perspectives. With the increasingly complex macroeconomic and geopolitical environment, the consideration of additional perspectives facilitates more robust decision-making.

- 1 Normalize disagreement:** Encourage early, direct questioning of management using prompts such as: *“What assumptions are most critical here?”* *“Where could this plan fail?”* *“What alternatives did you consider?”*
- 2 Stress-test major proposals:** Use pre-mortems or downside scenarios with management to surface vulnerabilities and clarify mitigation plans before key decisions, using questions such as: *“What are the most likely ways this goes wrong? How will we know when we are off track?”*
- 3 Clarify the intent:** Reinforce an oversight framing through qualifiers such as: *“We are not deciding how to execute – we are ensuring the approach aligns with PEO’s purpose, risk appetite, and long-term value.”*
- 4 Signal psychological safety:** Chairs play a central role in modeling openness, inviting alternative views from management, and reinforcing that candid exchange strengthens rather than undermines the partnership.
- 5 Integrate reflective pauses with management present:** Dedicate time in discussions to ask, *“What risks or trade-offs may be underweighted?”* or *“What would success or failure look like 12–24 months from now?”* to deepen shared understanding.
- 6 Build shared comfort with constructive tension:** Use periodic scenario-based discussions, tabletop exercises, or facilitated sessions to strengthen how Council and management engage on high-stakes or sensitive issues.
- 7 Rotate voices deliberately:** By calling on Councillors who may typically speak later in a discussion to speak earlier and asking Councillors who typically speak early to hold their thoughts, the dynamics of Council can shift the pattern of when perspectives are shared to minimize the anchoring effect of early contributions.



How will you shape the future?



Decision Note – Statutory Committee Recruitment and Evaluation

Item	C-576-5.2
Purpose	For Council to review and approve the finalized statutory committee appointments and evaluation process, including the committee competencies and attributes profile.
Strategic/Regulatory Focus	Regulatory/Governance
Motion Proposed to Council	That Council approves the Statutory Committee Competencies and Attributes Profile set out in Appendix A and the Committee Appointments and Reappointments Process set out in Appendix B.
Attachments	Appendix A: Statutory Committee Competencies and Attributes Profile Appendix B: Committee Appointments and Reappointments Process

Summary

This initiative was briefly described to Council in December 2025. The goal is to introduce structured, competency-based and transparent recruitment and evaluation process for statutory committees to ensure that they continue to perform their roles effectively going forward. Staff have now completed consultations with all statutory committee Chairs and staff leads. The Statutory Committee Competencies and Attributes Profile along with the related processes, reflect these consultations.

Public Interest Rationale

Statutory committees perform important regulatory and governance functions under the *Professional Engineers Act* (Act) and its regulations. A comprehensive and consistent committee appointment and reappointment process ensures that PEO has the capacity to credibly fulfill its legislative mandate to regulate and govern in the public interest.

Background

The Act and Regulation 941 require Council to establish certain committees and appoint their members to perform core functions of PEO's mandate as the licensing and regulating body for professional engineering in Ontario. The current statutory committees with regulatory responsibilities include the Academic Requirements Committee, Experience Requirements Committee, Registration Committee, Complaints Committee, Discipline Committee, and Consulting Engineer Designation Committee. In addition, the Central Election and Search Committee performs a governance function.

Staff have identified certain gaps in PEO's existing appointment and reappointment practices. These include the absence of a standardized framework and consistent criteria for appointments and reappointments which take into account the role which various committees play. Addressing these gaps would support more robust and consistent appointments. Appointments generally would reflect appropriate institutional knowledge, a reasonable balance of relevant skills and experience, as well as broad diversity to ensure comprehensive representation.

This work also aligns with Council's June 2025 direction on remuneration for Council and statutory committee members.

At its March 2026 meeting, GNC reviewed the initial proposal and expressed support for the proposed direction.

Considerations

Statutory Committee Competencies and Attributes Profile

The Statutory Committee Competencies and Attributes Profile (**Appendix A**) defines the competencies required for service on each statutory committee. The focus is on ensuring committee-specific expertise as well as applicable attributes required for committee members to carry out their responsibilities effectively and contribute to sound and fair decision-making and foster a respectful and inclusive environment.

Committee Appointments and Evaluation Process:

This process is outlined in **Appendix B**. It introduces greater transparency, fairness, and defensibility into Council appointments and reappointments.

Term limits:

There is currently no consistent approach to term limits across PEO's statutory committees. Practices have evolved over time and vary by committee. At its February and March meetings, GNC discussed the idea of establishing consistent term limits across statutory committees. As part of the discussion, staff noted that preliminary research, including a review of practices used by other engineering regulators, suggests that a model of up to three three-year terms (unless compelling circumstances justify further reappointment) is commonly used. Statutory committees will be consulted on this approach.

Terms of Reference:

With the adoption of a new appointments and evaluation process, staff and committee members will work together to develop and propose amended terms of reference to ensure that the process is reflected in each committee's Terms of Reference. This review is also an opportunity to standardize format and language. Standardized terms of reference and clearly articulated expectations will also lend credence to a new committee member remuneration framework which Council will be asked to consider for implementation in 2027.

Code of Conduct for Statutory Committee Members:

Congruent with this initiative, work is also underway to develop a new Code of Conduct applicable to statutory committee members (as well as Chapter-level and other volunteers). The purpose of this work is to articulate clear expectations regarding professional behaviour, integrity, and accountability in the performance of all PEO roles, whether remunerated or not.

Stakeholder Engagement

The framework reflects significant and very helpful input from statutory committee Chairs, as well as staff leads across PEO's regulatory functional areas. All consultations were conducted between February and March 2026.

Overall feedback focused on:

- aligning competencies with statutory mandates
- identifying core adjudicative and regulatory attributes expected across committees, and

- strengthening transparency and consistency in reappointment and evaluation decisions.

Statutory committees will be further engaged as work proceeds to review and revise their terms of reference and to establish consistent term limits.

Recommendation

Review and approve the finalized statutory committee appointments and evaluation process, including the committee competencies and attributes profile.

Next Steps

1. Pending Council approval, bring all future statutory committee appointments and reappointments forward to Council based on the new approach. This will commence with the Complaints Committee and the Central Election and Search Committee, both of which will require Council's attention in June 2026, given the expiry of current terms.
2. Review and propose revisions to all statutory committee terms of reference to reflect the new recruitment and evaluation processes, and undertake consultation on the possible introduction of consistent term limits.

Prepared By: Volunteer Engagement Team

Statutory Committee Competencies and Attributes Profile

The statutory committee member competencies and attributes profile is informed by PEO's regulatory mandate. It identifies the qualities and abilities required for committee members to carry out their responsibilities effectively and contribute to sound and fair decision-making and foster a respectful and inclusive environment.

Competencies and Skills

These relate to knowledge, analytical ability, and decision-making capacity required to perform statutory committee functions. (**note:** Committee-specific competencies or skills may be added where required to reflect the mandate or specialized work of a particular committee)

- PEO's Regulatory Role – Understanding of PEO's role as a regulator and its public-interest mandate.
- Decision-Making within Committee Mandate – Ability to make sound and reasoned decisions within the established framework, criteria, and mandate of the committee.
- Critical Analysis – Ability to assess and analyze information critically.
- Independent Judgment and Decision-Making – Ability to exercise independent judgment and contribute to sound defensible decisions.
- Equity in Decision-Making – Ability to apply an understanding of equity to support fair treatment, access, and outcomes in regulatory decision-making.
- Bias Awareness – Ability to recognize potential sources of bias and take steps to mitigate their impact in order to support fair and impartial decision-making.
- Managing Conflicts of Interest – Ability to recognize when an actual, potential, or perceived conflict of interest may exist and to disclose it appropriately.

Attributes

These relate to behavioural qualities that support effective participation in committee work and decision-making.

- Integrity and Ethical Conduct – Acts with professionalism, honesty, and discretion in the performance of duties.

- Teamwork and Collaboration – Works respectfully with others and contributes constructively to committee deliberations.
- Collegiality and Professional Engagement – Participates respectfully in group decision-making while maintaining independence of judgment.
- Respect for Diverse Perspectives – Demonstrates openness to differing viewpoints and contributes to an environment where diverse perspectives are considered in decision-making.

In recruiting committee members, consideration will also be given to diversity attributes, including engineering discipline, professional background, gender, lived experience, and other relevant factors, to support balanced, inclusive, and effective committee composition.

Availability and Commitments

- Time Commitment – Ability to commit the time required to participate fully in committee activities, including meetings, preparation. (**Note:** specific time expectations may vary by committee and will be communicated as part of the appointment process).
- Training Commitment – Willingness to complete mandatory orientation and training required of all committee members.
- Meeting Preparation – Commitment to review materials in advance of meetings and interviews to support informed participation in committee deliberations.
- Attendance and Participation – Commitment to attend scheduled meetings and participate actively and constructively in committee discussions and decision-making.
- Confidentiality – Commitment to maintain the confidentiality of committee materials, discussions, and sensitive information.
- Adherence to the Code of Conduct – Commitment to comply with PEO’s Code of Conduct and uphold the standards of professionalism and integrity expected of committee members.

Process for Initial Appointments and Reappointments of Statutory Committee Members

The process for appointing and reappointing statutory committee members is intended to promote transparency and fairness. It also ensures that committee composition aligns with each committee's statutory mandate and allows for consideration of committee-specific needs.

Initial Appointments

- Candidates will be assessed against the recruitment matrix developed for statutory committees. The matrix outlines the competencies, experience, and attributes required to support each committee's mandate.
- Committee Chairs and relevant staff will provide input to the CEO/Registrar or designate to assist in assessing candidates and identifying appropriate appointments. This input will be informed by information provided in candidates' applications and, where appropriate, through an interview.
- Based on this information, the CEO/Registrar or designate will bring forward recommendations for initial appointments.
- The CEO/Registrar's recommendations, again developed in close consultation with Committee chairs, will be submitted to the Governance and Nominating Committee (GNC) for review, discussion as required, and endorsement.
- GNC will bring recommended appointments to Council for formal approval.

Reappointments

- Reappointment recommendations, subject to term limits, will be guided by the same competencies and attributes used during recruitment, as well as information regarding overall performance to ensure that expected competencies and attributes are maintained.
- Input into recommendations for reappointment will be obtained from the Committee Chair as well relevant staff. Relevant input will include the member's degree of participation, and the quality of their overall contributions to the work of the committee, as well as considerations of collegiality.
- Staff under the direction of the CEO/Registrar will gather this input in order to facilitate the assessment of all reappointments. The CEO/Registrar or designate will also consult as needed with each Committee chairs, especially in cases where reappointments are not being recommended.

- The CEO/Registrar or designate will submit proposed reappointments to GNC for review. GNC will then make its recommendations to Council for formal approval.

Decision Note – Competency-Based Nomination and Remuneration Framework

Agenda Item No.	C-567-5.3
Purpose	For Council to review the proposed Competency-Based Nomination and Remuneration Framework for approval.
Strategic/Regulatory Focus	Governance enhancement
Proposed Motion to Council	That Council endorses the establishment of the Competency-Based Nomination and Remuneration Framework detailed at Appendix A. (requires simple majority)
Attachments	Appendix A – Competency-Based Nomination & Remuneration Framework Proposal Appendix B – Competency-Based Nomination Flow Chart

Summary

Council is presented with a proposed “Competency-Based Nomination and Remuneration Framework” for approval. Council directed the development of the framework in 2025. With Council’s endorsement, financial analysis will be done by the Audit and Finance Committee (AFC) and further governance policy work will proceed through the Governance and Nominating Committee (GNC).

Public Interest Rationale

Clear standards for board competencies linked to director remuneration support good governance.

Background

In 2022, Council tasked GNC with researching and setting direction on a framework for Council remuneration. Since that time, Council has taken several steps to advance this work. Significantly, in February 2025, Council passed a motion endorsing the development of a Councillor remuneration structure, a skills- and competency-based nomination model, and clearly defined role expectations for Councillors.

Please see the “Milestones” section of the proposal at Appendix A for a detailed timeline of this project.

Considerations

- Further research indicates that other professional regulators who have built competency-based nomination into their election or governance systems have improved participation and a high calibre of candidates (e.g. Engineers & Geoscientists BC and the Ontario College of Teachers).
- PEO’s current nomination system has been identified as a barrier by licence holders, staff, and others who have studied the issue. A proposed change to a system of self-nomination rather than the current requirement to gather nominators will ensure access to all licence holders, not just those who are able to leverage networks/connections.
- While PEO does not have authority over the public appointment process, PEO will engage with the Ministry of the Attorney General to promote alignment with the approved Council Competency Matrix and Candidate Profile to the extent possible.
- Please see the proposal at Appendix A for detailed considerations and discussion points.

Stakeholder Engagement

A survey was conducted with Councillors and licence holders by an independent third party consultant (the consultant's report is linked to in Appendix A). 3,598 licence holders responded to the survey, with a majority of respondents showing support for remuneration, specifically remuneration that is predicated on a skills and competency framework based on what Council needs to be effective. Further consultation is not recommended, as it is anticipated that results would be consistent with these findings.

Recommendation(s)

That Council approve the proposal for a Competency-Based Nomination and Remuneration Framework.

Next Steps

If Council approves the proposal, the financial analysis and detailed policy work required to realize this proposal will proceed via the AFC and GNC respectively.

Prepared By: Policy Staff

**Competency-Based Nomination and Remuneration Framework for PEO Council
– Proposal**

Introduction

In February 2025, PEO Council passed a motion to endorse the development of a skills- and competency-based nomination model and a competitive remuneration structure for Councillors. This document sets out a proposal for a competency-based nomination and remuneration framework. Some elements of the proposal have options for discussion, and it is noted where staff have a recommendation.

Milestones

2022	As part of GNC’s 2022-2023 workplan, Council tasks the committee with researching and setting direction on a framework for Council remuneration.
February 2023	After receiving a comprehensive staff report , ¹ Council directs staff to undertake further study on a “Council Remuneration Framework.” Council expresses a preference for an independent third party to provide a recommendation to help manage any perceived conflict of interest in Councillors making a decision about remuneration for Councillors.
July 2024	PEO issues an RFP to identify a consultant to guide the development of a remuneration framework. Following a competitive process, Satori Consulting, a well-regarded leader in Governance Consulting is selected.
November 2024	Satori Consulting provides an update to GNC regarding its research approach, including a survey of all licence holders and past and present Council members to test attitude and sentiment toward remuneration for Councillors. GNC provides an update to Council about this initiative.
February 2025	Satori Consulting provides a report and recommendations to GNC regarding a “Council Remuneration Framework.” It recommends that Council adopt a remuneration framework that recognizes the time and effort of Councillors without compromising the volunteer ethos of PEO and that uses a nomination model focused on skills and competencies. Satori Consulting’s survey found that 81% of respondents who supported Council remuneration believe that remuneration should be predicated on a nomination process based on skills and competencies related to what Council needs to be effective. On the basis of Satori Consulting’s independent report and recommendations , ² Council passes a motion that endorses the development of a competitive remuneration structure, the development of a skills- and competency-based nomination model, and agrees to define Councillor role expectations.
June 2025	Council endorses a high-level action plan ³ for the development of the Competency-Based Nomination and Remuneration Framework and acknowledges the associated financial implications.

¹ See page 90.

² See page 89.

³ See page 50.

November 2025	GNC is presented with a preliminary proposal for discussion that includes options for a competency-based nomination process and remuneration structure. GNC provides feedback to staff for further refinement of the proposal.
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The Proposed Framework

The proposed Competency-Based Nomination and Remuneration Framework is set out below in three parts:

Part I describes how Council’s competency needs would be identified and role expectations set before each election cycle to create a Candidate Profile.

Part II outlines the nomination and candidate process that would apply to prospective nominees.

Part III presents the proposed remuneration framework for Council members.

Part I: Council Competency Matrix and Gap Analysis

1. Competency Matrix and Role Descriptions
<p>Competency Matrix</p> <p>A competency matrix is a tool that helps identify a board’s competency needs. As part of this Framework, a Council Competency Matrix would be developed, identifying:</p> <ul style="list-style-type: none"> • Categories of expertise (e.g., governance, legal, financial oversight, human resources, technology/AI, risk management, strategy oversight). • Core leadership attributes. • Diversity of perspectives and demographic representation including engineering discipline, geography, educational background (including both domestically and internationally educated licence holders), age, gender, and other characteristics Council considers relevant to the public interest. <p>The purpose of the matrix is to define the collective competency profile of Council. It is not expected that every Councillor possess all competencies; on the contrary, effective governance depends on assembling a diverse group whose strengths together meet Council’s oversight responsibilities.</p> <p>As discussed below, the matrix would be used by Council to identify any gaps in its collective competency.</p> <p>Role Descriptions</p> <p>Role descriptions establish expectations for Council roles in a transparent and intelligible way. Existing role descriptions should be created or updated to reflect governance responsibilities and oversight expectations; required competencies and attributes; time commitment and accountability expectations.</p> <p>Role descriptions requiring development or revision include:</p> <ul style="list-style-type: none"> • Chair

- President
- Chairs of Governance Committees (i.e. AFC, HRCC, GNC, RPLC)
- Councillors

Rationale/considerations

- Council exercises oversight of strategy, regulatory and governance policy, risk, finance, and CEO performance. These responsibilities require a deliberate balance of competencies across the group.
- Governance effectiveness depends on collective capability, not individual profiles.
- A defined Competency Matrix establishes the institutional capacity Council aims to maintain. It makes explicit the expertise and perspectives required to discharge PEO's public protection mandate.
- Identifying both specialized expertise and diversity needs ensures Council composition reflects regulatory complexity and the diversity of the profession and public it serves.
- Without a defined framework, Council composition evolves in an unintentional and unstructured way. A Competency Matrix introduces structure, succession planning discipline, transparency, and accountability into governance and Council composition.
- Clear role descriptions reinforce expectations and support performance accountability, particularly where remuneration is linked to defined responsibilities.

Examples of competency matrices and board composition frameworks developed by peer regulators include:

- Engineers and Geoscientists BC (EGBC)– Board Composition Matrix:
<https://www.egbc.ca/getmedia/d81a50cd-3761-4c5c-9822-aedd05f9a44c/EGBC-Board-Composition-Matrix-Board-Appvd-20240920.pdf>
- College of Nurses of Ontario – Council Profile:
<https://www.cno.org/Assets/CNO/Documents/What-is-CNO/council-profile.pdf>

Examples of role descriptions include:

- EGBC – Board Position Descriptions and Role Profiles:
<https://www.egbc.ca/getmedia/e658a5ac-b903-4d48-a635-7ad5b69ab9ce/CO-23-30-Board-Position-Descriptions-and-Role-Profiles.pdf>

2. Annual Gap Analysis and Creation of a Candidate Profile

The Council Competency Matrix and role descriptions would support an annual gap analysis, conducted through Council's annual governance evaluation process (currently being led by Watson), along with the creation of a Candidate Profile for each election:

- Prior to each election cycle, Council composition would be formally assessed against the Council-approved Competency Matrix, taking into account which Councillors' terms are expiring and the anticipated composition of continuing members.

Based on the projected composition, gaps would be identified in collective competencies, expertise, and diversity needs.

- A Candidate Profile would be developed for the upcoming term reflecting: anticipated gaps in collective competencies; attributes and expertise required or desired at the Council table; and competencies/skills expected of all candidates.
- Priority competency areas would be established for the upcoming term to guide the Call for Nominations and candidate assessment process.

While PEO does not have authority over the public appointment process, it will engage with the Ministry of the Attorney General to promote alignment with the approved Council Competency Matrix to the extent possible.

Rationale/considerations

- To avoid duplication and creating a new process, the annual gap analysis would be incorporated into Council's existing annual governance evaluation process (currently being led by Watson).
- Council effectiveness depends on maintaining a balanced collective competency profile over time. As terms expire, that profile changes. A formal gap analysis supports intentional succession planning and continuity in governance oversight.
- Without a defined framework, Council composition develops passively rather than strategically. A formal Competency Matrix ensures that composition decisions are

deliberate, aligned with governance responsibilities, and grounded in the competencies required to fulfil PEO's public protection mandate.

- The Council Candidate Profile enhances transparency and enables voters to assess candidates against Council's identified collective needs.

Part II: Nomination and Election Process

3. Nomination Process

Changes to the nomination process are proposed as part of the Framework:

- The removal of the regulatory requirement that nominees should obtain a prescribed number of supporting nominators, including regional representation thresholds, as a condition of eligibility to stand for election. This requirement would be replaced by eligibility verification and assessment against the Competency Matrix.
- A Nominee Form would be developed that requires prospective candidates to confirm regulatory eligibility and complete a structured self-assessment; the form would be designed to elicit meaningful information about how each candidate can contribute to Council's collective competency needs.

Rationale/Considerations

- Currently, a member may be nominated for election to Council as President-elect, Vice President, or Councillor-at-Large by no fewer than fifteen other licence holders, including residents from each region. A member may be nominated for election as a Regional Councillor by no fewer than fifteen licence holders who reside in that region. Where only one licence holder is nominated for a position, that individual is acclaimed. Where there are no nominees, the position is filled by appointment of Council.
- Requiring prospective candidates to secure a prescribed number of nominators (particularly across multiple regions) emphasizes popularity and access to networks rather than demonstrated skills, experience, and readiness to serve on Council. A competency-based nomination framework shifts the focus from a candidate's ability to mobilize personal networks to their ability to demonstrate their competencies and ability to contribute meaningfully to Council's governance responsibilities.
- Licence holders have consistently indicated that the current nomination threshold operates as a significant barrier, particularly for those who may not have extensive professional networks or who practise in less connected sectors or regions.

- This requirement especially disadvantages internationally educated licence holders. While they may bring valuable expertise and diverse perspectives to Council, they may lack the established networks needed to meet nomination requirements, resulting in exclusion for reasons unrelated to merit. A competency-based approach seeks to broaden participation by clarifying expectations and lowering systemic barriers. In PEO’s Anti-Racism and Equity Code, approved by Council in April 2022, PEO has committed to “steadfast and continuous improvements and adequate resourcing that promote and achieve equity, and foster inclusivity, across all leadership endeavours [...] including: PEO’s election processes”.⁴
- Evidence from prior elections shows that candidates have been prevented from running due to procedural nomination deficiencies that may be unrelated to competence and/or qualifications.
- This approach also reflects a broader shift across professional regulation. Most regulators, including engineering regulators across Canada, are moving toward competency-based nomination systems.
- Earlier discussions at the GNC raised concerns that moving to a competency-based model might create an additional barrier. Evidence from peer regulators that replaced procedural nomination requirements with competency-based screening (e.g., EGBC) shows that participation increased (and board quality improved).

4. Committee Oversight of the Competency-Based Nomination Process

Under the Framework, responsibility for the nomination process would be assigned to the Governance and Nominating Committee (GNC), consistent with its existing mandate.

5. Candidate Screening by the GNC

⁴ ARE Code at page 7.

- All nominees would be required to submit a Nomination Form, including a statement of interest, CV, as well as description of alignment with the Candidate Profile.
- An administrative review would be conducted to confirm regulatory eligibility and good standing (e.g., P.Eng. in good standing, no disciplinary findings). This step remains unchanged from the current process.
- The table below outlines two options for conducting competency-based screening and shortlisting against the approved Candidate Profile and Council Competency Matrix.

Step	Option 1 – GNC + External Consultant (Recommended)	Option 2 – GNC Only
6.1. Initial Application Assessment	Consultant conducts structured review against the approved Candidate Profile and gathers relevant information to assist GNC in its assessment (e.g. phone screen, reviewing social media for anything that might raise concerns, etc.). Consultant prepares an advisory assessment report for the GNC including candidate summaries and commentary based on the initial assessment.	GNC reviews all applications directly and assesses alignment with the approved Candidate Profile.
6.2. Redacted Profile Review	Each committee member reviews anonymized candidate profiles prepared by the consultant to reduce unintentional bias.	Not applicable. Under this option, the GNC conducts the initial assessment directly and therefore reviews unredacted applications.
6.3. Deliberation and Shortlisting	GNC meets to deliberate using the evaluation matrix tied to the approved Candidate Profile and determines which candidates proceed to interview. Consultant facilitates the discussion but does not participate in decision-making.	GNC meets to deliberate using the evaluation matrix tied to the approved Candidate Profile and determines which candidates proceed to interview.
6.4. Candidate Interviews	GNC conducts structured interviews aligned to the Candidate Profile and the broader Competency Matrix.	Same as Option 1.
6.5. Final Slate Determination	GNC determines final slate of candidates for election based on alignment with the Candidate Profile, collective competency needs under the Competency Matrix, and interview outcomes. Successful candidates will be asked to confirm their acceptance of nomination. The consultant would correspond with all candidates, including unsuccessful ones.	Same as Option 1, with the GNC responsible for preparing and issuing correspondence to unsuccessful candidates.

Rationale/Considerations

- Under the proposed process, decision-making authority remains fully with the GNC at all stages. Where engaged, the consultant’s role is strictly advisory – they will also provide the required administrative support.
- If a consultant is not retained, GNC members would assume the full screening function, with staff providing administrative support. This would materially increase the workload for both the committee and staff as well as the overall cost.
- Research shows that anonymized reviews at early stages reduce the influence of unconscious bias and focus deliberations on competencies rather than identifiers. The proposed anonymized initial review (step 6.2) requires an independent party to screen and prepare redacted candidate profiles. Without a consultant, this step is not feasible.
- The purpose of competency-based screening is not to ‘greenlight’ or ‘redlight’ candidates. The objective is to assess alignment with the approved Candidate Profile and Council’s collective competency needs. This in turn ensures that Council maintains the institutional capacity it needs to discharge its mandate.
- Prospective candidates who do not meet eligibility requirements in the regulation will be screened out.
- Where a candidate is unable to demonstrate alignment with required competencies, removal from the slate may be necessary. Such determinations would be grounded in documented analysis against transparent criteria. Experience from regulators that have implemented competency-based nomination systems within an election model (including EGBC) shows that very few candidates are ultimately excluded.
- This approach replaces a nomination model that relies on personal networks and name recognition with a structured, competency-based process grounded in merit. It broadens access, promotes fairness and inclusion, and enables candidates from all backgrounds and communities to compete on the basis of demonstrated ability to contribute meaningfully to Council’s collective responsibilities.

6. Election Promotion

- Candidates would be able to continue to promote their candidacy through personal materials in accordance with the Election Publicity Procedures approved by Council.
- Election promotion would be limited to introducing the candidate and outlining their competencies, experience, and ability to contribute to Council’s regulatory and strategic responsibilities. Campaigning based on electoral promises or individual policy agendas would not be permitted.
- The approved Council Competency Profile and identified priority competencies would be published to support informed voting.

Rationale/Considerations

- Under the proposed model, the focus of the election shifts from campaigning and making personal promises to demonstrating, to the profession, the competencies and experience required to serve on a board that makes significant regulatory decisions affecting the public and the profession, and why the candidate can be trusted with that responsibility.
- Publishing the Council Competency Profile provides voters with a clear framework against which to evaluate candidates, strengthening transparency and informed choice while preserving candidates' ability to introduce themselves within established rules.

7. Voting

- Under Regulation 941, voting must remain open for no less than twenty-eight days following distribution of voting information to licence holders (e.g., in the 2026 Council election, voting ran from January 26 to February 23).
- Reduce the voting period to two weeks as part of the Framework.

Rationale/Considerations

- Voting is conducted electronically and typically requires only a few minutes to complete. A 28-day period is not necessary to increase participation.
- A shorter voting window supports more focused communication and helps sustain engagement throughout the election period. It could also allow the GNC more time for candidate screening prior to the start of the election period.

Part III: Remuneration

The discussion regarding remuneration is to be guided by principles and considerations that have underpinned the Council remuneration framework project since 2023:

- Remuneration is inextricably linked to the skills and competencies required of board members to do board work. Reasonable compensation reflects the value of the work that Councillors, as board members, are expected to perform to a high standard.
- Remuneration recognizes the serious responsibility of regulating the practice of engineering in the public interest and the public scrutiny it attracts.
- Remuneration recognizes the time and effort of Councillors, who have chosen to serve on Council (and its committees) in lieu of other opportunities. There is an expectation of significant preparation along with meeting time for these roles.
- Given that elected and appointed Councillors have the same duties and responsibilities to the board, and the same expectations regarding skills and competencies, so too should both categories of Councillors be compensated equally.

- PEO has a culture of public service and a volunteerism ethos that should be accounted for in any Councillor remuneration framework.

8. Remuneration Structure

In view of a shift to a competency-based model and the expectations of Council roles, Council would adopt the following remuneration structure:

- Councillors receive a per diem as follows:
 - \$500 for a full-day meeting
 - \$250 for a half-day meeting
 - The Chair of a Governance Committee (i.e. AFC, HRCC, GNC, RPLC) will receive an additional \$100 for each governance committee meeting, in addition to the per diem.
- The President and Chair will receive an annual stipend reflecting the scope of their responsibilities. The stipend amount will be proposed once the role descriptions referenced in Part I have been developed and the distinct responsibilities of the President and the Council Chair have been more clearly defined.
- Elected Councillors and appointed engineer Councillors who are currently not remunerated, would be paid the full amount by PEO. For lay appointed Councillors, who currently receive \$150 per diem, PEO would provide a top-up to align with the approved Council rate.
- While expenses (e.g., mileage, accommodation) would continue to be reimbursed in accordance with the existing Expense Reimbursement Policy, the Expense Reimbursement Policy would be reviewed in light of remuneration.
- Role descriptions will clearly articulate time commitments and expectations associated with each position.

Statutory Committees

Council has previously directed that recommendations be brought forward regarding remuneration of statutory committee members. It is proposed that statutory committee members receive the same per diem as Councillors (\$500 per full day and \$250 per half day), with statutory committee chairs receiving an additional \$100 per meeting/preparation time.

Rationale/Considerations:

- The proposed remuneration amounts are informed by research and a jurisdictional scan of comparable professional regulators. Across engineering regulators (EGBC, APEGA and APGES) and Engineers Canada, remuneration models tend to be more modest than in many other regulated sectors that provide higher per-diems. Engineers Canada and APEGA treat board service primarily as a volunteer role, with no general member remuneration (APEGA provides only a President honorarium). EGBC provides a per diem (\$250–\$500) and a \$35,000 annual retainer for its Board Chair, while APGES provides remuneration though amounts are not publicly disclosed.

- There is no single “correct” remuneration level. The proposed amounts reflect common practice across comparable jurisdictions. The structure recognizes the time commitment and accountability associated with Council service while maintaining proportionality and alignment with the principles outlined above. At the same time, many of the regulatory boards used for comparison are much smaller than PEO’s Council. This difference in size should be kept in mind when making comparisons.
- The operationalization of the remuneration framework, including tracking, verification, and payment processing for Councillors and committee members, may require additional administrative capacity within the Secretariat or Finance team to ensure accurate and timely implementation.

Financial Implications

Detailed costing of the proposed remuneration framework will be the responsibility of the Audit and Finance Committee (AFC) once Council has reviewed this framework and provided direction on the overall structure and per diem rate at its March 2026 Council meeting.

To assist the GNC and Council in understanding the potential financial implications at a high level, the following illustrative estimates have been prepared.

Assumptions

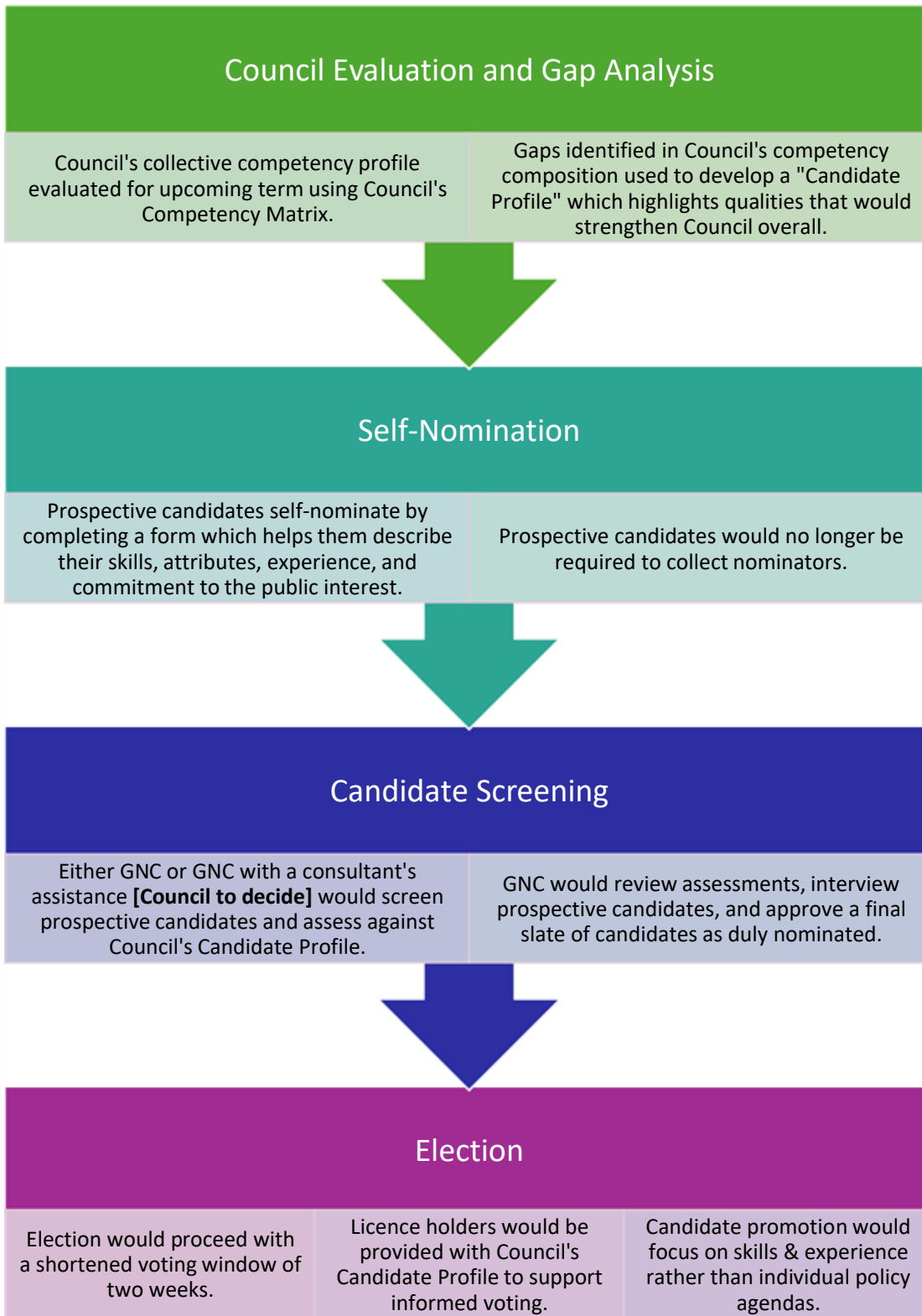
For the purpose of high-level estimation, we have assumed comparable time commitments for all 28 Councillors and have not differentiated by role (e.g., President, Chair, Chair of Committee). These roles are expected to require additional time beyond the general assumptions, and actual costs would therefore be higher once role-specific responsibilities are incorporated.

Based on the assumptions outlined above and a Council of 28 members, the estimated annual cost for Council-related meetings and events is approximately **\$378,000**. This represents a conservative estimate, as it excludes additional time commitments associated with some roles on Council and does not include expense reimbursements (e.g., mileage, accommodation). Also, the number and frequency of meetings may vary annually and could include additional meetings or events not captured in this estimate.

2027 Budget

The estimated costs outlined above apply only to Councillors. A comprehensive remuneration budget will be developed by AFC as part of the 2027 budget process, including provision for statutory committee members.

Proposed Competency-Based Nominations: An Overview



Summary Report to Council of Regulatory Policy and Legislation Committee (RPLC) Activity
March 27, 2026

Committee Meeting Date: March 11, 2026

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
Continuing Professional Development (CPD) Program: Policy Proposal	The committee reviewed the policy options for a revised Continuing Professional Development (CPD) program and decided to bring it forward to Council for discussion.	Staff	Council discussion on March 27, 2026	Continue	Yes
Enhanced Annual Reporting	The committee reviewed and discussed a list of proposed information reporting requirements for holders of licences and certificates of authorization. The committee provided feedback to staff which will be incorporated before engaging in further stakeholder engagement and public consultation on the proposal. Following consultation and refinement of the proposal, staff will return to RPLC with an updated proposal	Staff	Staff will return with an update at the next Council term 2026-2027	Continue	No
Review of Outstanding Initiatives for the 2025/2026 Council term and Priorities for the next Council Term	Staff provided an update on policy initiatives that arise from PEO's 2026–2030 Strategy, as well as carryover items from the 2025–2026 Council term, including: <ul style="list-style-type: none"> • Comprehensive Review of the Professional Engineers Act and its Regulations • Enhanced Mandatory Reporting • CPD 2.0 • The Code of Ethics Review • Exemptions from Confirmatory Technical Examinations <p>A draft RPLC workplan will be proposed to the committee at its kickoff meeting in June 2026.</p>		To include in the 206 2027 RPLC Workplan	Complete	No

Next Committee Meeting: June 3, 2026

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

Discussion Note – Continuing Professional Development Program: Policy Options

Agenda Item No.	C-576-6.1
Purpose	For Council to consider policy options for a revised Continuing Professional Development (CPD) program and to provide direction to inform a final proposal.
Strategic/Regulatory Focus	Regulatory - Quality Assurance
Motion Proposed to Council	N/A
Attachments	Appendix A – CPD Program Options and Analysis Appendix B – National CPD Framework

Summary

Council directed RPLC to bring a policy proposal for a revised CPD program no later than the end of the 2025-2026 Council term. Following discussion of policy options at the February and March 2026 RPLC meetings, policy options have been refined and are set out for RPLC's consideration in **Appendix A**.

Stakeholder engagement showed that licence holders generally view the current PEAK program as effective, and this is supported by a broader literature review and environmental scan. As such, the framework is proposed to remain largely unchanged, with targeted refinements to simplify requirements, maintain flexibility, and reduce administrative burden. Following Council direction in March 2026, PEO will undertake consultation in April and bring a final policy proposal to RPLC and Council in June for review and approval, including any required regulatory amendments. Council will also be asked to consider a proposed national CPD framework at that time.

Public Interest Rationale

The public interest demands that PEO take steps to ensure licence holders continue to maintain and enhance their professional knowledge, skills, integrity, and professionalism over the course of their careers. CPD is widely recognized across professional regulators as a key quality assurance tool for supporting ongoing competence and professional development.

Background

On June 20th, 2025, Council passed the following motion:

Whereas Council is committed to mandatory continuing professional development (CPD) as an ongoing licensing requirement, and

Whereas Council is committed to administering the existing mandatory CPD program in accordance with current regulations, while the review of the program is in progress,

Now therefore be it resolved that

- 1. Council directs the CEO/Registrar to initiate targeted engagement with relevant stakeholders to ensure inclusive and comprehensive input into the re-evaluation of the CPD program, including defining who the program applies to, identifying any potential exemptions or extensions, and reviewing the enforcement and compliance process, and*
- 2. Council directs the Regulatory Policy and Legislation Committee (RPLC) to provide a policy proposal to Council no later than the end of the 2025-2026 Council term.*

On September 26, 2025, Council was presented with a stakeholder engagement strategy. Throughout September and October, consultations occurred via a series of 17 focus groups and a licence holder survey and a report on these consultations was shared at the November 2025 Council meeting.

On February 11, 2026, RPLC reviewed initial options prepared by staff and provided feedback on options and relevant considerations. This feedback was incorporated into **Appendix A** and shared with RPLC at its March 11, 2026 meeting.

Considerations

- **Meeting the key objectives of a CPD program:** All proposed options are designed to advance the following key objectives of an effective CPD program, as informed by academic and regulator consensus:
 1. Support PEO in fulfilling its responsibility to ensure licence holders continue to maintain and enhance their professional knowledge, skill and professionalism throughout their careers.
 2. Support continuous learning that contributes to the ongoing maintenance of competence among its licence holders.
 3. Support continuous learning among licence holders in differing career paths and stage.
- **Accountability of both PEO and licence holders:** A revised program will recognize that licence holders are generally best placed to identify their learning needs and participate meaningfully in relevant CPD activities. The recommended options reflect our trust in professionals to take their responsibilities seriously, while also recognizing that PEO has its own responsibility to verify licence holders are meeting their professional obligations.
- **Licence holder feedback:** The revised program design attempts to reflect academic evidence, recognized best practice and input from licence holders, particularly where there was strong stakeholder agreement on a particular point. This is most clearly reflected in the recommendation to not change the Professional Practice Module which was highly praised by many focus group participants and survey respondents alike. Other key pieces of stakeholder feedback that informed the design of options include the following:
 - Continuous learning is an important professional responsibility;
 - The program needed to focus more on learnings and less on hours; and
 - Licence holders should have more ownership over determining their own learning needs/identify learning opportunities that responded to those needs.
- **Alignment with other Canadian engineering CPD programs:** Ontario is working with other Canadian engineering regulators to develop a harmonized national CPD framework that all jurisdictions can adopt. While regional differences will be permitted, the intent is to establish alignment across jurisdictions to facilitate labour mobility. See **Appendix B** for further details.

Recommendation

Council is asked to endorse the proposed changes to the program including recommended options where they are presented, as set out in Appendix A, which details the resulting changes and their rationale, including:

- Changing the program name from Practice Evaluation and Knowledge (PEAK) Program to Continuing Professional Development (CPD) Program.
- Making the practice declaration requirement an ongoing licensing requirement to be reported outside the CPD program.
- Replacing the Professional Practice Questionnaire with a Professional Development Self-Assessment that supports licence holders in identifying learning goals for the year.
- Assigning all non-exempt licence holders the same number of hours each year.

- Removing the distinction between “priority” and “supplementary” CPD topics and simply requiring all licence holders to undertake CPD activities that relate to engineering practice.
- Introduce new exemption criteria on principled grounds including based on legal, equitable, compassionate and other relevant considerations. Licence holders who complete the CPD program of another Canadian jurisdiction will only be required to complete the Professional Practice Module.
- Replace the current two-step reporting cycle with one annual reporting deadline for all elements (including the Professional Practice Module) and maintain the current requirement for any required CPD hours to be completed within a single year.

Next Steps

With Council support, further consultation will be initiated on recommended options (as a follow up to the broad consultation undertaken in fall 2025 that sought input on a range of approaches). A policy proposal, seeking direction for regulatory amendments, will be brought forward to RPLC and Council in June for final review and approval. At its June meeting, Council will also be asked to review and approve the national CPD framework.

Prepared By: Policy Staff

Introduction

What is Continuing Professional Development (CPD)?

Broadly, CPD is learning undertaken by professionals already working in their chosen field. Many professions, including engineers in all Canadian jurisdictions, are required to participate in a formal CPD program as part of their ongoing licencing requirements. This means that they are required to complete learning activities each year (or every number of years) and report back to their regulator on these activities.

Why is CPD important?

It is vital both for the regulator and for licence holders themselves to ensure that they remain competent to practise throughout their careers. CPD programs are one element of a broader quality assurance program aimed at meeting this objective.

An effective CPD program:

- supports licence holders in continually maintaining and enhancing their skills and knowledge as standards evolve
- allows the regulator to verify CPD activities are being undertaken and that licensed professionals remain “governable”
- helps build public trust by demonstrating a commitment to ensuring ongoing professional development and suitability to practise beyond the initial licensing process.

For these reasons, mandatory continued competency programs are an established best practice among professional regulators globally.

Key objectives of a CPD program

Three key program objectives guided the development and analysis of program options:

1. **The CPD program must support PEO’s overall responsibility to ensure licence holders remain competent throughout their careers:** PEO’s legislative responsibility is to regulate the engineering profession in order that the public interest may be served and protected. This responsibility includes a duty to ensure that all licence holders continue to meet standards of professional competence and professional conduct over the entire course of their careers, even as standards and roles evolve. Administering and enforcing a mandatory CPD program is one component of PEO’s broader quality assurance framework that supports its public protection mandate.
2. **The CPD program must support continuous learning that contributes to the ongoing maintenance of competence among its licence holders:** The primary goal of a mandatory CPD program is to ensure licence holders are undertaking learning activities that support the maintenance and enhancement of their professional knowledge, skills, integrity, and professionalism over the course of their careers. Such programs serve the public interest by reinforcing confidence that practitioners remain current as standards, expectations, and roles evolve. Although many licence holders would likely be undertaking CPD whether or not it was mandatory, it is part of PEO’s responsibility as a regulator to ensure these activities are occurring.
3. **The CPD program needs to work for differing career paths and stages:** our licence holders engage in a wide range of professional roles and roles change over the course of a career. It is important that the CPD program support learning for licence holders at all stages of their careers.

Current CPD Program

CPD Elements

The current CPD program consists of three elements:

1. Practice Evaluation (deadline: January 31) —A self-administered assessment consisting of a *practice status declaration* and either a:
 - a. *Practice Evaluation Questionnaire*: for licence holders to describe their engineering practice to be able to receive a personalized CPD target of up to 30 hours.; or
 - b. *Non-practising Survey*: for a non-practising licence holder to describe their non-practising situation and prospect of practising again. These licence holders do not have a CPD target.
2. Professional Practice Module (deadline: January 31) —A self-paced learning module for a licence holder (whether practising or not practising) that covers regulatory topics.
3. Continuing Professional Development Report (deadline: December 31) —A reporting mechanism for a licence holder to declare their completed CPD.

Who is required to complete the CPD Program:

Licence holders who are required to complete all elements of the CPD program:

- Licence holders who are practising;
- Licence holders who are not practising but expect to practise in the CPD reporting year;
- Licence holders who are not practising but who opt in to CPD hours (which allows them to maintain their licence status as “eligible to practise”).

Licence holders who are required to complete the first two elements of the CPD program:

- Licence holders who are not practising and who opt out of CPD hours (which results in their licence status being noted as “ineligible to practise”).

Licence holders who are exempt from all program requirements:

- Licence holders who are enrolled in fee remission (these licence holders are not eligible to practise)
- Individuals in their first calendar year of licensure

Enforcement

The Registrar has the authority to monitor licence holders for compliance with the CPD requirements and to impose administrative suspensions on licence holders who fail to meet their CPD requirements.

CPD Program Proposal

The proposed revised program maintains the same basic framework as the current CPD program, with a number of notable differences.

The table below presents a revised CPD program proposal and outlines each program element that requires a policy decision. There are some elements with only a single recommended approach based on research findings and relevant best practices, while other elements have multiple options presented here for consideration. Where no change is recommended, this is also noted in the table.

1. Program Name – <i>recommended change</i>
<ul style="list-style-type: none">• Change the name of the Practice Evaluation and Knowledge (PEAK) Program to the Continuing Professional Development (CPD) Program to ensure clarity and alignment with its objectives.

Rationale/Considerations:

- The current program title – Practice Evaluation and Knowledge (PEAK) – does not clearly reflect the actual purpose or content of the program.
- It is preferable that the program title be clear and self-explanatory. “Continuing Professional Development Program” accurately reflects the program’s objectives and is readily understood without additional explanation.
- At the February RPLC meeting, “Continued Competency Program” was suggested as the program title. While continued competency is one of the program’s purposes, “competency” is a loaded term that would require further definition and clarification.
- Other engineering regulators, as well as other professional regulators in general, typically refer to their CPD programs explicitly as a CPD program or something similar that indicates the program is focused on professional development.
- Renaming the program in line with this industry practice will better communicate to all stakeholders the nature and purpose of the program.

Note: “Practice evaluation” also referred to as practice review, is a distinct regulatory tool used by regulators to assess a practitioner’s practice. Together, CPD and practice reviews form part of a broader quality assurance framework, often described as a “proactive regulation”, which focuses on supporting ongoing professional development and the maintenance of competence. While this is a known gap in our regulatory regime, adoption of mandatory practice reviews approach in Ontario would require amendments to the *Professional Engineers Act*. This item will be considered as part of the broader legislative review, a strategic priority under PEO’s 2026-2030 strategy.

2. Practice Declaration - recommended change

- Separate the requirement to report practice status information to PEO from the CPD program. It will instead be treated as an ongoing licensing requirement and reported through mandatory annual reporting, rather than as an element of CPD.

Rationale/Considerations:

- Licence holder status declaration is mandatory information that regulators collect to fulfill their regulatory and public interest mandate. Status declaration is not a CPD activity and does not relate to professional development; it should therefore remain separate.
- Enhanced annual reporting is a separate policy project on Council’s policy agenda. The proposal has already been reviewed by the RPLC, and the final proposal is expected to return in March 2026 – pending council approval enhanced reporting can be implemented in 2028. The intent is that licence holders would be required to complete enhanced annual reporting together with mandatory CPD reporting.
- Although the CPD provisions of Regulation 941 introduced status declaration under the CPD program, this linkage is difficult to justify. Treating practice status declaration as part of CPD is inconsistent with the logic and rationale underpinning mandatory information collection to fulfill the regulatory mandate.

3.1 Program Component: Professional Practice Module – recommended change in process only

- The Professional Practice Module (PPM) will continue to deliver a self-paced learning module that covers regulatory topics such as professional practice, engineering ethics and regulatory processes, as well as equity, diversity and inclusion within the profession and the role played by engineers in the safeguarding of the public welfare and the environment.

- Although this CPD component remains unchanged, licence holders will be permitted to complete and submit it alongside the other CPD requirements as outlined in section 5 below.
- Consistent with the proposed reporting cycle changes in section 5 below, licence holders will be required to complete the PPM by reporting year end, rather than in the first month of the reporting year (e.g., under the current reporting cycle the PPM would be due December 31 instead of January 31).

- Rationale/Considerations**
- Incorporating an ethics and professionalism component into a CPD program is consistent with best practice across professional regulators. The PPM provides a unique opportunity for PEO to address broad issues of importance across the profession and also fills a gap in external CPD offerings, which do not tend to emphasize ethical or professionalism content.
 - There was strong support for PEO to continue to deliver this element among stakeholders and survey respondents, with 76.73% of survey respondents agreeing that PEO is the appropriate body to identify general ethical and professional education needs and deliver training on these topics to licence holders.

3.2 Program Component: Self-Assessment and Hours Requirements – recommended change with options (3.2.B recommended option)

- Replace the Professional Practice Questionnaire with a Professional Development Self-Assessment as the first step in the program. The Self-Assessment is a short, guided document that leads licence holders through the process of:
 - considering the professional objectives for the coming year, including managing practice risks,
 - identifying their desired learning goals, including opportunities to mitigate risk through professional development, and
 - identifying CPD activities that would support these goals.
- In addition to completing this self-assessment, hours will be assigned in accordance with one of the below options

Option 3.2.A: self-assessment + hours based on work category	Option 3.2.B: self-assessment + same number of hours for all non-exempt licence holders (Recommended)	Option 3.2.C: self-assessment + no minimum hours requirement
<ul style="list-style-type: none"> • Hours are assigned based on practice categories, with a set number of hours for the following three distinct categories: <i>Exempt</i> (as set out in section 4 below), <i>Currently Engaged in Engineering Activities</i>, and <i>Not Currently Engaged in Engineering Activities</i> (see below for additional naming options.) <ul style="list-style-type: none"> ○ <i>Exempt</i> licence holders will be assigned zero hours; ○ Those <i>Not Currently Engaged in Engineering</i> 	<ul style="list-style-type: none"> • All non-exempt licence holders must complete a minimum of 12 hours of CPD activities. 	<ul style="list-style-type: none"> • No set number of hours are prescribed. All non-exempt licence holders must undertake some learning activities that support the learning objectives they identify in their Professional Development Self-Assessment, but the amount of time these activities must take is not defined.

<p><i>Activities</i> will be assigned 10 hours</p> <ul style="list-style-type: none"> ○ <i>Those Currently Engaged in Engineering Activities</i> will be assigned 15 hours 		
<p>Rationale/Considerations</p> <p><u>Self-Assessment</u></p> <ul style="list-style-type: none"> • The Professional Development Self-Assessment is intended to establish at the outset of the program that the primary goal is to engage in development and learning opportunities that serve the individual needs of the licence holder and support their continued competency. To this end, it will support licence holders in identifying their own learning goals and relevant learning opportunities. It would not prescribe “correct” answers or tell licence holders what areas they need to focus on. • This change addresses feedback from stakeholders that the program’s design should focus more on supporting quality learning rather than collecting and tracking hours that may or may not represent meaningful professional development. This approach also aligns with the 3 key program objectives noted above (supporting PEO’s responsibility to ensure licence holders continue to be competent; supporting continuous learning that contributes to the ongoing maintenance of competence; and working for differing career paths and stages. • The Professional Development Self-Assessment would also incorporate risk-based principles (something licence holders and academics agree is an important consideration) by encouraging licence holders to consider potential practice risks in identifying key learning needs. • While this element may appear new, it is consistent with the original intent of the current Practice Evaluation Questionnaire, which was intended to support reflective professional development but currently operates primarily as an hours-based requirement. A guided self-assessment reinforces this intent by helping licence holders assess their practice, identify development priorities, and make more purposeful CPD choices. <p><u>Hours Assignment Based on Work Category</u></p> <ul style="list-style-type: none"> • To the extent PEO continues to require a set number of hours for CPD, there was strong licence holder support for continuing a risk-based approach to assigning hours. Simplifying hours assignments based on defined categories maintains a risk-based approach, but removes the subjective element and the potential for discrepancies in the number of hours assigned to people with similar professional profiles. • The terms “practising” and “non-practising” continue to create confusion, as they suggest eligibility to practise or restriction to practise based on legal authority rather than a licence holder’s current work context. If PEO intends to assign CPD hours based on a licence holder’s work or practice context, clearer terminology will be important. In addition to “Currently Engaged in Engineering Activities” and “Not Currently Engaged in Engineering Activities,” alternatives could include “in engineering roles/currently not in engineering roles” or “working in engineering/licensed but not working in engineering.” We recommend that the terms “technical” and “non-technical” should be avoided, as a licence holder may work in a technical field without holding an engineering role. <p><u>Assignment of Same Number of Hours</u></p> <ul style="list-style-type: none"> • Assigning the same number of hours for all licence holders who are not exempt from the requirements of the program is the approach taken by most other Canadian engineering regulators. This approach is simpler to administer and recognizes that there are risks inherent in all professional work and that CPD is an important professional expectation regardless of the type of work one does. • Twelve (12) hours is proposed as the minimum because it corresponds to 1 hour per month and is consistent with the average number of hours currently assigned using the PEAK questionnaire. 		

- In Ontario, unlike jurisdictions that distinguish between a right to title and a right to practise (e.g., BC, Alberta) all licence holders are authorized to practise by virtue of holding a licence. In other provinces, individuals with title-only status are considered non-practising; while they may be exempt from CPD requirements, they are also prohibited from practising. Ontario’s regulatory framework, however, is premised on the principle that every licence holder may practise without restrictions. In this context, it is difficult to justify exempting a subset of licence holders from CPD obligations while they retain full practising rights.
- Paradoxically, within the current PEAK framework, higher risk is associated with those actively practising (as reflected in the current self-assessment questionnaire, which assigns a higher number of hours to those who seal/stamp compared to those who do not practise engineering). Yet in Ontario, a licence holder who is not currently engaged in engineering activities may return to practise at any time, regardless of the length of inactivity. From a public protection perspective, prolonged inactivity without ongoing professional development may present equal (if not greater) risk. This further supports applying consistent requirements to all licence holders.

No Hours – Focus on Learning Outcomes

- In Ontario’s regulatory environment, where holding a licence provides full practising rights and licence holders work in diverse and evolving contexts, professional development is most effectively supported by focusing on learning outcomes and individual competency needs, rather than prescribing hours or categories.
- In recent years, many professional regulators across Canada have moved away from an hours-based approach to CPD in order to focus more squarely on learning outcomes. Academic research on CPD supports this approach as well as it fosters a culture of continuous learning within a profession.
- Among Canadian engineering regulators, Alberta is currently the only jurisdiction without a set hours requirement; however, this approach is quite common among other regulators including in the health care sector. Removing a minimum hours requirement also responds to comments received from stakeholders that an hours-based approach to CPD misplaced the program’s focus on time-spent rather than lessons learned and undermined the responsibility of licence holders to determine their own learning needs as professionals.

3.3 Program Component: Eligible CPD Activities – option to maintain the status quo or change (3.3.C recommended option)

Option 3.3.A: Continue to require a minimum amount of “priority” CPD	Option 3.3.B: Recommend a minimum portion of “priority” CPD	Option 3.3.C: Remove minimum requirement for “priority” CPD (Recommended)
<ul style="list-style-type: none"> • Maintain the current distinction between technical “priority”¹ and non-technical “supplementary”² topics and maintain or adjust the current requirement that priority topics must account for 80% of mandatory CPD hours. 	<ul style="list-style-type: none"> • Maintain the current distinction between “priority” and “supplementary” topics and recommend (as opposed to require) that a minimum portion of CPD hours be dedicated to priority topics, 	<ul style="list-style-type: none"> • CPD activities must relate to engineering practice activities but can include any portion of both “priority” and “supplementary” topics. • Maintain the current practice of no restrictions on learning format or activities as long as

¹ Under the current program, priority topics are those that address knowledge of the responsibilities of professional engineers, understanding of pertinent codes and standards, and knowledge of best practices in acts of professional engineering (all of which must be relevant to their practice areas).

² Under the current program, supplementary topics are those that relate to an area that supports core engineering practice activities such as project management, contract administration, business management, leadership, communications, or health and safety.

<ul style="list-style-type: none"> • Maintain the current practice of no restrictions on learning format or activities as long as the substance meets the criteria above. • Maintain the practice of not accrediting activities. 	<p>rather than making it a universal requirement.</p> <ul style="list-style-type: none"> ○ Precise hours TBD if this option is selected. • Maintain the current practice of no restrictions on learning format or activities as long as the substance meets the criteria above. • Maintain the practice of not accrediting activities. 	<p>the substance meets the criteria above.</p> <ul style="list-style-type: none"> • Maintain the practice of not accrediting activities.
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Rationale/Considerations

- The current distinction between priority and supplementary learning content was developed to ensure continued technical competency was a priority for all licence holders. When the current CPD program was developed, a core guiding principle identified by the Continuing Professional Competency and Quality Assurance Task Force was that the program be tied to the engineering services provided by the practitioner and the skills and knowledge needed to perform that work.³
 - However, feedback from stakeholders, as well as perspectives from other regulators and academics who study CPD effectiveness, all agree that the learning needs of licence holders will change as careers progress. In order to remain relevant and ensure meaningful learning among participants, programs must be flexible enough to allow for the development of non-technical competencies. For this reason, even if the priority/supplementary CPD categories be retained, it is worth reconsidering whether the current 80/20 breakdown best supports and reflects the learning needs of PEO licence holders.
- Some other Canadian engineering regulators allow licence holders to select whatever type of CPD supports their work, while others require licence holders to undertake learning in a range of areas including those focused on technical and non-technical skills. Removing the firm requirement for a minimum number of technical hours by either making the minimum a recommendation or removing it altogether is more consistent with an outcomes-focused approach that trusts professionals to best identify their professional development needs based on learning objectives instead of completing a set number of hours.
- Engineers are required to practice only within their area of competency as a condition of licensure independent of CPD requirements or activities. As such, the requirement to undertake an explicit number of CPD hours dedicated to technical versus non-technical skills should not be determinative of a given engineer’s technical competency. As outlined above, the program is intended as a tool to support licence holders in maintaining competency, but completing CPD activities is not the test for competency. Therefore, no elevated risk to the public from incompetent engineering is associated with any of these options.

3.4 Program Component: Documentation Requirements – no change

Maintain current requirements, as follows:

- Licence holders required to complete CPD activities must retain proofs of their activities for three years in case they are selected for an audit.
- Proofs might include:
 - Registration records such as: enrollment confirmation; conference registration; sign-in sheet; attendance logs

³ Under Guiding Principle 2 in the Final Report of the Continuing Professional Development, Competence, And Quality Assurance Task Force, see pg. 41 [538-CouncilAgenda.pdf](#)

- Content records such as: your dated notes for the activity (including notes from informal activities such as reading an article or meeting with a mentor); course transcript; description of topics covered by the session; session resources, like presentation slides, speaker notes or recording of the session; agenda for the meeting, discussion or event.
- Attendance records such as: letter of attendance; certificate of completion; attendance receipt; exam result; confirmation of having presented or been a speaker.
- When requested by PEO, proofs must be submitted electronically.

Rationale/Considerations

- This proposal maintains the current documentation requirements.
- Documentation requirements are critical to supporting a robust auditing program, which are an important quality assurance and enforcement tool to ensure that licence holders are appropriately undertaking and accurately reporting their CPD activities.

3.5 Program Component: Reporting & Auditing Requirements – TBD

Any recommended changes to this section will be informed by discussions related to other program components, as those components and any associated changes become clearer.

4. Exemptions – recommended changes

Full Exemptions

Rather than use fee remission status as the primary means of determining CPD exemptions, create a clear list of exemption criteria specific to the CPD program comprising:

- Automatic exemptions from the CPD program:
 - Licence holders in their first year of licensure, including those with reinstated licences. As the first year may not align with the reporting cycle in which the licence was issued, the exemption would extend to the next reporting cycle to ensure that new licence holders are not subject to CPD requirements for less than one full year
 - Licence holders who are on fee remission (includes retirees)
- Exemptions requiring an application: The Registrar may grant an exemption from the CPD program in the following circumstances:
 - Where required by law, including:
 - As an accommodation under the Human Rights Code
 - For equitable reasons, including:
 - Parental responsibilities
 - Illness
 - Caregiving responsibilities
 - On compassionate grounds, including:
 - Bereavement
 - Family crisis
 - Any other reason that does not conflict with PEO’s overarching public interest mandate.

Partial Exemption

- Licence holders who hold a licence in another Canadian jurisdiction and have completed the CPD requirements in that jurisdiction are only required to complete the Ontario Professional Practice Module.

Rationale/Considerations

- Currently, all licence holders who qualify for fee remission are exempt from all program elements. The eligibility criteria for fee remission are prescribed in regulation; however, they do not capture all circumstances in which an exemption from CPD participation may be appropriate.
- Accordingly, it is proposed that new exemption criteria be developed to provide flexibility and address a broader range of circumstances that cannot be exhaustively prescribed in advance.
- The fee remission program is focused on a licence holder’s ability to pay the full fee, not on professional obligations. We recommend that a fee remission status be included as one of the exemption criteria but it should not be the condition for CPD exemptions. Using it as a basis for CPD exemptions conflates two separate programs and creates unnecessary burden for licence holders who may seek an exemption from CPD but do not wish to apply for fee remission.
- The proposed exemption criteria are aligned with those approved by Council for the EIT 2.0 program, ensuring consistency in approach and decision-making.
- Questions have been raised in the past regarding whether individuals whose employment may fall within the “industrial exception” (as set out in section 12(3)(a) of the *Professional Engineers Act*) should be subject to CPD requirements. The industrial exception allows individuals to practise within a narrow scope without a licence; however, if an individual chooses to become licensed (and is therefore eligible to practise to the full scope of engineering practice), they should arguably be subject to CPD requirements like all other licence holders.

5. Reporting Cycle - recommended change

- Replace the current two-step reporting cycle with one annual reporting deadline and maintain the current requirement for any required CPD hours to be completed within a single year. For the current reporting calendar, this would mean all requirements must be completed by December 31.

Rationale/Considerations

- Under the current regulation, the CPD program operates on a two-step reporting cycle, with the Practice Evaluation and Professional Practice Module due on January 31 and the Continuing Professional Development report due on December 31 of the same calendar year.
- Moving to a single reporting deadline would provide licence holders with a full calendar year to complete and reflect on all three elements of the program, supporting a more integrated and outcome-focused approach to professional development.
- While this has not occurred to date, the current structure could result in multiple instances of non-compliance, and potentially multiple suspensions, within a single reporting year.
- Maintaining two reporting deadlines is administratively burdensome.
- Moving to a single reporting deadline would give licence holders one full year to complete all program elements and greater flexibility to manage when they focus on their professional development.
- Some engineering regulators use multi-year (2 or 3 year) reporting cycles to allow licence holders greater flexibility in completing their CPD activities by allowing them to average CPD hours over multiple years.
 - Most jurisdictions that have multi-year reporting cycles still set a minimum number of CPD hours to be completed in each year (for example 60 hours over 3 years, with no less than 10 hours in any one year)
- While multi-year reporting was raised by some committee members at the February RPLC meeting, we do not recommend adopting it at this stage. Mandatory CPD is still new in Ontario, and implementation efforts,

including enforcement processes and audit mechanisms are only now being operationalized. Introducing a multi-year reporting cycle before the program has stabilized would add complexity at this early stage. From a licence holder perspective, a multi-year model would also create uncertainty, particularly as refinements and changes have been introduced each year since implementation of PEAK. Multi-year approaches are better suited to mature programs where all program elements are functioning effectively.

6. Non-Compliance – no change

- Administrative licence suspension for non-completion of program activities.

Rationale/Considerations

- Existing responses to non-compliance would be maintained. This includes administrative suspension for non-compliance or referral to the Complaints Committee for egregious conduct, such as lying about CPD compliance.
- In addition, many stakeholders voiced strong support for a robust enforcement program, noting that without meaningful enforcement the “mandatory” nature of the program would be in name only and could undermine the purpose of the program and public confidence in the profession.

7. Regulation Changes

Many of the options outlined above will require amendments to Regulation 941 under the *Professional Engineers Act*. The specific nature and scope of those changes will be determined following Council’s direction on the program and its elements. At that time, we will also be able to identify which changes can be implemented in 2027 and which should be deferred to 2028, once the program design is finalized and clear.

National CPD Framework

As Council is aware, PEO has committed to leading the development of a national Continuing Professional Development (CPD) framework on behalf of Canada’s engineering regulators. As labour mobility increasingly operates “as of right,” harmonization of core regulatory programs, including CPD, has become increasingly important. Regulators across Canada, and across professions, are expected to enable effective mobility while maintaining strong public protection.

In Fall 2025, PEO met individually with every provincial and territorial engineering regulator and presented at the National Practice Officials Group. There was broad support in principle for harmonization, including openness to national minimum standards. At the same time, many regulators (several of which had recently reviewed or implemented new CPD programs) emphasized that any national framework must allow for regional differences and that any minimum standards must be substantially equivalent to their existing requirements.

Methodology

Given the feedback we heard, rather than developing a framework first and then seeking agreement, PEO adopted an alignment-based approach. We identified baseline CPD components which are common across all or most jurisdictions. Each jurisdiction’s program was then mapped against those components to assess alignment and determine whether those shared elements alone constitute a meaningful national framework. The baseline components identified include:

1. Reflective component – this includes a self-assessment for the purpose of developing a professional development plan.
2. Quantitative CPD requirement – this includes a minimum number of hours that must be completed within a specified period (annual or multi-year).
3. Defined CPD learning domains – licence holders may choose activities within prescribed learning domains (e.g., technical, ethical, regulatory, leadership).
4. Mandatory ethics/regulatory component – this includes mandatory ethics modules designed by the regulators, accredited courses, or certain prescribed activities that licence holders must complete as part of the overall CPD program.
5. Reporting – this includes a requirement for licence holders to declare compliance and submit CPD information within a specified reporting cycle.
6. Audit – this includes a process to verify compliance through random or risk-based review of reported CPD activities.
7. Exemptions – this includes defined circumstances under which licence holders may be exempt from some or all CPD requirements.
8. Enforcement – this includes consequences for non-compliance, such as administrative suspension or fine.

The table below demonstrates how these components are reflected across all regulators’ CPD programs, including where they are present or functionally equivalent.

Legend

☐ Element present

☐ Functionally equivalent (the element is present in substance but implemented differently)

● Element not present

Regulator		Reflective component	Quant CPD req	Defined CPD learning domains	Mandatory ethics/reg component	Reporting	Audit	Exemptions	Enforcement
1	APEGA (AB)	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2	APEGS (SK) (2026 program)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3	EGBC (BC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4	Engineers Geoscientists Manitoba*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	N/A	<input type="checkbox"/>	<input type="checkbox"/>
5	Engineers New Brunswick	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6	Engineers Nova Scotia	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7	Engineers PEI	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8	Engineers Yukon	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
9	NAPEG (NWT/NU)*	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
10	OIQ (QC)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
11	PEGNL	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12	PEO (ON)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

***Note:** Manitoba and NAPEG are currently reviewing their CPD programs and have indicated that they are awaiting the national framework before confirming their final approach.

The analysis demonstrates that Canadian engineering regulators are already substantially aligned in the core architecture of their CPD programs. Reflective elements, defined learning domains, reporting and audit mechanisms, exemptions, enforcement, quantitative requirements, and ethics/regulatory learning are universal or near-universal features. This indicates that a meaningful national CPD framework can be advanced without requiring regulators to undertake significant structural changes to their existing programs.

At the February 2026 winter meeting series, the Chief Executive Officers Group endorsed this approach and confirmed that the identified areas of alignment are likely sufficient to constitute a meaningful national baseline. As a next step, the proposed framework will be considered at each regulator’s Board level before final approval by each jurisdiction.

As PEO undertakes its own review and reconsideration of the CPD program, it is essential that our work remain aligned with the national direction under development, particularly given PEO’s leadership role in this initiative. Any changes to PEO’s current PEAK program should support our identified program objectives and stay aligned with the broader national framework developing across Canada.

Information Note (Discussion if required) – Tribunal Activity Report

Agenda Item No.	C-576-7.1
Purpose	To update Council about the activities of the Tribunal Office and related Committees
Strategic/Regulatory Focus	<i>The Committees related to the work of the Tribunal Office are required under the Professional Engineers Act, R.S.O. 1990, c. P. 28 (PEA).</i>
Motion	<i>Not applicable</i>
Attachments	<i>None</i>

Summary

This is a status update on the activities undertaken since the last council meeting.

Public Interest Rationale

The Tribunal Office, and the Committees it supports, assist PEO in meeting the principal object of the association in accordance with the *Professional Engineers Act*, R.S.O. 1990, c. P. 28, s. 2(3).

Background

The Committees that work with the Tribunal Office are mandatory committees created in the PEA.

Activity Update

A hearing is the legal proceeding before a panel that will make a determination in the matter.

	Hearing Days			Total
	2025	Jan 2026	Feb 2026	
Discipline	30	9	4	13
Registration	5	4	0	4
FMC	1	0	0	0
Totals	36	13	4	17

	Pre-Hearing Conferences held			Total
	2025	Jan 2026	Feb 2026	
Discipline	14	0	2	2
Registration	8	1	1	2
Totals	22	1	3	4

A Pre-Hearing Conference (PHC) is a private/without prejudice meeting between the parties with the support of the Presiding Member to settle as many of the issues in the matter as possible. A committee member appointed by the Chair is the Presiding Member for the purposes of the PHC.

Discipline Committee

New referrals since the last meeting of Council: 0

The Discipline Committee has not received any referrals in 2026.

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

2026 (to date) – 203 days

DIC Decisions released in 2026 – 2

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 2026: **32**

REC Decisions released in 2026 - **0**

Decision Note – Engineers Canada: Candidates for President-Elect

Item No.	C-576-8.1
Purpose	To consider extending the terms of Arjan Arenja, P.Eng., Nick Colucci, P.Eng., and Marisa Sterling, P.Eng., as Ontario Directors on the Board of Engineers Canada (EC), enabling each of them to run for the position of President-Elect in the 2026 EC election.
Strategic/Regulatory Focus	Governance
Motion Proposed to Council	<p>That Council agrees to:</p> <p>Re-nominate Nick Colucci, P.Eng., to serve an additional one-year term from 2028 to 2029 as an Engineers Canada Director from Ontario, conditional on being chosen as President-Elect at the May 2026 EC Board Meeting; and</p> <p>Re-nominate Arjan Arenja, P.Eng. and Marisa Sterling, P.Eng., to each serve a further two-year term from 2027 to 2029 as an Engineers Canada Director from Ontario, conditional on one of them being chosen as President-Elect at the May 2026 EC Board Meeting.</p> <p><i>[Requires a simple majority of votes cast to carry]</i></p>
Attachments	Appendix A: Excerpts from Engineers Canada Bylaw and Board Policy Manual

Summary

Council is responsible for nominating Directors from Ontario to serve on the Board of Engineers Canada (EC), subject to formal appointment by the member regulators at their Annual Meeting of Members (AMM). EC Board members serve staggered terms. There are five Directors from Ontario. The EC Board chooses the EC president, who also serves as the Board chair. This briefing note addresses the requests to extend the terms of Arjan Arenja, P.Eng., Marisa Sterling, P.Eng., and Nick Colucci, P.Eng., as Ontario Directors on the Board of EC to enable each of them to seek election as President-Elect of Engineers Canada.

Public Interest Rationale

N/A.

Background

PEO, as a member organization within EC, nominates individuals to serve as Directors on the Engineers Canada Board. Arjan Arenja and Marisa Sterling serve as two of five Directors from Ontario, nominated by PEO. Both have terms scheduled to expire in May 2027. Nick Colucci also serves as one of the five Directors from Ontario, nominated by PEO, and his term is scheduled to expire in May 2028. All three Directors have indicated interest in being a candidate for the President-Elect position on the Engineers Canada Board of Directors. Engineers Canada will choose its next President-Elect at its May 2026 meeting.

As Directors, Mr. Arenja, Ms. Sterling, and Mr. Colucci are eligible to run for President-Elect. This is a role that would see one of them serve as President-Elect in 2026-2027, President in 2027-2028, and Past-President in 2028-2029. This eligibility is outlined in both EC's Bylaw (section 4.6[3]) and Board Policy Manual (section 6.13.2). Applicable areas are highlighted in the excerpts provided at **Appendix A**. To facilitate meeting one of the eligibility criteria, Council is asked to commit to nominating Mr. Arenja, Ms.

Sterling, and Mr. Colucci for an extended term, allowing each of them to stand for election, contingent on one of them being chosen as President-Elect.

That is, if the proposed motion passes, and:

- If either Mr. Arenja or Ms. Sterling succeeds in becoming President-Elect of the EC Board for the 2026-2027 term, the successful candidate's term on the EC Board would end at EC's May 2029 AMM. If one or both are unsuccessful, the respective term(s) as Director will end as scheduled in May 2027, in accordance with EC's rules.
- If Mr. Colucci succeeds in becoming President-Elect of the EC Board for the 2026-2027 term, his term on the EC Board would end at EC's May 2029 AMM. If he is unsuccessful, his term as Director will end as scheduled in May 2028, in accordance with EC's rules.

Considerations

- As a significant contributor to Engineers Canada, PEO benefits from having its licence holders who are familiar with the work of PEO serve in leadership positions at EC.
- Historically, to enable them to seek the President-Elect position, similar extensions were granted to current Ontario Directors Tim Kirkby and Marisa Sterling in 2025; and to previous Ontario Directors, including Nancy Hill (2022), Chris Roney (2015), and Catherine Karakatsanis (2011).
- At its February meeting each year, PEO Council selects one or more nominee(s) to the EC Board of Directors. There are five Directors from Ontario. With respect to the availability of positions in the coming years:
 - At Council's February 20, 2026 meeting, one candidate, Lorne Cutler, P.Eng., was nominated to serve a 3-year term on the EC board, starting in 2026.
 - In 2027, because the term extension being considered for Mr. Arenja and Ms. Sterling is subject to one of the two actually being chosen as President-Elect, there will be either one or two vacancies.
 - In 2028 there will be one or two vacancies, depending upon whether Mr. Colucci is successful in his bid to be EC President-Elect in 2026.
 - In 2029 there will be either one or two vacancies, again depending upon whether either Mr. Arenja or Ms. Sterling is successful in their bids to be EC President-Elect in 2026.
- EC has advised that this motion is essential to enable Mr. Arenja, Ms. Sterling, and Mr. Colucci to seek election as President-Elect in 2026.

Stakeholder Engagement

Staff consulted with EC's General Counsel and Corporate Secretary to confirm understanding of EC's Board and President-Elect eligibility requirements.

Next Steps

- If the motion is approved, Arjan Arenja, Marisa Sterling, and Nick Colucci will file their consents to stand for the position of President-Elect with the Chair of the Engineers Canada Nominating Committee; and they will each stand for election to the position of President-Elect at the May 2026 Board Meeting of Engineers Canada, held in conjunction with the AMM.
- If successful, either Mr. Arenja or Ms. Sterling will serve the balance of their current term and then be considered re-nominated by PEO for a further two (2) years, serving as President of EC in 2027-2028 and Past-President of EC in 2028-2029.
- If unsuccessful, the terms as Director of both Mr. Arenja and Ms. Sterling will end as scheduled in May 2027. They will no longer be eligible to run for EC Director, as both will have completed two 3-year terms.

- If successful, Mr. Colucci will serve the balance of his current term and then be considered re-nominated by PEO for a further one (1) year, serving as President of EC in 2027-2028 and Past-President of EC in 2028-2029.
- If unsuccessful, the term as Director of Mr. Colucci will end as scheduled in May 2028. He will be eligible to run for EC Director for a second 3-year term.

Prepared by: Secretariat Staff

Excerpts from Engineers Canada Bylaw and Board Policy Manual

Excerpt from EC's Bylaw (May 28, 2022)

4.6 Term Limits

- (1) Directors shall be elected to the Board for a term of three (3) years.
- (2) No Director may be elected to the Board for more than two (2) terms, or a lifetime maximum of six (6) years.

(3) The foregoing term limits shall not apply to a Director who is elected or confirmed, as applicable, to hold office as President-Elect, President, or Past President prior to the expiration of their second term, in which case they may continue on the Board until they have finished serving as Past President.

(4) The Members shall have the authority to extend a Director's term beyond those described above, in extenuating circumstances, in order to *ensure effective governance*.

Excerpt from EC's Board Policy Manual (updated December 9, 2025)

6.13 President-Elect nomination and election process

6.13.2 Eligibility

- (1) To serve as the President-Elect, a Director shall:
 - a) be serving on the Board at the time of election;
 - b) have been nominated to serve as a Director by their Regulator for the ensuing three years; or,
 - c) subject to being elected or acclaimed, as the case may be, to the office of President-Elect, obtain a written commitment from their Regulator to nominate them for election as a Director for an additional period to enable them to serve as President-Elect, followed by terms as President and then Past President; and,
 - d) for Directors in their second term, have a minimum of one (1) year remaining in their term of office.
- (2) All candidates for election shall provide, as part of their nomination: a) A declaration of interest form (Appendix A); b) A curriculum vitae that will be provided to the Board; and c) A Regulator letter of support to confirm the intent to nominate the Director for an additional period, if required.
- (3) All documents must be submitted within the time period set by the Past President, which shall be a minimum of four weeks in advance of the spring Board meeting.

Information Note – Engineers Canada Directors Report

Agenda Item Number	C-576-8.2
Purpose	To provide an update on the activities of Engineers Canada
Strategic/Regulatory Focus	
Motion	
Attachments	Appendix A – Engineers Canada Directors Report (EN) Appendix B – Engineers Canada Directors Report (FR)

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

The Engineers Canada Board held its winter meeting on February 27th. Directors approved the CEO objectives for the year, the 2025 Annual strategic performance report, and a new National Position Statement on artificial intelligence, machine learning, and data sciences.

The Board also 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.

Regulatory Affairs

Work has continued on the International Engineering Alliance's (IEA's) review of Engineers Canada's continued involvement in professional competence agreements.

Engineers Canada thanks all of the Regulators and other interest holders who have participated in the review. Review findings will be considered and extension voted on at the annual IEA meeting in June 2026.

Regulatory Liaison work continues to advance in collaboration with the National Admissions Officials Group (NAOG), National Practice Officials Group (NPOG), and National Discipline & Enforcement Officials Group (NDEOG). Work progressing includes support for the Business Case for academic assessments of non-CEAB graduates (NAOG), Discipline & Enforcement commonalities and strategies (NDEOG), and the signing of an MOU on interjurisdictional Continuing Professional Development (CPD) acceptance (NPOG).

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.

**Compte rendu à l'intention des administrateurs et administratrices d'Ingénieurs Canada
Janvier - février 2026**

**Compte rendu du conseil et
des comités d'Ingénieurs Canada**

La réunion d'hiver du conseil d'Ingénieurs Canada a eu lieu le 27 février. Les administrateurs et administratrices ont approuvé les objectifs du chef de la direction pour l'année, le rapport annuel de rendement stratégique 2025 et un nouvel énoncé de principe national sur l'intelligence artificielle, l'apprentissage machine et la science des données.

Le conseil a également discuté des travaux stratégiques concernant la collaboration et l'harmonisation, l'agrément et la réalisation d'une profession inclusive.

*Bureau canadien d'agrément des programmes
de génie (BCAPG)*

Lors de sa réunion d'hiver, le BCAPG a approuvé les plans de travail de ses comités et a également reçu des comptes rendus de Doyennes et doyens d'ingénierie Canada, de la Fédération canadienne étudiante de génie et du Bureau canadien des conditions d'admission en génie.

Le BCAPG a aussi tenu deux ateliers. Le premier visait à favoriser l'harmonisation de l'évaluation des qualités des diplômés et de l'amélioration continue lors des visites d'agrément. Le deuxième atelier portait sur les unités d'agrément spécifiques et sur la façon de mesurer le contact substantiel et significatif des étudiants avec des professionnels titulaires d'un permis dans le cadre de leurs études de premier cycle.

*Bureau canadien des conditions d'admission en
génie (BCCAG)*

Le BCCAG a tenu sa réunion d'hiver, qui était axée sur les principales mises à jour stratégiques et l'approbation de l'ébauche de l'Orientation générale sur la gestion des plaintes frivoles et vexatoires aux fins de consultations auprès des organismes de réglementation. Il a également lancé le processus d'élaboration de son plan de travail pour 2027 lors de la réunion.

**Compte rendu sur le Plan stratégique 2025-
2029**

Des progrès se poursuivent sur tous les fronts du plan stratégique.

Réaliser une fédération plus forte

L'objectif de cette orientation stratégique est un système de gouvernance efficace et fiable pour Ingénieurs Canada. Nous aimerions vous remercier de votre participation à l'examen de la gouvernance. Votre engagement est essentiel pour façonner un modèle de gouvernance qui reflète les priorités des membres d'Ingénieurs Canada à l'échelle nationale.

Des consultations individuelles auprès des organismes de réglementation ont eu lieu entre décembre et janvier pour déterminer des solutions potentielles à nos problèmes de gouvernance actuels. En mars, un atelier virtuel aura lieu avec les présidents et les chefs de la direction des organismes de réglementation, le conseil d'Ingénieurs Canada et les présidents du BCAPG et du BCCAG pour s'accorder sur les solutions proposées à l'étude lors de la Ronde 2 de l'examen de la gouvernance.

*Réaliser l'agrément et les évaluations de la
formation*

L'objectif de ce projet est de s'assurer que les exigences d'évaluation des candidats issus de programmes agréés et non agréés par le BCAPG sont alignées et équitables. En ce qui concerne la réalisation du projet AAG, à ce jour, 10 des 18 recommandations du [Rapport sur la voie à suivre du projet Avenir de l'agrément en génie](#) ont été mises en œuvre. Le conseil consultatif du projet RAAG, composé d'établissements d'enseignement supérieur (EES), d'organismes de réglementation et de membres du personnel, appuie ce projet.

Le projet comporte cinq volets : l'analyse de rentabilité des évaluations de la formation des candidats issus de programmes non agréés par le BCAPG, l'étude pilote du Profil de compétences à spectre complet (PCSC), une approche d'agrément axée sur les résultats, les unités d'agrément spécifiques et le contact significatif des étudiants avec des professionnels titulaires d'un permis d'exercice, les composantes fondamentales, ainsi que la gestion des programmes.

Dans le cadre de l'élaboration d'une analyse de rentabilité visant à établir un processus national d'admission pour l'évaluation de la formation des candidats issus de programmes non agréés par le BCAPG, nous avons effectué, en collaboration avec le Groupe national des responsables de l'admission (GNRA), un examen des points communs en matière d'évaluation de la formation entre les différents organismes de réglementation de différentes zones de compétences. Nous avons également partagé un avis juridique externe examinant quels éléments cet éventuel processus d'admission pourrait comporter sans qu'il soit nécessaire de modifier les lois, règlements et règlements administratifs des organismes de réglementation.

Un consultant en développement de programmes, en collaboration avec un groupe consultatif sur l'étude pilote du PCSC, qui comprend des membres du personnel des organismes de réglementation, des EES et

d'autres parties intéressées, a rédigé un rapport identifiant les six compétences qui seront développées pour la phase 1 du projet pilote. Ces compétences constitueront la base pour les essais et la validation.

Pour passer à un modèle d'agrément axé sur les résultats, nous sommes en train d'embaucher un consultant pour déterminer l'approche et l'échéancier.

En partenariat avec le Comité de liaison des doyens, le BCAPG a travaillé à l'élaboration d'un énoncé définissant l'objectif et les résultats d'un contact substantiel et significatif des étudiants avec des ingénieurs titulaires d'un permis d'exercice. Un document d'orientation générale a été rédigé afin d'être discuté lors d'un atelier avec les membres du Comité des politiques et des procédures du BCAPG ainsi qu'avec le Comité de liaison des doyens en mars. L'orientation générale sera présentée aux organismes de réglementation pour consultation ce printemps.

Nous sommes en train d'examiner de quelle manière nous pouvons mobiliser davantage l'industrie dans le projet et démontrer le rendement du capital investi pour ce projet.

Réaliser notre rôle dans la durabilité

Le résultat prévu de ce travail est qu'Ingénieurs Canada joue un rôle défini en matière de gestion environnementale qui complète les efforts des organismes de réglementation.

L'ébauche de l'approche politique en matière d'environnement, de durabilité et de gouvernance est en cours d'élaboration avec l'orientation du Comité sur la gouvernance. Les dernières modifications sont en cours et seront soumises à l'approbation du conseil.

Ingénieurs Canada a présenté les résultats de l'analyse contextuelle et de l'analyse comparative au Groupe des chefs de la direction pour approbation.

Réaliser une profession inclusive

Cette initiative a pour objectif de réaliser une profession d'ingénieur accueillante et inclusive qui reflète la société canadienne et accueille la vérité et la réconciliation.

L'inscription est ouverte pour la conférence 30 en 30, organisée conjointement avec nos partenaires, l'Association of Professional Engineers and Geoscientists of Alberta (APEGA) et la Coalition canadienne des femmes en sciences, en ingénierie, en métiers et en technologie (CCFSIMT). [Pour en savoir plus sur le programme et vous inscrire, cliquez ici.](#)

En collaboration avec le Comité consultatif autochtone, une analyse contextuelle, un cadre et un projet de plan d'action ont été finalisés en soutien à la vérité et à la réconciliation.

Afin de soutenir notre travail visant à favoriser l'inclusion des femmes dans la profession, nous avons retenu les services d'un consultant pour examiner notre enquête nationale annuelle sur les effectifs et formuler des recommandations quant à des mesures supplémentaires pour la réussite, alors que nous élargissons l'initiative, en passant d'une approche axée sur le recrutement fondé sur notre objectif 30 en 30 et les données démographiques à une enquête plus large qui servira de point de référence pour suivre nos progrès vers une profession accueillante et inclusive.

Nous avons présenté notre travail visant à mobiliser et soutenir les employeurs d'ingénieurs au conseil d'administration de l'Association des firmes de génie-conseil – Canada (AFGC). L'AFGC a accepté de soutenir nos efforts de sensibilisation en ce qui concerne notre projet de point de référence.

Réaliser une meilleure connaissance des ingénieurs

Le résultat espéré de cette initiative est que le public connaisse mieux les contributions des ingénieurs à la société. Ingénieurs Canada collabore avec le Groupe national des responsables des communications à la stratégie et la mise en œuvre d'une campagne nationale de marketing, avec l'accord du Groupe des chefs de la direction. Le groupe s'est réuni en février pour amorcer la planification des communications stratégiques.

La première étape du projet de recherche sur les ingénieurs et le leadership, qui vise à comprendre la participation actuelle des ingénieurs aux conseils d'administration d'entreprises et d'organismes publics, touche à sa fin. En collaboration avec notre consultant, nous avons réalisé une analyse des documents ainsi qu'une analyse de la composition des conseils d'administration d'un échantillon d'entreprises privées et d'organismes fédéraux. Des entrevues sont en cours avec des professionnels du recrutement de membres de conseils ainsi qu'avec des ingénieurs siégeant à des conseils d'administration afin de mieux contextualiser les résultats. Tous les résultats contribueront à formuler des recommandations sur les prochaines étapes pour Ingénieurs Canada concernant la présence d'ingénieurs aux conseils d'administration d'entreprises et d'organismes publics.

Le projet [Parcours vers l'ingénierie](#), qui vise à augmenter le nombre de nouveaux diplômés titulaires d'un permis d'exercice, continue d'élargir sa portée, en proposant des webinaires trimestriels sur la valeur du permis d'exercice et en partageant des ressources pour appuyer les ingénieurs en début de carrière. Un nouveau projet pilote a été lancé pour soutenir les femmes dans le processus d'obtention de leur permis d'exercice à l'Île-du-Prince-Édouard, dans les Territoires du Nord-Ouest et au Nunavut.

Comptes rendus opérationnels

Affaires générales et Partenariats stratégiques

Nous avons rédigé un nouvel énoncé de principe national (EPN) sur l'intelligence artificielle, l'apprentissage machine et la science des données, qui met l'accent sur les façons dont ces technologies peuvent être utilisées en génie ainsi que sur le rôle du génie dans leur développement. Cet EPN appuiera notre engagement auprès du gouvernement fédéral à mesure que celui-ci développe et met en œuvre sa stratégie en matière d'intelligence artificielle.

Nous avons poursuivi nos activités de plaidoyer auprès du gouvernement fédéral concernant l'obtention du permis d'exercice de la part des ingénieurs de la fonction publique en faisant une présentation au Groupe de réglementation nucléaire (NUREG) de l'Institut professionnel de la fonction publique du Canada. Nous avons également fait une présentation au *Accelerating Climate Education Forum* du Waterloo Climate Institute qui portait sur notre plaidoyer en matière d'adaptation aux changements climatiques. La Collectivité du projet En avant l'ingénierie! commence à se réunir dans le but d'étendre la portée des activités de sensibilisation, pour passer de 3 000 à 3 millions de jeunes rejoints chaque année, tout en réduisant le chevauchement dans les programmes de sensibilisation aux STIM de la maternelle à la fin du secondaire.

Le Mois national du génie (MNG) 2026 sera lancé en mars avec l'événement virtuel intitulé « Partagez votre histoire pour inciter les jeunes à explorer le domaine du génie », qui aura lieu en ligne le 3 mars 2026 à 13 h 30 (HE). Ce webinaire est conçu pour être une source d'inspiration pour la prochaine génération. Au cours de cette séance, vous apprendrez à raconter votre propre parcours en ingénierie de manière à établir des liens avec les jeunes et à éveiller leur curiosité en ce qui concerne le « I » dans l'acronyme « STIM ». [Pour en savoir plus et vous inscrire, cliquez ici](#). Un webinaire en

janvier intitulé « Planification d'un événement du MNG 101 » pour apprendre comment concevoir et organiser des événements captivants a précédé ce webinaire.

Ingénieurs Canada a donné une présentation à la conférence nationale d'[EngiQueers Canada](#), organisée conjointement avec [Pride in Engineering](#). Cette conférence rassemble des professionnel.le.s et des étudiant.e.s 2ELGBTQIA+ issus des domaines du génie et des STIM (sciences, technologie, ingénierie et mathématiques) de tout le pays. De plus, une table ronde animée par quatre ingénieurs stagiaires du groupe de travail 2ELGBTQIA+ de l'Engineers and Geoscientists British Columbia (EGBC) a exploré la résilience, la communauté et la manière dont la résolution de problèmes en ingénierie peut être un outil de changement social. EngiQueers Canada est une organisation partenaire stratégique d'Ingénieurs Canada. L'association des firmes de génie-conseil du Canada, partenaire stratégique d'Ingénieurs Canada, a également participé à la conférence.

Au début de janvier, Ingénieurs Canada s'est joint à son partenaire stratégique, la [Fédération canadienne étudiante de génie \(FCEG\)](#), en participant à la Conférence canadienne sur le leadership en ingénierie (CCLI), de la FCEG, organisée cette année par l'Université Western à London (Ontario). Le thème de la CCLI de cette année était « Sur la voie du succès ». Environ 200 leaders étudiant.e.s de partout au Canada y ont participé. Ingénieurs Canada a prononcé un discours de clôture, accompagné d'un message enregistré de son président, John Van der Put. En outre, Michael Roach, P. Eng., membre du Bureau canadien d'agrément des programmes de génie (BCAPG) a animé une séance sur l'agrément.

L'association des firmes de génie-conseil du Canada, également partenaire stratégique d'Ingénieurs Canada, a également assisté à la conférence.

Ingénieurs Canada offre jusqu'à 14 bourses d'études dans trois catégories, pour les étudiant.e.s du premier cycle aussi bien que les étudiant.e.s des cycles supérieurs. [La période de mise en candidature pour ces bourses d'études est ouverte](#) jusqu'au 16 mars 2026.

Affaires réglementaires

L'examen mené par l'International Engineering Alliance (IEA) concernant la participation continue d'Ingénieurs Canada aux ententes relatives à la compétence professionnelle avance bien. Ingénieurs Canada remercie tous les organismes de réglementation et autres parties intéressées qui participent à cet examen. Les conclusions de l'examen seront prises en compte lors du vote sur le renouvellement de ces ententes à la réunion annuelle de l'IEA en juin 2026.

Les travaux de liaison avec les organismes de réglementation se poursuivent en collaboration avec le Groupe national des responsables de l'admission (GNRA), le Groupe national des responsables de l'exercice (GNRE) et le Groupe national des responsables de la discipline et de l'application des lois (GNRDAL). Les travaux en cours comprennent le soutien pour l'analyse de rentabilité des évaluations de la formation des diplômés de programmes non agréés par le BCAPG (GNRA), les points communs et les stratégies en matière de discipline et d'application de la loi (GNRDAL), ainsi que la signature d'un protocole d'entente sur l'acceptation du développement professionnel continu (DPC) entre les différentes zones de compétence (GNRE).

Rendement opérationnel

Un consultant sera embauché pour évaluer Tandem, notre logiciel utilisé pour les visites d'agrément, afin d'améliorer l'expérience de l'utilisateur.

Nous devrions lancer notre programme de gestion des bénévoles au cours du premier trimestre de 2026. Nous sommes également en train de procéder à un réexamen de notre Base de données nationale sur les effectifs (BDNE) et des services du Répertoire de la mobilité avec le consultant que nous avons sélectionné. Enfin, nous avons également cerné des domaines d'amélioration possibles de la Base de données sur les établissements et les diplômes étrangers (BDEDE). Nous évaluons les prochaines étapes et élaborerons un plan de travail par la suite.

Decision Note – Engineers Canada’s Governance Review

Agenda Item No.	C-576-8.3
Purpose	Council’s direction to its Member Representative at the 2026 Engineers Canada Annual Meeting of Members regarding the governance recommendations proposed by the Engineers Canada.
Strategic/Regulatory Focus	Governance
Proposed Motions to Council	<ul style="list-style-type: none"> • That Council directs PEO’s Member Representative at the 2026 Engineers Canada Annual Meeting of Members, if the matter is brought forward, and with the understanding that any specific bylaw amendments requiring Member approval would be brought forward at a later Special Meeting of Members, to vote [in favour, in principle] OR [against] OR [abstain] regarding reductions to the Engineers Canada Board size to reflect a ‘one Regulator, one seat’ model, phased in over three years. • That Council directs PEO’s Member Representative at the 2026 Engineers Canada Annual Meeting of Members, if the matter is brought forward, and with the understanding that any specific bylaw amendments requiring Member approval would be brought forward at a later Special Meeting of Members, to vote [in favour, in principle] OR [against] OR [abstain] regarding the inclusion of independent directors selected by an Engineers Canada nominating committee.
Attachments	Appendix A: Briefing Note Prepared by Engineers Canada Appendix B: Governance Review Update

BRIEFING NOTE: For information

Engineers Canada's Governance Review

Purpose:	To provide Professional Engineers Ontario (PEO) with an update on Engineers Canada's ongoing governance review
Prepared by:	Joan Bard Miller, Manager, Governance and Board Services
Presented by:	Christian Bellini, Chair, Governance Review Task Force Chair

Background

- The Members directed Engineers Canada to conduct a governance review as part of its [2025-2029 Strategic Plan](#). The review demonstrates an ongoing commitment to good governance.
- The Board is currently comprised of 23 Directors. Each Director has one vote at Board meetings. Each Regulator nominates one or more Directors to the Board depending on their size. The Board sets strategic direction and policy, manages the CEO and provides financial and risk oversight for Engineers Canada.
- Members approve the annual per capita assessment, the auditors, the strategic plan and bylaw changes, and elect the Board. Decisions at Members' meetings require support of a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of Registrants.
- A third-party consultant, Cosgrove & Co., was engaged to conduct the review.
- Two rounds of consultations have been undertaken to:
 - Understand which areas may be improved in Engineers Canada's governance system, and
 - Propose improvements to the systems.
- Based on the consultations to date, there is broad support for a smaller Engineers Canada Board that is competency based.
- There is *no* plan to change the Members' weighted voting.

Status update

- As of the time of writing (March 19), the consultants have submitted their final report to the task force, which includes recommendations and a roadmap for implementation. On March 23, the task force will review the report and determine what to bring forward to the Engineers Canada Board, including advice on how to proceed and the cadence for considering the proposals.

Next steps

- On April 8, the Engineers Canada Board will receive the report and decide on which recommendations to bring forward to the Members and in what time frame.
- The Members will receive the recommendations by way of briefing materials after the April 8 Board meeting.
- Given the feedback to date, the Board *may* recommend to the members at their 2026 annual meeting (AMM) in May:
 1. Reductions to the Engineers Canada Board size to reflect one Regulator, one seat, phased in over the course of three years; and
 2. The inclusion of independent directors selected by an Engineers Canada nominating committee.

- PEO's Council may direct its president to vote in favour of these changes in principle, if presented to the Members in May.
- Specific changes to Engineers Canada's bylaw requiring Member approval would be brought back to for decision at a Special Meeting of Members planned for a later date.

Appendices

- **Appendix 1:** Engineers Canada Governance Review Update (slides)

Engineers Canada

Governance Review Update

Christian Bellini

Chair, Governance Review Task Force



Member discussions

Under consideration

- ✓ Smaller Board
- ✓ Independent Directors

No changes proposed

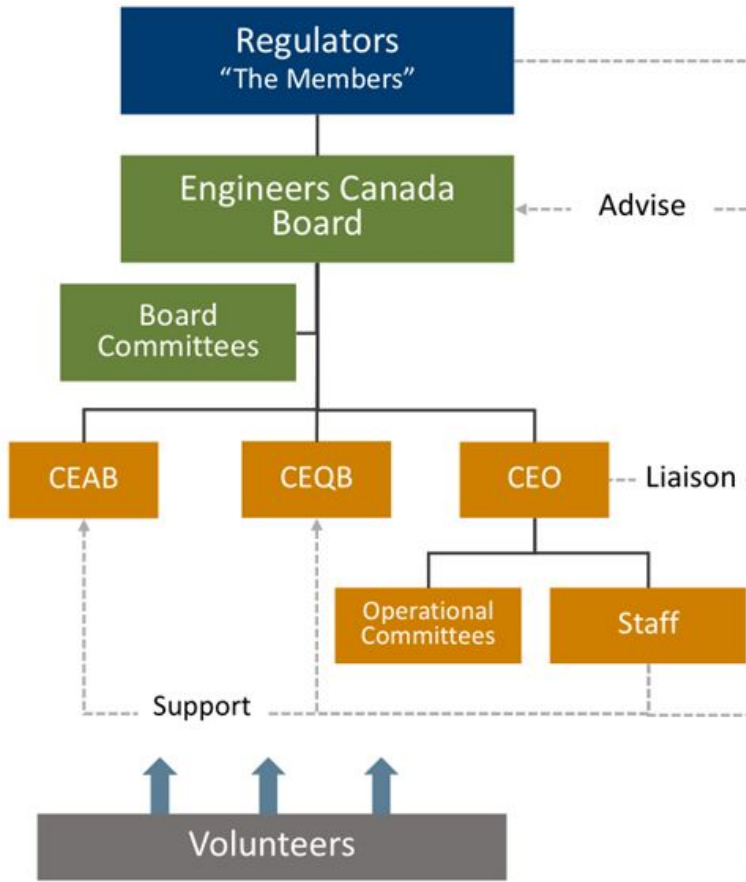
- ✓ Weighted-voting for Members

Board policy considerations

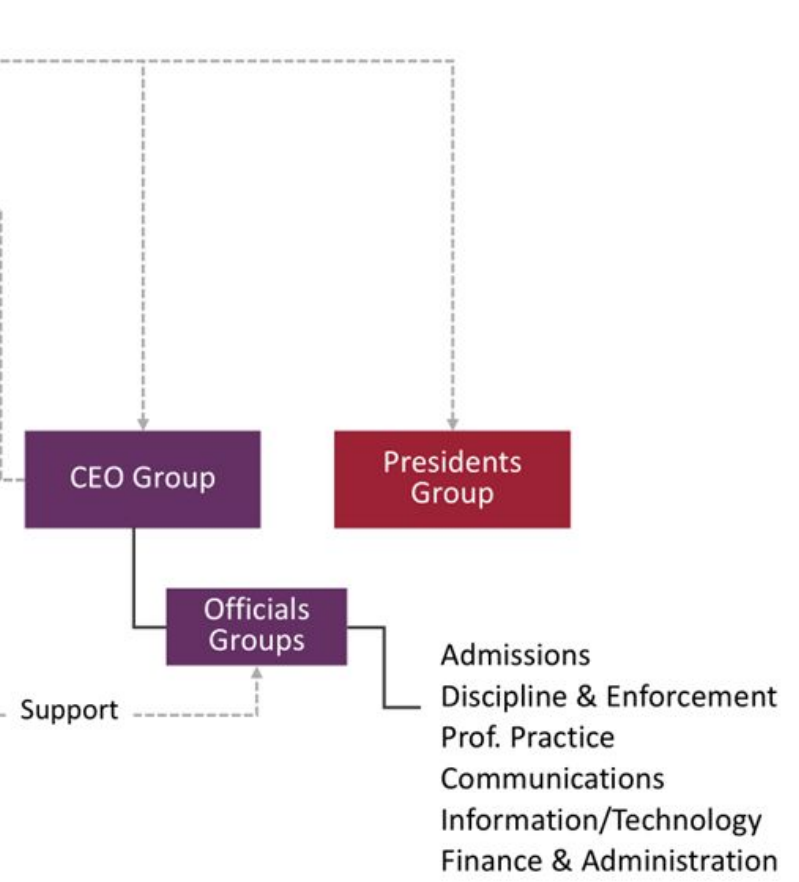
- ✓ Competency-based Board
- ✓ Enhance nominations

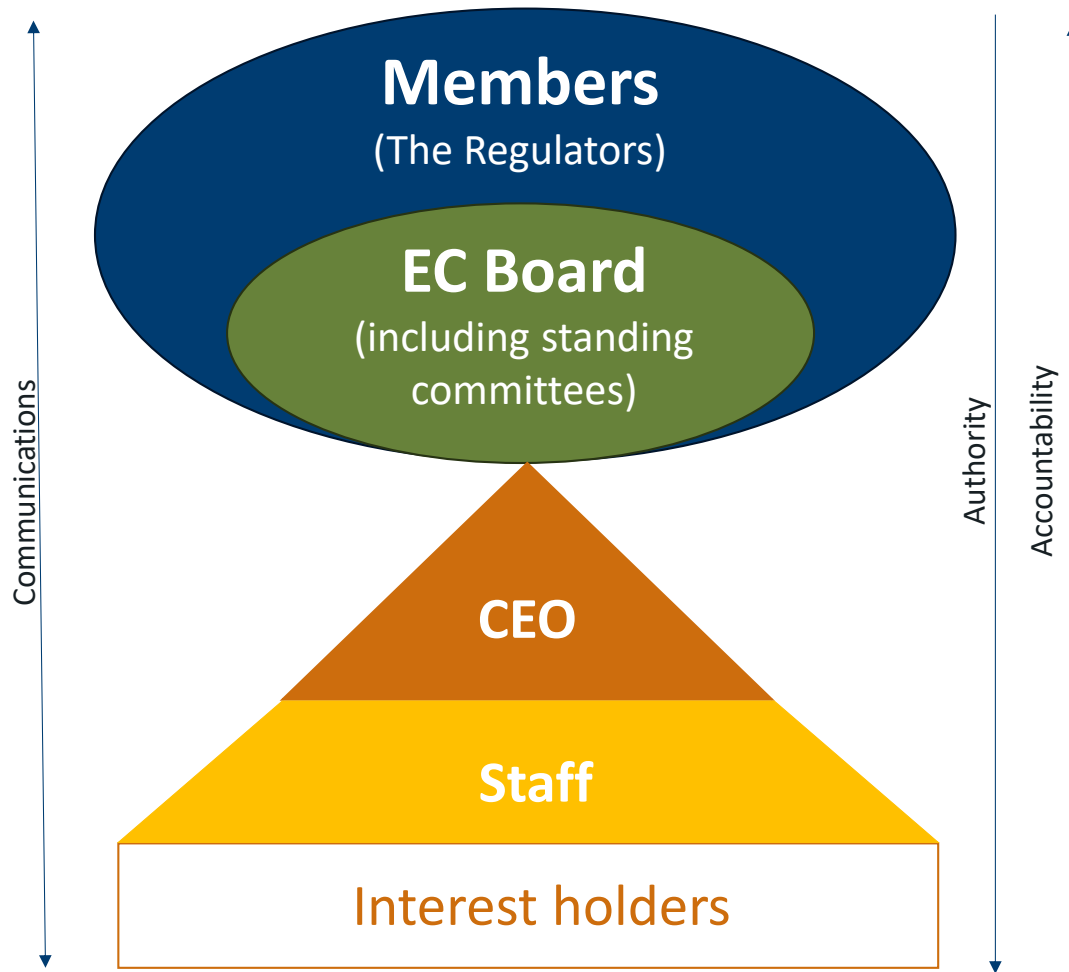


Engineers Canada organizational structure



Consultative and networking groups supported by Engineers Canada (National Coordination Groups)





Members' decisions require support of a minimum of **two-thirds of the Members voting**, who represent a minimum of **sixty per cent of represented Registrants**.

Members approve:

- Per Capita Assessment
- Auditors
- Strategic Plan
- Election of the Board
- Bylaw changes

Board responsibilities:

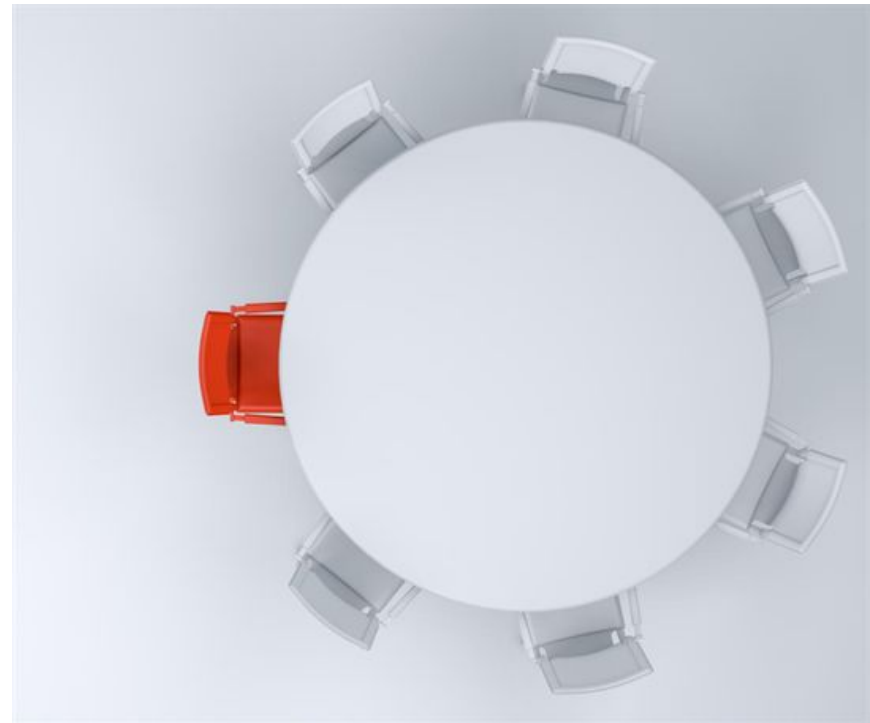
- Sets strategic direction and policy
- Manages the CEO
- Provides financial and risk oversight

The Board's work is supported by standing committees for ongoing work and task forces for specific, time limited matters.

Each Director has one vote at Board meetings. Each Regulator nominates one or more Directors to the Board depending on their size. PEO nominates 5 Directors, which is the most of all Regulators.

Regulator Council meeting dates

- April 8: Engineers Board to make recommendations to the Members
- May 23 : Annual Meeting of Members (Regulators)
- 9 out of the 12 Regulators have council meetings between the April Board meeting and AMM in May

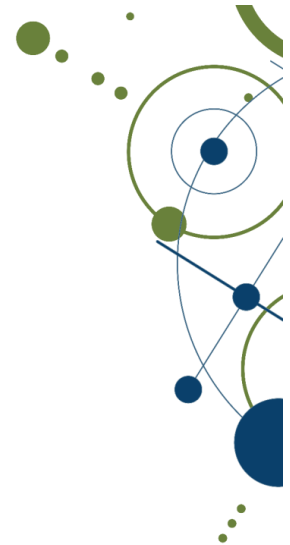


Bylaw implications



Consideration	References	Approval required from Members
Smaller Board	Bylaw s.4.2 Composition and Election of Directors	Yes – Date TBD
Independent Directors	Bylaw s.4.1 Nomination of Directors	Yes – Date TBD
Weighted-voting for Members	Bylaw s.3.4 Votes to Govern at Members' Meetings	No changes proposed

Next steps



Questions?



Discussion Note – Regional Councillors Committee Mandate

Agenda Item No.	C-576-8.4
Purpose	To support a generative discussion on the future of the Regional Councillors Committee (RCC)
Strategic/Regulatory Focus	Governance
Proposed Motions to Council	N/A
Attachments	none

Summary

PEO’s governance structure was significantly changed in the period between 2020 and 2022. These changes clarified the distinction between governance and operations and also introduced four new or modified governance committees. Left to be addressed later was the mandate and structure of the RCC, in particular its relationship to the oversight of chapter activities on Council’s behalf.

This briefing note is presented in order to facilitate a generative discussion on the role and function of RCC. This is a discussion that has already commenced at the Governance and Nominating Committee (GNC), although there is no specific recommendation from GNC at this time.

Public Interest Rationale

Effective committee mandates support PEO in meeting its public interest mandate.

Background

In 2025, Council tasked the GNC with reviewing the mandate of RCC to assess whether it aligns with PEO’s governance principles and organizational needs. RCC’s mandate has not changed since the governance reforms that established Council’s current governance committee structure.

GNC held its first discussion on this topic in November 2025, and staff subsequently met with RCC to receive feedback. The matter was discussed again at GNC’s March meeting, but no consensus was reached. RCC remains on GNC’s workplan for the 2026/2027 Council term.

Discussion Questions

These questions are suggested to guide Council’s discussion and to help inform potential next steps: Other questions might also emerge during the discussion. This list is not exhaustive.

PEO’s Current Governance Model

In 2020, Council decided that it would operate as a “direction and control” governing board. Under this model, Council primarily directs and controls PEO while delegating substantive operational responsibilities to the CEO/Registrar (and delegated staff). “Directing” refers to setting PEO’s strategic vision and direction, while “controlling” refers to oversight – that is, monitoring and evaluating results to ensure that PEO’s activities and outputs align with what Council has directed.

- Within this governance context, what role should RCC play in Council’s “direction and control” of Chapters?

- Is there a distinct role for RCC that is not already addressed through existing committees or staff functions? If so, what should that role be?
- How should responsibilities relating to Chapters be allocated between Council (or its committees) and staff in the Chapters Office (which reports to the CEO/Registrar) to align with Council's governance model?

Fiduciary duties and regional representation

In previous governance discussions, questions have arisen regarding the relationship between regional councillors' fiduciary duties as members of PEO's "board of directors", tasked with overseeing a regulatory mandate in the public interest, and the fact that some might feel a duty is also owed to the chapters in their particular regions (leading to a potential risk or perceived risk of "divided loyalties").

- Does the existence and/or current function of RCC present any challenges or confusion in this regard, and if so, how should this be addressed within Council's governance framework?

Recommendation

N/A

Next Steps

Depending on how the proposed generative discussion proceeds, Council might wish to follow up on a suggestion made at the March GNC meeting and ask the RCC to prepare a comprehensive list of its activities. Such a list might help inform further discussion on RCC's place within the governance structure.

Other suggestions might also emerge from the generative discussion, again with a view to clarifying the future role of RCC.

Prepared By: Policy Staff

Discussion Note – Councillor Questions

Agenda Item Number	C-576-8.5
Purpose	To field questions from Council at the end of the Open session.
Strategic/Regulatory Focus	
Proposed Motion to Council	