

Confirmation of Notice and Quorum

Agenda Item Number	C-578-1.1
Purpose	Secretariat to confirm notice and quorum of the meeting.

Confirmation Note – Approval of Agenda

Agenda Item Number	C-578-1.2
Purpose	To approve the agenda for the meeting.
Motion	(simple majority) That: a) The agenda, as presented to the meeting at C-578-1.2, Appendix A, be approved; and b) The Chair be authorized to suspend the regular order of business.
Attachments	Appendix A – 578 th Council meeting agenda

Prepared By: Secretariat



C-578-1.2
Appendix A

Draft AGENDA

578th Meeting of the Council of Professional Engineers Ontario

Friday, June 19, 2026 / 8:30 am – 5:00 pm

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

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

SUMMARY OF TIMINGS	
8:30 am	CALL TO ORDER – Formal Public Meeting Begins - Council Chambers
10:20–10:30 am	Approximate time of break
12:00–12:45 pm	Lunch
2:20–2:30 pm	Approximate time of break
5:00 pm	Meeting concludes

ITEM		Spokesperson	Type	Time
1.	<u>OPENING</u>	Spokesperson	Type	Time
1.1	WELCOME AND CALL TO ORDER <ul style="list-style-type: none"> ○ Confirmation of Notice and Quorum ○ Acknowledgement of Attendees (Council, Staff, and Guests) ○ Other Announcements 	Chair	Confirmation	8:30
1.2	APPROVAL OF AGENDA	Chair	Confirmation	
1.3	DECLARATION OF CONFLICTS OF INTEREST: Disclosure of Councillor conflicts, if any	Chair	Exception	
2.	<u>CONSENT AGENDA</u>	Spokesperson	Type	Time
Councillors may request that an item be removed from the consent agenda for discussion.				
2.1	OPEN SESSION MINUTES – 576 and 577 COUNCIL MEETINGS	Chair	Decision	8:40
2.2	CONSULTING ENGINEER DESIGNATION APPLICATIONS	J. Vera Director, Licensing	Decision	
2.3	PENSION PLAN AUDITED FINANCIALS	Councillor Shi AFC Chair	Decision	
2.4	TRANSITIONING CREDIT CARD POLICY TO OPERATIONS	Councillor Shi AFC Chair	Decision	
2.5	COUNCIL EVALUATION REPORT AND BOARD CULTURE PROJECT: PROPOSED ACTION PLAN	Councillor MacFarlane GNC Chair	Decision	
2.6	LEGISLATIVE REVIEW: STAKEHOLDER ENGAGEMENT STRATEGY	Councillor MacFarlane GNC Chair	Information	

ITEM		Spokesperson	Type	Time
		And Councillor Elshaer RPLC Chair		
2.7	REGIONAL COUNCILLORS COMMITTEE (RCC) REPORT	Councillor Roberge RCC Chair	Information	
2.8	CHANGES TO STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LIST	J. Schembri Director, Volunteer Engagement	Information	
2.9	ENGINEERS CANADA DIRECTORS REPORT	N. Colucci Ontario Director	Information	
3.	<u>EXECUTIVE & STRATEGIC REPORTS</u>	Spokesperson	Type	Time
3.1	PRESIDENT'S REPORT	President Notash	Information	8:45
3.2	CEO/REGISTRAR'S REPORT	CEO/Registrar Quaglietta	Information	9:00
3.3	UPDATE FROM ONTARIO'S FAIRNESS COMMISSIONER	Irwin Glasberg Ontario Fairness Commissioner	Discussion	9:20
4.	<u>AUDIT AND FINANCE COMMITTEE ITEMS</u>	Spokesperson	Type	Time
AFC Summary Report at Tab 4 in Diligent Boards				
4.1	AUDIT AND FINANCE COMMITTEE WORK PLAN FOR 2026-2027	Councillor Shi AFC Chair	Decision	10:00
4.2	DRAFT PROCUREMENT AND EXPENDITURE APPROVAL POLICIES	Councillor Shi AFC Chair	Decision	
5.	<u>GOVERNANCE AND NOMINATING COMMITTEE ITEMS</u>	Spokesperson	Type	Time
GNC Summary Report at Tab 5 in Diligent Boards				
5.1	GOVERNANCE AND NOMINATING COMMITTEE WORK PLAN FOR 2026-2027	Councillor MacFarlane GNC Chair	Decision	10:30
5.2	APPROVAL OF 2027 ELECTION DOCUMENTS AND COMPETENCY-BASED NOMINATION AND REMUNERATION FRAMEWORK <ul style="list-style-type: none"> ○ Policy Directions: Competency-Based Nominations and Other Related Matters ○ Nomination and Voting Procedures ○ Election Communication Procedures ○ Proposed Role Description for PEO President ○ Proposed Role Description for PEO Council Chair 	Councillor MacFarlane GNC Chair	Decision	

ITEM		Spokesperson	Type	Time
5.3	COUNCIL COMMUNICATIONS PROTOCOL	Councillor MacFarlane GNC Chair	Decision	
5.4	REVISIONS TO COUNCILLOR TRAINING PROTOCOL	Councillor MacFarlane GNC Chair	Decision	
6	<u>HUMAN RESOURCES AND COMPENSATION COMMITTEE ITEMS</u>	Spokesperson	Type	Time
HRCC Summary Report at Tab 6 in Diligent Boards				
6.1	HUMAN RESOURCES AND COMPENSATION COMMITTEE WORK PLAN FOR 2026-2027	Councillor Senaratne HRCC Chair	Decision	11:50
LUNCH: 12:00-12:45				
7	<u>REGULATORY POLICY AND LEGISLATION COMMITTEE ITEMS</u>			
RPLC Summary Report at Tab 7 in Diligent Boards				
7.1	REGULATORY POLICY AND LEGISLATION COMMITTEE WORK PLAN FOR 2026-2027	Councillor Elshaer RPLC Chair	Decision	12:45
7.2	REVIEW OF CONTINUING PROFESSIONAL DEVELOPMENT (CPD) PROGRAM: POLICY PROPOSAL	Councillor Elshaer RPLC Chair	Decision	
8	<u>REGULATORY ITEMS</u>			
8.1	APPOINTMENT OF ELECTED COUNCILLOR TO THE DISCIPLINE COMMITTEE	Chair	Decision	1:15
8.2	TRIBUNAL ACTIVITY REPORT	N. Brown Legal Counsel & Director, Tribunals	Information	
9	<u>OTHER ITEMS</u>			
9.1	ENGINEERS CANADA GOVERNANCE REVIEW PROJECT UPDATE	C. Bellini, Chair, Governance Task Force & P. Rizcallah, CEO Engineers Canada	Information	1:45
9.2	COUNCILLOR QUESTIONS	TBD	TBD	2:00
9.3	MOTION TO MOVE IN CAMERA	Chair	Decision	2:20
BREAK AND PUBLIC OPEN SESSION MEETING CONCLUDES				

10 IN CAMERA CONSENT AGENDA		Spokesperson	Type	Time
10.1	IN CAMERA MINUTES – 576 and 577 COUNCIL MEETINGS	Chair	Decision	Est 2:30
10.2	APPOINTMENT OF DEPUTY REGISTRAR	Chair	Decision	
10.3	CENTRAL ELECTION AND SEARCH COMMITTEE (CESC) and REGIONAL ELECTION AND SEARCH COMMITTEE (RESC) MATTERS: <ul style="list-style-type: none"> ○ Reappointments to Central Election and Search Committee ○ Appointments of Regional Election and Search Committees (RESC) for Each Region ○ Appointments of RESC Chairs 	Councillor MacFarlane GNC Chair	Decision	
10.4	COMPLAINTS COMMITTEE REAPPOINTMENTS	Councillor MacFarlane GNC Chair	Decision	
10.5	AFC IN CAMERA SUMMARY REPORT	Councillor Shi AFC Chair	Information	
10.6	GNC IN CAMERA SUMMARY REPORT	Councillor MacFarlane GNC Chair	Information	
11 IN CAMERA ITEMS		Spokesperson	Type	Time
11.1	ENGINEERS CANADA DIRECTORS: EXPENSE REIMBURSEMENT	Councillor Shi AFC Chair	Decision	2:35
11.2	ENGINEERS CANADA/TD TRAVEL INSURANCE AFFINITY PROGRAM	Chair & P. Rizcallah, CEO Engineers Canada	Decision	
11.3	RISK-BASED EXEMPTIONS FROM CONFIRMATORY EXAMS	Councillor Elshaer RPLC Chair	Decision	
11.4	FILLING OF COUNCIL VACANCY	Chair	Decision	
11.5	LEGAL UPDATE	D. Abrahams VP, Policy & Governance and Chief Legal Officer	Information	
11.6	COUNCILLOR ITEMS Generative Discussion	Chair	Discussion	3:45
11.7	PEO'S SAFE WORKPLACE POLICY: Council to receive violations, if any	Chair	Exception	
11.8	IN CAMERA DIALOGUE WITH CEO/REGISTRAR <ul style="list-style-type: none"> ○ CEO/Registrar Mid-year Performance Review 	Councillor Senaratne HRCC Chair	Discussion	4:00

11.9	IN CAMERA DIALOGUE WITHOUT CEO/REGISTRAR	Chair	Discussion	4:30
COUNCIL MEETING ENDS: 5:00 PM				

<u>NEXT MEETINGS/EVENTS</u>			
AFC Sep 9, 2026 Nov 3, 2026	GNC Sep 15, 2026 Nov 4, 2026	HRCC Sep 11, 2026 Nov 6, 2026	RPLC Sep 10, 2026 Nov 10, 2026
Council Meetings Oct 2, 2026 Nov 27, 2026	Order of Honour Oct 2, 2026	Volunteer Symposium Oct 3, 2026	

ADDITIONAL MATERIAL PROVIDED SEPARATELY

Please note that in order to streamline the agenda, additional material for each Council meeting is provided in the Resource Centre area of Diligent Boards (navigate to the folder "Reports" and the sub-folders therein for the applicable year and Council meeting). The additional material includes governance committee minutes and the Council Decision Log. These can be discussed at the meeting if a Councillor asks to address a specific item. Material submitted/anticipated as of June 12, 2026 are as follows:

AFC Approved Minutes (March 18, 2026); GNC Approved Minutes (March 10, 2026 and April 15, 2026); RPLC Approved Minutes (March 11, 2026); and Council Decision Log.

Exception Note – Conflicts of Interest

Agenda Item Number	C-578-1.3
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-578-2.0
Purpose	To approve items in the Consent agenda.
Motion Proposed to Council	(requires a simple majority of votes cast to carry) That the Consent Agenda, as presented to the meeting at C-578-2.0 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 – 576 and 577 Meetings
- 2.2 CEDC Applications
- 2.3 Pension Plan Audited Financials
- 2.4 Transitioning Credit Card Policy to Operations
- 2.5 Council Evaluation Report and Board Culture Project: Proposed Action Plan
- 2.6 Legislative Review: Stakeholder Engagement Strategy
- 2.7 Regional Councillors Committee (RCC) Report
- 2.8 Changes to Statutory and Regulatory Committees' Membership List
- 2.9 Engineers Canada Directors Report

Prepared By: Secretariat Team

Decision Note - Open Session Minutes – 576th and 577th Council Meetings

Agenda Item No.	C-578-2.1
Purpose	To record that the minutes of the Open session of the 576 th and 577 th meetings of Council accurately reflect the business transacted at those meetings.
Strategic/Regulatory Focus	Governance
Motion Proposed to Council	(requires a simple majority of votes cast to carry) That the minutes of the 576 th meeting of Council, held March 27, 2026, as presented to the meeting at C-576-2.1, Appendix A, and the minutes of the 577 th meeting of Council, held April 25, 2026, as presented at Appendix B, accurately reflect the business transacted at those meetings.
Attachments	Appendix A – Minutes C-576 Appendix B – Minutes C-577

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 576th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at 40 Sheppard Avenue West, 8th Floor, Toronto, on Friday, March 27, 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. Chiddle, P.Eng., Eastern Region Councillor
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee
S. Decloux, P.Eng., Councillor-at-Large
H. Ehtemam, P.Eng., East Central Region Councillor
A. Elshaer, P.Eng., Northern Region Councillor
L. Fraser, P.Eng., Lieutenant Governor-in-Council Appointee
P. Klink, P.Eng., Councillor-at-Large
N. Lwin, P.Eng., East Central Region Councillor
S. MacFarlane, P.Eng., Western Region Councillor
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee
S. Markel, JD, MBA, Lieutenant Governor-in-Council Appointee
A. Naassan, P.Eng., Lieutenant Governor-in-Council Appointee
R. Panesar, P.Eng., West Central Region Councillor
R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee
L. Roberge, P.Eng., Northern Region Councillor
S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee
U. Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee
P. Shankar, P.Eng., West Central Region Councillor
S. J. Shi, P.Eng., Eastern Region Councillor
S. Sung, Lieutenant Governor-in-Council Appointee

Present:

(Virtual) A. Dryland, CET, Lieutenant Governor-in-Council Appointee
V. Hilborn, P.Eng., Western Region Councillor

Absent:

F. Saghezchi, P.Eng., President
C. Casale, P.Eng., Lieutenant Governor-in-Council Appointee

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 Task Force Review, Engineers Canada
T. Kirkby, P.Eng., Ontario Director, Engineers Canada and Eastern Region Councillor-elect
L. Lukinuk, Parliamentary Services
S. Perruzza, CEO, Ontario Society of Professional Engineers (OSPE)
P. Rizcallah, CEO, Engineers Canada
G. Schoenberg, Consultant, Watson Board Advisors
M. Sterling, P.Eng., Ontario Director, Engineers Canada

Guests:

(Virtual)

M. Barzallo, Compliance Analyst, Office of the Fairness Commissioner
S. Cameron, Counsel, Ministry of the Attorney General
N. Colucci, P.Eng., Ontario Director, Engineers Canada
T. Granat, P.Eng., East Central Region Councillor-elect
S. Stewart, Partner, Deloitte

Council convened at 8:30 am on Friday, March 27, 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 acknowledged the reappointment of Uditha Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee, to Council for a three-year term. As this is his final meeting as a councillor, the Chair thanked Council and staff for their support during his tenure.

13006 – APPROVAL OF AGENDA

The Chair reviewed the draft agenda.

Moved by Councillor Panesar, seconded by Councillor Elshaer:

That:

- a) the agenda, as presented to the meeting at C-576-1.2, Appendix A be approved as presented; and
- b) the Chair be authorized to suspend the regular order of business.

The following request was made:

Change item 5.3 (*Council Remuneration Framework and Competency Based Nomination*) from a decision item to a discussion item.

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

That:

Item 5.3, “Council Remuneration Framework and Competency-Based Nomination”, be changed from a Decision item to a Discussion item.

CARRIED

Council voted by raised hands and the Chair declared a majority in favour of the motion.

Council then voted on the main motion, as amended.

That:

**a) the agenda, as presented to the meeting at C-576-1.2, Appendix A be approved as amended; and
b) the Chair be authorized to suspend the regular order of business.**

CARRIED

Unanimous consent

For: 25

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: 2

C. Casale
F. Saghezchi

13007 – DECLARATION OF CONFLICTS OF INTEREST

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

13008 – CONSENT AGENDA

The Chair reviewed the Consent Agenda.

Moved by Councillor Senaratne, seconded by Councillor Schelske:

That the Consent Agenda be approved, consisting of:

2.1 Open Session Minutes C-575**2.2 Consulting Engineer Designation Application****2.3 Changes to Statutory and Regulatory Committee Membership List**

- 2.3a Approval of Committee Changes
- 2.3b Committee Membership Changes

2.4 Regional Councillors Committee (RCC) Report

CARRIED
Unanimous consent

For: 25

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
(*abstained on*
2.2)
S. Sung
R. Walker

Against: 0**Abstain: 1**

G. Wowchuk

Absent: 2

C. Casale
F. Saghezchi

13009 – PRESIDENT’S REPORT

The Chair noted 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 the Annual General Meeting of Etobicoke and Kingsway Chapters. The Chair also attended Ontario Society of Professional Engineers (OSPE)’s Annual Queen’s Park Reception and Applied Science Day hosted by the Kingsway Chapter.

13010 – CEO/REGISTRAR’S REPORT

The CEO/Registrar reported on PEO’s efforts to enhance stakeholder engagement, including the upcoming launch of the Engineering Student Advisory Group and the introduction of the chapter e-newsletter. The CEO/Registrar noted attending various events organized by OSPE to celebrate National Engineering Month. The CEO/ Registrar also provided an overview of the operational and strategic initiatives including project updates, AI multi- year strategy implementation plan, corporate governance scorecard, Inventory Management Plan (IMP), Office Refresh initiative, and highlighted the following:

- Increase in mobility applications due to the implementation of Canadian P.Eng. Mobility Application process which came into effect in January 2026. An additional two contract staff have been retained to ensure continued timely processing of applications.
- An increase in technical examination registrations was reported, representing the highest level recorded.
- The Time-Based Experience change will be implemented effective July 1, 2026.
- Preparations for the launch of EIT 2.0 are underway, pending government approval.
- Internal rollout of artificial intelligence tools (Copilot) was reported, and testing is currently being conducted internally in small groups prior to a broader rollout.

The CEO/Registrar answered questions related to technical examination registration, and the future use of Artificial Intelligence tools throughout the organization. The CEO/ Register thanked the outgoing councillors and expressed gratitude for their support and contributions.

13011 – 2025 AUDITED FINANCIAL STATEMENTS

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

[S. Stewart joined the meeting at 9:15 am]

AFC Chair Cutler reported that at its meeting on March 18, 2026 the AFC completed its review of PEO’s 2025 annual financial statements which included the financial highlights from staff and a presentation of the audit results by the auditor, Deloitte. It was noted that Deloitte reported no material issues or concerns and would be issuing an unmodified audit opinion for 2025. The committee discussed and reviewed all material with the auditor and has recommended that Council accept the financial statements as presented.

Staff provided a highlight of the financial statements and noted that as of December 31, 2025, PEO ended the year with a \$1.0 million surplus of revenues over expenses.

Staff answered various questions related to variances, inflationary pressures, future proposals of possible fee increase, Council initiatives, and costs related to strategic initiatives.

AFC Chair Cutler also provided an update on other matters related to the committee, including the Office Refresh project, and the planned rollout of the Copilot AI tool for staff.

Moved by Councillor Cutler, seconded by Councillor Mandel:



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.

CARRIED
Unanimous consent

For: 25

- 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: 2

- C. Casale
- F. Saghezchi

13012 – RECOMMENDATION OF THE APPOINTMENT OF AUDITOR FOR 2026

It is necessary for Council to recommend the appointment of an auditor for 2026 to the members, for their approval at the upcoming Annual General Meeting. Section 52 of By-Law 1 states:

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

Moved by Councillor Cutler, seconded by Councillor Shi:

That Council recommends 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.

CARRIED
Unanimous consent



<u>For: 25</u>	<u>Against: 0</u>	<u>Abstain: 1</u>	<u>Absent: 2</u>
C. Chiddle		G. Wowchuk	C. Casale
L. Cutler			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			

13013 – ENGINEERS CANADA 2028 PER CAPITA ASSESSMENT FEE

On December 8, 2025 the Engineers Canada (EC) Board agreed to recommend to the provincial and territorial members that the 2028 Per Capita Assessment Fee (PCAF) be \$12 per registrant, an increase from \$11 per registrant in 2027. As a result, EC has asked its members to consult with their respective Councils to obtain voting instructions for its representatives in respect to this matter prior to May 23, 2026 Annual Meeting of Members.

Moved by Councillor Cutler, seconded by Councillor Walker:

That Council directs 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.

CARRIED
Unanimous consent

<u>For: 25</u>	<u>Against: 0</u>	<u>Abstain: 1</u>	<u>Absent: 2</u>
C. Chiddle		G. Wowchuk	C. Casale
L. Cutler			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

[S. Stewart left the meeting at 9:40 am]

13014 – STATUTORY COMMITTEE RECRUITMENT AND EVALUATION MATRIX

GNC Chair MacFarlane presented the Statutory Committee Recruitment and Evaluation Matrix for Statutory committee appointments and how the statutory committee members are re-appointed. It was noted that there were certain gaps identified in PEO's existing practices that included the absence of a standardized framework and consistent criteria for appointments and reappointments. Therefore, a comprehensive and consistent committee appointment and reappointment process would assist in PEO's capacity to credibly fulfill its legislative mandate to regulate and govern in the public interest.

Staff provided clarification in response to questions concerning the scope of volunteer participation and the Code of Conduct governing statutory committee members.

Moved by Councillor MacFarlane, seconded by Councillor Klink:

That Council approves the Statutory Committee Competencies and Attributes Profile set out in C-576-5.2, Appendix A and the Committee Appointments and Reappointments Process set out in C-576-5.2, Appendix B.

CARRIED

Unanimous consent

<u>For: 25</u>	<u>Against: 0</u>	<u>Abstain: 1</u>	<u>Absent: 2</u>
C. Chiddle		G. Wowchuk	C. Casale
L. Cutler			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

13015 – COUNCIL REMUNERATION FRAMEWORK AND COMPETENCY BASED NOMINATION

In follow up to a change in item type from “Decision” to “Discussion” approved at minute 13006, a procedural clarification was reiterated by the Parliamentarian that an item is not before Council for decision until it is moved, seconded, and stated by the Chair.

[G. Schoenberg joined the meeting at 9:50 am]

GNC Chair MacFarlane provided an explanation and commented that the committee reviewed the staff prepared proposal and recommended it for Council approval initially but upon reflection noted a perceived conflict of interest of the Governance and Nominating Committee (GNC) and requests clearer detail regarding how a proposed competency-based nomination/screening framework would operate in practice (including whether it would be a light-touch screening or a more comprehensive assessment).

Staff provided the following clarifications:

- The proposal does not change regional representation or council roles; it focuses on the competency framework for eligibility to run for Council.
- Any perceived conflict of interest will be declared as needed to remove that conflict.
- Research indicates that other professional regulators who have built competency-based nominations 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).
- It was noted other regulators reported increased candidate interest when shifting away from signature-based peer nomination.

A new motion was moved and seconded, and the original motion was re-tabled.

Key discussion points included:

- The importance of maintaining democratic participation, regional representation, and volunteer participation.
- The importance of establishing a competency baseline or minimum requirements that can be viewed as fair and supportive of a democratic process, while being monitored on an ongoing basis to ensure current and future Council needs are covered.



- Use of a third-party external advisor would have the benefit of offering a degree of objectivity and anonymity.
- The importance of a detailed policy development and financial analysis advancement through the appropriate committees, to be brought back to Council for further consideration and approval prior to implementation.
- Recognition that the LGA cohort of councillors experience is required to demonstrate certain competencies and attributes during their appointment process.

Moved by Councillor Chiddle, seconded by Councillor Ehtemam:

That Council endorses the establishment of the Competency-Based Nomination and Remuneration Framework detailed at C-576-5.3, Appendix A.

CARRIED

<u>For: 18</u>	<u>Against: 7</u>	<u>Abstain: 1</u>	<u>Absent: 2</u>
C. Chiddle	L. Cutler	G. Wowchuk	C. Casale
S. Decloux	A. Elshaer		F. Saghezchi
A. Dryland	N. Lwin		
S. H. Ehtemam	S. MacFarlane		
L. Fraser	L. Notash		
V. Hilborn	R. Panesar		
S. A. Khan	P. Shankar		
P. Klink			
P. Mandel			
S. Markel			
A. Naassan			
R. Prudhomme			
L. Roberge			
S. Schelske			
U. Senaratne			
S. Shi			
S. Sung			
R. Walker			

13016 – 2025-2026 COUNCIL EVALUATION REPORT

GNC Chair MacFarlane provided an overview of the 2025-2026 Council Evaluation Report prepared by Watson Board Advisors, noting that 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. G. Schoenberg from Watson Board Advisors was invited to present the report.

G. Schoenberg reported all councillors were invited to provide confidential feedback through an online survey and 23 participated. It was noted that the objective was to identify Council strengths, areas for enhancement, and opportunities to further strengthen governance practices. The report identified five themes and sixteen associated recommendations for Council’s consideration.

G. Schoenberg answered queries related to smart trust, governance vs. management, Council size, foresight, strategic oversight, risks, competency diversity, avoiding “groupthink”, and how the recommendations can be implemented. He further noted that future evaluations will include in-depth observations, interviews, and longer surveys.

Moved by Councillor MacFarlane, seconded by Councillor Shi:

That Council directs the Governance and Nominating 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.

CARRIED
Unanimous consent

For: 25

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: 2

C. Casale
F. Saghezchi

[G. Schoenberg left the meeting at 11:20 am]

13017 – REVIEW OF CONTINUING PROFESSIONAL DEVELOPMENT (CPD) PROGRAM: POLICY PROPOSAL

RPLC Chair Hilborn presented policy options based on Council direction for RPLC to bring a policy proposal for a revised CPD program no later than the end of the 2025-2026 Council term. Council input is sought, especially on elements with multiple options. It was noted that after this discussion, staff will continue consultation based on options marked as recommendations and the final policy proposal will return to RPLC to review and recommend to Council for approval at its June meeting.



There was consensus support for the proposal for all non-exempt licence holders to complete 12 hours of CPD and for the removal of minimum requirement for “priority” CPD. Council raised a question and inquired if certain “exemption” scenarios (e.g., parental responsibilities, family crisis, medical reasons) could be handled as extensions instead of exemptions. Staff noted that an extensions feature creates added administrative oversight, however it will be taken into consideration for presentation of the proposal in June.

Staff answered various questions related to industrial exemptions, monitoring of high-risk practice, “right to practice” model that exists in other jurisdictions, fee remission exemptions, practice audits, and suspensions.

13018 – TRIBUNAL ACTIVITY REPORT

No discussion of this item took place.

[H. Ehtemam left the meeting at 11:40 am]

13019 – ENGINEERS CANADA: CANDIDATES FOR PRESIDENT-ELECT

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

Council considered a request to extend the terms for 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. A key discussion point related to the effect on available Ontario Director positions between 2027 and 2029 in the event one of the three is successful in the May 2026 election.

Moved by Councillor Klink, seconded by Councillor Lwin:

That Council agrees to:

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

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.

**CARRIED
Unanimous consent**

For: 24

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

Against: 0

Abstain: 1

G. Wowchuk

Absent: 3

C. Casale
S. H. Ehtemam
F. Saghezchi



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

13020 – ENGINEERS CANADA DIRECTORS REPORT

T. Kirkby, Engineers Canada Ontario Director, provided an update following Engineers Canada’s Board meeting held on February 27, 2026. At the meeting, EC 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 received reports from the Canadian Engineering Accreditation Board (CEAB) and Canadian Engineering Qualification Board (CEQB); and discussed strategic work pertaining to collaboration & harmonization, accreditation, realizing an inclusive profession, and the progress of the outcome-based accreditation model project and Pathway to Engineering project.

Engineers Canada representatives answered questions related to achieving the 30x30 target and national building projects.

13021 – ENGINEERS CANADA GOVERNANCE REVIEW

C. Bellini, Chair, Governance Review Task force from Engineers Canada presented the final report of their governance review project which includes recommendations and a roadmap for implementation. It was noted that based on the feedback, the EC Board may recommend to its members at the 2026 Annual Meeting of Members (AMM) in May to endorse the following:

- Reductions to the Engineers Canada Board size to reflect one Regulator, one seat, phased in over the course of three years; and
- The inclusion of independent directors selected by an Engineers Canada nominating committee.

Other key discussion points included:

- Any 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.
- Even though the board may be shifting to a smaller size with one representative from each provincial regulator, with one vote, the weighted voting structure will remain the same for members at the AAM who will be able to vote on Per Capita Assessment, Auditors, Strategic Plan, Election of the Board, and any Bylaw changes.
- There is broad support for a smaller Engineers Canada Board that is competency based and emphasized that there is no plan to change the members’ weighted voting structure.

[H. Ehtemam re-joined the meeting at 12:25 pm]

C. Bellini addressed questions about the criteria for a competency based board; the mission of EC compared to the member regulators; and fewer Ontario director representation on the EC Board, noting EC directors' fiduciary duty is to act in the best interests of Engineers Canada (not to represent their province). It was noted that provincial interests may be advanced at the AMM through members' weighted voting. Bellini further provided clarification on the roles of the board, staff, and members of Engineers Canada.

The Chair reviewed the motions and proposed the omission of the text in ~~strikethrough~~:

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.

Without objection, Council agreed to strike out the text "*and with the understanding that any specific bylaw amendments requiring Member approval would be brought forward at a later Special Meeting of Members,*" from both the original motions.

Moved by Councillor Chiddle, seconded by Councillor Schelske:

That Council directs PEO's Member Representative at the 2026 Engineers Canada Annual Meeting of Members, if the matter is brought forward, to vote *in favour, in principle* regarding reductions to the Engineers Canada Board size to reflect a 'one Regulator, one seat' model, phased in over three years.

**CARRIED
Unanimous consent**

For: 25

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

Against: 0

Abstain: 1

G. Wowchuk

Absent: 2

C. Casale
F. Saghezchi

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

Moved by Councillor Chiddle, seconded by Councillor Mandel:

That Council directs PEO's Member Representative at the 2026 Engineers Canada Annual Meeting of Members, if the matter is brought forward, to vote *in favour, in principle* regarding the inclusion of independent directors selected by an Engineers Canada nominating committee.

CARRIED
Unanimous consent

For: 25

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: 2

C. Casale
F. Saghezchi

13022 – REGIONAL COUNCILLORS COMMITTEE (RCC) MANDATE - GENERATIVE DISCUSSION

RCC Chair Chiddle noted that 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 as RCC's mandate has not changed since the governance reforms in 2021 that established Council's current governance committee structure. Chair Chiddle informed Council that 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. The RCC Chair then requested a generative discussion on the roles and functions of RCC with three framing questions raised:

- What role should RCC play in Council's direction and control of chapters (within the governance context)?
- Is there a distinct role for RCC? If not, what should it be?
- How should responsibilities for chapters be allocated between Council and staff?

A summary of key discussion points is provided below:

- RCC acts as a liaison between chapter volunteers and staff, providing a channel for regional issues
- Concerns were raised that RCC meetings often drift into administrative/operational tasks which does not align with the governance model.
- RCC lacks clarity on what authority it has and how issues should be escalated to Council via appropriate authorities.
- The committee currently does not align with the legislative and governance model adopted by Council.
- Concerns were raised as regional councillors having a separate committee creates a perception of councillors acting as a bloc or having a unique role, which may not align with PEO's governing legislation or its governance structure.

The discussion concluded with a suggestion that the matter will be advanced outside of Council. RCC is asked to prepare a comprehensive inventory of its current activities, including the roles and responsibilities of RCC members. With staff support, RCC will provide this information GNC for review before GNC returns to Council with a proposal.

13023 – COUNCILLOR QUESTIONS

A question was raised about establishing a process to use any projected year-end budget surplus to advance previously identified "future projects" that had been deferred due to funding constraints. Staff noted in response that, while the prior year ended with a small surplus, the current year projects a \$5M deficit budget; accordingly, no additional funding has been allocated at this time.

13024 – MOTION TO MOVE IN CAMERA

Moved by Councillor Mandel, seconded by Councillor Elshaer:

That Council move in camera at 1:57 pm.

For: 25

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

Against: 0

Abstain: 1

G. Wowchuk

Absent: 2

C. Casale
F. Saghezchi

CARRIED
Unanimous consent



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

[All guests and observers left the meeting at 1:57 pm except L. Lukinuk]

13025 – COUNCILLOR CODE OF CONDUCT: PROCESS IMPROVEMENTS

The following in camera motion was moved into open session.

Moved by Councillor Chiddle, seconded by Councillor Elshaer:

That:

Council approves the changes to Council’s Code of Conduct and the Safe Workplace Policy presented at C-576-10.2, Appendices A through D; and that the President, where the President is a different member from the Chair of Council, be added to the Code of Conduct’s chain of authority, as applicable. (requires simple majority)

Council directs staff to work with the Ministry of the Attorney General to amend Regulation 941 to update the reference to Council’s Code of Conduct at clause 10.1(g). (requires two-thirds majority of the votes cast)

**CARRIED
Unanimous consent**

There being no further business, the meeting concluded at approximately 4:48 pm. These minutes consist of 17 pages and minutes 13006 to 13025 inclusive.

Gregory P. Wowchuk, P.Eng., Chair

MINUTES

The 577th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at Rogers Centre, 55 Colonel By Drive, Gatineau Salon, 2nd Floor, Ottawa, on Saturday, April 25, 2026 at 1:00 pm.

Present:

(In-Person)

L. Notash, P.Eng., President
S. A. Khan, P.Eng., President-elect
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee
S. Decloux, P. Eng., Councillor-at-Large
H. Ehtemam, P.Eng., Councillor-at-Large
A. Elshaer, P.Eng., Northern Region Councillor
L. Fraser, P.Eng., Lieutenant Governor-in-Council Appointee
T. Granat, P.Eng., East Central Region Councillor
V. Hilborn, P.Eng., Western Region Councillor
T. Kirkby, P. Eng., Eastern Region Councillor
P. Klink, P.Eng., Councillor-at-Large
N. Lwin, P.Eng., East Central Region Councillor
S. MacFarlane, P.Eng., Western Region Councillor
S. Markel, JD, MBA, Lieutenant Governor-in-Council Appointee
A. Naassan, P.Eng., Lieutenant Governor-in-Council Appointee
R. Panesar, P.Eng., West Central Region Councillor
R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee
L. Roberge, P.Eng., Northern Region Councillor
S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee
U. Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee
P. Shankar, P.Eng., West Central Region Councillor
S. J. Shi, P.Eng., Eastern Region Councillor
S. Sung, Lieutenant Governor-in-Council Appointee

Present:

(Virtual)

C. Casale, P.Eng., Lieutenant Governor-in-Council Appointee
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee

Absent:

F. Saghezchi, P.Eng., Past President
A. Dryland, CET, Lieutenant Governor-in-Council Appointee

Staff:

(In-Person)

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

Staff:

(Virtual)

A. Dixit, P.Eng., VP, Corporate Operations and Digital Transformation



Guests

(In-Person): A. Kapur, Parliamentary Services
P. Rizcallah, CEO, Engineers Canada

Guests

(Virtual): C. Chahine, Ontario Director, Engineers Canada
N. Colucci, Ontario Director, Engineers Canada

Council convened at 1:04 pm on Saturday April 25, 2026.

CALL TO ORDER

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

13035 – APPROVAL OF AGENDA

The Interim Chair reviewed the draft agenda.

Moved by Councillor Klink, seconded by Councillor Panesar:

That:

- a) The agenda, as presented to the meeting at C-577-2, Appendix A be approved; and
- b) the Chair be authorized to suspend the regular order of business.

CARRIED
Unanimous consent

For: 24

- C. Casale
- L. Cutler
- S. Decloux
- S. H. Ehtemam
- A. Elshaer
- L. Fraser
- T. Granat
- V. Hilborn
- S. A. Khan
- T. Kirkby
- P. Klink
- N. Lwin
- S. MacFarlane
- P. Mandel
- S. Markel
- L. Notash
- R. Panesar
- R. Prudhomme
- L. Roberge
- S. Schelske
- U. Senaratne
- P. Shankar
- S. Shi
- S. Sung

Against: 0

Abstain: 1

- A. Naassan

Absent: 2

- A. Dryland
- F. Saghezchi

13036 – DECLARATION OF CONFLICTS OF INTEREST

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

13037 – APPOINTMENT OF COUNCIL CHAIR

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

Those wishing to put their name forward for the position of Council Meeting Chair for the 2026-2027 term submitted their expressions of interest prior to the meeting. At its meeting of April 15, 2026, the Governance and Nominating Committee did not make a recommendation for this position.

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

- A. Elshaer, P.Eng., Northern Region Councillor
- V. Hilborn, P.Eng., Western Region Councillor
- S.A. Kahn, P.Eng., President-elect
- L. Notash, P.Eng., President
- R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee
- S.J. Shi, P.Eng., Eastern Region Councillor

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

The two remaining candidates, President Notash and Councillor Prudhomme, each spoke to their candidacy

The confidential voting process was conducted using electronic clickers. After the election was closed, it was announced that the successful candidate was Councillor Prudhomme.

Council then voted to confirm the election result.

Moved by Councillor Roberge, seconded by Councillor Ehtemam:

That Rachel Prudhomme, P.Eng., be appointed the Council Chair for the 2026-2027 Council year or until her successor is appointed.

For: 24

C. Casale
L. Cutler
S. Decloux
S. H. Ehtemam
A. Elshaer
L. Fraser
T. Granat
V. Hilborn
S. A. Khan
T. Kirkby
P. Klink

Against: 0**Abstain: 1**

A. Naassan

Absent: 2

A. Dryland
F. Saghezchi

N. Lwin
S. MacFarlane
P. Mandel
S. Markel
L. Notash
R. Panesar
R. Prudhomme
L. Roberge
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung

Councillor Naassan relinquished the gavel to Councillor Prudhomme, who assumed the role of Chair.

13038 – APPOINTMENT OF REGIONAL COUNCILLORS COMMITTEE (RCC) CHAIR

The Regional Councillors Committee (RCC) has been designated as a board committee. The Terms of Reference for the RCC prescribe that the committee be composed of the ten elected members from each of the five regions and that its chair be elected by and from among members of the RCC for a one-year term.

Those wishing to put their name forward for the position of RCC Chair for the 2026-2027 term submitted their expressions of interest prior to the meeting. At its meeting of April 15, 2026, the Governance and Nominating Committee did not make a recommendation for this position.

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

- A. Elshaer, P.Eng., Northern Region Councillor
- T. Kirkby, P.Eng., Eastern Region Councillor
- N. Lwin, P.Eng., East Central Region Councillor
- L. Roberge, P.Eng., Northern Region Councillor

Councillors Elshaer, Kirkby, and Lwin withdrew their names from consideration. No additional nominations were received from the floor, leading to closure of the nominations.

As the sole remaining nominee, the Chair declared Councillor Roberge appointed RCC Chair by acclamation.

Council voted to confirm the acclamation.

Moved by Councillor Schelske, seconded by Councillor Shi:

That Luc Roberge, P.Eng., be appointed as Chair of the Regional Councillors Committee, effective immediately and to hold office until the close of business at the 2027 Annual General Meeting.

CARRIED
Unanimous consent

<u>For: 24</u>	<u>Against: 0</u>	<u>Abstain: 1</u>	<u>Absent: 2</u>
C. Casale		R. Prudhomme	A. Dryland
L. Cutler			F. Saghezchi
S. Decloux			



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

13039 – APPOINTMENT OF VICE PRESIDENT

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

Those wishing to be considered for the position of Vice President (appointed) submitted their names prior to the meeting. On April 15, 2026, the Governance and Nominating Committee (GNC) met to consider expressions of interest but made no recommendation.

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

- A. Elshaer, P.Eng., Northern Region Councillor
- T. Granat, P.Eng., East Central Region Councillor
- P. Klink, P.Eng., Councillor-at-Large
- L. Roberge, P.Eng., Northern Region Councillor
- S.J. Shi, P.Eng., Eastern Region Councillor

Councillors Elshaer, Granat, and Shi withdrew their names from consideration. No additional nominations were received from the floor, leading to closure of the nominations.

The two remaining candidates, Councillor Klink and Councillor Roberge, each spoke to their candidacy.

The confidential voting process was conducted using electronic clickers. After the election was closed, it was announced that the successful candidate was Councillor Klink.

Council voted to confirm the election result.

Moved by President-elect Khan, seconded by Councillor Shankar:

That Paula Klink, P.Eng., be appointed as Vice President for the 2026-2027 Council year.

CARRIED
Unanimous consent

For: 24

C. Casale
L. Cutler
S. Decloux
S. H. Ehtemam
A. Elshaer
L. Fraser
T. Granat
V. Hilborn
S. A. Khan
T. Kirkby
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
S. Markel
A. Naassan
L. Notash
R. Panesar
L. Roberge
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung

Against: 0

Abstain: 1

R. Prudhomme

Absent: 2

A. Dryland
F. Saghezchi

13040 – APPOINTMENT OF COUNCILLORS TO GOVERNANCE COMMITTEES FOR 2026-2027

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

On April 15, 2026 the Governance and Nominating Committee (GNC) met to consider expressions of interest and agreed on recommendations to each committee. Individual preferences were accommodated to the extent possible, and efforts were made to ensure a reasonable (though not precisely even) distribution of councillors on each committee. Councillors were provided with the opportunity to revise their preferences before Council finalized the appointments.

Audit and Finance Committee (AFC)

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

Councillors Kirkby and Shankar requested that their names be added to the proposed membership of the AFC.

As a result, there are now six (6) proposed appointments to the Audit and Finance Committee for the 2026-2027 Council year: Lorne Cutler, P.Eng., Tim Kirkby, P.Eng., Paul Mandel, Pappur Shankar, P.Eng., Susan Jingmiao Shi, P.Eng., and Sherlock Sung.

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

Governance and Nominating Committee (GNC)

Council discussed the proposed membership of the Governance and Nominating Committee, consisting of eight (8) Councillors as well as the three (3) ex officio members.

As a result, the proposed appointments to the Governance and Nominating Committee for the 2026-2027 Council year are: Sean Decloux, P.Eng., Shahandeh Hannah Ehtemam, P.Eng., Paula Klink, P.Eng., Nanda Lwin, P.Eng., Susan MacFarlane, P.Eng., Shelly Markel, Andrew Naassan, P.Eng., and Ravinder Panesar, P.Eng.

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

Human Resources and Compensation Committee (HRCC)

Council discussed the proposed membership of the Human Resources and Compensation Committee, consisting of seven (7) Councillors as well as the three (3) ex officio members.

As a result, the proposed appointments to the Human Resources and Compensation Committee for the 2026-2027 Council year are: W. Andrew Dryland, Lorraine Fraser, P.Eng., Tim Kirkby, P.Eng., Rachel Prudhomme, P.Eng., Scott Schelske, P.Eng., Uditha Senaratne, P.Eng., and Pappur Shankar, P.Eng.

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

Regulatory Policy and Legislation Committee (RPLC)

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

As a result, the proposed appointments to the Regulatory Policy and Legislation Committee for the 2026-2027 Council year are: Cosimo Casale, P.Eng., Ahmed Elshaer, P.Eng., Tom Granat, P.Eng., Vicki Hilborn, P.Eng., and Luc Roberge, P.Eng.

Moved by Councillor Naassan, seconded by Councillor Hilborn:

- 1. That the Audit and Finance Committee be composed of Council members Lorne Cutler, P.Eng., Tim Kirkby, P.Eng., Paul Mandel, Pappur Shankar, P.Eng., Susan Jingmiao Shi, P.Eng., and Sherlock Sung, appointed for the 2026-2027 Council year.**
- 2. That the Governance and Nominating Committee be composed of Council members Sean Decloux, P.Eng., Shahandeh Hannah Ehtemam, P.Eng., Paula Klink, P.Eng., Nanda Lwin, P.Eng., Susan MacFarlane, P.Eng., Shelly Markel, Andrew Naassan, P.Eng., and Ravinder Panesar, P.Eng., appointed for the 2026-2027 Council year.**
- 3. That the Human Resources and Compensation Committee be composed of Council members W. Andrew Dryland, Lorraine Fraser, P.Eng., Tim Kirkby, P.Eng., Rachel Prudhomme, P.Eng., Scott Schelske, P.Eng., Uditha Senaratne, P.Eng., and Pappur Shankar, P.Eng., appointed for the 2026-2027 Council year.**

4. That the Regulatory Policy and Legislation Committee be composed of Council members Cosimo Casale, P.Eng., Ahmed Elshaer, P.Eng., Tom Granat, P.Eng., Vicki Hilborn, P.Eng., and Luc Roberge, P.Eng., appointed for the 2026-2027 Council year.

CARRIED
Unanimous consent

For: 24

C. Casale
L. Cutler
S. Decloux
S. H. Ehtemam
A. Elshaer
L. Fraser
T. Granat
V. Hilborn
S. A. Khan
T. Kirkby
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
S. Markel
A. Naassan
L. Notash
R. Panesar
L. Roberge
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung

Against: 0

Abstain: 1

R. Prudhomme

Absent: 2

A. Dryland
F. Saghezchi

13041 – APPOINTMENT OF GOVERNANCE COMMITTEE CHAIRS

As set out in each committee’s Charter, Council appoints the Chairs for each of the four governance committees. On April 15, 2026 the Governance and Nominating Committee (GNC) met to discuss expressions of interest received and made no recommendations.

AFC Chair

Councillors Mandel and Shi were recognized as having expressed their interest in the position of AFC Chair prior to the meeting. There were no additional self-nominations from the floor, and nominations were officially closed. The two candidates each spoke to their candidacy. The confidential voting process was conducted using electronic clickers. After the election was closed, it was announced that the successful candidate was Councillor Shi.

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

GNC Chair

Councillors Klink, MacFarlane, and Naassan were recognized as having expressed their interest in the position of GNC Chair prior to the meeting. Councillor Naassan withdrew his name from consideration. No additional

nominations were received from the floor, leading to closure of the nominations. The two remaining candidates, Councillors Klink and MacFarlane, each spoke to their candidacy. The confidential voting process was conducted using electronic clickers. After the election was closed, it was announced that the successful candidate was Councillor MacFarlane.

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

HRCC Chair

Councillors Granat, Kirkby, Senaratne, and Shankar, were recognized as having expressed their interest in the position of HRCC Chair prior to the meeting. It was noted by the Chief Legal Officer that Councillor Grant is ineligible to run for HRCC chair as he is currently not a member of the committee. Councillor Shankar withdrew his name from consideration. The two remaining candidates, Councillors Kirkby and Senaratne, each spoke to their candidacy. The confidential voting process was conducted using electronic clickers. After the election was closed, it was announced that the successful candidate was Councillor Senaratne.

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

RPLC Chair

Councillors Elshaer and Hilborn were recognized as having expressed their interest in the position of RPLC Chair prior to the meeting. The candidates each spoke to their candidacy. The confidential voting process was conducted using electronic clickers. After the election was closed, it was announced that the successful candidate was Councillor Elshaer.

Council proceeded to the motion to confirm the appointments of the AFC, GNC, HRCC, and RPLC Chairs.

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

- 1. That Susan Jingmiao Shi, P.Eng., be appointed Chair of the Audit and Finance Committee for the 2026-2027 Council year or until her successor is appointed.**
- 2. That Susan MacFarlane, P.Eng., be appointed Chair of the Governance and Nominating Committee for the 2026-2027 Council year or until her successor is appointed.**
- 3. That Uditha Senaratne, P.Eng., be appointed Chair of the Human Resources and Compensation Committee for the 2026-2027 Council year or until his successor is appointed.**
- 4. That Ahmed Elshaer, P.Eng., be appointed Chair of the Regulatory Policy and Legislation Committee for the 2026-2027 Council year or until his successor is appointed.**

CARRIED
Unanimous consent

For: 24

C. Casale
L. Cutler
S. Decloux
S. H. Ehtemam
A. Elshaer
L. Fraser
T. Granat
V. Hilborn

Against: 0

Abstain: 1

R. Prudhomme

Absent: 2

A. Dryland
F. Saghezchi

S. A. Khan
T. Kirkby
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
S. Markel
A. Naassan
L. Notash
R. Panesar
L. Roberge
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung

13042 – APPOINTMENT(S) TO THE EXECUTIVE COMMITTEE

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

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

Council discussed options for determining the size of the EXE to ensure compliance with the Act. It was suggested that the committee comprise seven members: three ex officio members, two Vice-Presidents, and two members of Council, one of whom would be the Chair of Council and the other a member of Council.

Moved by President-elect Khan, seconded by Councillor Elshaer:

1a) That the number of Executive positions to be appointed from amongst the members of Council under s.28(1)(e) of Regulation 941 be fixed at two (2), at least one of whom is a member appointed by the Lieutenant Governor in Council.

1b) That Rachel Prudhomme, P.Eng., Council Chair, be appointed to the Executive Committee for the 2026-2027 Council year, satisfying the requirement of one member appointed by the Lieutenant Governor in Council.

CARRIED
Unanimous consent

<u>For: 22</u>	<u>Against: 0</u>	<u>Abstain: 3</u>	<u>Absent: 2</u>
C. Casale		T. Granat	A. Dryland
L. Cutler		R. Prudhomme	F. Saghezchi
S. Decloux		P. Shankar	
S. H. Ehtemam			
A. Elshaer			
L. Fraser			



V. Hilborn
S. A. Khan
T. Kirkby
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
S. Markel
A. Naassan
L. Notash
R. Panesar
L. Roberge
S. Schelske
U. Senaratne
S. Shi
S. Sung

As a result of the successful preceding motion, Council then moved to the discussion of appointing one more member of Council to the EXE. Councillors Prudhomme and Klink, who expressed interest prior to the meeting, are already members of the EXE as a result of their recent appointments as Chair of Council and Vice President respectively. Thus, ten of the twelve councillors who expressed interest remained eligible:

- Hannah Ehtemam, P.Eng., Councillor-at-Large
- A. Elshaer, P.Eng., Northern Region Councillor
- L. Fraser, P.Eng., Lieutenant Governor-in-Council Appointee
- T. Granat, P.Eng., East Central Region Councillor
- N. Lwin, P.Eng., East Central Region Councillor
- R. Panesar, P.Eng., West Central Region Councillor
- L. Roberge, P.Eng., Northern Region Councillor
- S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee
- P. Shankar, P.Eng., West Central Region Councillor
- S. Shi, P.Eng., Eastern Region Councillor

Councillors Granat, Lwin, Panesar, Roberge, Schelske, Shankar, and Shi withdrew their names from consideration. No additional nominations were received from the floor, leading to closure of the nominations.

The three remaining candidates, Councillors Ehtemam, Elshaer, and Fraser, spoke to their candidacy.

The confidential voting process was using through electronic clickers. After the election was closed, it was announced that the successful candidate was Councillor Ehtemam.

Council voted to confirm the election result.

Moved by Councillor Roberge, seconded by Councillor Hilborn:

That Shahandeh Hannah Ehtemam, P.Eng., be appointed a member of the Executive Committee for the 2026-2027 Council year, in accordance with ss.28(1)(e) and 28(1.1) of Regulation 941.

**CARRIED
Unanimous consent**



<u>For: 24</u>	<u>Against: 0</u>	<u>Abstain: 1</u>	<u>Absent: 2</u>
C. Casale		R. Prudhomme	A. Dryland
L. Cutler			F. Saghezchi
S. Decloux			
S. H. Ehtemam			
A. Elshaer			
L. Fraser			
T. Granat			
V. Hilborn			
S. A. Khan			
T. Kirkby			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
S. Markel			
A. Naassan			
L. Notash			
R. Panesar			
L. Roberge			
S. Schelske			
U. Senaratne			
P. Shankar			
S. Shi			
S. Sung			

Council Chair Prudhomme vacated the chair and Councillor Naassan assumed the role of Acting Chair.

After the EXE size and membership were determined, Council moved on to discuss the matter of appointing the committee's Chair for the 2026-2027 year. President Notash and Council Chair Prudhomme expressed interest in appointment. No other committee members expressed interest, leading to closure of the nominations.

President Notash declined the opportunity to speak to her candidacy. Council Chair Prudhomme spoke to her candidacy. The confidential voting process was conducted using electronic clickers. After the election was closed, it was announced that the successful candidate was Council Chair Prudhomme.

Council then voted to confirm the election result.

Moved by Councillor Klink, seconded by Councillor Decloux:

That Rachel Prudhomme, P.Eng., be appointed Chair of the Executive Committee for the 2026-2027 Council year, or until her successor is appointed.

CARRIED

<u>For: 22</u>	<u>Against: 1</u>	<u>Abstain: 2</u>	<u>Absent: 2</u>
C. Casale	T. Kirkby	A. Naassan	A. Dryland
L. Cutler		R. Prudhomme	F. Saghezchi
S. Decloux			
S. H. Ehtemam			
A. Elshaer			

L. Fraser
T. Granat
V. Hilborn
S. A. Khan
P. Klink
N. Lwin
S. MacFarlane
P. Mandel
L. Notash
R. Panesar
L. Roberge
S. Schelske
U. Senaratne
P. Shankar
S. Shi
S. Sung

Councillor Naassan relinquished the gavel to Councillor Prudhomme, who resumed the role of Chair for the remainder of the meeting.

13043 – APPOINTMENT OF ELECTED COUNCILLOR TO DISCIPLINE COMMITTEE

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

The requirement for Council to appoint an elected councillor to the Discipline Committee to comply with s.27(1)1 of the Act is the sole exception to Council's 2021 direction that, as of the 2022 AGM, councillors would no longer serve on non-governance committees. On April 15, 2026 the Governance and Nominating Committee (GNC) met to discuss expressions of interest from elected councillors and made no recommendation.

Prior to the meeting, President Notash, President-elect Khan, and Councillors Granat, Kirkby, Lwin, Roberge, and Shankar submitted their expressions of interest. Subsequently, President Notash, President-elect Khan, and Councillors Granat, Kirkby, and Lwin withdrew their names from consideration. The Chair asked if there were any self-nominations from the floor. Councillor Fraser noted her interest and nominations were declared closed.

Councillors Fraser, Roberge, and Shankar each spoke to their candidacy.

The confidential voting process was conducted using electronic clickers. After the election was closed, it was announced that the successful candidate was Councillor Fraser.

Council then voted to confirm the election result.

Moved By Councillor Klink, seconded by Councillor Decloux:

That Lorraine Fraser, P.Eng., be appointed as a member of the Discipline Committee for the 2026-2027 Council year, in accordance with s.27(1)1 of the *Professional Engineers Act*.

**CARRIED
Unanimous consent**



<u>For: 24</u>	<u>Against: 0</u>	<u>Abstain: 1</u>	<u>Absent: 2</u>
C. Casale		R. Prudhomme	A. Dryland
L. Cutler			F. Saghezchi
S. Decloux			
S. H. Ehtemam			
A. Elshaer			
L. Fraser			
T. Granat			
V. Hilborn			
S. A. Khan			
T. Kirkby			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
S. Markel			
A. Naassan			
L. Notash			
R. Panesar			
L. Roberge			
S. Schelske			
U. Senaratne			
P. Shankar			
S. Shi			
S. Sung			

13044 – MOTION TO MOVE IN CAMERA

Moved by Councillor Schelske, seconded by Councillor Granat:

That Council move in camera at 3:10 pm.

CARRIED
Unanimous consent

<u>For: 24</u>	<u>Against: 0</u>	<u>Abstain: 1</u>	<u>Absent: 2</u>
C. Casale		R. Prudhomme	A. Dryland
L. Cutler			F. Saghezchi
S. Decloux			
S. H. Ehtemam			
A. Elshaer			
L. Fraser			
T. Granat			
V. Hilborn			
S. A. Khan			
T. Kirkby			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
S. Markel			



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

All guests and observers, except A. Kapur, left the meeting at 3:10 pm.

There being no further business, the meeting concluded at approximately 3:27 pm. These minutes consist of 15 pages and minutes 13035 to 13044, inclusive.

Rachel Prudhomme, P.Eng.
Council Chair

Decision Note – Consulting Engineer Designation Applications

Agenda Item Number	C-578-2.2
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 Proposed to Council	(requires a simple majority of votes cast to carry) 1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as set out in Appendix A, Section 1. 2. That Council approve the applications for redesignation as Consulting Engineer as set out in Appendix A, Section 2.
Attachments	Appendix A – Report of the Consulting Engineer Designation Committee Appendix B – Legal Implications

Summary

The Consulting Engineer Designation Committee submits the following recommendations to Council. All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on May 28, 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 Staff

To the 578th Meeting of the Council of
Professional Engineers Ontario

REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE

Chair: Adrian Pierorazio, P.Eng.

- 1. The Committee has reviewed the following applications for DESIGNATION** and recommends to Council that these **7** applicants be exempted from examinations pursuant to Section 56(2) of O.Reg.941 and that they be considered for **DESIGNATION AS CONSULTING ENGINEER**, having met the requirements pursuant to Section 56(1) of O.Reg.941:

#	P.Eng.	Company Name	Licence #
1.1	Durdureanu, Vlad	Belanger Engineering	100213090
1.2	Egberts, Michael	Egberts Engineering Limited	100149992
1.3	Macchione, Stefano	Inviro Engineered System Ltd.	100505168
1.4	Nemati, Morteza	Loyal Fire Protection Corporation	100504240
1.5	Rivard, Jonathan	Rivard Engineering	100516432
1.6	Villeneuve, Eric	Villeneuve Engineering Services	100201465
1.7	Zanjir, Ahmad	PGIC Engineering Corporation	100186388

- 2. The Committee has reviewed the following applications for REDESIGNATION** and recommends to Council that these **35** 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	Aleo, Vincent	Aleo Associates Inc.	517508
2.2	Al-Ganabi, Haqi	Canadian Engineering Group	90554429
2.3	Appuhamy, Ganihi (Ernest Kithsiri)	E&M Consulting Engineers Inc.	100058639
2.4	Bailey, Charles (Marc)	Bailey Engineering Inc.	90334558
2.5	Bonavota, Domenico	Mulvey & Banani International Inc.	90560004
2.6	Chiesa, Edward	510699 Ontario Inc	8019010
2.7	Davis, Kenneth	KH Davis Engineering Consultants Ltd.	90321092
2.8	Dzekic, Sasa	Diact Inc.	90455049
2.9	Frost, Duane	Tacoma Engineers	100061459
2.10	Ghazizahedi, Abdoreza	Alma Engineering Inc	100119304
2.11	Groll, Raymond Van	MTE Consultants Inc.	47734207
2.12	Lacey, Clive	Salas O'Brien Canada Inc.	25172503

2.13	Laplante, Roy	RDL Engineering Services Ltd.	25617309
2.14	Lee, Norman	Norman Lee & Associates Ltd.	26222505
2.15	Li, Ming	HL Engineering Ltd.	100032069
2.16	Liscio, Rocco	ROCC Engineering Ltd.	27032408
2.17	Marra, Adriano	2709081 Ontario Ltd (o/a) Four Corners Engineering	90530262
2.18	Mazzone, Rocco	RocMar Engineering Inc.	100129792
2.19	Mirhadi, Seyed	CIMA Canada Inc.	90539446
2.20	Moore, Bernard	Manning Moore Molavi Inc	32433203
2.21	Mullan, Joseph	Ainley & Associates Limited	90351024
2.22	Nuessler, Guenter	Progressive Engineering Services Ltd.	34389015
2.23	O'Dwyer, Thomas	Soil & Materials Engineering Inc.	34563502
2.24	Omri, Karim	Komri Engineering	100186454
2.25	Poisson, Robert	R.E. Poisson Engineering Inc.	90277542
2.26	Pollock, Stephen	FH Theakston Environmental Control Inc.	37044500
2.27	Poon, Edward	HKA Global (Canada)	100090662
2.28	Prince, Jeffrey	Montrose Environmental	100115049
2.29	Rankin, Thomas	Rankin Construction Inc.	38120010
2.30	Sears, Stephen	Soil-Mat Engineers & Consultants Ltd.	90501552
2.31	Sinclair, David	The HIDI Group Inc.	100144883
2.32	Tersigni, Loreto	Candevcon Ltd.	90214081
2.33	Vallee, John	G. Douglas Vallee Limited	90229709
2.34	Wedding, Rene	REW Associates Consulting Engineers	49289010
2.35	Zapata, Juan	Ingesuelos Group Inc.	100056739

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 – Pension Plan Audited Financials

Item	C-574-2.3
Purpose	To provide an update on the audit of the Fund of the Pension Plan for the employees of PEO, prepared as of December 31, 2025 and reviewed by the Pension Committee on April 20, 2026.
Strategic/Regulatory Focus	Governance
Motion Proposed to Council	(requires a simple majority of votes cast to carry) That Council approves the audited statements of the Fund of the Pension Plan for the Employees of the Association of Professional Engineers of Ontario as of December 31, 2025
Attachments	Appendix A – Audited Statements – Fund of the Pension Plan – December 31, 2025

Summary

The audit of the Fund of Pension Plan for the employees of PEO (Pension Plan Audit) was completed, and the audited statements were reviewed by the Pension Committee on April 20, 2026.

The Pension Plan Audit was conducted by Deloitte. Deloitte met with the Pension Committee and noted that the audit was completed without any issues or misstatements to be reported.

Following the Pension Plan Governance Document, the Pension committee reviews the audited statements, which are then to be approved by the Plan Administrator and Council. AFC's role is to provide oversight on all audit functions, and as such, the audited statements are being brought forward to AFC for review and recommendation.

Background

The Pension Plan Audit focuses on the valuation of the assets of the Pension Plan for the Employees of the Association of Professional Engineers of Ontario, which is a Defined Benefit Pension Plan that was closed to new members beginning May 1, 2006.

The Pension Plan Audit does not include work on the valuation of the plan with respect to the ability of plan assets to cover estimated liabilities under the plan; this instead is the valuation which is performed once every three years. The last pension plan valuation was conducted as of January 1 2025, noting that at that time, the Pension Plan had sufficient assets to cover its estimated liabilities.

The Pension Plan Audit confirmed the valuation of assets as \$43.4M as of December 31, 2025, which aligns with the valuation of assets reported in Note 6 of PEO's audited financial statements as of the same date.

The Pension Committee's terms of reference include the following key duties and responsibilities:

- Review and recommend to Council for approval annual financial statements of the registered pension plans;
- Review and report to the Council on the performance of the pension funds relative to benchmarks approved by the committee, and any reports related to such performance provided by actuary, auditor, investment manager(s), or PEO management;

The Audit and Finance Committee's terms of reference include the following mandate:

- Oversee the external audits of the association's financial statements, the statement of the pension fund, and the statement of Common Area Maintenance costs (CAM Audit) by the independent auditor.

At its meeting of June 3, 2026, the AFC reviewed the material related to the audit of the Fund of the Pension Plan for the employees of PEO, prepared as of December 31, 2025 and reviewed by the Pension Committee on April 20, 2026.

Deloitte was appointed as the auditor for the fifth year of the current five-year cycle, which will conclude with the Pension Plan Audit as of December 31, 2026. The AFC workplan for 2026-2027 will include selecting the auditor for the next five-year cycle.

Recommendation(s)

That Council approves the audited statements of the Fund of the Pension Plan for the Employees of the Association of Professional Engineers of Ontario as of December 31, 2025.

Next Steps

N/A. Statements have been filed with the Financial Services Regulatory Authority of Ontario.

Prepared By: Finance Team

Fund financial statements of
The Fund of the Pension Plan for
Employees of the Association of
Professional Engineers of Ontario
(Ontario Registration Number 0217117)

December 31, 2025

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Independent Auditor's Report

To the Administrator of
The Fund of the Pension Plan for Employees of the
Association of Professional Engineers of Ontario

Opinion

We have audited the fund financial statements of The Fund of the Pension Plan for Employees of the Association of Professional Engineers of Ontario (Ontario Registration Number 0217117) (the "Plan"), which comprise the statement of net assets available for benefits as at December 31, 2025, and the statement of changes in net assets available for benefits for the year then ended, and notes to the fund financial statements, including a summary of significant accounting policies (collectively referred to as the "fund financial statements").

In our opinion, the accompanying fund financial statements present fairly, in all material respects, the net assets available for benefits of the Plan as at December 31, 2025, and the changes in net assets available for benefits for the year then ended in accordance with the financial reporting provisions of Regulation 909, Section 76 of the Pension Benefits Act (Ontario).

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 fund financial statements* section of our report. We are independent of the Plan in accordance with the ethical requirements that are relevant to our audit of the fund 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 opinion.

Emphasis of Matter – Basis of Accounting

We draw attention to Note 2 to the fund financial statements, which describes the basis of accounting. The fund financial statements are prepared to assist the Administrator of the Plan to meet the requirements of the Financial Services Regulatory Authority. As a result, the fund financial statements 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 Fund Financial Statements

Management is responsible for the preparation and fair presentation of the fund financial statements in accordance with the financial reporting provisions of Regulation 909, Section 76 of the Pension Benefits Act (Ontario), and for such internal control as management determines is necessary to enable the preparation of fund financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the fund financial statements, management is responsible for assessing the Plan'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 the Plan or to cease operations, or has no realistic alternative but to do so.

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

Auditor's Responsibilities for the Audit of the Fund Financial Statements

Our objectives are to obtain reasonable assurance about whether the fund 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 fund 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 fund 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 the Plan'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 the Plan'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 fund 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 the Plan to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the fund financial statements, including the disclosures, and whether the fund 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.

Deloitte LLP

Chartered Professional Accountants
Licensed Public Accountants
April 22, 2026

**The Fund of the Pension Plan for Employees of the Association of
Professional Engineers of Ontario**
Statement of changes in net assets available for benefits
Year ended December 31, 2025

	Notes	2025 \$	2024 \$
Increase in net assets			
Contributions			
Employees		81,831	93,438
Employers		519,675	544,821
Special payments	8	311,000	311,000
Harmonized sales tax rebate		228	214
Net investment income	6	4,761,516	5,282,357
		5,674,250	6,231,830
Decrease in net assets			
Benefits paid and accrued		1,911,579	1,674,466
Professional fees		41,104	41,245
Administrative expenses	7	215,098	204,244
		2,167,781	1,919,955
Increase in net assets available for benefits		3,506,469	4,311,875
Net assets available for benefits, beginning of year		39,937,907	35,626,032
Net assets available for benefits, end of year		43,444,376	39,937,907

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

**The Fund of the Pension Plan for Employees of the Association of
Professional Engineers of Ontario**
Statement of net assets available for benefits
As at December 31, 2025

	Notes	2025	2024
		\$	\$
Assets			
Investments	5	43,496,390	39,989,016
Liability			
Accounts payable and accrued liabilities		52,014	51,109
Net assets available for benefits		43,444,376	39,937,907

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

Approved by the Administrator



Dan Abrahams, B.A., LL.B
VP & Chief Legal Officer

The Fund of the Pension Plan for Employees of the Association of Professional Engineers of Ontario
Notes to the fund financial statements

December 31, 2025

1. Description of the plan

The following brief description of The Fund of the Pension Plan for Employees of the Association of Professional Engineers of Ontario (the "Plan") is provided for general information purposes only. For more complete information, participants should refer to the Plan Text, the official Plan document.

A description of the Supplemental plan, which is not included in these Fund financial statements, is provided in Note 9.

General

The Plan is a contributory defined benefit plan. Prior to May 1, 2006, the Plan was open to all continuous full-time and part-time employees who satisfied certain eligibility conditions. Membership in the Plan was mandatory upon completion of three months of continuous service, or the attainment of age 30 for full-time employees, and optional upon completion of 24 months of continuous service for part-time employees who also met other specific eligibility criteria. Membership could be elected prior to age 30 after six months of continuous service.

Membership in the Plan was available to all employees of The Association of Professional Engineers of Ontario ("PEO") and The Canadian Council of Professional Engineers ("CCPE"); however, no CCPE employee participated in the plan.

Effective May 1, 2006, PEO closed membership to the plan. There have been no new participants since that date.

Normal retirement benefits

A member retiring on the normal retirement date (the first of the month following the member's 65th birthday) is entitled to receive an annual pension benefit, payable in equal monthly instalments commencing on his/her normal retirement date.

A member retiring in advance of the normal retirement date is entitled to receive an early pension benefit. A member may also postpone his/her retirement date until after the normal retirement date. This requires the consent of the PEO and the member would then be entitled to receive a postponed pension benefit.

Termination benefits

On termination of employment, a member will be provided with a deferred pension payable commencing on the member's normal retirement date or may elect, in lieu of this pension, to transfer the commuted value of the pension benefit credits to a prescribed retirement savings vehicle.

The member may elect, in lieu of the benefits for service prior to January 1, 1987, a refund of the member's required contributions made to the Plan prior to January 1, 1987, plus interest.

Death benefits

If a member should die before pension payments commence, then the member's estate or beneficiary shall receive a death benefit payable in the form of a lump sum transfer equal to the benefit which would have been payable had the member terminated employment just prior to the member's death, to another registered pension plan as prescribed by pension legislation.

If a member dies after pension payments commenced under the Plan, the member's beneficiary is entitled to death benefits, if any, as stated under the form of the pension chosen by the member before death.

The Fund of the Pension Plan for Employees of the Association of Professional Engineers of Ontario

Notes to the fund financial statements

December 31, 2025

1. Description of the plan (continued)

Income taxes

The Plan is not subject to income taxes, since it is a registered Pension Trust as defined by the Income Tax Act (Canada) (Registration Number 0217117).

Registration

The Plan is registered under the Pension Benefits Act, R.S.O. 1990 Registration Number 0217117.

2. Significant accounting policies

Basis of accounting

The Plan follows Canadian accounting standards for pension plans as set out in Section 4600, Pension Plans, of Chartered Professional Accountants of Canada ("CPA Canada") Handbook, modified for Pension Plans filed in accordance with the significant accounting policies set out below to comply with the accounting requirements prescribed by the Financial Services Regulatory Authority of Ontario for financial statements under Regulation 909, Section 76 of the *Pension Benefits Act (Ontario)*.

Additionally, the Plan follows the accounting standards for private entities as set out in Part II of the CPA Canada Handbook ("ASPE") for accounting policies that do not relate to the Plan's investment portfolio, to the extent that those accounting standards do not conflict with the requirements of Section 4600. Under Section 4600, all investment assets and investment liabilities are measured at fair value at the date of the Statement of net assets available for benefits. In determining fair value, the Plan refers to the guidance on fair value measurement under International Financial Reporting Standards ("IFRS").

The basis of accounting used in these fund financial statements materially differs from Canadian accounting standards for pension plans because it excludes the actuarial liabilities of the Plan. Consequently, these fund financial statements do not purport to show the adequacy of the Plan's assets to meet its pension obligations.

Investments

Investments are measured at fair value. In determining fair value, adjustments have not been made for transaction costs, as they are not considered to be significant. Pooled funds and mutual funds are valued using the net asset value as determined by the fund manager at the end of the year. The change in the difference between the fair value and cost of investments at the beginning and end of each year is reflected in the Statement of changes in net assets available for benefits as part of net investment income.

Contributions

Contributions due to the Plan are recorded on an accrual basis.

Benefits

Payments of pension benefits are recorded in the period in which they are paid. Refunds and transfer out of the Plan are recorded on an accrual basis.

**The Fund of the Pension Plan for Employees of the Association of
Professional Engineers of Ontario**
Notes to the fund financial statements

December 31, 2025

2. Significant accounting policies (continued)

Termination refunds

Termination obligations are recognized by a Plan when an election form is completed by a member who is no longer employed by the Sponsor opting to transfer their holdings to prescribed investment vehicles separate from the Plan. As at December 31, 2025, no assets held by the Plan are attributable to former employees of the Sponsor who have not completed the election of options forms as at that date (None in 2024). Accordingly, no amount has been recorded as liabilities in these fund financial statements.

Foreign currency translation

The fair value of foreign currency denominated investments included in the statement of net assets available for benefits is translated into Canadian dollars at the year-end rate of exchange. Gains and losses arising from this translation are included in net investment income as change in unrealized gains. Foreign currency denominated transactions, as well as cost amounts included below, are translated into Canadian dollars at the rates of exchange at the dates of the related transactions.

Revenue recognition

Interest and dividends in the pooled funds and mutual funds are accrued to the year-end date. Realized and unrealized gain/losses are reflected in the Statement of changes in net assets available for benefits as part of net investment income.

Use of estimates

The preparation of the fund financial statements in accordance with Regulation 909, Section 76 of the *Pension Benefits Act (Ontario)*, requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the fund financial statements and the reported amounts which result in an increase or decrease in net assets available for benefits during the year. Actual results could differ from those estimates. The only balance which requires significant estimates is the benefits payable.

3. Funding policy

Members make contributions, subject to a limitation, of the minimum of 5% of the member's compensation and the maximum amount allowed as a deduction in computing taxable income under the Income Tax Act (Canada) and Regulations thereunder.

PEO makes contributions sufficient to ensure the proper and adequate funding of the benefits as set out under the Plan and that are required to be made in accordance with the Pension Benefits Act, R.S.O. 1990.

4. Termination

PEO reserves the right to change or discontinue the Plan at any time. Any termination of the Plan would be done in accordance with its terms and provisions and the regulations of the Pension Benefits Act, R.S.O. 1990.

The Fund of the Pension Plan for Employees of the Association of Professional Engineers of Ontario

Notes to the fund financial statements

December 31, 2025

5. Financial risk management

Investments

	Howson Tattersall Bond Fund \$	Howson Tattersall Short-term Investment Fund \$	Mackenzie Canadian Equity Fund \$	Mackenzie Diversified Alternative Fund \$	Mackenzie Global Large Cap Fund \$	Mackenzie Canadian All Cap Value Fund \$	On hand with Investment Advisor \$	2025 Total \$
Mutual funds	—	—	8,309,431	7,867,023	9,731,094	4,029,925	—	29,937,473
Pooled funds	12,863,815	2,142	—	—	—	—	—	12,865,957
Cash on hand	—	—	—	—	—	—	692,960	692,960
	12,863,815	2,142	8,309,431	7,867,023	9,731,094	4,029,925	692,960	43,496,390

	Howson Tattersall Bond Fund \$	Howson Tattersall Short-term Investment Fund \$	Mackenzie Canadian Equity Fund \$	Mackenzie Diversified Alternative Fund \$	Mackenzie Global Large Cap Fund \$	Mackenzie Canadian All Cap Value Fund \$	On hand with Investment Advisor \$	2024 Total \$
Mutual funds	—	—	8,141,625	7,059,829	9,511,087	3,447,172	—	28,159,713
Pooled funds	11,198,512	2,083	—	—	—	—	—	11,200,595
Cash on hand	—	—	—	—	—	—	628,708	628,708
	11,198,512	2,083	8,141,625	7,059,829	9,511,087	3,447,172	628,708	39,989,016

Risk management

In the normal course of operations, the Plan's activities are exposed to a variety of financial risks: credit risk, liquidity risk, and market risk (defined as interest rate risk, currency risk and other price risk). The value of investments in a Plan's portfolio can fluctuate on a daily basis as a result of changes in interest rates, economic conditions and market news related to specific securities in the portfolio. The level of risk depends on the Plan's objectives and the type of securities it holds. In order to mitigate risk, depending on conditions, the fund manager diversifies the portfolio based on criteria such as asset class, country, industry and currency. Significant risks that are relevant to the Plan are discussed below.

Credit risk

Credit risk is the risk that a financial loss could arise from a security issuer or counterparty to a financial instrument not being able to meet its financial obligations. The Plan's main exposure to credit risk consists of investments in debt instruments, including bonds and preferred shares, as well as other assets such as amounts due from brokers, contributions receivable and subscriptions receivable.

The carrying amount of debt instruments represents the maximum credit risk exposure as at December 31, 2025.

Where applicable, the fund manager reviews the Plan's credit positions as part of the investment management process. To minimize this risk, the fund manager monitors the Plan's credit exposure and counterparty ratings regularly.

The Plan's most significant concentration of credit risk is in debt securities, such as bonds and short-term notes. The fair value of debt securities includes consideration of the credit worthiness of the debt issuer. The maximum exposure to any one debt issuer as of December 31, 2025, was 25.1% (25.7% in 2024) of the net assets of the Howson Tattersall Short-term Investment Fund ("Short-term Fund") and 27.0% (26.5% in 2024) for the Howson Tattersall Bond Fund ("Bond Fund").

The Fund of the Pension Plan for Employees of the Association of Professional Engineers of Ontario

Notes to the fund financial statements

December 31, 2025

5. Financial risk management (continued)

Credit risk (continued)

As at December 31, 2025, the Plan had directly invested in debt instruments with the following Standard and Poor's credit ratings:

	2025			2024
	Howson Tattersall Bond Fund	Howson Tattersall Short-term Investment Fund	Howson Tattersall Bond Fund	Howson Tattersall Short-term Investment Fund
	%	%	%	%
AAA	28.3	25.1	27.7	-
AA	10.6	2.1	14.6	4.3
A	23.3	13.4	23.5	13.8
BBB	21.4	-	21.5	-
Unrated	14.2	4.2	10.2	6.7
	97.8	44.8	97.5	24.8

Liquidity risk

Liquidity risk is the risk that the Plan will encounter difficulty in meeting its obligations associated with its daily cash redemption of units. Liquidity risk is managed by investing the majority of the Plan's assets in investments that are traded in an active market that can be readily disposed of, and also by retaining sufficient cash and cash equivalent positions.

Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. The Plan's exposure to interest rate risk is concentrated in its investment in debt securities, such as bonds and short-term investments, and is disclosed in the statement of investments. To mitigate interest rate risk, the fund manager monitors risk exposure and adjusts duration, where appropriate, in accordance with the investment policies and objectives of the Plan.

As at December 31, 2025, had prevailing interest rates increased or decreased by 1% (1% in 2024), assuming a parallel shift in the yield curve, with all other variables held constant, net assets would have decreased or increased, respectively, by approximately \$1,075,330 (\$932,716 in 2024) or 2.47% of total net assets (2.34% in 2024) for the Bond Fund. The Short-term Fund did not have significant exposure to interest rate risk. In practice, the actual trading results may differ, and the difference could be material.

Currency risk

Currency risk arises when the value of investments denominated in currencies other than the functional currency of the Plan fluctuates due to changes in exchange rates. Securities trading in foreign markets are also exposed to currency risk as the price in local terms in the foreign market is converted to Canadian dollars to determine fair value. The Plan's policy is not to enter into hedging arrangements.

Where applicable, the fund manager reviews the Plan's currency positions as part of the investment management process.

The Fund of the Pension Plan for Employees of the Association of Professional Engineers of Ontario

Notes to the fund financial statements

December 31, 2025

5. Financial risk management (continued)

Currency risk (continued)

As at December 31, 2025, the Plan had direct exposure to the following currencies:

	Howson Tattersall Bond Fund %	Howson Tattersall Short-term Fund %	Mackenzie Canadian Equity Fund %	Mackenzie Diversified Alternative Fund %	Mackenzie Global Large Cap Fund %	Mackenzie Canadian All Cap Value Fund %
Currency						
US dollar	—	—	—	94.50	68.51	—
Swiss franc	—	—	—	—	3.34	—
South Korean Won	—	—	—	—	—	—
Euro	—	—	—	1.94	9.24	—
Japanese yen	—	—	—	0.56	2.29	—
Colombian Peso	—	—	—	—	—	—
Danish Krone	—	—	—	—	1.31	—
British pound	—	—	—	2.05	13.87	—
Taiwan Dollar	—	—	—	—	1.44	—
Australian dollar	—	—	—	0.95	—	—
Hong Kong Dollar	—	—	—	—	—	—
Moroccan Dirham	—	—	—	—	—	—
	—	—	—	100.00	100.00	—

As at December 31, 2024, the Plan had direct exposure to the following currencies:

	Howson Tattersall Bond Fund %	Howson Tattersall Short-term Fund %	Mackenzie Canadian Equity Fund %	Mackenzie Diversified Alternative Fund %	Mackenzie Global Large Cap Fund %	Mackenzie Canadian All Cap Value Fund %
Currency						
US dollar	—	—	—	91.68	68.32	—
Swiss franc	—	—	—	—	4.83	—
South Korean Won	—	—	—	—	—	—
Euro	—	—	—	2.89	10.52	—
Japanese yen	—	—	—	1.44	4.09	—
Colombian Peso	—	—	—	—	—	—
British pound	—	—	—	2.59	12.24	—
Philippine peso	—	—	—	—	—	—
Australian dollar	—	—	—	1.40	—	—
Hong Kong Dollar	—	—	—	—	—	—
Moroccan Dirham	—	—	—	—	—	—
	—	—	—	100.00	100.00	—

The percentages in the table above are based on the fair value of the funds' foreign-denominated financial instruments.

As at December 31, 2025, if the Canadian dollar had strengthened or weakened by 5% (5% in 2024) in relation to all foreign currencies represented in the portfolio, with all other variables remaining constant, Net assets available for benefits would have increased or decreased by approximately \$746,523 (\$646,816 in 2024) of foreign currency holdings in the Plan. In practice, actual trading results may differ and the difference may be material.

The Fund of the Pension Plan for Employees of the Association of Professional Engineers of Ontario
Notes to the fund financial statements

December 31, 2025

5. Financial risk management (continued)

Other price risk

Other price risk is the risk that the fair value of financial instruments will fluctuate as a result of changes in market prices (other than those arising from interest rate risk or currency risk), whether these changes are caused by factors specific to an individual investment or its issuer or by factors affecting all similar instruments traded in a market or market segment. All securities present a risk of loss of capital. The fund manager moderates this risk through a careful selection of securities and other financial instruments within the parameters of the investment strategy and by maintaining a well-diversified portfolio. The maximum risk resulting from financial instruments is equivalent to their fair value.

The Plan's most significant exposure to price risk arises from its investment in Canadian and foreign equity securities. As at December 31, 2025, had the prices on the respective stock exchanges for these securities increased or decreased by 10% (10% in 2024), with all other variables held constant, net assets available for benefits would have increased or decreased by approximately \$812,655 for the Mackenzie Canadian Equity Fund (\$813,975 in 2024), \$474,740 for the Mackenzie Diversified Alternative Fund (\$373,740 in 2024), and \$954,048 for the Mackenzie Global Large Cap Fund (\$915,128 in 2024). In practice, the actual trading results may differ and the difference could be material.

6. Net investment income (loss)

	2025	2024
	\$	\$
Realized gain (loss)	1,049,412	(299,158)
Unrealized gain	1,752,601	4,380,441
Investment income	1,959,503	1,201,074
	4,761,516	5,282,357

7. Administrative expenses

	2025	2024
	\$	\$
Investment management fees	139,137	129,063
Custodial fees	60,810	60,950
Audit fees	15,151	14,231
	215,098	204,244

The Fund of the Pension Plan for Employees of the Association of Professional Engineers of Ontario

Notes to the fund financial statements

December 31, 2025

8. Actuarial valuation

Independent actuarial valuations are obtained periodically to establish funding requirements and are filed with the Financial Services Regulatory Authority of Ontario as required by statute. The last actuarial valuation was prepared as of January 1, 2025, and on a going-concern basis, showed an actuarial liability of \$39,378,800 and surplus of \$560,200 which includes a provision for adverse deviations of \$5,195,800, relating to the members in the Plan as at January 1, 2025. The financial position of the Plan on a solvency basis presented a surplus of \$5,363,500. There are no special payments required since there is a Going Concern Surplus and the Solvency Transfer Ratio is greater than 85%. PEO made a special payment of \$311,000 in the current year (\$311,000 in 2024). The next actuarial valuation is required to be completed no later than January 1, 2028.

9. Description of the supplemental plan

On January 1, 1997, PEO began a supplemental pension plan for certain employees at the management level within PEO. This supplemental plan provides benefits above the maximum level permissible by the Income Tax Act and, as a result, is not required to be included in the reporting to the Financial Services Regulatory Authority of Ontario. The supplemental plan is intended to provide those pension benefits which are in excess of the Canada Revenue Agency limits under the Basic Pension Plan and is effective from January 1, 1997. The supplemental plan is funded through a Retirement Compensation Arrangement ("RCA"). Each employee who is a participant in the Basic Plan and whose benefits under the Basic Plan are restricted due to maximum pension permissible under the Income Tax Act is a participant in the supplemental plan.

10. Fair value measurements

The following table provides an analysis of investments that are measured subsequent to initial recognition at fair value, grouped into Levels 1 to 3 based on the degree to which the fair value is observable:

Level 1 – quoted prices in active markets for identical investments

Level 2 – inputs other than quoted prices included in Level 1 that are observable for the investment, either directly (i.e. as prices) or indirectly (i.e., derived from prices)

Level 3 – inputs for the investment that are not based on observable market data (unobservable inputs)

As at December 31, 2025, all of the Plan's investments were categorized as Level 2. There were no transfers of investments between Levels during 2025.

11. Capital management

The Plan's capital is its net assets available for benefits. The Plan's objective when managing capital is to safeguard the Plan's ability to provide pension and related payments to its members.

The administrator has adopted a Statement of Investment Policies and Procedures (the "SIP&P") which states investment objectives, guidelines and benchmarks used in investing the capital of the Plan, permitted categories of investments, asset mix diversification and rate of return expectations. The SIP&P was last updated as at July 1, 2025.

The Fund of the Pension Plan for Employees of the Association of Professional Engineers of Ontario
Notes to the fund financial statements

December 31, 2025

11. Capital management (continued)

The SIP&P has set out the following broad classes of assets and target asset mix. A set of benchmarks has been identified to measure performance against each class's annual rate of investment return. The total investments' annual rate of return is measured against a composite index made up of the weighted average of each class's benchmark return using the proportionate weights set out in the SIP&P. The annual rate of return is calculated gross of investment management fees. The Plan's relative annual rate of return expectation is to equal or exceed the composite index. The Plan's assets were allocated within the allowed allocation ranges as at December 31, 2025. The asset allocation and associated benchmark index is as follows:

Asset allocation

	Benchmark index	Allocation range %	2025 Actual allocation %	2024 Actual allocation %
Asset categories				
Canadian equity	S&P/TSX Equity Index	15-55	28.4	29.0
Global equity	MSCI World Index	0-30	22.4	23.8
Fixed income	FTSE TMX CAD Universe Bond Index	20-40	29.6	28.0
Alternatives	60% MSCI World Index + 40% ICE BofA Merrill Lynch Global Broad Mkt Index	0-25	18.1	17.6
Cash/short-term investments	FTSW TMX Canada 91 Day T-Bill Index	0-12	1.5	1.6
			100.0	100.0

Annual rate of return

	Rate of return %	2025 Benchmark return %	Rate of return %	2024 Benchmark return %
Asset categories				
Canadian equity	26.4	31.7	22.0	21.7
Global equity	9.7	15.4	24.8	29.7
Fixed income	2.8	2.6	5.1	4.2
Alternatives	11.4	10.5	11.5	17.7
Cash/short-term investments	2.8	2.8	4.7	4.9

Decision Note – Transitioning Credit Card Policy to Operations

Item	C-578-2.4
Purpose	To review a proposal to transition the Credit Card Policy to operations as part of PEO’s ongoing review of all Internal Control policies.
Strategic/Regulatory Focus	Governance / Internal Control Framework
Motion Proposed to Council	(requires a simple majority of votes cast to carry) That Council approves that the Credit Card Policy be transitioned to operations so that it can be updated and linked to other existing staff operational policies.
Attachments	Appendix A – Credit Card Policy – September 23, 2005

Summary

PEO is currently reviewing and proposing updates to its internal control policies, many of which have not been updated for more than ten years. PEO’s credit card policy was last reviewed in 2007.

Currently, only staff hold PEO corporate credit cards. PEO monitors credit card use to ensure compliance with all applicable policies. Any non-compliance can be addressed under PEO’s Code of Conduct Policy and may result in disciplinary or corrective action, including recovery of funds spent contrary to policy.

PEO is proposing transitioning the policy to operations such that the policy can be further aligned to the Code of Conduct Policy (that applies to staff), and so that the policy can be updated to include appropriate guidance with respect to disciplinary or corrective actions and to provide procedures including recovery of funds spent contrary to PEO policies specifically in case of staff.

Background

PEO has a number of Council approved policies that provide an important framework of internal control over the disbursement of resources:

- PEO is proposing updates to the current versions of the Procurement Policy, Expenditure Approval Policy, and Extraordinary Expenditure Policy, which are being brought forward to AFC for review and recommendation to Council.
- PEO’s Internal Control Banking Policy is another Council-approved policy that states PEO’s borrowing resolution, which specifies the maximum amount of borrowing that PEO may conduct, must come forward for approval each year. PEO will bring the Internal Control Banking Policy forward for AFC review in 2027-28.
- PEO’s Expense Reimbursement Policy was updated and approved by Council in September 2025.
- Staff Code of Conduct policy provides guidance and procedures with respect to non-compliance with other PEO policies and expected behaviours.

All expenditures, including those made on PEO corporate credit cards are subject to the above policies, accordingly, are subject to internal control guidance set by Council. PEO is working toward ensuring all policies remain current and are overseen by the appropriate governing body.

Considerations

Key areas of the policy that require updates include:

- Guidance with respect to expenditures or documentation that do not comply with PEO’s internal control framework policies noted above.

- Guidance with respect to disciplinary or corrective actions, when necessary, in conjunction with PEO's Code of Conduct policy.
- Guidance with respect to the recovery of funds for expenditures that do not comply.
- Guidance for disputing fraudulent transactions with the Bank, which is the responsibility of the cardholder.

As PEO's card holders are limited to staff, it is proposed that the policy be transitioned to operations such that it can be updated to include the above guidance, in circumstances specific to staff, and linked to the appropriate staff-related policies. Limiting credit cards to staff remains an important provision as staff are subject to formal employment accountability, established controls, and direct managerial oversight, which enables timely monitoring, enforcement, and correction action when needed.

Recommendation(s)

That the Credit Card Policy be transitioned to operations so that it can be updated and linked to other existing staff operational policies.

Next Steps

Pending Council approval, staff will begin collaborating to update the Credit Card policy as an operating policy going forward.

Prepared By: Finance Team

PEO Internal Control Policies
Corporate Credit Card Policy

Issue date: September 23, 2005
Approved by: Council

Review date: January 31, 2007
Review responsibility: Director
Administrative Services & Treasurer

Policy Statement	PEO shall establish authorities and accountabilities for issuing and usage of corporate credit cards by designated senior volunteers and senior staff in accordance with the PE Act, Regulation, By-Law No.1, relevant external regulations, and internal policies.
Policy Objectives	<ol style="list-style-type: none"> 1. To outline the responsibilities of those individuals who have authority to use PEO's corporate credit cards for the approved and budgeted expenses incurred while conducting the affairs of the association. 2. To specify rules and limitations for the use of PEO's corporate credit cards.
Rationale	<i>PEO recognizes that the same control procedures that are applied to expense reports must be exercise over the use of your Corporate credit card.</i>
Scope	This policy applies to all PEO departments and committees.
Responsibilities for Credit Card users	<ol style="list-style-type: none"> 1) An "Expenditure Approval and Authorization Form" shall be completed for each credit card statement. 2) All expenditures shall correspond to an approved budget line item and shall be charged to the appropriate general ledger accounts. 3) All charges on the corporate credit card's statement shall be accompanied by receipts and supporting documents. 4) It is the sole responsibility of the credit card user to obtain the appropriate authorization signature on the "Expenditure Approval and Authorization Form". 5) The completed "Expenditure Approval and Authorization Form" shall be submitted to the Financial Services for the internal accounting controls.
Approval Authority	The corporate credit card shall be approved and authorized by the appropriate approval authorities that are specified in the Expense Reimbursement Policy.
Lost or Stolen Corporate Credit Cards	Lost or stolen corporate credit cards shall be reported immediately to both ScotiaBank and to the Director – Administrative Services & Treasurer.
Responsibilities for Credit Card Users	<ol style="list-style-type: none"> 1) As with an expense report, all charges on credit card statement shall be accompanied by a receipt. 2) General ledger account codes based on the receipt details shall be recorded on the expense report. 3) Credit card statements shall be submitted for approval of appropriate authorities and forwarded to Financial Services within five days of the receipt of the statements.
Personal Use of Company Credit Card	<p>Corporate credit cards shall not be intended for personal use. Usage shall be restricted for PEO business purposes only.</p> <p>The cardholder shall be responsible for any personal expenses and shall report immediately to the appropriate authorities including Director – Administrative Services & Treasurer of any personal use. Continuous personal use of the card may lead to forfeiture of the card.</p>

Decision Note - Council Performance Evaluation Report & Board Culture Project: Proposed Action Plan

Item	C-578-2.5
Purpose	For Council to consider and approve the proposed action plan arising from the Council Performance Evaluation Report and Board Culture Project.
Strategic/Regulatory Focus	Governance
Motion Proposed to Council	(simple majority required of votes cast to carry) That Council approves the Council Evaluation and Board Culture Project Action Plan set out in C-578-2.5, Appendix A.
Attachments	Appendix A – Council Evaluation Report and Board Culture Project Action Plan

Summary

In March 2026, Council received the Council Performance Evaluation Report prepared by Watson Advisors and directed the Governance and Nominating Committee (GNC), in conjunction with staff, to develop a proposed action plan to address the recommendations arising from the evaluation. The proposed action plan incorporates findings from both the Council Performance Evaluation Report and the Board Culture Project and identifies initiatives already underway, opportunities that can be addressed in the short term, and longer-term initiatives that may require legislative or regulatory change.

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. Addressing the opportunities for improvement identified through the evaluation process supports accountability, transparency, and continuous improvement.

Background

Council approved a multi-year Council Evaluation Framework in 2025. Watson Advisors was retained to implement the framework and conduct the inaugural Council evaluation in 2026.

The 2026 evaluation was based exclusively on feedback provided by Councillors through a confidential survey process. The resulting report identified five themes and sixteen recommendations related to Council effectiveness, governance practices, and decision-making. In parallel, Council participated in the Board Culture Project facilitated by Weiss International (fall of 2025). The project focused on Council culture, trust, communication, and shared understanding of PEO's regulatory role and Council's governance responsibilities. Similar to the Council evaluation, the findings were informed directly by Councillors through surveys and facilitated discussions.

At its March 2026 meeting, Council accepted the findings of the Council Performance Evaluation Report and directed GNC, in conjunction with staff, to develop a proposed action plan for Council's consideration.

Considerations

- Many of the recommendations identified through both initiatives reflect issues already recognized by Council and align with existing strategic priorities, including governance advancement and the review of the election system.
- Some recommendations can be addressed through governance processes, education, and policy development, while others will require consideration as part of the broader governance advancement initiative and future legislative and regulatory amendments.
- The findings are especially significant as they reflect the perspectives and experiences of Councillors and identify issues raised by Council members themselves.
- Effective governance and Board culture depend not only on governance structures, policies, and protocols, but also on constructive working relationships among Councillors, respectful engagement, and a shared commitment to decision-making in the public interest.

Appendix A provides the proposed action plan, including recommendations arising from both initiatives, actions already underway, and proposed short- and medium-term initiatives.

Recommendation(s)

For Council to approve the action plan.

Next Steps

Implement the action plan.

Prepared By: Secretariat staff

Council Evaluation Report and Board Culture Project – Proposed Action Plan

The Council Performance Evaluation Report prepared by Watson Advisors and the Board Culture Project facilitated by Weiss International identified opportunities to strengthen Council effectiveness, governance practices, and culture. The Watson report focused primarily on governance effectiveness, governance structures, and decision-making, whereas the Board Culture Project focused on culture, trust, communication, and shared understanding of governance responsibilities.

While the two initiatives approached Council performance from different perspectives, there is significant overlap in their findings and recommendations. Both reports were informed primarily by Councillors through surveys, interviews, and facilitated discussions, and therefore reflect themes and issues identified by Council members themselves.

Many of the issues identified through both initiatives were already known to Council and align with existing strategic priorities and governance initiatives that are on Council’s policy agenda. The key initiatives currently underway or planned are summarized below:

Short-Term Initiatives (2026–2027 Council Term)

- Develop and implement an internal Council communications protocol – June 2026 (GNC/Council)
- Implement Council's competency-based nomination and remuneration framework, including any required policies, bylaws, regulations, and supporting governance documents – June- November 2026 (GNC/Council)
- Provide coaching and development opportunities for the Council Chair and governance committee chairs, with a focus on facilitation, participation management, and constructive debate – May-September 2026 (PEO’s Parliamentarian - consider continuing this initiative on an annual basis)
- Develop a decision-making tool to support Council deliberations and strengthen decision-making through consistent consideration of PEO’s regulatory mandate and the public interest – end of 2026 (Staff – reported to Council)
- Continue governance education focused on effective regulation, fiduciary duties, the public interest, and the role of Council, with particular emphasis on what it means to act as a fiduciary and make decisions in the public interest (ongoing)

Medium-Term Initiatives (2026–2028)

Several of the recommendations identified in both the Council Performance Evaluation Report and the Board Culture Project align with strategic priorities established in PEO's 2026–2030 Strategic Plan, approved by Council in June 2025. These initiatives will continue to form part of Council's governance policy agenda.

- Complete the governance advancement initiative, including a review of Council size, composition, qualifications, election design, and regional representation.
- Continue the broader review of foundational governance concepts, including self-regulation and public interest, as part of the comprehensive review of the Professional Engineers Act and its regulations.
- Develop recommendations for legislative and regulatory amendments as part of PEO's planned submission to government.

The table below provides all recommendations arising from the Council Performance Evaluation Report and related findings from the Board Culture Project, and identifies actions proposed to address them.

#	Theme	Council Performance Evaluation Recommendations	Related Board Culture Findings / Recommendations	Action Items
1	Effectiveness continues to improve as Council leverages the commitment, skills, and experience of Councillors and management	<i>No formal recommendations under this theme. The theme reflects a strength that should be maintained.</i>	N/A	<ul style="list-style-type: none"> - Continue governance education and onboarding for all Councillors. - Continue coaching and development opportunities for the Council Chair and governance committee chairs, with a focus on facilitation, participation management, and constructive debate. - Continue annual Council workshops focused on governance, regulation, strategic oversight, and emerging issues.
2	PEO's regulatory mandate is broadly understood, but there is some role confusion among a subset of Councillors	1. Use agendas, meeting materials, and decision framing to reinforce Council's role as a public-interest governing body.	Councillor qualification should be an integral part of the candidacy process. Establish a shared understanding of self-regulation in the public interest.	<ul style="list-style-type: none"> - Continue implementation of governance advancement initiatives identified in the 2026-2030 Strategic Plan, including the review

		<p>2. Modernize governance language to better align with contemporary governance practice.</p> <p>3. Pursue structural governance changes that better support a competency-based, mandate-driven Council.</p> <p>4. Provide more clarity on how registrants' views are solicited, considered, and reflected in decision-making.</p>		<p>of Council composition, election processes, qualifications, and competency-based nominations.</p> <ul style="list-style-type: none"> - Develop a decision-making tool to support Council deliberations and strengthen decision-making through consistent consideration of PEO's regulatory mandate and the public interest - Continue governance education focused on effective regulation, fiduciary duties, the public interest, and the role of Council, with particular emphasis on what it means to act as a fiduciary and make decisions in the public interest.
3	<p>There are continued opportunities to strengthen the distinction between governance and management</p>	<p>5. Clarify and formalize the protocols for how Councillors interact with staff and the CEO.</p> <p>6. Improve transparency and communication around sensitive or complex issues, particularly where incomplete information can create mistrust or second-guessing.</p> <p>7. Reinforce role clarity through repeated application to live issues, not</p>	<p>Bypassing communication channels and circling around key individuals.</p> <p>Lines of communication and lack of clarity on proper lines of communication.</p>	<ul style="list-style-type: none"> - Implement the Council communications protocol. - Review and update governance documents, role descriptions, committee charters, and related governance materials as part of the competency-based nomination framework initiative. - Continue coaching and development opportunities for the Council Chair and governance committee chairs, with a focus on facilitation, participation management, and constructive debate.

		<p>only through standalone education.</p> <p>8. Build a more explicit model of "smart trust" between Council and management.</p>		
4	<p>Council size is creating practical barriers to effective governance</p>	<p>9. Streamline meeting design to reduce repetition and create more space for high-value discussion.</p> <p>10. Use advance question submission and stronger pre-meeting preparation to make Council time more deliberative.</p> <p>11. Pursue opportunities to streamline the size of Council to better support meaningful deliberation, meetings, and decision-making.</p> <p>12. Leverage efforts to evolve Council size to make advances on broader governance reform, including composition, qualifications, and election design.</p>	<p>Current election structure and Council composition contribute to governance challenges.</p>	<ul style="list-style-type: none"> - As part of the governance advancement initiative, review Council size, composition, qualifications, election design, and regional representation. - Incorporate guidance regarding advance questions into the Council communications protocol.
5	<p>Enhancing Council's culture would enable more effective governance</p>	<p>13. Reinforce clear expectations for how Councillors engage in discussion, disagreement, and collective decision-making.</p>	<p>Board Culture Project and related discussions focused on opportunities to strengthen Council culture.</p>	<ul style="list-style-type: none"> - Implement the Council communications protocol. - Continue coaching and development opportunities for the Council Chair and governance committee chairs, with a focus on

		<p>14. Use the Chair's role more actively to manage meeting tone, balance participation, and protect space for constructive discussion.</p> <p>15. Create stronger guardrails against revisiting settled decisions unless there has been a material change in circumstances.</p> <p>16. Invest in culture-building practices that strengthen trust, connection, and shared understanding among Councillors.</p>		<p>facilitation, participation management, and constructive debate.</p> <ul style="list-style-type: none"> - Continue Council development and team-building activities designed to strengthen trust, collaboration, and shared understanding among Councillors (Council Workshop to be held on May 28-29 focuses on these issues)
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Information Note – Legislative Review: Stakeholder Engagement Strategy

Agenda Item No.	C-578-2.6
Purpose	To update Council on the stakeholder engagement strategy for year one of the legislative review project.
Strategic/Regulatory Focus	Effective and Relevant Regulation; Governance Advancement
Motion Proposed to Council	N/A
Attachments	Appendix A – Stakeholder Engagement Strategy

Summary

Staff are working with a consultant, Crestview Strategy, to develop and deliver the year one engagement plan for the Council-directed review of the *Professional Engineers Act* (the “Act”) and its regulations.

Appendix A, prepared by Crestview Strategy with input from PEO staff, identifies key objectives, engagement themes (topics), and a list of key stakeholder groups.

While the Comprehensive Review of the Act and Governance Advancement are identified as separate priorities in PEO’s 2026–2030 Strategic Plan, the initiatives are being undertaken in parallel. RPLC is responsible for the regulatory policy aspects of the review, while GNC is responsible for governance-related matters. A coordinated stakeholder engagement strategy has been developed for both initiatives, and the same stakeholder groups will be engaged on regulatory and governance issues where appropriate.

Public Interest Rationale

A comprehensive review and any resulting amendments will ensure the Act and related regulations protect the public and reflect changing societal expectations, while responding to the needs of the evolving engineering profession.

Background

Council approved PEO’s 2026–2030 Strategic Plan in June 2025, which identifies a comprehensive review of the Act and its regulations, as well as governance advancement initiatives, including a review of the Council election system, as strategic priorities. A comprehensive engagement initiative aimed at answering foundational questions about the practice and regulation of engineering is a key component of this work and will help inform future policy and governance recommendations.

Next Steps

Staff will continue to work with Crestview’s team as they implement the stakeholder engagement plan, and provide progress updates to the RPLC/GNC and Council as noted in their respective workplans.

Prepared By: Policy Staff

Legislative Review: Stakeholder Engagement Strategy

Objectives in Year One

Stakeholder engagement in Year One of the legislative review project is intended to be exploratory in nature, with a focus on building a stronger understanding of engineering as a profession and the risks it poses to the public interest. The objectives below are designed to guide inquiry and analysis rather than prescribe specific outcomes or identify specific gaps in PEO's governing legislation.

1. **Develop a better understanding of engineering activities, professional engineering, and the risks they pose to the public interest.** This includes exploring what constitutes engineering practice in today's context, including emerging disciplines; what constitutes the public interest; and which activities, roles, relationships, and functions pose sufficient risk to warrant regulation.
2. **Assess whether the current regulatory framework effectively captures and manages risks to the public interest.** This includes exploring the engineering scope of practice, categories of licensure, potential approaches to entity regulation, and other areas that will shed light on whether the current regulatory framework appropriately reflects how engineering is practised (and where it is headed) and whether it sufficiently addresses risks to the public.
3. **Evaluate whether current governance structures support effective regulation in the public interest.** This includes exploring whether PEO's governance model, decision-making structures, and relationship with the profession (e.g., PEO's Chapter model) appropriately support its mandate to protect the public.

Methodology

The proposed research will employ both quantitative and qualitative methods and will be led by Crestview Strategy. A quantitative survey will be used to gather input from licence holders, certificate of authorization holders, employers, and other stakeholders. In addition, Crestview Strategy will conduct interviews and focus groups with key stakeholder groups to explore these issues in greater depth, including the nature and scope of engineering practice, approaches to managing risks to the public interest, whether the current regulatory framework appropriately reflects how engineering is practised today, and whether PEO's governance structures and decision-making processes support effective regulation in the public interest.

Proposed Stakeholders for Initial Engagement

The table below identifies the stakeholder groups proposed for participation in the initial phase of the legislative review, together with the anticipated engagement method and timing. The survey is expected to launch in June 2026 and will be followed by targeted

interviews and focus groups with selected stakeholders. All engagement is expected to be complete by mid-July 2026.

These initial consultations are intended to provide the information and perspectives needed to support the Year One objectives outlined above. Additional opportunities for stakeholder engagement will be incorporated throughout the legislative review as the regulatory framework evolves and policy issues are further explored.

Stakeholder	Method of Engagement
Licence holders and C of A holders	Survey
Strategic Stakeholder Advisory Group	Focus group
Engineering Student Advisory Group	Focus group
Employer Advisory Group	Focus group
Provincial ministries (Labour, Environment, Transportation, Municipal Affairs and Housing)	Combination of 1:1 interviews and survey reaching civil service
Office of the Fairness Commissioner	1:1 interview
Engineering associations (Ontario Society of Professional Engineers (OSPE), Association of Consulting Engineering Companies – Ontario (ACEC-Ontario), Ontario Association of Certified Engineering Technicians and Technologists (OACETT), Engineers Without Borders Canada (EWB Canada), Professional Engineers Government of Ontario (PEGO)	Combination of 1:1 interviews and survey
Employers of engineers	Survey
Municipalities	Survey
Organizations representing municipalities (Municipal Engineers Association (MEA), Association of Municipalities of Ontario (AMO), Federation of Northern Ontario Municipalities (FONOM), Northern Ontario Municipal Association (NOMA))	Survey
Ontario Building Officials Association	Survey
Engineering Deans Ontario	Survey
Engineering student associations/ESSCO	Survey

Industry groups (e.g., software engineering, cybersecurity)	Focus Group
Unlicensed individuals working within engineering community	Focus Group
Members on PEO Statutory Committees	Survey
PEO Chapters	Survey
PEO Staff (Licensing, Practice Advisory, Regulatory Compliance, Unlicensed Practice, Tribunals)	Focus Group and survey

Regional Councillors Committee (RCC)
Summary Report to Council
June 19, 2026

Committee Meeting Date: May 11, 2026

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹
Role of RCC within PEO's Governance Framework	RCC discussed the role of the Regional Councillor Committee, and their function related to PEO chapters.	PEO Staff	Discussion notes will be compiled and shared with RCC in July prior to providing them to Governance and Nominating Committee (GNC) to incorporate as part of their review of RCC's mandate.	Continue
Aligning Chapter Operations with Council-approved Policies	Discussed RCC's guidance to chapters in V1 of the Chapter Manual related to mileage and meal reimbursement.	PEO Staff	RCC endorsed providing updated guidance to chapter volunteers to align with PEO's approved Expense Reimbursement Policy. This update is to also be made in V2 of the Chapter Manual.	Complete

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

Information Note – Committee Membership Changes

Agenda Item No.	C-578-2.8
Purpose	To inform Council of the committee membership changes since the last Council meeting.
Strategic/Regulatory Focus	Regulatory
Motion Proposed to Council	N/A
Attachments	None

Summary

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

Public Interest Rationale

Statutory and other 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 Consulting Engineers Designation Committee (CEDC) – Southern Subcommittee, Experience Requirements Committee (ERC), and Order of Honour Selection Committee. The CEDC recommends to Council on consulting engineer designation, redesignation, and Certificate of Authorization applications, and may appoint subcommittees to support this work. The list below includes new members of the CEDC Southern Subcommittee.

The ERC exists to assist in determining whether applicants have met the experience requirements for licensure.

The Order of Honour Selection Committee (OSC) oversees PEO’s Order of Honour program, including nominations and recommendations to Council. The previous OSC chair and vice-chair completed their terms at the end of 2025 and the new chair and vice-chair selected by the committee are outlined below.

Committee Member Resignation/New Members/Role Changes:

First/Last Name	Service Dates / Date of Change	Committee / Task Force
Essam Dabbour	June 4, 2026 – Dec 31, 2026	Consulting Engineers Designation Committee (CEDC) – Southern Subcommittee (New member)
Raymundo Mendez	June 4, 2026 – Dec 31, 2026	Consulting Engineers Designation Committee (CEDC) – Southern Subcommittee – New member)
Steven Bailey	2013 - Mar 15, 2026	Experience Requirement Committee (ERC) – Resignation
Matthew (Yu Song) Xie	Jan 1, 2026 – Dec 31, 2026	Order of Honour Selection Committee (OSC) – Vice-Chair to Chair
George Zhu	Jan 1, 2026 – Dec 31, 2026	Order of Honour Selection Committee (OSC) – Member to Vice-Chair
Rakesh Shreewastav	Change as of Jan 1, 2026	Order of Honour Selection Committee (OSC) – Leaving as Chair, returning as member

Prepared By: Volunteer Engagement Team

578th Meeting of Council: June 19, 2026

Information Note – Engineers Canada Directors Report

Agenda Item Number	C-578-2.9
Purpose	To provide an update on the activities of Engineers Canada
Strategic/Regulatory Focus	
Motion Proposed to Council	none
Attachments	Appendix A – Engineers Canada Directors Report (EN) Appendix B - Engineers Canada Directors Report (FR)

Engineers Canada Director Update
March 2026-May 2026**Engineers Canada Board and
committee updates**

The Engineers Canada Board held its spring meeting on May 22. Directors approved accreditation regulations for granting transfer credits for CÉGEP programs. They also conducted a review of the Corporate Risk Profile, elected Marlo Rose as President-Elect, and received updates from its standing committees, staff, Engineering Deans Canada, and the Canadian Federation of Engineering Students.

*Canadian Engineering Accreditation Board
(CEAB)*

At its spring virtual meeting, the CEAB approved the *Report on accreditation decision results: Fall 2024 & Winter 2025 visits*, as well as the *Regulations for granting transfer credits*, which was submitted for Engineers Canada Board approval in May. CEAB members also received an update on the Realizing Accreditation and Academic Assessments (RAAA) strategic direction, as well as the governance review underway.

*Canadian Engineering Qualifications Board
(CEQB)*

The CEQB held its in-person spring meeting where they approved the General direction for a guideline on managing frivolous and vexatious complaints. They also selected their work plan item that will be submitted for Regulator consultation. Finally, they received updates on the Realizing Accreditation and Academic Assessments (RAAA) strategic direction, the governance review, and the business case for a national intake process for the academic assessment of non-CEAB applicants.

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. At its April meeting, the Engineers Canada Board received the consultants' final report recommendations. The report is considered the definitive record of the review.

Work is underway to develop an overall plan that brings the recommendations together and helps guide the sequencing of decisions.

As a starting point, the Engineers Canada Board, followed by Members, approved in principle that: the Board be reduced in size, based on a 'one-Regulator, one-seat' model, and that the Board includes independent Directors. Proposed Bylaw amendments and transition plans will be shared with the Members in the coming months. A change in Board size is expected to be phased in over time.

*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, 16 of the 18 recommendations of the [Futures of Engineering Path Forward Report](#) have been actioned. 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 and meaningful exposure to licensed professionals; and foundations components. These are all underpinned by program management.

As part of the development of a business case to set a national intake process for the academic assessment of non-CEAB applicants, we completed an environmental scan of other Canadian professional associations and of other international engineering organizations' national intake processes.

A program development consultant, along with an FSCP Pilot Study Advisory Group comprised of Regulator staff, HEIs, and other interest holders, have recommended the descriptions of the competencies selected and the consultant has drafted a report on those competencies, which has been shared with the group.

To move to an outcome focussed accreditation model, we are in the process of determining the approach and timeline.

With the Dean's Liaison Committee (DLC), the CEAB's Policies & Procedures (P&P) Committee has developed a statement on the purpose and outcomes of meaningfully involving students with licensed engineers. Proposed changes to related accreditation criteria are now finalized. The Regulators engaged in an early discussion on the topic in April, and that feedback informed revisions now under national consultation through the summer.

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.

A draft Environmental, Social, and Governance policy approach is being developed with guidance from the Governance Committee. Flexibility is being provided for phased refinement and the incorporation of insights from complementary projects, such as the governance review and the workshop described below, prior to sharing with the Board for approval.

Planning is underway for an October workshop with presidents, regulator CEOs, and directors to scope Engineers Canada's national role in sustainability and inform next steps.

Realizing an Inclusive Profession

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

In partnership with the APEGA, the Canadian Coalition for Women in Engineering, Science, Trades and Technology (CCWESTT), and the Office to Advance Women Apprentices – Alberta, we led a conference in Calgary on May 24. Under the theme "Beyond Boundaries: Collaborating for Collective Action," the conference focused on culture shifts across science, engineering, trades, and technology, and on structural and policy change.

Developed with Engineers Canada's Indigenous Advisory Committee, we shared the *Truth and Reconciliation Framework* with staff and are planning implementation across the organization.

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 of success, which will form the baseline for how we are tracking progress toward a welcoming and inclusive profession.

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. Feedback is being compiled into a draft strategic framework for further discussion and refinement.

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 completed. We are now evaluating our next steps on this initiative based on these results.

As part of our [Pathway to Engineering](#) project, we continue to maintain a national navigator hub to encourage engineering graduates to join the profession. We are also expanding the scope of our successful pilot on the National professional Practice Exam (NPPE) with women from NAPEG and Engineers PEI, to include APEGNB, Engineers Geoscientists Manitoba, and APEGS.

Operational updates

Corporate Affairs and Strategic Partnerships

National Engineering Month (NEM) 2026 was successfully delivered; we had two kick-off events, and over 50 events were featured. We took this opportunity to formally launch the Forward Engineering Collective, our new

flagship program for K-12. We also published articles in celebration of International Women's Day (March 8) and the NEM theme, "Engineers Open Doors."

At the beginning of May, Engineers Canada hosted its strategic partner, [the Canadian Federation of Engineering Students \(CFES\)](#) for its national leadership transition meeting.

Engineers Canada also completed its 2026 federal pre-budget submission. The pre-budget submission is an annual opportunity to provide recommendations to the Government of Canada in advance of the next federal budget. This year's submission focused on practical measures to strengthen engineering capacity, support labour mobility, and advance resilient, future-ready infrastructure and public safety outcomes.

The Engineers Canada Awards Committee selected recipients for the 2026 Engineers Canada Awards. Recipients were presented their awards at our annual Awards Gala in May, this year in Calgary.

Regulatory Affairs

Work on the International Engineering Alliance's (IEA's) review of Engineers Canada's continued involvement in professional competence agreements has completed. Engineers Canada will be informed of IEA's decision on Canada's status at its June meeting.

Regulatory Liaison work continues to advance in collaboration with the National Admissions Officials Group (NAOG), National Practice Officials Group (NPOG), and National Discipline and Enforcement Officials Group (NDEOG). We are collaborating toward a harmonized inter-association mobility applicant confirmation form and registrant naming convention harmonization initiatives. We are also

working toward a national Continuing Professional Development program, as well as an environmental scan/business case on digital signature.

Operational Performance

Engineers Canada has been recognized as one of the 2026 National Capital Region's Top Employers for the ninth year in a row.

We are expecting to launch our volunteer management program in Q2 of 2026. We also have identified possible areas of improvement for the International Institutions Degrees Database (IIDDD).

Our National Membership Database and Mobility Register services are also under review to ensure that we optimize our clients' experience. Finally, the evaluation of proposals for the technology solutions supporting accreditation is underway to improve user experience.

Compte rendu à l'intention des administrateurs et administratrices d'Ingénieurs Canada De mars à mai 2026

Comptes rendus du conseil et des comités d'Ingénieurs Canada

La réunion de printemps du conseil d'Ingénieurs Canada a eu lieu le 22 mai. Les administrateurs et administratrices ont approuvé les Règlements pour l'octroi de crédits de transfert des Normes et procédures d'agrément en ce qui concerne les crédits de transfert obtenus dans le cadre d'études au cégep. Ils ont également procédé à un examen du Profil de risques de l'organisation, élu Marlo Rose à titre de présidente élue, et reçu des comptes rendus de leurs comités permanents, du personnel, de Doyennes et doyens d'ingénierie Canada et de la Fédération canadienne étudiante de génie.

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

Lors de sa réunion virtuelle de printemps, le BCAPG a approuvé le Rapport sur les résultats des décisions d'agrément : visites de l'automne 2024 et de l'hiver 2025, ainsi que les Règlements pour l'octroi de crédits de transfert, qui ont été présentés au conseil d'Ingénieurs Canada pour approbation en mai. Les membres du BCAPG ont également reçu une mise à jour sur l'orientation stratégique Réaliser l'agrément et les évaluations de la formation (RAEF), ainsi que sur l'examen de la gouvernance en cours.

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

Le BCCAG a tenu sa réunion de printemps en personne au cours de laquelle il a approuvé l'Orientation générale pour un guide sur la gestion des plaintes frivoles et vexatoires. Les membres ont également choisi les éléments de leur plan de travail qui seront

présentés aux organismes de réglementation aux fins de consultation. Enfin, le BCCAG a reçu des comptes rendus sur l'orientation stratégique Réaliser l'agrément et les évaluations de la formation (RAEF), l'examen de la gouvernance et l'analyse de rentabilité concernant un processus national d'admission et d'évaluation de la formation des candidats issus de programmes non agréés par le BCAPG.

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. Lors de sa réunion d'avril, le conseil d'Ingénieurs Canada a reçu les recommandations du rapport final des consultants. Le rapport est considéré comme le document définitif de l'examen. Des travaux sont en cours afin d'élaborer un plan global qui regroupe les recommandations et guide l'enchaînement des décisions.

Pour commencer, le conseil d'Ingénieurs Canada, puis les membres, ont approuvé en principe la réduction de la taille du conseil d'Ingénieurs Canada, selon le modèle « un organisme de réglementation, un siège », ainsi que l'inclusion d'administrateurs et administratrices indépendants au sein du conseil. Les modifications du Règlement administratif et les plans de transition seront communiqués aux membres au cours des prochains mois. La réduction de la taille du conseil devrait s'effectuer progressivement.

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, 16 des 18 recommandations du [Rapport sur la voie à suivre du projet Avenir de l'agrément en génie](#) ont été mises en œuvre. 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. Tous ces éléments reposent sur la gestion de programme.

Dans le cadre de l'élaboration d'une analyse de rentabilité visant à établir un processus national d'admission et d'évaluation de la formation des candidats issus de programmes non agréés par le BCAPG, nous avons réalisé une analyse contextuelle des autres associations professionnelles canadiennes et des processus nationaux d'admission d'autres organisations internationales d'ingénieurs.

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 recommandé la description des compétences choisies et le consultant a rédigé un rapport sur ces compétences, qui a été communiqué au groupe.

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

En collaboration avec le Comité de liaison des doyens (CLD), le Comité des politiques et des procédures (P&P) du BCAPG a rédigé un énoncé portant sur l'objectif et les résultats d'un contact significatif des étudiants avec des ingénieurs titulaires d'un permis d'exercice. Les modifications proposées aux normes d'agrément connexes sont maintenant finalisées. Les organismes de réglementation ont tenu une première discussion sur le sujet en avril, et les commentaires recueillis ont éclairé les révisions actuellement soumises à une consultation nationale jusqu'à la fin de l'été.

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 gérance environnementale qui complète les efforts des organismes de réglementation.

L'ébauche de la politique en matière d'environnement, de durabilité et de gouvernance est en cours d'élaboration avec l'aide du Comité sur la gouvernance. Une certaine flexibilité est prévue afin de permettre un affinement progressif et l'intégration des enseignements tirés de projets complémentaires, tels que l'examen de la gouvernance et l'atelier décrit ci-dessous, avant la présentation au conseil pour approbation.

La planification est en cours pour un atelier qui se tiendra en octobre avec les président.e.s, les chefs de la direction des

organismes de réglementation et les administrateurs et administratrices afin de définir le rôle national d'Ingénieurs Canada en matière de durabilité et d'orienter les prochaines étapes.

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.

Le 24 mai, nous avons organisé une conférence à Calgary en collaboration avec l'APEGA, la Coalition canadienne des femmes en sciences, en ingénierie, en métiers et en technologie (CCFSIMT) et l'Office to Advance Women Apprentices — Alberta. Sous le thème « Au-delà des limites : une collaboration pour l'action collective », la conférence a porté sur les changements culturels dans les domaines de la science, de l'ingénierie, des métiers et de la technologie, ainsi que sur les changements structurels et politiques.

Élaboré avec le Comité consultatif autochtone d'Ingénieurs Canada, le *Cadre de vérité et réconciliation* a été présenté au personnel, et la planification de sa mise en œuvre à l'échelle de l'organisation est en cours.

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 de réussite, qui serviront de point de référence pour suivre nos progrès vers une profession accueillante et inclusive.

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, avec l'accord du Groupe des chefs de la direction. Les commentaires sont en cours de compilation dans une ébauche de cadre stratégique qui fera l'objet de discussions et d'affinement.

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, est terminée. Nous évaluons maintenant nos prochaines étapes concernant cette initiative en fonction de ces résultats.

Dans le cadre de notre projet [Parcours vers l'ingénierie](#), nous continuons de maintenir une plateforme nationale d'orientation afin d'encourager les diplômés en génie à intégrer la profession. Nous élargissons également la portée de notre projet pilote sur l'Examen national de pratique professionnelle (ENPP) mené avec succès auprès de femmes de la NAPEG et d'Engineers PEI, afin d'y inclure l'AIGNB, Engineers Geoscientists Manitoba et l'APEGS.

Comptes rendus opérationnels

Affaires générales et Partenariats stratégiques

Le Mois national du génie (MNG) 2026 a été couronné de succès; nous avons eu deux événements de lancement, et plus de 50 événements ont été présentés. Nous avons saisi cette occasion pour lancer officiellement le Collectif « En avant, l'ingénierie! », notre nouveau programme phare pour la sensibilisation et la mobilisation des jeunes de la maternelle à la fin du secondaire. Nous avons également

publié des articles pour célébrer la Journée internationale des femmes (le 8 mars) et promouvoir le thème du MNG, « Les ingénieur.e.s ouvrent des portes ».

Au début de mai, Ingénieurs Canada a accueilli son partenaire stratégique, la [Fédération canadienne étudiante de génie \(FCEG\)](#), pour sa réunion annuelle de transition de son équipe de direction.

Ingénieurs Canada a également rédigé son mémoire prébudgétaire fédéral 2026. Le mémoire prébudgétaire est une occasion annuelle de présenter des recommandations au gouvernement du Canada en vue du prochain budget fédéral. Le mémoire de cette année était axé sur les mesures concrètes visant à renforcer les capacités en matière d'ingénierie, à soutenir la mobilité de la main-d'œuvre ainsi qu'à favoriser des infrastructures résilientes et prêtes pour l'avenir et à faire progresser les résultats liés à la sécurité publique.

Le Comité des Prix d'Ingénieurs Canada a sélectionné les lauréat.e.s des Prix d'Ingénieurs Canada pour 2026. Les lauréat.e.s ont reçu leur prix lors de notre Gala annuel de remise des Prix en mai, qui a eu lieu à Calgary cette année.

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 s'est terminé. Ingénieurs Canada sera informé de la décision de l'IEA concernant le statut du Canada lors de sa réunion de juin.

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 de la loi (GNRDAL). Nous collaborons également à l'élaboration d'un formulaire harmonisé de confirmation des candidats à la mobilité interassociations ainsi qu'à des initiatives d'harmonisation des conventions de dénomination des inscrits. Nous poursuivons aussi les travaux en vue d'un programme national de développement professionnel continu, de même qu'une analyse contextuelle et une analyse de rentabilité concernant les signatures numériques.

Rendement opérationnel

Pour la neuvième année consécutive, Ingénieurs Canada a été reconnu comme l'un des meilleurs employeurs de la région de la capitale nationale pour 2026.

Nous devrions lancer notre programme de gestion des bénévoles au cours du deuxième trimestre de 2026. Nous avons également cerné des domaines d'amélioration possibles de la Base de données sur les établissements et les diplômés étrangers (BDEDE).

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 afin d'assurer l'optimisation de l'expérience de notre clientèle. Enfin, l'évaluation des propositions relatives aux solutions technologiques à l'appui de l'agrément est en cours afin d'améliorer l'expérience utilisateur.

Information Note – President’s Report

Agenda Item Number	C-578-3.1
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-578-3.2
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-578-3.2
Appendix A

CEO/ REGISTRAR'S REPORT

JUNE 19, 2026



INTRODUCTION

PEO has a long history of proudly regulating Ontario's engineering profession. June 14 marked the organization's 104th anniversary. Each anniversary is a milestone that salutes PEO's stability, resilience and continued relevance over more than a century of change.

I look forward to continuing our transformation with our 2026–2027 Council. Thank you to our newly elected councillors for your willingness to serve and to our returning councillors for your continued dedication and steadfast support of the organization. I also extend my sincere gratitude to our two outgoing lieutenant governor-in-council appointees (LGAs), Lorne Cutler, MBA, P.Eng. (who remains a councillor until the government announces his replacement), and Agostino (Gus) Mastroianni, for their valued service and contributions to PEO. I look forward to welcoming two incoming LGAs as soon as they are appointed. Together, we will continue to fortify PEO's role as a modern regulator and keep the public interest at the centre of everything we do.

New VP, Regulatory Operations

I am pleased to announce the appointment of Stephanie Holko, MBA, P.Eng., ICD.D, as vice president, regulatory operations and, subject to Council's confirmation pursuant to section 3(8) of the *Professional Engineers Act* (PEA), deputy registrar. Stephanie will oversee and improve our regulatory operations and compliance efforts. I am eager to work with Stephanie as she helps lead PEO through the next phase of our evolution.

New Regulatory Transformation Office

I am also delighted to introduce PEO's Regulatory Transformation Office, led by Adeilton Ribeiro, P.Eng., our new director, regulatory transformation. This new department will ensure continuity of new policies, programs and initiatives from policy development to operational delivery. The work of the Regulatory Transformation Office is to guarantee our regulatory strategy, governance and operations teams are working closely together. By aligning operating procedures, guidance materials and web content and engaging all stakeholders, the office will support effective and consistent implementation of complex regulatory changes. Notably, these include reducing the experience requirement from four to two years, the modernization of the PEA and the introduction of a new Engineering Intern (EIT) program.

Annual General Meeting

On April 25, PEO held its hybrid annual general meeting (AGM) at Rogers Centre, in Ottawa, ON. We welcomed 469 participants both in person and virtually. The AGM was a valuable opportunity to highlight our operational achievements and connect directly with licence holders through meaningful engagement and discussion. Congratulations to President Leila Notash, PhD, P.Eng., FEC, and Chair Rachel Prudhomme, MSc, P.Eng., BPHE, on your new roles on the 2026–2027 Council.



On May 14, Jennifer Quaglietta, P.Eng., MBA, ICD.D (front middle), delivered a keynote speech on creating a culture of belonging at the Women in Trades, Technology and Engineering Trinity Chapter Mother's Day event hosted by Hydro One.



At the May 13 all-staff meeting, Quaglietta (middle), was celebrated after being honoured with two recent awards: the 2026 Professional Excellence Award from the Canadian Italian Business Professionals Association and the G. Raymond Chang Outstanding Volunteer Award from Toronto Metropolitan University. Quaglietta was also one of three finalists for the Board Leadership Excellence Award from Women Get on Board. Photographed with her are (from left to right) Marina Solakhyan, vice president, regulatory strategy and governance; Arun Dixit, vice president, operational excellence; Dan Abrahams, vice president, corporate affairs and chief legal officer; and Stephanie Holko, vice president, regulatory operations.



On May 13, Quaglietta hosted a Women in Leadership session for women staff leaders. Facilitator Christina Tector led an interactive discussion on how to set boundaries, manage energy and make intentional choices that support both performance and well-being.



On May 12, Quaglietta (back left) participated in the recording of PEO's first podcast episode, called "Where Are all the Women?" Joining the discussion were Marilyn Powers, PhD, P.Eng., ICD.D, dean, engineering and technology and applied computer science and IT at Conestoga College (front left); Natalia Malafeeva, P.Eng., CEM, CMVP, director, higher education and sustainability, Siemens Canada (front right), and Emily Nichols, P.Eng., president, Connect Better Inc. (back right).



On April 17, the Academic Requirements Committee celebrated the completion of initial academic assessments of all legacy P.Eng. applications. As the committee winds down the academic assessment process, it will continue to see re-assessment requests from applicants who obtain new academic degrees or submit qualifying experience to be eligible for referral to the Experience Requirements Committee to potentially reduce their assigned exams.

On April 12, Quaglietta spoke about the pathways to licensure at an iron ring ceremony at the University of Ottawa, where engineering graduates received their iron ring.



On April 15, Quaglietta (middle) participated in a fireside chat with Ben Kates of Weirfoulds LLP called “Regulating Under Pressure: Addressing Burnout, Moral Injury and Decision Fatigue in Professional Colleges.”



On April 13, Quaglietta (third from right) attended and spoke at PEO’s West Central Symposium. Other attendees included (from left to right) President Leila Notash, PhD, P.Eng., FEC, West Central Region Councillor Ravinder Panesar, P.Eng., FEC, Mouwafak Ayoub, P.Eng., of the Mississauga Chapter, Ranjit Gill, P.Eng. of the Brampton Chapter, OSPE CEO Sandro Perruzza and West Central Region Councillor Pappur Shankar, P.Eng., FEC.



On April 25, PEO hosted its 2026 Annual General Meeting in Ottawa. From left to right: President-elect Sardar Asif Khan, PhD, MBA, P.Eng., FEC, PMP, President Notash, CEO/Registrar Quaglietta and 2025–2026 Past President and Chair Gregory P. Wowchuk, P.Eng., FEC.



Engineering Dimensions won its first National Magazine Award: B2B. On June 5, we took home silver in the Best DEI Reporting category for the Summer 2025 article “Queer Engineers Belong Here.”






OPERATIONAL PLAN STATUS REPORT

PEO's 2026–2030 Strategic Plan includes three pillars: effective and relevant regulation, governance advancement and organizational excellence. In support of this strategic plan, 24

initiatives are planned for this year. As of June, three of these initiatives are already complete and work is underway per schedule for the rest (see Table 1).

Table 1: Operational Plan Status Report as of June 2026

PEO OPERATIONAL PLAN JUNE 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					June, 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					
		<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					
2.2.2 Council Performance Evaluation Framework								Reported through GNC
2.2.3 Remuneration for Council and Volunteers								Reported through 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
			0%	67%	21%	13%		

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

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

1.2.1 Rebrand Project

The rebrand project launched in May and is a strategic investment in positioning PEO as a credible authority committed to public safety. It will clarify our purpose, strengthen trust and confidence and ensure PEO's identity reflects its regulatory role and future direction. It will also strengthen engagement with our audiences by making our value, responsibilities and impact easier to understand.

Focus group sessions with a diverse range of stakeholders, including councillors, staff, engineering employers and students, will conclude in June. The next phase of the project includes the development of a brand strategy followed by creative development. Regular updates to Council will be provided throughout the duration of the project, which is expected to conclude in December.

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

1.3.1 PEAK Suspensions

As of May 15, 12 licences remain administratively suspended for not completing their 2025 PEAK requirements. These suspensions were part of the suspension pilot program launched last year that resulted in 21 licences being suspended on November 10, 2025. Since then, three licence holders have complied and six have let their licences lapse.



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

While overall compliance remains strong, a small number of licence holders continue to have overdue requirements. On June 15, further suspensions were imposed against holders who remained non-compliant on that date, according to the criteria described below. PEO specifically notified these licence holders by email, mail and automated phone calls to encourage them to complete their overdue PEAK elements and to explain the consequences of being suspended for not doing so.

The first group of licence holders at immediate risk of suspension is a random sample of 50 individuals out of approximately 8000 who have not completed their CPD hours and/or report for the 2025 PEAK year, which were due on December 31, 2025. This group received 60 days' warning of a pending suspension, and approximately 50 per cent had complied as of May 15. The relatively small number of licence holders in this group reflects the need for PEO to

complete the pilot program verification of our processes and IT solutions to apply and lift suspensions for non-compliance with the CPD hours/report element of PEAK.

The second group at risk of administrative suspensions on June 15 is a random sample of 500 licence holders with overdue Practice Evaluation and Professional Practice Module elements for the 2026 PEAK year, which were due on January 31. This group received 30 days' notice of the pending suspension. As of May 15, about 19,000 licence holders still had these overdue elements.

Licence holders who are delinquent with their PEAK obligations, but who are not part of the two groups described above, will continue to receive reminders about completing the program. They too risk being administratively suspended for non-compliance as we continue to make our approach to enforcement more robust.

1.3.3 Continuing Professional Development Program (CPD)

Policy development for the CPD improvement project is on schedule. A detailed framework and program were presented to both the Regulatory Policy and Legislation Committee and Council during the 2025–2026 Council term. Following the March Council meeting, additional targeted consultations were completed to refine the proposal. The updated proposal is being presented at this month's Council meeting. We are seeking approval and direction to work with the Ministry of the Attorney General (MAG) on the regulatory amendments required to support implementation.

In parallel with policy development, operational implementation work has begun to ensure organizational readiness. A comprehensive plan, including resourcing considerations and phased timelines, will be provided to Council through future operational updates. At the national level, PEO continues to play a leadership role in collaborating with Canadian engineering regulators on a harmonized CPD framework. PEO's proposed approach and draft framework have received national endorsement. We and our fellow regulators are now discussing the mechanics of implementation and mutual recognition of CPD requirements across jurisdictions.

GOVERNANCE ADVANCEMENT

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

2.1 Embed a "public interest first" mindset in all decision-making.

2.1.1 EIT 2.0 Program

Work on the Engineering Intern (EIT) program continues in close collaboration with MAG to advance the legislative and regulatory changes required for implementation. Progress to date includes the early development of legislative language, preparation for supporting regulatory amendments and ongoing engagement with MAG to move the initiative forward, with MAG's timeline still to be confirmed.



800

Digital learning courses are now available to staff in the PEO Academy

ORGANIZATIONAL EXCELLENCE

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

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

3.1.1 Customer Service Model Enhancements

PEO is further enhancing its highly successful customer service model. Our goal is to support consistent, empathetic and high-quality service delivery across our Level 1 (dedicated) and Level 2 (specialized) teams. Two key initiatives were recently launched to improve service experiences: PEO's first-ever standardized service offerings to ensure our customer interactions and communications are consistent, accountable and understandable; and our customer service training program to help strengthen staff skills to better support customers.

3.1.7 Technical Exams Review

Starting with the fall/winter 2026 session, PEO will implement a Good Performance Policy within a *Fair Access to Regulated Professions and Compulsory Trades Act (FARPACTA)*-compliant process. This policy will provide international applicants with an opportunity to obtain exemptions from technical examinations. This will help reduce overall exam registrations and improve scheduling efficiency. Under the policy, applicants who achieve a score of 65 per cent or higher on each of two technical examinations in their first sitting will be exempted from writing the remaining two exams.

Developed based on recommendations from staff and feedback from the Academic Requirements Committee, the policy introduces a streamlined pathway for demonstrating academic competency while maintaining regulatory standards.

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

3.2.1 PEO Academy 2.0

In Q1 2026, PEO Academy was repositioned as the primary access point for employee learning and development. In its current iteration, the project also focuses on improving the employee experience, introducing leadership training and positioning development as a measurable driver of engagement and performance.

Since January, the academy has expanded its digital learning library, part of the "Learning Hub" available to staff, from 200 to over 800 courses. The academy program has also delivered four Live Learning sessions with more than 50 per cent employee participation, launched five "Micro-Learn Together" sessions tailored to team needs and developed the six-module Leadership Foundations program launching this month. The academy has also created Learning Communities to connect employees around shared interests. The first, a Lean Contributors Hub, is set to launch this month.

3.2.2 Organizational Culture

Human Resources; Communications; Equity, Diversity Inclusion (EDI) and Office Services are collaborating to strengthen PEO's organizational culture. A series of focus groups has provided an open forum for employees to engage in dialogue on various topics that are critical to organizational culture and employee engagement. To reinforce PEO's commitment to applying an EDI lens to all people-centred activities, and to uphold the ARE Code, these sessions will be guided by a central theme of inclusion.

OPERATIONAL

**OPERATIONAL
Governance Scorecard**

The Governance Scorecard supports organizational oversight, transparency and data-informed decision-making processes by reporting on 12 quantitative indicators aligned to PEO's core functions.

The June 2026 PEO Governance Scorecard reflects performance results for the reporting period of January to April. Overall, performance remains strong (see Table 2) with eight indicators surpassing their targets (green), one indicator performing slightly below target (yellow) and one indicator performing below its threshold (red). The remaining three indicators are on track (grey) and will be reported throughout the year.

Table 2: June 2026 Governance Scorecard

June 2026 PEO Governance Scorecard											Reporting Period: Jan to Apr 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%	511	511	PEO surpassed the target for the reporting period.	
2	Registration Decisions Within Target (C), (F) - P.Eng. and Limited Licence	The number of P.Eng. and Limited Licence applications for whom a registration decision is made within their required timeframe divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	90%	80%	100%	446	446	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 whom a registration decision is made within 10 days divided by all registration decisions made during the reporting period.	Regulatory Operations	●	↑	100%	90%	100%	566	566	PEO surpassed the target for the reporting period. Furthermore, PEO is providing registration decision within 10 days in comparison, surpassing the Ontario Fairness Commissioner's 30-day registration decision deadline.	
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%	59%	19	32	PEO is on track to meet this metric by the end of the year. A focus on disposing of legacy complaints has temporarily negatively impacted this metric. Long-term process improvement is underway.	
5	Unlicensed Practice Enforcement Resolution Time within Target - Reduced Risk Cases (C)	The number of unlicensed practice enforcement cases (s.40 (2) & (3)a.) 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%	90%	97	108	PEO surpassed the target for the reporting period.	
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%	75%	57,258	76,373	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.	Operational Excellence	●	↑	90%	80%	13%	3	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; 3 are complete as of June.	
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).	Operational Excellence	●	↑	Greater than -5.0%	Greater than -10.0%	2.12%	\$199,008.62	\$9,374,130.00	PEO's 2.12% favorable variance in actual revenue versus budget is mainly due to higher application, registration, examination and other 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 (underspent). A negative variance indicates an unfavorable variance (overspent).	Operational Excellence	●	↑	Within 0.0% to 10.0%	Within -5.0% to 15.0%	10.61%	\$1,328,389.31	\$12,515,379.38	PEO's 10.61% favorable variance in actual spending versus budget is attributed to overall lower spending across several areas, including staff salaries and benefits expense, computer and telephone expenditure, & council 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.	Operational Excellence	●	↔	180	90	488	\$44,850,736.00	\$11,026,405.53	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.	Operational Excellence	●	↑	6.5	5.5	7.2	N/A	234	PEO surpassed the target for the reporting period. PEO received 234 customer experience surveys in 2026 and continues to integrate 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.	Corporate Affairs	●	↑	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.	Corporate Affairs	●	↓	15%	18%	2%	3	139	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 FARPACKA 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

To date, the Licensing team is meeting all timelines and requirements of the “As of Right” provincial legislation. As of April 30, 556 mobility applications have been processed.

FARPACTA KPIs

As of April 30, PEO is exceeding compliance for both the 10-day application review requirement and the 90-day registration decision requirement.

Inventory Management Plan (IMP)

As of April 30, the legacy applicant inventory is 11,496, a decrease of 1274 since December 31, 2025. Overall, this is an impressive reduction from the approximate 34,000 applicants in July 2023. Furthermore, only 6 per cent of the applications are awaiting assessment from PEO (see the “Next steps with PEO” column in Table 3), and 94 per cent of applications are awaiting the applicant to fulfill one or more obligations, such as passing a required examination (see the “Next steps with applicant” column in Table 3). Currently, the academic assessment queue is at just eight applications.

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

STAGES	PERCENTAGE	QUANTITY	NEXT STEPS WITH APPLICANT	NEXT STEPS WITH PEO
Academic assessment queue	0%	8		8
Writing technical examinations	27%	3081	3081	
Writing the NPPE	27%	3145	3145	
Pending validator CBA forms	7%	812	812	
CBA assessment active	2%	200		200
Accumulating experience inactive	33%	3779	3779	
Other	4%	471		471
Total inventory	100%	11,496	10,817	679
Percentages			94%	6%

Table 3: Legacy Applicant Inventory Stages

Time-based Experience Review Project

All the work to deliver the new 24-month minimum work experience project is proceeding as scheduled, including communications on our website, social media and in *Engineering Dimensions* explaining this new requirement for prospective applicants.

OPERATIONAL

FARPACTA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS (as of April 2026)

PROSPECTIVE APPLICANT STATS	
TOTAL NUMBER OF PROSPECTIVE APPLICANTS WHO STARTED A P.ENG. APPLICATION IN THE PEO PORTAL	29,174
SUBTOTAL PROSPECTIVE APPLICANTS WHO HAVE STARTED THE ACADEMICS SECTION ON THEIR P.ENG. APPLICATION	22,928
SUBTOTAL CEAB GRADUATES	23% (5356/22,958)
SUBTOTAL NON-CEAB GRADUATES ON PEO'S RECOGNIZED PROGRAMS LIST (RPL)	64% (14,594/22,928)
SUBTOTAL PERSONS WITH AN EDUCATION PROGRAM THAT IS NOT CEAB-ACCREDITED NOR ON PEO'S RPL	13% (2978/22,928)

29,174 Prospective applicants who have started a P.Eng. application

22,928 Prospective applicants who have started the academics section

5356

Total CEAB graduates

CEAB GRADUATES WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	67% (3607/5356)
ACADEMICS COMPLETED	43% (2324/5356)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	1.2% (62/5356)
CBA IN PROGRESS	75% (4000/5356)
GOOD CHARACTER COMPLETED	67% (3600/5356)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE OR MORE CONFIRMATORY EXAMINATION	1313
PASSED ONE CONFIRMATORY EXAMINATION	17% (221/1313)
PASSED TWO CONFIRMATORY EXAMINATIONS	22% (292/1313)
PASSED THREE CONFIRMATORY EXAMINATIONS	20% (265/1313)
PASSED FOUR CONFIRMATORY EXAMINATIONS	41% (535/1313)

14,594

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	70.5% (10,285/14,594)
ACADEMICS COMPLETED	4% (573/14,594)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	3% (412/14,594)
CBA IN PROGRESS	51% (7394/14,594)
GOOD CHARACTER COMPLETED	52% (7562/14,594)

Unlicensed Practice Enforcement (UPE)

The UPE team investigates and pursues enforcement against individuals and entities that illegally practise engineering, offer engineering services to the public without a certificate of authorization, or use protected titles such as “engineer” or “engineering” without authorization. There are currently 11 open UPE files in which investigations are complete and charges under the PEA are likely to be laid. This is the highest number of these files PEO has had open at one time.

As of the most recent reporting period, the median number of days that files were open improved 16 per cent compared to last year, declining from 56 days to 47 days. Process improvements and mentoring by senior staff within the UPE team continue to translate into visible, meaningful operational efficiencies. This, in turn, sustains an environment of balanced, effective enforcement of the PEA and protection of the public interest.

Other recent initiatives include engaging with regulators across Canada and in the United States to combat cross-jurisdictional violators, especially out-of-province entities illegally offering engineering services in Ontario. The team also attended an AI for Investigations course to learn how to best leverage AI as a tool while also understanding the risks of using it incorrectly.

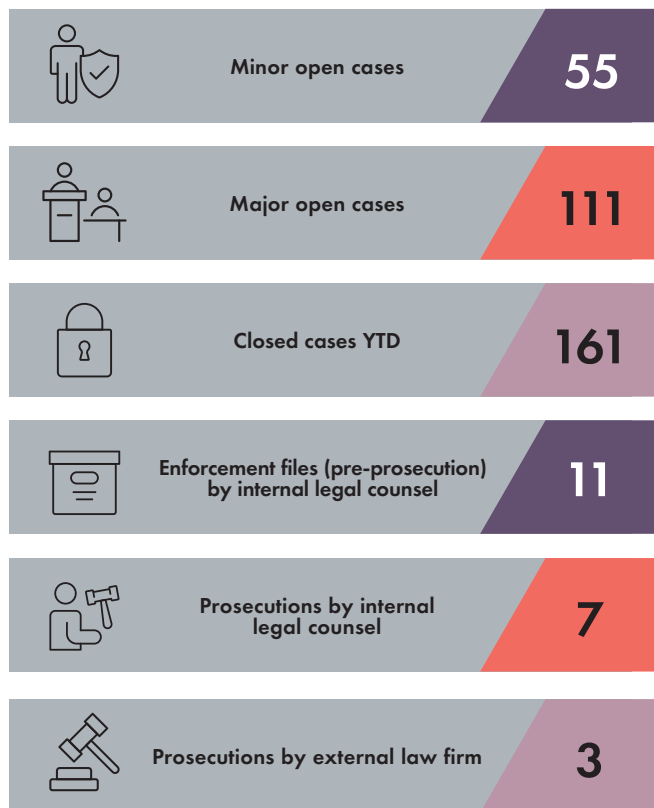


Table 4: Number of Unlicensed Practice Enforcement Cases

Complaints and Investigations

PEO’s Complaints and Investigations team investigates complaints related to licensed engineers and certificate of authorization holders. The team brings the results of its investigative work to the Complaints Committee (COC), which has the statutory mandate of determining whether complaints should be referred to the Discipline Committee (DIC) for a hearing, dealt with in another manner or dismissed.

Between January 1 and May 19, 34 new complaints were filed with PEO, and 33 existing complaints were disposed of by the COC. There are currently 212 active complaint files either being investigated or pending disposition (in the form of a signed decision) by the COC.

Figure 1 shows the COC decisions signed and issued in the years 2024 to 2026, grouped by quarter (Q1 to Q4). This year, 19 decisions were signed in Q1, and 14 decisions were signed in Q2 as of May 19.



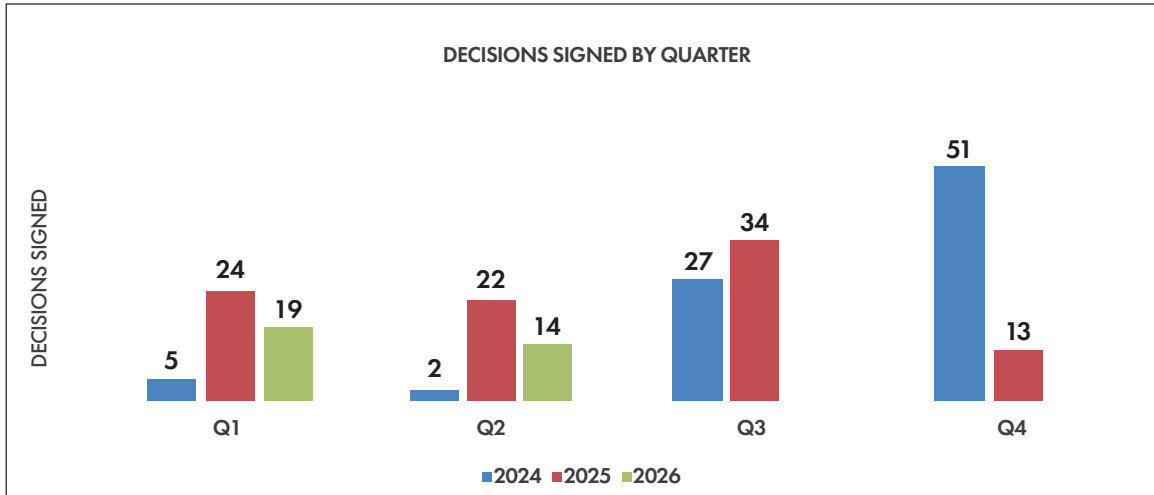


Figure 1: Number of Complaints Decisions Issued by Quarter

33 Decisions signed by the Complaints Committee, as of May 19

Since January, the Complaints and Investigations team has devoted resources to closing an inventory of legacy complaints, which have typically remained open for three or more years. Delays in these cases have resulted from unavailable records, lack of substantive complaint information, difficulty in securing co-operation, related external proceedings and/or other factors that affect the feasibility and timing of investigative steps.

Fortunately, these legacy files are not typical of the current inventory. Staff are bringing them forward as higher-priority matters as

time and resources allow for disposition by the COC. However, closing them has temporarily increased the overall average processing time (see Figure 2) for complaint files in general. The team nevertheless still expects to be able to meet its 2026 year-end targets.

Currently, complaints containing allegations of unprofessional conduct by licence holders make up the largest category of complaints under investigation (70 per cent of all complaints), while complaints that are technical in nature constitute the next largest category, at 20 per cent.

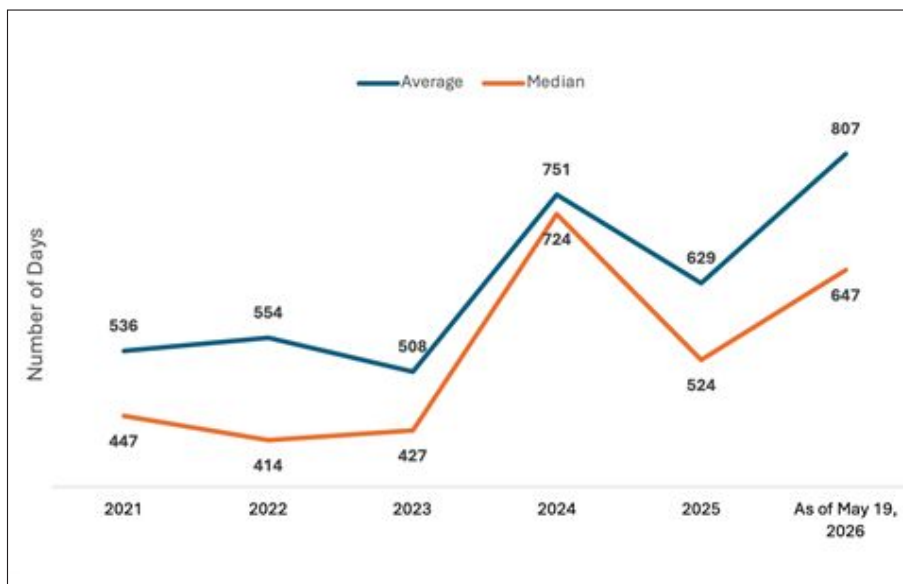


Figure 2: Complaints File Processing Times

807

Average days for complaints file processing, including legacy files. Closing older files is temporarily inflating processing times.

PEAK

As of May 15, 75 per cent of the 76,000 licence holders who are required to complete PEAK in 2026 have completed the first two PEAK elements (Practice Evaluation and Professional Practice Module), which were statutorily due on January 31. About 12 per cent are still in progress and 13 per cent have not yet started. Nine per cent have completed the CPD Report element, which is up by 2 per cent from

this time last year. Excluded from the requirement to complete PEAK are newly licensed individuals, newly reinstated licence holders and fee remission licence holders (97 per cent of whom are retirees).

Figure 3 shows compliance rates for the first two PEAK elements between 2023 and 2026.

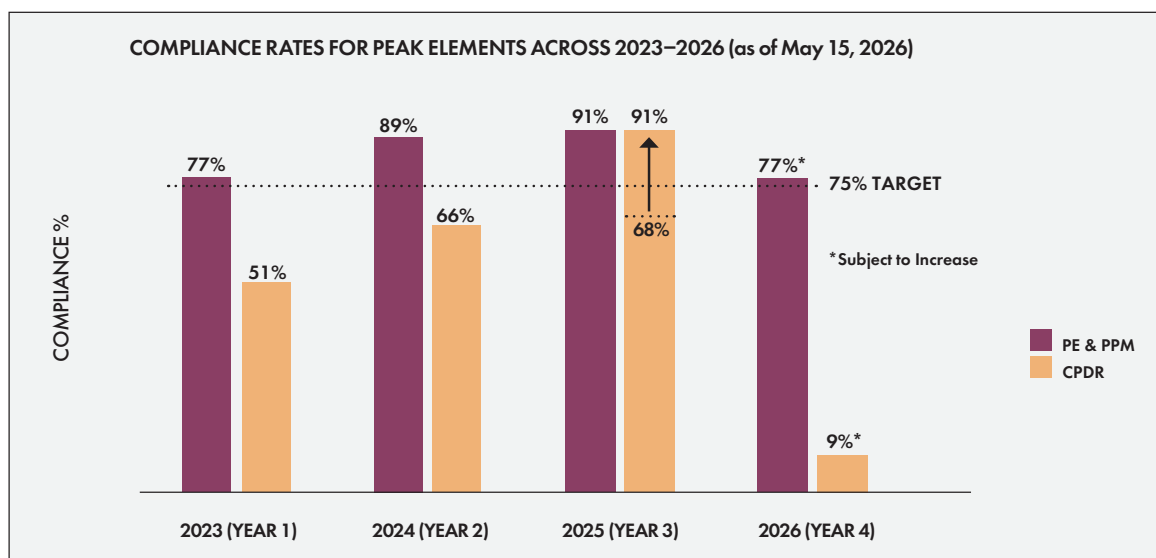


Figure 3: Compliance Rates for PEAK elements, 2023-2026



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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 78 open REC matters (see Figure 4). This does not include the 178 cases in the IMP Project.

Based on established practices, NOPs can be drafted for approval by the registrar or deputy registrar by either a 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, 68 NOPs

have been requested in legacy and FARPACTA matters. A new project is also underway to issue NOPs for applicants who have failed to pass the NPPE within the prescribed deadline. We estimate that this project will involve issuing over 1000 additional NOPs.

PEO is represented in REC hearings by either an in-house lawyer or external counsel. On average, 80 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 61 requests for hearings, a nearly three-fold increase from this time last year (see Figure 5).

78 Current open Registration Committee matters

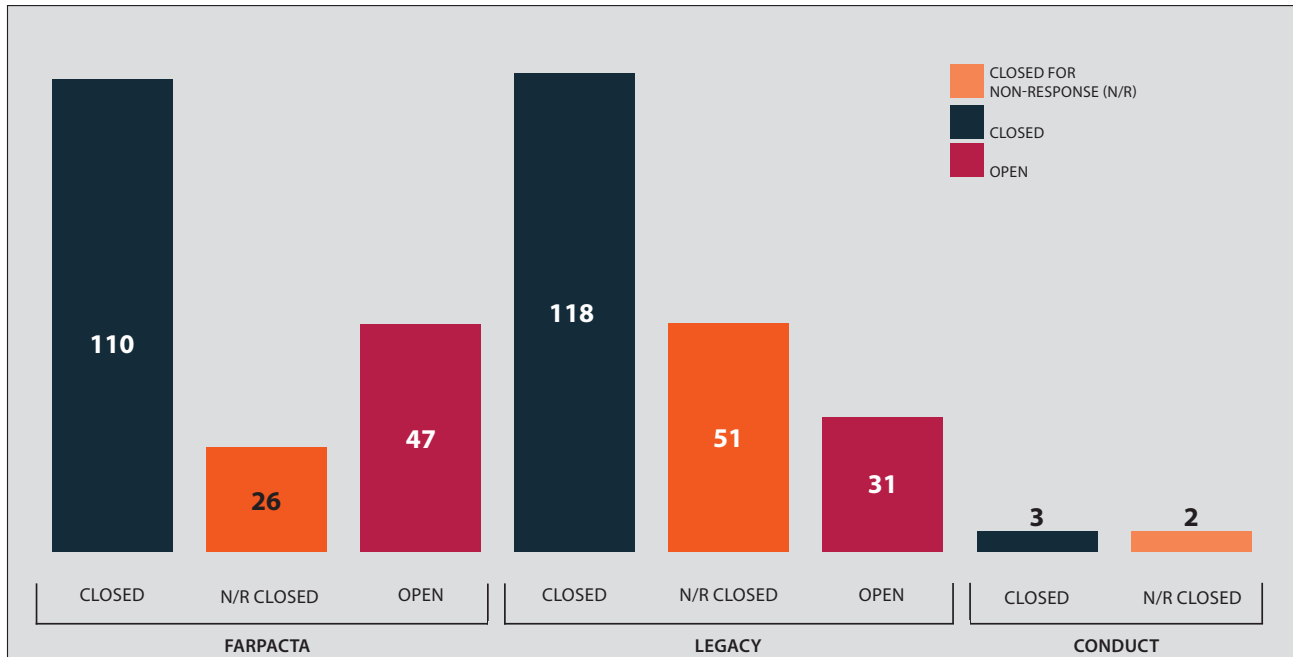


Figure 4: Current Status of REC Matters by Category

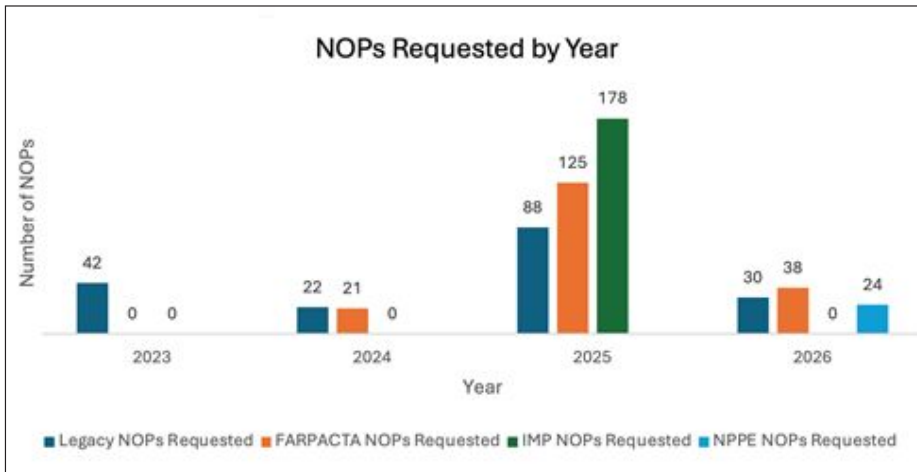


Figure 5: Notices of Proposal Requested by Year

68

Requests for a Notice of Proposal so far this year, up from 40 at this time last year.

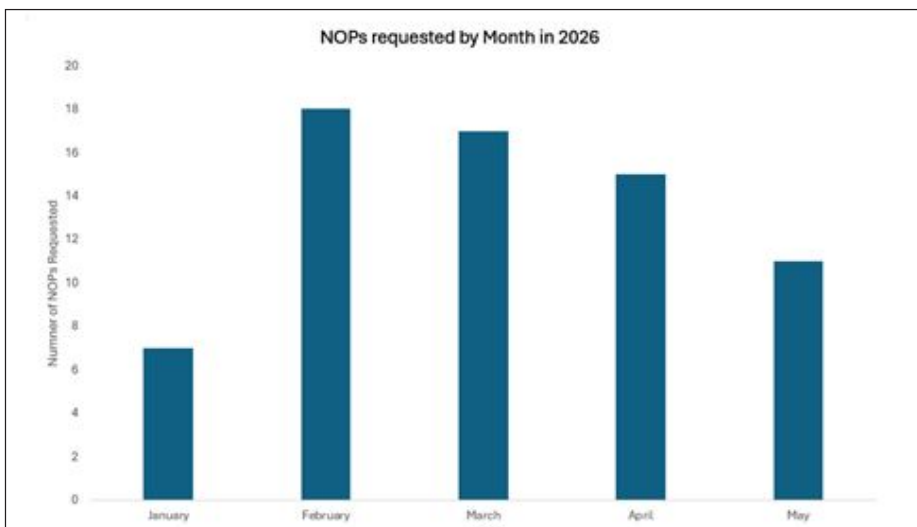


Figure 6: Notices of Proposal by Month in 2026

NOP request rate stable year to date. Increase expected with Regulation 941 changes effective July 1.

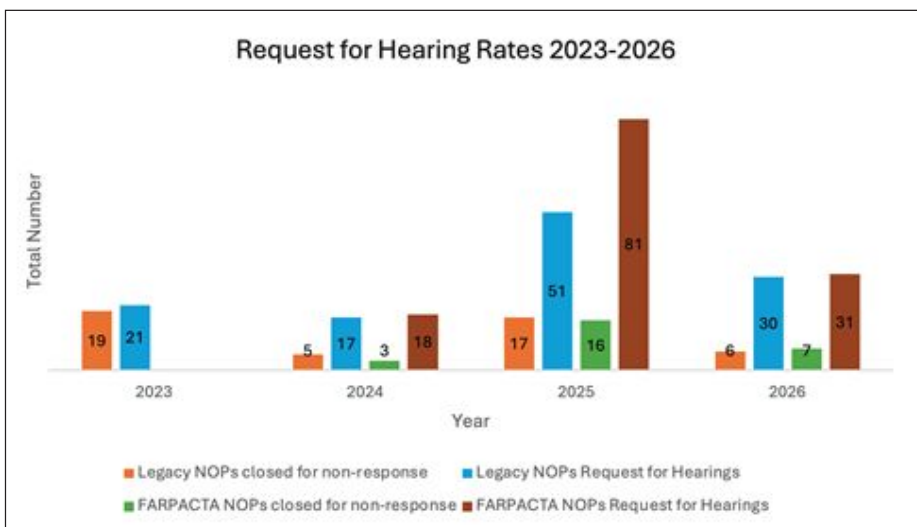


Figure 7: Request for Hearing Rates 2023–2026

61

Hearing requests to date (nearly 3x last year)

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Finance

For the four months ending April 30, total revenues amounted to \$12.2 million, while total expenses were \$11.5 million. This resulted in an excess of revenue over expenses of \$672,668, as shown in Table 5.

Total revenues were \$310,582 unfavourable to budget. This unfavourable variance is primarily due to lower-than-budgeted investment returns, partially offset by higher-than-budgeted examination and registration fees.

Total expenses were favourable to budget by \$1,588,257. This positive variance is primarily driven by lower-than-budgeted spending across operations expenses as well as strategic plan expenditures.

Most notably, salaries and benefits were lower than budgeted due to staff vacancies, and computers and telephone were lower than budgeted due to timing of service contracts.

Accordingly, the excess of revenue over expenses was favourable to budget by \$1,277,675.

Table 6 shows cash of approximately \$7.2 million and an investment portfolio of approximately \$37.7 million as of April 30, compared to cash of \$6.6 million and an investment portfolio of \$35.6 million as of April 30, 2025.

	2026 Actual	2026 Budget	Variance Actual vs Budget
TOTAL REVENUES	\$12,197,790	\$12,508,372	(\$310,582)
Operations expenses	\$11,192,884	\$12,515,379	\$1,322,495
Sp. projects and strategic plan exp	\$332,238	\$598,000	\$265,762
TOTAL EXPENSES	\$11,525,122	\$13,113,379	\$1,588,257
EXCESS OF REV OVER EXP	\$672,668	(\$605,007)	\$1,277,675

Table 5: Revenues and Expenses as of April 30, 2026

	2026 Actual	2025 Actual	Variance Actual Vs Actual
Cash	\$7,171,187	\$6,565,923	\$605,264
Other current assets	\$1,124,312	\$692,234	\$432,078
Marketable securities	\$37,679,549	\$35,554,609	\$2,124,940
Capital assets	\$24,324,248	\$25,541,906	(\$1,217,658)
TOTAL ASSETS	\$70,299,296	\$68,354,672	\$1,944,624
Current liabilities	\$15,975,792	\$14,461,118	\$1,514,674
Employee future benefits	\$6,141,000	\$8,428,500	(\$2,287,500)
Net assets	\$48,182,504	\$45,465,054	\$2,717,450
TOTAL LIABILITIES & NET ASSETS	\$70,299,296	\$68,354,672	\$1,944,624

Table 6: Revenues and Expenses as of April 30, 2026

Remissions and Resignations

Table 7 shows that, as of April 30, the estimated total number of P.Engs in fee remission was approximately 13,908, compared to 13,450 for the same period in 2025. The number of resignations as of April 30 was estimated to be 355, compared to 352 resignations as of April 30, 2025. Overall, the estimated total number of P.Engs as of April 30 was 92,368, compared to 88,788 reported on April 30, 2025.



	APRIL 2026	APRIL 2025
Members seeking remission (year to date)	1020	1082
Total members in fees remission	13,908	13,450
Members resigned (year to date)	355	352
Total P.Engs	92,368	88,788

Table 7: Estimated Remissions and Resignations as of April 30, 2026

Customer Service

Currently, PEO's 2026 customer satisfaction score is 7.2 out of 10 (n=234), with strong results in issue resolution and response times (see Figure 8).

From January to April, the Level 1 Customer Service team managed 9469 inquiries. The team continues to maintain results as PEO's first point of contact, resolving over 90 per cent of inquiries without escalation to our Level 2 teams (see Table 8).

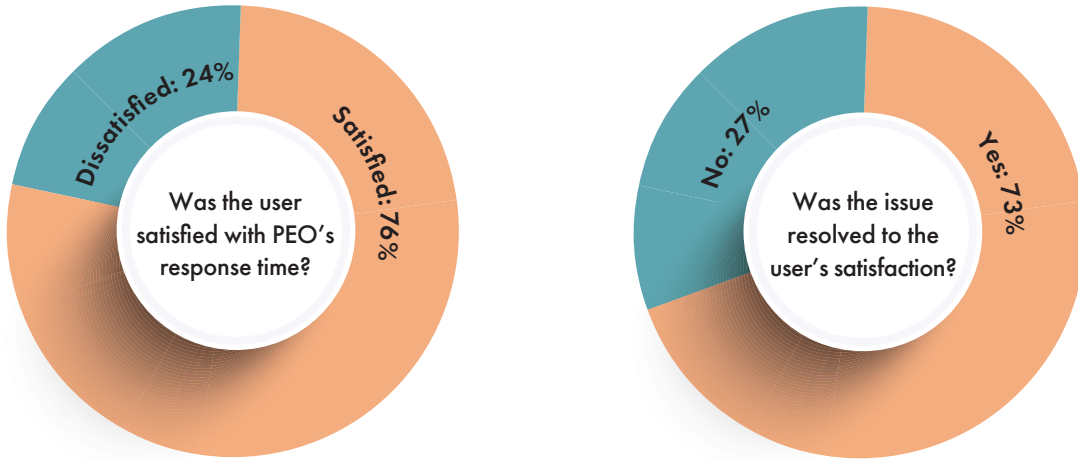


Figure 8: Level 1 Customer Experience Survey Feedback

2026 Level 1 Customer Service Delivery Overview

Mode	Inquiries by Mode
TOTAL INQUIRIES	9469
Emails	7204
Phone Calls	2256
Other	9

94%
Resolution rate of Level 1 Customer Service

Level 1 First-Contact Resolution Rate
Level 1 resolution rate = 94% (8913/9469)
Level 1 resolution rate by Top 3 subjects:
Technical Support Inquiries = 98% (3295/3369)
PEAK Inquiries = 99% (3275/3305)
FARPACTA Inquiries = 80% (465/655)

Table 8: Level 1 Customer Service Delivery overview

Volunteer Engagement

In May, the Volunteer Engagement team improved onboarding for committees, tribunals, advisory groups and chapter volunteers by centralizing all onboarding documents and training in the PEO portal. This provides easier access to requirements, enables progress tracking and supports expanded training opportunities.

Chapters

This month, the Chapter Office and Digital Transformation teams launched Microsoft 365 across PEO's 36 chapters. This multi-month initiative standardizes how chapters communicate, securely store information and access key resources, while enabling new channels for collaboration across chapters and with staff. All chapter communications will now be issued from dedicated PEO email addresses ending in @peochapters.on.ca.

External Relations

Government Liaison Program

The Government Liaison Program (GLP) engagement model presented to Council in the fall of 2025 continues to support a more centralized, coordinated approach to guide volunteer interactions with public office holders.

Support materials for volunteers are in development, with an updated GLP manual expected by the end of Q3 and new training and messaging tools by the end of Q4. In the interim, volunteers continue to connect with local MPPs. Support is provided by both Wellington Advocacy and External Relations staff, using a framework that is aligned with current government decision-making processes and buttressed by consistent messaging.

GLP volunteers remain a key part of our government relations strategy. The updated structure is designed to strengthen their impact through clearer messaging, improved coordination and better insight into government priorities.

Advisory Groups

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 our Engineering Student Advisory Group (ESAG). Following a comprehensive recruitment process, the following individuals have been selected to form the group:

- Madison Sylvester, electrical and AI engineering, Western University
- Iyinoluwa Esther Ajayi, mechanical engineering, Lakehead University
- Elaine Xu, mechanical engineering, University of Guelph
- Jacqueline Zenobio, environmental engineering, University of Guelph
- Dylan Maczko, civil engineering, University of Calgary
- Luka Labus, electrical engineering, Western University
- Sophie Constantino, civil engineering, University of Toronto
- Emily Wang, chemical engineering, University of Waterloo
- Luca Scanga, physics and biomedical engineering, McMaster University
- Melissa Fruci, chemical and biomedical engineering, Western University
- Tali Sacke, chemical engineering, University of Toronto
- Chloe Kenebe, computer engineering, University of Toronto
- Ainoor Arora, chemical and biomedical engineering, McMaster University
- Marlena Mustac, electrical engineering, University of Windsor



- Akshayan Rajendran, computer engineering, Toronto Metropolitan University
- Kusali Palihawadana, physics, nuclear specialization, McMaster University

The ESAG complements our two other related initiatives, the Strategic Stakeholder Advisory Group (SSAG) and the Employer Advisory Group (EAG). Members of the inaugural SSAG completed their two-year term on May 1, and recruitment for the next iteration of the group has been completed. The following individuals comprise the SSAG until May 1, 2028:

- Eva Wu, P.Eng., lead software development engineer, PICCO Engineering
- Inga Hipz, P.Eng., VP, strategic development, standards, CSA
- Colleen Manto, P.Eng., responsible tailings facility engineer, Vale Base Metals
- Heather Swan, P.Eng., president, Swan Planning Consultancy
- Ghulam Khawaja, P.Eng., senior manager, enterprise emergency management, Ontario Power Generation
- Bill Stamatopoulos, P.Eng., deputy chief building official, City of Toronto (retired)
- Michael Chiu, P.Eng., owner and principal, MSC Consulting, and adjunct professor, Queen's University (semi-retired)
- Andrew Ibey, P.Eng., senior business analyst, digital solutions, Ottawa Hospital
- Laura Fuentes de Maria, P.Eng., sustainability technical lead, Aviva Canada
- Sylvia Gaidauskas, P.Eng., stakeholder advisor, Electrical Safety Authority
- Idorenyin Usua, P.Eng., mechanical project engineer, Tetra Tech
- Shahd Elshafei, P.Eng., lead project engineer, WSP
- Lindsay Banks, P.Eng., vice president, Vipond
- Rishad Irani, P.Eng., associate professor, Carleton University

The EAG was formed in June 2025 with nine individuals comprising the inaugural group. We have since added 14 members to the group, which now features the following members:

- Catherine Mammoliti, HR manager, CSA Group

- Peter Purdy, P.Eng., division manager, Bruce Power
- Sue Fortin, program manager, organizational design/ job evaluation and pay equity, City of Ottawa
- Lisa Doucet, P.Eng., business excellence manager, Siemens Canada Limited
- Rohan Service, P.Eng., supervisor low carbon infrastructure (CNG & RNG) operations, Enbridge Gas Inc.
- Sheeba Paul, P.Eng., senior associate, senior acoustic engineer, HGC Engineering
- Oladewa Adekola, P.Eng., program lead, engineers-in-training, Toronto Transit Commission
- Phil Jones, P.Eng., vice president, engineering & logistics, Ellis Don
- Monica Danon-Schaffer, senior manager, Global Health & Safety, Kinross Gold
- Aidan Vandersteen, P.Eng., principal, Oakstone Engineering
- Frankie Chui, P.Eng., engineering manager–mech component eng & licensing support / senior project engineer, GE Vernova Hitachi SMR Technologies Canada
- Kiarash Rabi, P.Eng., vice president of engineering and technology, Hodess
- Kristin McCartney, director of people & culture, J.L. Richards & Associates Limited
- David Carnegie, P.Eng., senior environmental engineer/ partner, Malroz Engineering Inc.

50

External initiatives that the Prelicensing Outreach team has participated in since January 2026

Pre-licensing Outreach

The Pre-Licensing Outreach team continues to expand engagement with individuals and organizations connected to PEO's licensure process. Since January, the team has participated in approximately 50 external initiatives, reaching more than 2000 attendees, including about 30 presentations on the path to licensure.

Engagements have included sessions with engineering employers, collaboration with eight PEO chapters and outreach to 10 newcomer-serving organizations. Partnerships with approximately 15 universities have also strengthened awareness, including support for Brock University and Conestoga College as they prepare for future accredited programs. Notable events in which PEO has participated have included the University of Toronto Women in Science and Engineering (WISE) Conference, Ontario Society of Professional Engineers Symposium, Toronto Metropolitan University (TMU) Women in Engineering Conference, Engineering Student Societies' Council of Ontario (ESSCO) Conference on Advocacy and Leadership in Engineering, ESSCO Ontario Engineering Competition and the University of Ottawa Iron Ring Ceremony.

The team continues to track common questions and themes, supported by an action matrix to guide follow-up, clarify issues and drive continuous improvement in outreach.



Practice Advisory Services

Practice Advisory Services continues to play a key frontline role. Experienced professional engineers are able to respond to a steady volume of inquiries by email and phone across a range of professional practice topics. Recurring issues, particularly related to seal use and assumptions of professional responsibility, are tracked and will inform future policy development and eventual legislative reform. Analysis of our inquiries also provides insight into emerging trends, common misunderstandings and gaps in guidance. The goal is to support a more strategic, risk-based and better-informed approach to practice support.

In parallel, an ongoing review of the Code of Ethics, in collaboration with the Policy team, is helping shape future guidance priorities and ensure resources align with evolving professional and regulatory expectations. These insights continue to inform refinements to practice guidance. The goal is to promote greater clarity, consistency and understanding across the profession.

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 proportion of newly licensed women engineers to 30 per cent by 2030.

Recent data is provided below and excludes Canadian P.Eng. mobility applications:

- 20.5%—2026 (January to April)
- 20.1%—2025
- 20.3%—2024

PEO remains committed to fostering gender equity within the engineering profession. This includes ongoing reporting, targeted pre-licensing outreach and participation in events that support women pursuing engineering careers, such as the University of Toronto WISE Conference and the TMU Women in Engineering Conference, both of which are referenced above. PEO also continues to collaborate with Engineers Canada to strengthen national alignment and advance shared goals under 30 by 30.

Human Resources

The Human Resources team continues to support PEO's operational needs through strategic support of each division and the organization as a whole. Various programs to enhance the people experience at PEO are planned for rollout this year. Focused training initiatives have been developed in-house with a planned launch in Q2. These initiatives will be foundational in the ongoing professional advancement of staff, specifically in the areas of service delivery and development of key leadership behaviours.



Discussion Note – Update from Ontario’s Fairness Commissioner

Agenda Item Number	C-578-3.3
Purpose	Ontario’s Fairness Commissioner will provide an update to Council.
Strategic/Regulatory Focus	
Motion	None
Attachments	Appendix A – Presentation from OFC Appendix B – Irwin Glasberg bio

Fair and Innovative Registration Practices and Regulating In the Public Interest

A Presentation to PEO Council

Irwin Glasberg,
Fairness Commissioner

Date: June 19, 2026



FAIRNESS COMMISSIONER
COMMISSAIRE À L'ÉQUITÉ

Fair Access Legislation in Canada

- ▶ Ontario was the first Canadian province to adopt a fair registration practices regime by enacting the *Fair Access to Regulated Professions and Compulsory Trades Act, 2006* (FARPACTA or the Act), many of whose provisions were subsequently extended to the *Regulated Health Professions Act, 1991* (RHPA).
- ▶ Eight other provinces subsequently enacted their own legislation:
 - ▶ **Manitoba:** The *Fair Registration Practices in Regulated Professions Act, 2007*.
 - ▶ **Nova Scotia:** The *Fair Registration Practices Act, 2008*.
 - ▶ **Quebec:** *Code des professions RSQ, Ch. C-26, 2009*.
 - ▶ **British Columbia:** The *Professional Governance Act, 2018*.
 - ▶ **Alberta:** The *Fair Registration Practices Act, 2019*.
 - ▶ **Saskatchewan:** The *Labour Mobility and Fair Registration Practices Act, 2022*.
 - ▶ **New Brunswick:** The *Fair Registration Practices in Regulated Professions Act, 2022*.
 - ▶ **Newfoundland and Labrador:** The *Fair Registration Practices Act, 2022*.

The Original Legislation and How it Has Evolved

- ▶ The Ontario legislature unanimously enacted FARPACTA to break down registration barriers to enable more internationally trained professionals to work in their field and contribute to the economy. The government was particularly concerned about the economic cost of underutilized talent.
- ▶ The legislation also sought to address potential restraint of trade scenarios where regulators could artificially place constraints on the supply of new registrants, thereby allowing existing members to retain their pricing power.
- ▶ In general terms, there are three public policy pillars upon which the legislation is based. These involve the need to: (1) establish competencies for professionals to protect public health and safety, (2) help ensure that an adequate supply of professionals are licensed and (3) not degrade the provinces immigration objectives.
- ▶ More recently, the government has taken steps to enhance domestic (inter-provincial) labour mobility to help counteract U.S tariffs, boost competitiveness and enable the free flow of talent within the country.
- ▶ The legislation has provoked key successes which we explore later in this presentation but thrown up some persistent challenges. One of these involves the limited nature of our office's oversight role with limited ability to overrule unfair or ineffective registration practices.

The Mandate of the OFC

- ▶ The Office of the Fairness Commissioner (OFC) is an Ontario government agency, led by the Fairness Commissioner, which oversees the registration practices of Ontario's 41 professional regulators.
- ▶ Its authority over the regulated professions derives from section 13(3) of FARPACTA.
- ▶ Under section 13(3) of the Act, it is the function of the Fairness Commissioner to, among other things:
 - Assess the registration practices of regulated professions based on their obligations under the legislation.
 - Monitor third parties upon which a regulated profession relies to assess the qualification of applicants (e.g., those that assess educational qualifications and set and organize examinations).
 - Provide information and advice to regulated professions and to professions that may be named as regulated professions to assist them in understanding how to comply with the requirements of the legislation.
 - Advise ministries with respect to matters under the legislation that affect a ministry or a regulated profession that falls under the jurisdiction of the ministry.
 - Advise the Minister of Labour, Immigration, Training and Skills Development (MLITSD) on matters related to the administration of this Act.

The Mandate of the OFC (Cont'd)

- ▶ The Act affords the Fairness Commissioner a broad array of powers. These include the authority to require that regulated professions:
 - Provide annual fair registration practices reports and reports on other defined topics (e.g., the efficiency and timeliness of their decision-making processes) upon request.
 - Review their registration practices to ensure that these are transparent, objective, impartial and fair.
- ▶ The Fairness Commissioner can also:
 - Direct that a regulator conduct an audit in of its registration practices and compliance with the Act (for which the regulator must pay).
 - Issue a compliance order to a regulator which could lead to prosecution under a *Provincial Offences Act* the for non-compliance.

The Obligations of Regulated Professions

- ▶ Under the Act, regulated professions are required to, among other things:
 - Develop registration practices that are transparent, objective, impartial and fair.
 - Provide information to applicants regarding their registration processes and those of its third-party service providers (third parties).
 - Train individuals who make assessment and registration decisions.
 - Ensure that their procedures, criteria and methods for making qualification assessments are competency-based, non-duplicative and unbiased.
 - Offer a review or appeal of individual registration decisions.
 - Oversee the work of third-party service providers by, among other things, concluding agreements with these bodies that include stipulated terms.
 - Ensure that registration decisions are made in a timely fashion.
 - Eliminate unnecessary Canadian experience requirements.
 - Develop alternative documentation policies and parallel processing plans.

Some of the OFC's Current Initiatives

- ▶ The OFC has initiated the next cycle of our risk-informed compliance framework, which we will discuss later in this presentation.
- ▶ Our office is currently reviewing the contents of the 2025 Fair Registration Practices (FRP) reports, where regulators provide key statistical information and detail their accomplishments.
- ▶ The OFC continues to work with higher risk regulators on their compliance action plans.
- ▶ The Fairness Commissioner has recently issued decisions on 30 alternative document policies (ADPs) and parallel processing plans (PPPs) and is compiling a list of best practices.
- ▶ The OFC plans to run four regulator-focused webinars this year on: (1) critical success factors for effective change management, (2) system-wide FRP data trends and emerging regulatory issues, (3) methods for regulators to assess labour market shortages and (4) familiarizing RHPA regulators with the benefits of recent FARPACTA amendments.
- ▶ We are also planning to mark the 20th anniversary of our legislation to include a regulator-wide event in December 2026 and a contribution to a scholarly journal.
- ▶ We will continue our core compliance and advice-giving roles, including our work as strategic advisors to regulators, thought leaders and disseminators of best practices.

Some Notable PEO Achievements

- ▶ PEO has eliminated its Canadian experience requirement and migrated to a highly successful competency-based assessment scheme.
- ▶ In response to new legal requirements, PEO has reduced the timelines for issuing a registration decision, following the receipt of a complete application, from six months to under three.
- ▶ Applicants can complete the National Professional Practice Examination alongside other requirements, enhancing the flexibility of PEO's overall assessment and registration processes.
- ▶ The regulator is now able to process domestic labour mobility applications in under 10 business days, substantially exceeding the 30-day legislated standard.
- ▶ PEO recently reduced its engineering experience requirement from 48-months to a minimum of 24-months
- ▶ The regulator recently signed third-party service agreements with APEGA, EGBC and WES, thereby increasing PEO's ability to oversee the work of these organizations.
- ▶ PEO has adopted a competency-based approach for the appointment of council members.

Risk-Informed Compliance Framework

- ▶ The OFC's primary compliance tool is its [risk-informed compliance policy and framework](#). (RICF). Through it, the OFC periodically assesses registration-related risks and works with higher risk regulators to develop action plans to address them.
- ▶ Our office adopted this approach to improve upon a statutory framework that had historically focused on monitoring how regulators met procedural requirements. These did not always correlate with success in advancing fair registration practices.
- ▶ The objectives of RICE framework are to:
 - Establish a forward-looking process for identifying targeted risk factors that impact a regulator's ability to achieve fair registration practices.
 - Formulate criteria for evaluating the likelihood and potential impact of these risks and, working with regulators, explore ways to appropriately mitigate or eliminate them.
 - Reduce unnecessary burdens on high-performing regulators and better allocate OFC resources, recognizing that all organizations with public interest mandates operate with constrained resources.

Risk-Informed Compliance Framework (Cont'd)

- ▶ The updated 2026 iteration considers five forward-looking risk factors that could impact a regulator's ability to achieve better registration outcomes for applicants.
- ▶ These risk factors pertain to:
 - The quality, consistency and timeliness of a regulator's assessment practices.
 - Regulator oversight of third-party assessment processes.
 - The impact of major changes to assessment and registration practices.
 - The regulator's ability to monitor and address compliance gaps and to comply with newly introduced legislative and/or regulatory obligations.
 - Public policy considerations involving:
 - The regulator's responsiveness to labour market needs and the efficient processing of domestic labour mobility applicants.
 - The ability to promote inclusion and address anti-racism concerns in registration practices.
- ▶ Our office assesses these regulator specific risk factors according to a traditional risk assessment matrix (i.e., by analyzing the potential impact of the risk and the likelihood of its occurrence). We consolidate these factors to arrive at an aggregate risk rating falling into one of three categories: low, moderately low and moderate to high.

Risk-Informed Compliance Framework (Cont'd)

- ▶ The risk category will, in turn, determine the degree of attention that the OFC will pay to individual regulators and the associated compliance tools that it will apply.
- ▶ The OFC targets its more focused compliance activities on those regulators that it places in the moderately low or moderate to high categories. These risk ratings are then published through our annual reports.
- ▶ The OFC conferred a moderate to high-risk rating on PEO for the first two risk assessment cycles. As part of its compliance action plan, our office identified the following items for the regulator to address:
 - Reduce inventory of legacy applications.
 - Evaluate the experience of internationally educated engineers with the new competency-based assessment process and enhance related supports.
 - Review the length of PEO's mandatory work experience requirement.
- ▶ On October 20, 2025, upon application, the OFC reassessed PEO's risk rating to moderately low on the condition that the regulator more fully address second and third action items. These two conditions have since been fulfilled. The OFC will engage with PEO this spring to gather information to inform the third risk rating cycle.

Streamlining PEO's Examination Requirements

- ▶ PEO staff recently requested that the OFC review a staff proposal to introduce a risk-based exemption framework to replace its current requirement that internationally educated applicants complete four confirmatory examinations as a prerequisite for licensure.
- ▶ We responded pursuant to our authority under section 13(3)(e) of FARPACTA to provide information and advice to regulated professions to assist them in understanding how to comply with the law.
- ▶ The OFC encouraged PEO to consider two sections in the Act to determine its preferred approach:
 - The requirement that (1) a specific registration practice must be “necessary for or relevant to the practice of the profession” (section 19(1) and (2) of the Act) and (2) applicants not be assessed “multiple times for the same competencies” (section 1.1.1(4) of O. Reg 261/22.)
- ▶ We pointed out that applicants to the engineering profession must currently (1) complete a four-year Bachelor of Engineering program from an approved university, (2) successfully navigate the PEO's competency-based assessment following a minimum of two years of engineering work experience, and (3) pass the NPPE examination.
- ▶ We felt that the successful completion of this three-pronged assessment process should give PEO confidence that a candidate possesses the requisite skills to enter the engineering profession.
- ▶ We concluded by indicating that, while the final decision rests with PEO council, the approach shared with us to eliminate or reduce reliance on these examinations represents a reasonable exercise of PEO's discretion to establish fair registration processes and to reduce unnecessary barriers to prompt and efficient registration.

Recent FARPACTA Legislative Amendments

- ▶ Since 2021, the Ontario government has enacted legislative amendments for both health and non-health regulators to reduce registration barriers that internationally trained and domestic labour mobility applicants often encounter.
- ▶ These changes have been designed to improve the fairness of registration processes, enhance client service and promote the more efficient throughput of candidates in the system. They also fill gaps that existed in the original legislative scheme.
- ▶ The most recent legislative and regulatory amendments under FARPACTA have focused on (1) alternative documentation policies (ADPs), (2) parallel processing plans (PPPs), (3) the assessment of applicant qualifications and (4) regulator oversight of third parties.
- ▶ The slides that follow provide a summary of three of these legal obligations, indicate how regulated professions have developed their ADPS and PPPs and then highlight some best practices that further advance the intent of these provisions.

Alternative Documentation Policies

- ▶ Some years ago, the OFC conducted a study which explored the time it took for internationally-trained applicants (ITAs) to secure the documentation necessary to move to the next step of the application process for entering a profession.
- ▶ The study revealed that, for 24% of the candidates, it took more than six months to obtain these materials and, for an additional 52%, from one to six months. Only 24% of applicants were able to secure their documentation in less than a month.
- ▶ This means that there were many candidates routinely stuck in a holding pattern waiting for their documents to arrive. Other candidates were unable to provide required documents due to war, natural disaster, or other extenuating circumstances.
- ▶ While timelines have likely improved over the years, the embedded issues continue to exist for many applicants.
- ▶ To address this topic, the province recently enacted legislation requiring that a regulated profession accept reasonable alternatives to the documentation that it normally requires if an applicant cannot obtain the material for reasons beyond an applicant's control.

Alternative Documentation Policies (Cont'd)

- ▶ It further requires the development of a formal policy that must identify the types of situations that will trigger the requirement to consider alternative documents, including wars, natural disasters, situations when the document-issuing institution no longer exists, refuses to provide the documents without justifiable reasons or takes an unreasonable amount of time to respond.
- ▶ The legislation also confers on the Fairness Commissioner the authority to review, approve or adjust a regulator's ADP.
- ▶ PEO submitted its ADP by the required deadline, which the Fairness Commissioner subsequently endorsed. Among its highlights, the policy:
 - Establishes 60 days as a reasonable time limit for a document-issuing institution to provide requested documentation and allows for alternatives when time frames exceed this standard.
 - The policy sets out in a full and client friendly fashion acceptable alternatives to the documentation normally required for registration.

Best Practices - Alternative Documentation Policies

- ▶ Other regulators have further enhanced their ADPs by:
 - Relying on non-documentary and competency-based evidence, including interviews, exams and skills assessments, to verify qualifications, where traditional documentation is unavailable or insufficient.
 - Assisting applicants to obtain documents from institutions when they have not been forthcoming.
 - Establishing formal service standards, such as committing to decide whether to accept the alternative documentation within a period of 10 working days following receipt.
 - Incorporating checklists and structured tables to map documentation requirements to acceptable alternatives.
- ▶ Since these policies and plans are designed to be living documents, the OFC encourages regulators to periodically update them based on their experience.

Parallel Processing Plans

- ▶ The document issuance delays just described often lead to situations where a candidate's application cannot proceed until another event occurs. While, in some cases, such sequencing makes logical sense, in others, it constitutes an unnecessarily restrictive approach.
- ▶ To address this issue regulated professions are now required to review these types of scenarios and to reduce such inflexibility where possible.
- ▶ More specifically, the legislation now requires that a regulator develop a plan addressing how it will enable multiple registration processes to take place concurrently.
- ▶ Among other things, the plan must permit applicants who experience a delay in one part of the registration process to proceed with other parts of the registration process wherever possible.
- ▶ Regulators must also ensure that an applicant has reasonably sufficient information to allow the applicant to make informed choices on how to proceed, including information about the cost of, and number of permissible attempts on examinations and assessments.

Parallel Processing Plans (Cont'd)

- ▶ PEO submitted its PPP by the required deadline, which the Fairness Commissioner subsequently endorsed. The plan's highlights may be summarized as follows:
 - The document is highly flexible, allowing applicants to complete registration requirements in parallel at their discretion.
 - Through its registration portal, PEO encourages prospective applicants, who must write technical examinations, to complete no more than two of these per session, since this cadence is associated with higher passing rates.
 - The regulator has included a process mapping grid in its plan that documents the major steps in PEO's registration scheme, the party responsible for completing each element, the average and maximum time required to complete each step, the primary cause of delay and associated parallel processing opportunities.
- ▶ Other regulators have further enhanced their PPPs by:
 - Adopting conditional, provisional or restricted registration pathways to enable applicants to begin practicing their profession or to progress through assessment stages while retaining employment in the field.
 - Monitoring processing times, applicant experience, impact on public protection and efficiency gains to identify future system enhancement opportunities.

Third Party Accountability Provisions

- ▶ Over time, regulated professions have increasingly delegated important assessment-related functions to third parties, which are typically involved with the assessment of applicant qualifications and/or developing and/or administering examinations.
- ▶ The accountability mechanisms necessary to effectively oversee the work of these bodies vary substantially across the sector. Some regulators have negotiated formal agreements with their third parties, while others have not.
- ▶ These issues can become more complex when these third-parties are constituted as pan-Canadian assessment bodies that offer standardized services to different regulators and may resist customization to meet local requirements.
- ▶ Section 10 (2) of FARPACTA requires that regulators that rely on a third party to assess applicant qualifications must “take reasonable measures to ensure that the third party makes the assessment in a way that is transparent, objective, impartial and fair.”
- ▶ Recent FARPACTA amendments add needed specificity to this obligation by clarifying the “reasonable measures” that a regulator must take to ensure that third parties are accountable for the fair assessment of applicant qualifications.

Third Party Accountability Provisions (Cont'd)

- ▶ Effective January 1, 2026, section 1.1.2 of Ontario Regulation 261/22 (the regulation) made under FARPACTA requires that a regulated profession provide clear, complete and accurate information to applicants about a third party's roles and responsibilities, including:
 - the timelines within which a third party will complete each step of the assessment process,
 - the assessment criteria and methods used by the third party,
 - what alternatives to the documentation of qualifications normally required for an application are acceptable to the third party (analogous to the regulator's new obligation),
 - the fees the third-party charges applicants for making assessments, and
 - a statement that the third party is required to provide reasons for assessment decisions to applicants and information about how to seek an appeal or review of a decision.
- ▶ In addition, the regulated profession must establish a process for addressing complaints by applicants about their experiences with third parties and ensure that information pertaining to the above is easily assessable to applicants online.

Third Party Accountability Provisions (Cont'd)

- ▶ Regulated professions are also required to enter into agreements with their third parties that address the following items:
 - Assessment criteria and methods that the third party is required to use in assessments and the minimum exam scores for a pass.
 - How frequently exams and other types of assessments are offered and, wherever feasible, indicating that applicants will have access to exams and other types of assessments at least three times in a calendar year.
 - The timelines for completing each step of the assessment process and the knowledge and expertise requirements for assessors.
 - That written decisions be communicated in writing within 10 business days, with reasons and details of competency gaps for unsuccessful applicants.
 - An impartial process by which applicants can request that a review or appeal be offered, with applicants notified within 15 business days about whether their appeal will proceed (with reasons or timelines), and
 - Aggregate data on success rates, trends, and the time it takes applicants to complete assessments be provided by third parties to regulators.

Third Party Accountability Provisions (Cont'd)

- ▶ In addition, a regulated profession must separately ensure that its procedures, criteria and methods for making assessments of qualifications are competency-based, non-duplicative and unbiased by, at a minimum, ensuring that:
 - all assessment criteria are linked to competencies required for entry to the practice of the profession, and
 - applicants are not assessed multiple times for the same competencies.
- ▶ Collectively, these provisions signal a legislative intent to streamline assessment processes and for regulator-third-party assessment practices to be more integrated.
- ▶ The OFC will monitor the extent to which regulated professions have complied with these new legal obligation as part of its RICF assessment process.

Fair Registration Practice Successes in Ontario

- ▶ We summarize below some notable successes that regulators, and other stakeholders, have achieved in building fair registration practices in the province:
 - There now exists credible baseline registration data for all regulators.
 - Regulators are now substantially more proficient in undertaking their assessment and registration functions.
 - Registration timelines have been reduced but pre-registration assessment processes remain lengthy for many professions
 - Through legislation, Canadian experience requirements have largely been eliminated in the non-health sector.
 - Some regulators have adopted breakthrough registration practices.
 - There is a shift to adopt competency-based methods to assess the competencies of experienced internationally trained professionals (e.g., the Practice Ready Ontario program for physicians).
 - Through legislation, language proficiency requirements have largely been harmonized with language tests required for immigration purposes.

Further Issues to Address

- ▶ However, there remain some persistent challenges in improving foreign credential recognition practices across the board:
 - The Ontario system, like others, operates across multiple independent actors, including the federal immigration authority, credential assessment bodies, regulators, post-secondary educational institutions, bridging programs and employers, which complicates accountability for overall newcomer and program successes, including professional licensure.
 - Too many internationally trained applicants withdraw from registration pathways prior to completion.
 - Owing to different data definitions and reliance on third party assessment agencies, it remains difficult to compare regulator performance against certain parameters (e.g., total time that applicants spend in the system prior to registration).
 - There are issues around high-stakes licensure examinations involving their reliability, the emphasis that they place on technical knowledge (as opposed to skills), incidents of cheating and the extent to which they fail to capture the experience of internationally trained applicants.
 - Some regulators need to more firmly embrace their responsibility to help achieve labour market goals and often require assistance (e.g., access to data) to successfully undertake this work.
 - There remains a perception among employers in some sectors that licensed internationally trained professionals are less competent than their domestic counterparts.

In Conclusion: Best Practices for Success

- ▶ The OFC believes that adopting the following registration approaches and best practices should help regulators achieve more efficient and equitable outcomes:
 - Presume that qualified applicants should be licensed.
 - Apply LEAN methodologies to drive process efficiencies along with creative registration techniques (e.g., limited licensure and parallel processing of applications).
 - Rely on affidavit materials and statutory declarations rather than forcing applicants to produce original documents in every case.
 - Find ways to assist applicants who have almost completed their licensure requirements (e.g., through mentoring and wraparound supports). Don't leave talented people behind!
 - Pay close attention to the needs of employers who will absorb the supply of new professionals and tradespersons, including the skill sets in demand and any unfounded concerns or stereotypes about the qualifications of internationally trained applicants.
 - Ensure that the collection and analysis of demographic and race-based data form a cornerstone of the regulator's approach to building organizational capacity, making wise decisions, and creating a client-focused approach to registration.

Bio for Irwin Glasberg

Irwin Glasberg was first appointed as Ontario's Fairness Commissioner on January 10, 2020. His office oversees the registration practices of 41 regulated professions and regulated health college whose members participate in virtually every sphere of the provincial economy and service sector.

Since his appointment, Irwin has worked with the government, regulators, and other stakeholders to develop and implement important legislative and program-based changes to enhance fair registration practices.

Irwin is a member of the Law Society of Ontario and former public servant who spent his early career at the Ontario Ministry of Labour and Ontario Workers' Compensation Board. He subsequently moved to the Office of the Information and Privacy Commissioner, where he eventually assumed the role of Assistant Information Commissioner.

Irwin worked at Cabinet Office in the Ontario government on two separate occasions, first as the Executive Coordinator responsible for the intergovernmental, municipal and justice portfolios and later as the Assistant Deputy Minister for the Roots of Youth Violence Review.

He has held a variety of executive level positions at the Ontario Ministry of the Attorney General, where he was responsible for the Policy and Adjudicative Tribunals, and later the Civil Law Divisions. For a three-year period, he also co-chaired the Debwewin (means "truth" in Ojibway) Jury Review Implementation Committee in conjunction with Grand Chief Alvin Fiddler of the Nishnawbe Aski Nation. Irwin was also appointed as Ontario's Deputy Attorney General on two separate occasions -- in 2017 and most recently in 2020.

Irwin holds a Bachelor of Arts degree from McGill University and a Bachelor of Laws degree from the University of Toronto. He is also a graduate of the Ivey Senior Public Sector Leadership Program at the University of Western Ontario. He has also served as a board member on the Law Commission of Ontario and was recently awarded a King's Counsel designation for the Province of Ontario.

Summary Report to Council of the Audit and Finance Committee Activity
June 19, 2026

Committee Meeting Date: June 3, 2026

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
AFC Charter	<p>The committee reviewed its Charter, including composition, mandate, and roles and responsibilities.</p> <p>Staff informed the committee that all governance committee charters will be reviewed and updated this Council term.</p>	N/A	N/A	Complete	No
Draft 2026-2027 AFC Work Plan	The committee reviewed the draft 2026-2027 AFC Work Plan.	Staff	Recommendation to Council for approval on June 19, 2026	Continue	Yes
Pension Plan Audited Financials	The committee received an update on the audit of the Fund of the Pension Plan for the Employees of the Association of Professional Engineers of Ontario, prepared as of December 31, 2025 by Deloitte.	Staff	Recommendation to Council for approval on June 19, 2026	Continue	Yes
Transitioning Credit Card Policy to Operations	The committee reviewed staff's proposal to transition the Credit Card Policy to Operations as a part of PEO's ongoing review of all Internal Control policies.	Staff	Recommendation to Council for approval on June 19, 2026	Continue	Yes
Draft Procurement and Expenditure Approval Policies	<p>The committee reviewed and discussed the proposed updates to PEO's Procurement Policy and Expenditure Approval Policy; as well as the proposed retirement of the Extraordinary Expense Policy, last approved September 23, 2005, the provisions of which have been merged into the revised Expenditure Approval Policy.</p> <p>The committee also discussed and reviewed the proposed update to PEO Bylaw No. 1 Section 45 that transitions</p>	Staff	Recommendation to Council for approval on June 19, 2026	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?
	certain approval thresholds from Bylaw to Council approved policies.				
Engineers Canada Directors: Expense Reimbursement	The committee discussed matters related to Engineers Canada Directors, including PEO's practice of reimbursing eligible travel expenses and the format of their attendance at PEO Council meetings.	Staff	Recommendation to Council for approval on June 19, 2026	Continue	Yes
Budget Assumptions for 2027	The committee was provided with a detailed overview of the Budget Assumptions and engaged in discussion to seek clarifications.	Staff	Draft budget discussion at AFC's Sep 9, 2026 meeting	Continue	No
Quarterly Review of Financial Statements	The committee was provided with financial statements for the quarter ending on March 31, 2026. The committee took the opportunity to engage with staff and discuss various aspects of the financial statements.	Staff	N/A	Complete	No
AI Roadmap Update	The committee reviewed the interim update on the development of PEO's AI roadmap.	Staff	Continued updates at subsequent meetings	Continue	No

Next Committee Meeting: September 9, 2026

Decision Note – AFC Work Plan for 2026-2027

Agenda Item No.	C-578-4.1
Purpose	To approve the 2026-2027 Work Plan for the Audit and Finance Committee.
Strategic/Regulatory Focus	Governance
Motion Proposed to Council	(requires a simple majority of votes cast to carry) That the Work Plan for the Audit and Finance Committee, as submitted to the meeting at C-578-4.1, Appendix A, be approved.
Attachments	Appendix A: Draft AFC Work Plan for 2026-2027

Summary

Council is asked to review and approve the 2026-2027 Work Plan for the Audit and Finance Committee (AFC).

Public Interest Rationale

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

Background

Under the governance model adopted by Council, all governance committees propose their annual work plans to Council for approval. The work plan provides a meeting-by-meeting roadmap and general assurance that the organization's key strategic initiatives and the duties and responsibilities of the committee will be addressed in the 2026-2027 term.

At its meeting on June 3, 2026, the AFC reviewed the draft work plan and made no recommendations for changes.

Considerations

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

Stakeholder Engagement

N/A

Next Steps

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

Prepared By: Secretariat Team

AUDIT & FINANCE COMMITTEE: 2026-2027 WORK PLAN

[Updated: June 3, 2026]

New or revised information in blue or green text

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

Meeting 1 (Kick-off) Q2-2026 Date: June 3, 2026			
Items		Description	Status
1.1	Review and Recommend Annual Work Plan	Under the governance model, annual work plans are proposed at the beginning of the Council term to Council for approval. New items may be added to the work plan as directed by Council or driven by other priorities.	
1.2	Budget Assumptions for 2027	The budget assumptions for FY 2027 will be presented to the AFC for its input. Presentation of the budget assumption will include preliminary assumptions re: <ul style="list-style-type: none"> - EIT 2.0 Financial Framework - Council and Committee Remuneration 	
1.3	Review of Procurement Policy, Expenditure Policy, and Extraordinary Expenditure Policy	Review and discuss proposed changes to (1) Procurement Policy (2) Expenditure Policy, (3) Extraordinary Expenditure Policy	

1.4	Engineers Canada Directors: Expense Reimbursement	Discuss from a policy perspective whether PEO should continue to be responsible for reimbursement of Engineers Canada Directors' eligible meal and travel expenses related to both their in-person and virtual attendance at PEO Council meetings.	
1.5	Quarterly Review of Financial Statements	The quarterly financial statements as of March 31, 2026 will be presented to the AFC with explanations on the key variances.	
1.6	AI Roadmap Update (Consent)	An informational update on the rollout of AI tools for staff.	
1.7	Cybersecurity Audit Update: Penetration Testing (In Camera)	An update on recent cybersecurity penetration testing.	

Meeting 2 Q3-2026 Date: September 9, 2026			
Items		Description	Status
2.1	Review of 2027 Draft Operating and Capital Budgets	The draft 2027 operating and capital budgets will be presented to the AFC for its input and recommendation that these be presented to Council for its review and input.	
2.2	Review of Licence and Application Fees	Review a sensitivity analysis which considers various options to a change in fees. These findings will be shared with AFC along with the budget materials.	
2.3	Approval of Procurement, Expenditure, and Extraordinary Expense Policies	To approve of the revised procurement, expenditure and extraordinary expense policies.	
2.4	Office Refresh	To present an update on the status of the planning of PEO's office refresh from the Manager of Facilities	

2.5	Quarterly Review of Financial Statements	The quarterly financial statements as of June 30, 2026 will be presented to the AFC with explanations on the key variances.	
2.6	AI Roadmap	An update on PEO's AI strategy and roadmap.	
2.7	Auditor for Fiscal Years 2027 to 2031 (In Camera)	To present preliminary information on proposals received by PEO in selecting its auditor for the fiscal years ended 2027-2031.	
2.8	Cybersecurity and Digital Transformation Annual Update (In Camera)	Highlight PEO's focus on Cybersecurity and the strengthening of our Cybersecurity posture in alignment with best practices.	
2.9	President, Council Chair & CEO/Registrar Annual Expense Review (In Camera)	An update on the President's, Council Chair's, and CEO/Registrar's respective expenses will be presented to the AFC.	

Meeting 3 Q4-2026 Date: November 3, 2026			
Items		Description	Status
3.1	Presentation of 2026 Audit Plan	PEO's Auditor will present the audit plan for FY 2026 for the audit of PEO's financial statements, the Common Area Statements for the building, and PEO's pension fund statements, to the AFC. In addition, the auditor will also seek input from the AFC on any additional area/s it may wish to have the auditor focus on during the year-end audit.	
3.2	2027 Draft Operating and Capital Budgets	After incorporating feedback (if any) from Council, the draft 2027 operating and capital budgets will be presented to the AFC for its input and recommendation that these be presented to Council for approval at its November meeting.	

3.3	Review of PEO's Reserve Fund Policy	To review staff proposed changes to PEO's Reserve Fund Policy.	
3.4	Quarterly Review of Financial Statements	The quarterly financial statements as of September 30, 2026 will be presented to the AFC with explanations on the key variances.	
3.5	Borrowing Resolution	To renew PEO's existing operating line of credit with Scotiabank. To propose that the bylaw be updated to renew the borrowing resolution every three years instead of every year.	
3.6	Update on Pension Plan	An update on the key items discussed at the pension committee meeting will be presented to the AFC.	
3.7	Update on Investments	An update on PEO's operating investment portfolio will be presented to the AFC.	
3.8	AI Roadmap Update (Consent)	An informational update on the rollout of AI tools for staff.	
3.9	PEO's Risk Register (In Camera)	AFC will review the updated PEO Risk Register, which provides a high-level summary of the strategic risks facing the organization. This year's review reflects progress made since the previous reporting period, including the reassessment of risk ratings and the implementation of enhanced controls. The register will also incorporate emerging risks identified over the past year and highlight any risks that have decreased in severity due to effective mitigation strategies. Following AFC's review and input, the updated risk register will be presented to Council at its November meeting.	
3.10	Update on Financial Risks (In Camera)	An update on the known financial risks will be presented to the AFC.	

3.11	Cybersecurity “Tabletop” Exercise (In Camera)	In alignment with cybersecurity standards, conduct a mock disaster exercise to test procedures to aid in the preparation for critical decision-making.	
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Meeting 4 Q1-2027 Date: March 12, 2027			
Items		Description	Status
4.1	Presentation of 2026 Audit Report	The auditor will present the results of the year-end audit and audit findings to the AFC.	
4.2	2026 Audited Financial Statements	The auditor will present the draft audited financial statements for FY 2025 to the AFC for its review and recommendation that these be presented to Council for approval. Staff will answer questions on the financials and variances.	
4.3	Auditor for FY2027	Recommend [Insert name of firm] as PEO’s auditors for FY2027.	
4.4	Engineers Canada 2029 Per Capita Assessment Fee	At its December 3, 2026 meeting, the Engineers Canada Board may agree to recommend to EC Members that the 2029 Per Capita Assessment Fee be increased. As a result, this recommendation would need to go to the Members for their approval at the EC Annual Meeting of Members in May 2027. AFC would recommend the decision for Council to approve at its April 2, 2027 meeting.	
4.5	Update on Pension Plan and 2026 Pension Fund Audit	An update on the 2026 pension fund audit will be presented to the AFC.	

4.6	AI Roadmap		An update on PEO's AI strategy and roadmap.	
4.7	AI Policy for Council		For staff to present an overview of a proposed AI Policy for Councillors and its corresponding rollout plan for the AFC's consideration	
4.8	President, Council Chair & CEO/Registrar Annual Expense Review (In Camera)		An update on the President's, Council Chair's, and CEO/Registrar's respective expenses will be presented to the AFC.	
4.9	Cybersecurity Audit Update: Penetration Testing (In Camera)		An update on recent cybersecurity penetration testing.	

Decision Note – Draft Procurement and Expenditure Approval Policies

Item	C-578-4.2
Purpose	For approval of proposed updates to PEO’s Procurement Policy and Expenditure Approval Policy
Strategic/Regulatory Focus	Governance / Internal Control Framework
Motions Proposed to Council	<p>Motion 1 (requires a simple majority of votes cast to carry):</p> <p>That Council approve proposed revisions to the PEO Procurement Policy and Expenditure Approval Policy, with an effective date of January 1, 2027.</p> <p>That Council approve the retirement of the Extraordinary Expense Policy, last approved September 23, 2005, whose provisions have been merged into the revised Expenditure Approval Policy.</p> <p>Motion 2 (requires 2/3 majority of votes cast to carry):</p> <p>That Council approve a proposed update to PEO Bylaw No. 1 Section 45 that transitions certain approval thresholds from Bylaw to Council approved policies.</p>
Attachments	<p>Appendix A – Procurement Methodology Thresholds – Current vs Proposed</p> <p>Appendix B – Expenditure Approval Thresholds – Current vs Proposed</p> <p>Appendix C – Procurement Policy</p> <p>Appendix D – Expenditure Approval Policy</p> <p>Appendix E – Extraordinary Approval Policy (September 2005 – for discontinuation)</p> <p>Appendix F – Motion to amend Bylaw No. 1 Section 45</p>

Summary

Maintenance of policies is an important process to support risk management and ensure adequate financial controls. In support of an ongoing review of all organizational policies, staff have proposed revisions to PEO’s:

- Procurement Policy, which was last updated June 2014.
- Expenditure Approval Policy, which was last updated November 2006.
- Extraordinary Expenditure Policy, which was last updated September 2005. Staff have proposed that this policy be retired, as important provisions from this policy have been merged with the revised Expenditure Approval policy.

Overall changes to the policies are categorized as follows; (1) procurement methodology threshold updates, (2) expenditure approval threshold updates, (3) extraordinary expenditure approval threshold updates, and (4) sustainability and forced labour/child labour provisions.

This briefing note intends to summarize the overall changes made in comparison to current iterations of the policy, while also providing background information on what the changes aim to accomplish and how thresholds were determined and benchmarked.

Public Interest Rationale

Policies pertaining to procurement practices and expenditure approvals represent one of several important tools available to organizations to support the effective oversight and application of appropriate controls on the organization’s finances. These policies are also relied upon to ensure that procurement follows fair, transparent,

and competitive practices, and that PEO's framework of approval authority utilizes best practices with respect to delegating authority to appropriate and reasonable levels while also enabling operational efficiency.

Background

In its current state, PEO's framework of internal control is heavily based on establishing dollar value thresholds to govern oversight and accountability which is an established best practice because it provides clear, easy to understand guidance to the organization and its stakeholders in terms of procurement and expenditure approval procedures. However, the effectiveness of this approach is dependent on the periodic review of these policies to ensure that the thresholds are still appropriate.

PEO operations have expanded and evolved dramatically since these policies were last reviewed and approved by Council, and accordingly, PEO staff have reviewed its financial condition and performed environmental scans to make evidence-based proposals to update thresholds across these policies.

Pending approval of the proposed changes, staff aim to review the related policies on a three-year cycle.

Why thresholds matter

Procurement thresholds inform the extent to which open and transparent procurement processes are required, while at the same time balancing operational efficiency and the ability to execute PEO's mandate and operational activities in a timely manner.

Thresholds also determine the level of oversight and accountability with respect to disbursing PEO's financial resources, while balancing day-to-day operations versus strategic long-term projects.

Materiality

Materiality refers to a value above which an amount is considered significant enough to influence a decision – below it, the cost of additional oversight often outweighs the risk or benefit. In its 2026 budget, operating expenditures are planned at \$41.8 million. Correspondingly, 1% of operating costs would represent a threshold of \$418,000.

Considerations

PEO is proposing four major changes across the Procurement Policy and Expenditure Approval Policy.

1. Procurement Methodology Threshold Updates

PEO is proposing updates to the thresholds used to guide procurement methodology as outlined in **Appendix A**.

Based on 2025 data, 75% of PEO's non-compensation expenses are distributed across 31 vendors at an annual value of \$75,000 or more. As such, under the revised and proposed thresholds above, the majority of spend would still be subject to open and competitive procurement methodologies.

From a benchmarking perspective, the \$75,000 proposal threshold is equal to the current threshold for Alberta's engineering regulator (APEGA), and lower than the current threshold for the Ontario Public Service (\$121K) and other major Ontario regulators and associations, such as the Ontario Medical Association (\$150K).

2. Expenditure Approval Threshold Updates

PEO is proposing updates to its expenditure approvals, as outlined in **Appendix B**. This proposal includes increased to existing thresholds as well as a new threshold tier for Manager-level approval and oversight. The purpose of these changes aim to balance materiality, oversight, accountability and operational efficiency.

3. Extraordinary Expenditure Approval Threshold Update

PEO is proposing merging key provisions of the Extraordinary Expenditure policy into the Expenditure Approval Policy. The Extraordinary Expenditure contains a dollar threshold above which staff are required to seek Audit and Finance Committee and/or Council approval to incur an expense that is unbudgeted for.

As it stands, all unbudgeted expenditures must be brought to the Senior Director of Finance and to the Executive Leadership Team prior to being incurred. This approval process will remain unchanged. PEO is proposing updating this threshold from \$50,000 to \$250,000. The rationale for increasing this threshold relates to materiality and ensuring that PEO has greater ability to manage day-to-day operations, and to ensure that PEO is engaging Council for significant or material oversight matters only; with the proposed \$250,000 still representing less than 1% of 2026 budgeted operating expenditures.

4. Sustainability and Forced Labour/Child Labour

Staff are proposing an update to the Procurement Code of Ethics, in which a provision has been added to require that vendors ensure that all goods and services being provided to PEO must be free from, and in no way involve, forced labour and child labour, in alignment with the *Fighting Against Forced Labour and Child Labour in Supply Chains Act (2024)*.

Stakeholder Engagement

The development of both the Procurement Policy and the Expenditure Approval Policy are based on internal control best practices in addition to environmental scans of other non-profit organizations that operate in the professional regulatory or public service industries. Changes emphasize thresholds that are consistent with the size of operations, in addition to practices of dual-approval and segregation of duties. Guidance was also sought from the Audit and Finance Committee prior to a review by Council.

Staff are requesting an effective date of January 1, 2027 for the two policies, to enable appropriate time for change management and communication with Staff, Volunteers and Committees. Staff will also present the changes during Chapter Treasurer Community of Practice Sessions and during Chapter Treasurer onboarding, giving them the opportunity seek clarity on guidance on how existing processes might change.

Recommendation

That Council approve the proposed revisions to the PEO Procurement Policy and Expenditure Approval Policy, with an effective date of January 1, 2027.

That Council approve the retirement of the Extraordinary Expense Policy, last approved September 23 2005, for which the provisions have been merged into the revised Expenditure Approval Policy.

That Council approve a proposed update to PEO Bylaw No. 1 Section 45 that transitions certain approval thresholds from Bylaw to Council approved policies.

Prepared By: Finance Team

Procurement Methodology Thresholds – Current vs Proposed

Procurement Method	Minimum Solicitation Requirement	Current Threshold (CAD \$, excl. HST)	Proposed Threshold (CAD \$, excl. HST)
Informal Procurement	1 supplier invited to submit quote or proposal	0 to 2,000	0 to 19,999.99
Invitational Competitive Procurement	3 suppliers invited and must have submitted quotes/proposals unless otherwise approved.	2,000 to 19,999.99	20,000 to 74,999.99
Open Competitive Procurement	Public Request for Proposal with minimum 3 bids unless otherwise approved.	20,000 and above	75,000 and above

Expenditure Approval Thresholds – Current vs Proposed

Current State	
Procurement Value	Authorized Approver
Up to \$25,000	Departmental Director
Up to \$50,000	PEO Staff Vice President(s)
Up to \$100,000	CEO/Registrar or PEO Staff Vice President(s)
Above \$100,000	CEO/Registrar or PEO Staff Vice President(s) AND one of: Council Chair, Council President, Council Past-President, Council President-Elect

Proposed State			
Level	Procurement Value (CAD \$, excl. HST)	Authorized Approver (PEO Operations)	Authorized Approver (PEO Chapter Operations)
Level A	0 to 4,999.99	Designed Staff, approved in writing by Department Manager or Director	Chapter Treasurer AND One of: - PEO Staff Chapter Manager - PEO Staff Chapter Coordinator
Level B	5,000 to 19,999.99	Department Manager, OR Department Director	Chapter Treasurer AND Chapter Chair/Vice Chair AND One of: - PEO Staff: Chapter Manager - PEO Staff: Chapter Coordinator
Level C	20,000 to 74,999.99	Department Manager AND Department Director OR Department Director AND PEO Staff Vice President	Chapter Treasurer AND Chapter Chair/Vice Chair AND PEO Staff: Director, Volunteer Engagement
Level D	75,000 to 199,999.99	Department Director AND One of: - Senior Director, Finance - PEO Staff Vice President - CEO/Registrar OR PEO Staff Vice President AND CEO/Registrar	Chapter Treasurer AND Chapter Chair/Vice Chair AND those indicated under PEO Operations.
Level E	200,000 to 399,999.99	PEO Staff Vice President AND CEO/Registrar	Chapter Treasurer AND Chapter Chair/Vice Chair AND those indicated under PEO Operations
Level F	400,000 and above	CEO Registrar AND One of: - Council Past President - Council President - Council President Elect - Council Chair	Chapter Treasurer AND Chapter Chair/Vice Chair AND those indicated under PEO Operations



PEO Procurement Policy

January 1, 2027

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1 Statement of Principles

At Professional Engineers Ontario (hereinafter referred to as “PEO”), our policies are guided by a commitment to uphold our core values and principles. We strive to maintain an inclusive work environment that respects all identities, cultures, and abilities. Our policies are developed to support the integrity of our operations, ensure consistency with our mission, and guide our approach to decision-making, thereby promoting a culture of responsibility and continuous improvement across all facets of PEO.

2 Purpose

The purpose of this policy is to establish procedures and guidelines to ensure that:

- Purchases on behalf of PEO are made in the most ethical, economic, effective, and efficient manner possible.
- The procurement of goods and services on behalf of PEO are made within approved budgets.
- Best value is achieved for PEO in the acquisition of goods and services.
- Vendors are identified and selected based on the best mix of reliability, quality, customer service, sales support, price and warranty, quality and value to PEO.
- The requirement for internal compliance and standardization of quality-based vendor selection is communicated and enforced.
- A selection process for vendors is established that is centralized, open, transparent, fair and consistent.

3 Application and Scope

The Procurement Policy (this “Policy”) will include procedures, requirements and responsibilities for all purchases of goods and services on behalf of PEO, including:

- Appendix A – Procurement Process
- Appendix B – Procurement Code of Ethics

4 Definitions

This section defines key terms used within the policy to ensure that these terms are consistently interpreted by the readers of the policy.

Approver – The person(s) authorized to approve an expenditure in accordance with PEO’s internal financial control policies, including the Expense Reimbursement Policy and the Expenditure Approval Policy.

Blanket Order – Refers to a limitation of liability contract for a specific type of standard product (e.g. office supplies) or service for which not-to-exceed the total value stipulated, over a specified period of time (e.g. one year).

Centralized procurement process – refers to the purchasing management system by which all departments of PEO will make purchases through the PEO Procurement team, in order to allow for the identification of and efficient management of common purchasing requirements.

Change Order – refers to a change or addition to an existing purchase order the terms of which have not yet been completed. Change Orders will reflect the purchase order number to which it applies.

End user – also known as the “requestor” refers to the person or department that uses a product or service, as opposed to the person or department that authorizes, orders, procures, or pays for it. May also be referred to as the subject matter expert (SME).

Executive Leadership Team (ELT) – refers to the CEO/Registrar, Deputy Registrar and staff Vice Presidents in the organization.

Procurement value – The estimated total financial commitment resulting from the procurement, including extension options and contingencies. The procurement value may exclude Ontario Harmonized Sales Tax, Federal Goods and Services Tax, and Ontario Retail Sales Tax, but must include all other taxes/fees including shipping, freight, brokerage fees and taxes from other jurisdictions. The procurement value is applicable in determining procurement method and signing authority.

Project team – refers to a group consisting of full-time and part-time resources assigned to work on deliverables of a project all of whom will help achieve the project objectives.

Purchase Order – refers to the form that, once approved, commits PEO to an agreement with a vendor to purchase and pay for a particular product or service according to the terms set out in the contract or purchase order.

Purchase requisition – refers to the form to be used for the requisition of all purchases by staff and/or volunteers. The completed form submitted to the Procurement team will initiate the procurement process.

Request for information (RFI) – refers to a written request made during the planning phase where PEO cannot clearly identify product or service requirements, specifications and purchase options until more information is available.

Request for quotation (RFQ) – refers to a request from PEO to identified vendors, for price and delivery quotations that meet minimum required quality specifications for a limited quantity of particular listed goods and/or services. RFQs are used commonly for: (1) standard, off-the-shelf items; (2) items built to known specifications; (3) standard items required in small quantities; or (4) items whose purchase price falls below a specified threshold.

Request for proposal (RFP) – refers to a written invitation to potential vendors of a product and/or service to provide the information outlined in the RFP for the consideration of PEO. In the request, PEO will advise the potential suppliers of the scope of work, the known specifications, the schedules, the contract type, any particular requirements, terms and conditions, description of goods and/or services to be procured, the general criteria used in the evaluation process, instructions for preparation of the proposal and any other details or requirements to be addressed by the potential supplier.

Vendor – also referred as the “supplier, contractor or seller,” is any individual, consultant, company, organization or service provider from whom PEO requests a quotation, a proposal or information for the supply of goods and/or services, or with which PEO has a contractual agreement to provide payment in exchange for goods and/or services in accordance with the terms and conditions on the contract or purchase order.

Sole source vendor – a vendor that is selected without a competitive process because it is the only known source capable of providing the required goods or services within the necessary timeframe or specifications. This may occur in circumstances where: (1) requirement is of urgent or unforeseen nature, and delay would compromise critical business operations and expose the organization to significant risk; (2) goods and services are unique or proprietary and only available from one vendor; (3) continuity or compatibility with existing systems, infrastructure, or services is essential.

Vendor Of Record (VOR) – A vendor of record, being a competitive procurement arrangement that authorizes PEO to select from one or more pre-qualified vendors, for a defined period on terms and conditions, including pricing, as set out in the particular VOR agreement. VOR arrangements are used to reduce costs to PEO by establishing strategic relationships and pricing efficiencies with small groups of vendors.

5 Policy Statement

PEO shall have a centralized procurement management system for the acquisition of goods and services to ensure consistent ethical procurement practices and effective internal financial control.

6 General Provisions

PEO has a centralized procurement process for which the Finance Department has responsibility. All procurement processes shall be the responsibility and function of the Procurement Manager. In order to ensure that PEO receives best value for goods and/or services, all purchases made on behalf of PEO must follow the approved Procurement Process detailed in Appendix A.

The Procurement team is the contact for all PEO vendors. All communication between the end user and the vendor must include the Procurement team.

The release of a purchase order number to a vendor commits PEO to payment upon satisfactory delivery of particular goods and/or services or satisfactory completion of the terms of the purchase order for which the purchase order number was assigned. For this reason, a purchase order number will only be shared with a vendor once approved by the Procurement Manager.

PEO purchase orders can only be issued by PEO's Procurement team.

Vendors will be required to include purchase order numbers on their invoices as outlined in Appendix A, 14.4 Purchase orders / change orders in this document.

Blanket Orders may be used for the purchase of standard items or services that are frequently ordered from the same vendor over a period of time.

All purchase orders will be in compliance with the *Professional Engineers Act* and all other applicable laws.

Purchase Orders shall not be issued for unapproved capital items or for items for which there is no budget (please refer to PEO's Extraordinary Expenditures Policy).

6.1 Vendor Management

PEO shall maintain a list of its vendors. This list will be maintained by the Finance department and shall be updated on a regular basis. This list serves as a general guide and does not prohibit from sourcing new Vendors.

Negotiations with vendors shall include the Procurement team. Vendors may be subject to performance evaluations throughout the term of the engagement and upon completion of goods and/or services. Evaluations may consider factors including, but not limited to, quality, timeliness, pricing, contract compliance, customer service, and overall performance. Detailed evaluation processes and tools may be developed and implemented by the Procurement team.

6.2 Selection

As much as possible, PEO will apply a quality-based vendor selection process based on a standardized set of selection criteria including but not limited to reliability, quality, customer service, sales support, price, warranty package.

PEO will consider vendors that demonstrate strong commitment to equity, diversity, and inclusion (EDI), as well as adherence to ethical sourcing practices, including the prevention of forced labour and child labour, as outlined in Appendix B of the Code of Ethics in this document.

A vendor's prior relationship with PEO of reliable service and quality product is a condition

of selection and therefore may be the determining factor regardless of price.

6.3 Sole source

In certain circumstances based on business requirements, PEO may limit tendering of procurements to a single source or sole source, even when the total procurement value exceeds the threshold for informal procurements.

Selected circumstances where sole sourcing may be considered include:

- A requirement of urgent or unforeseen nature, and delay would compromise critical business operations and expose the organization to significant risk.
- The service or goods are unique or of a proprietary nature and available from only one source.
- The compatibility or continuity with existing systems, infrastructure, or services is a paramount consideration.

Sole source procurements with a total procurement value that is greater than the threshold for informal procurements must be pre-approved in writing by the Procurement Manager.

6.4 Leases/Contracts/Blanket Orders

Legally binding agreements between PEO and a third party, resulting in the commitment of funds must be reviewed by PEO legal prior to signing. Documents beyond a twelve-month operating cycle shall be reviewed by the respective Vice President and Finance.

Deputy registrar/ Vice Presidents/ Directors/ Managers shall be responsible for budgeting for any multi-year contract and shall consult with the Controller and Procurement Manager prior to annual budgeting activities.

Deeds, transfers and contracts must be approved and signed by signing authorities described in PEO's Expenditure Approval Policy.

6.5 Exceptions

Any deviation from the procedures set out in Appendix A must be reviewed and approved by the Controller or the Procurement Manager prior to any transactions taking place.

7 Roles and Responsibilities

The Finance Department is responsible for overseeing PEO's centralized procurement process. All procurement processes shall be the responsibility and function of the Procurement Manager. All staff and volunteers responsible for making purchases on behalf of PEO shall adhere to the PEO Procurement Policy.

The CEO/Registrar, Vice Presidents/Deputy Registrar, Directors, Managers, Supervisors, Finance, Controller and Procurement Manager have the responsibility to ensure the administration, communication, and implementation of the PEO Procurement Policy.

7.1 Purchase Order Approval and Signing Authority

Purchase orders for a department or a committee activity must be related to an appropriate line item (resource category and resource type) in the approved budget.

Purchase orders for non-budgeted items or items in excess of the budget allocation shall be subject to PEO's Expenditure Approval Policy.

Prior to issuing a purchase order, all expenditures:

- must be planned
- must not exceed budgeted amounts, and
- must be charged against the appropriate general ledger accounts.

The CEO/Registrar, VPs/Deputy Registrar, Department Directors, Managers & Supervisors are responsible for ensuring non-committee expenditures meet the above requirements. Committee chairs, staff committee advisors and applicable Department Director are responsible for ensuring committee expenditures meet the above requirements.

Where a contract or agreement for the purchase of goods and/or services has been duly executed and approved by the authorized approver(s), the Procurement team shall issue the corresponding purchase order (PO).

In the absence of a duly executed contract or agreement, a valid purchase order will require the signature or approval of the Procurement Manager and the authorized approver(s) as identified in PEO's Expenditure Approval Policy.

7.2 Limitations

Any purchase or contract must receive prior approval by a minuted motion of Council in the following scenarios:

- that, in the opinion of the Executive Leadership Team, exposes PEO to an uncertain and potentially significant liability or risk.
- that, in the opinion of the Executive Leadership team, is materially precedent-setting or involves material sensitive issues.
- that, under the Professional Engineers Act, the Regulations or the By-Law of the association, require the approval of Council.
- that Council directs should be brought before Council for approval.
- that is for a value exceeding CAD\$250,000 in value, the terms of which have not been approved by Council as part of annual approval of the operational, strategic, and capital budget. If prior approval is not possible due to operational

or strategic urgency, it must be brought to the next scheduled Council meeting for discussion.

8 Conflict of Interest

PEO volunteers or staff who are in any way involved in a procurement transaction at any stage of the process must declare a conflict of interest if any kind of prior relationship exists between the PEO volunteer or staff and a potential vendor, including but not limited to family relationship, friendship or business relationship beyond having supplied goods or service to PEO in the past.

Actual, potential, or perceived conflicts of interest must be reported in writing to the Procurement Manager and Chief Legal Officer. In the case of such a conflict, the PEO volunteer or employee must not participate in any negotiations or selection processes connected with the purchase of goods or services from the vendor with whom the relationship exists or with any vendor competing for the same contract, without pre-approval from the Procurement Manager or Chief Legal Officer.

9 Procurement Code of Ethics

All PEO volunteers and/or staff involved in the PEO Procurement Process and/or vendors, shall adhere to the Procurement Code of Ethics as stated in Appendix B of this Policy.

10 Consequences for Non-Compliance

All instances of non-compliance with this Policy must be reported in a timely manner to the Senior Director, Finance. All PEO volunteers and PEO staff should be aware of and comply with the policy.

Non-compliance and/or purposeful circumvention of provisions outlined in this policy may be considered unacceptable behaviour as defined by PEO's Code of Conduct and Ethics policy and subject to disciplinary or corrective actions.

11 Confidentiality

Under all circumstances: requests for information, requests for quotation, requests for proposal; all responses to such requests and any resulting contractual documents are to be considered confidential information between PEO and the Vendors.

For any contract that involves access to personal information, all vendors must adhere to the PEO Council approved Privacy Policy.

12 Relevant Policies and Procedures

This policy forms part of the PEO Internal Controls policies and works in conjunction with the below policies. Where there is a conflict between policies, the policy with the highest approval authority requirement shall prevail.

- Expenditure Approval Policy

- Expense Reimbursement Policy
- Credit Card Policy

13 Acknowledgement and Agreement

I, (employee name), acknowledge that I have read and understand the **Procurement** Policy of Professional Engineers Ontario. I agree to adhere to this policy and will ensure to promote compliance. I understand that if I do not adhere to the principles of this policy, I may face disciplinary action up to and including termination of employment.

Name: _____

Signature: _____

Date: _____

14 Appendix A: Procurement Process Procedures

14.1 Purchase Requisition

PEO staff, volunteers and committee advisors are to submit completed purchase requisitions including all known necessary specifications and requirements, including required delivery dates, general ledger codes and, if available, suggested vendors, to the Procurement Team. The purchase requisition identifies the product and/or service to be purchased and indicates all available information.

The purchase requisition precedes the RFI, RFP or RFQ. Regardless of the product or service required or the estimated cost of the product or service, the purchase requisition is the document that initiates the procurement process.

If a Request for Information is required prior to requesting a proposal or quotation, it should be indicated on the purchase requisition. If it is not indicated on the requisition, it will be assumed that the requestor has provided enough necessary information to issue an RFP or an RFQ.

All requisitions must be reviewed & validated by the requesting director including confirmation of budget allocation and applicable general ledger code.

The Procurement Manager has the option to combine orders from the same vendor and establish a blanket order for ongoing or frequently repeated orders for like products and services.

The Procurement team will advise end users on how orders are to be placed against blanket orders.

14.2 Requests for Information, Proposal or Quotation

RFIs, RFPs and RFQs are to be developed in conjunction with the Procurement team. In rare occasions such as the purchase of a highly specialized product or service, PEO may engage a consultant to assist the Procurement team with preparation of the RFP.

RFIs, RFQs and RFPs are to be issued to the vendors by the Procurement team.

When the need to purchase a product or service is identified, PEO staff shall determine the specifications and requirements that will best serve PEO's needs. If staff is unfamiliar with the various products or services available, or how particular goods or services may best serve PEO's needs, the Procurement team may issue an RFI.

The purpose of an RFI is to evaluate potential product solutions and to evaluate potential suppliers and their ability to provide products and/or services that meet PEO's needs.

RFIs will clearly indicate that the award of a contract will not automatically follow.

The RFI will provide potential suppliers with enough information as to what PEO's requirements are and the end purpose so that vendors can provide adequate information.

Vendors may be recommended to the Procurement team and/or the Procurement team may identify potential vendors. Depending on the type of product or service, a project team may be established to review the information provided to and by the identified vendors.

Should the SMEs or project team have additional questions or concerns for any one of the vendors, the opportunity to address those questions or concerns should be given to all vendors.

Once all the information has been reviewed by the SMEs or project team, the vendors who are not able to meet PEO's needs may be eliminated from the vendor list.

The SMEs or project team may then produce a list of requirements and specifications upon which the Procurement Manager team may base an RFP.

The RFP will be sent to those vendors short-listed after the review of the RFIs, therefore the RFP should contain only PEO's requirements and specifications without identifying or suggesting any proprietary information from any vendor involved in the RFI.

Proposals containing proprietary information may have to be returned to the vendor once the selection process is completed. Under all circumstances, proposals are considered confidential information between PEO and the vendor submitting the proposal.

The RFP may or may not indicate that a price will be the determining factor for selecting a supplier and, in all cases, PEO reserves the right not to award a contract. An RFP that does not include these statements suggests an intention to purchase but not necessarily a commitment to purchase.

In the event no purchase is made, PEO is under no obligation to disclose to any vendor the reasons for not awarding a contract.

SMEs may initiate RFIs/RFQs, provided the Procurement team is kept informed and all quotes and vendor responses obtained are submitted to the Procurement team.

Suppliers respond to RFQ with firm quotations and when all other conditions are equal vendor selection is based on best price.

A vendor's prior relationship with PEO of reliable service and quality product is a condition of selection and therefore may be the determining factor regardless of price.

14.3 Procurement Thresholds – Types of Process Required

The following procurement thresholds are applicable for the procurement of both goods and services

Total Procurement Value (\$CAD)	Procurement Method	Minimum Solicitation Requirement
\$0 to \$19,999.99	Informal Procurement	1 supplier invited to submit a quote / proposal
\$20,000.00 to \$74,999.99	Invitational Competitive Procurement	3 suppliers invited and must have submitted quotes/bids/ proposals, unless otherwise approved by Procurement Manager, AND bids must be in writing or submitted electronically OR Public RFP/RFQ/VOR, AND bids must be in writing or submitted electronically.
\$75,000.00 and above	Open Competitive Procurement	Public RFP/RFQ, or VOR invitational procurement, AND bids must be submitted electronically. Competitive procurement should include/produce a minimum of three proposals/bids unless otherwise approved by Procurement Manager.

14.4 Purchase Orders / Change Orders

Purchase orders and purchase order numbers are issued by the procurement team when a vendor has been selected following the completion of the procurement methods described in 14.3 and/or upon the execution of a signed contract or agreement.

Purchase orders should only be issued upon the review of the scope of procurement and the contract by PEO's procurement team and legal team.

Purchases of CAD\$5,000 or greater must be covered by an approved Purchase Order.

All invoices must be addressed to the PEO Finance Department and must contain a valid Purchase Order number in order to be processed. Purchase Order numbers are required on invoices and contracts for the purposes of internal tracking and should not be released to the successful vendor until a contract has been signed.

Once an agreement between PEO and the Vendor has been entered and signed, the Procurement team will issue a purchase order to the selected vendor.

In exceptional or unplanned circumstances, in the absence of an agreement, contract, or purchase order, an invoice equal to or over CAD\$5,000 can be paid with the explicit approval of TWO staff equal to or above the thresholds of approval authority described in PEO's Expenditure Approval Policy. An invoice of under CAD\$5,000 can be paid with the

explicit approval of ONE staff equal to or above the thresholds of approval authority described in PEO's Expenditure Approval Policy.

Where the need for goods and/or services is determined to be ongoing or recurring, staff must engage the Procurement team to establish an appropriate contract or purchase order prior to any further commitments or payments.

Changes to the purchase order, including but not limited to a change in price, scope of work, delivery, requirements and/or specifications, may only be authorized by the issuing of a corresponding change order.

To issue a change order, staff must provide the procurement team with the details of the changes: terms of the purchase order, the reason for the changes, and the impact of the changes.

Requests for a Change Order must be approved by the authority described in PEO's Expenditure Approval Policy.

14.5 PEO Issued Corporate Credit Cards

PEO's Corporate Credit Card program, as identified by PEO's Corporate Credit Card policy, creates efficiencies in processing low-value transactions by eliminating costs associated with requisitions, purchase orders, receiving, invoicing, and payments, while maintaining effective controls and approvals.

All transactions under a value of CAD\$5,000 may be processed with a Corporate Credit Card following the Corporate Credit Card Policy, and may be reconciled and approved on a monthly basis following the processes identified in that policy, and therefore, do not require the issuance of Purchase Orders beforehand.

Not all goods and services are eligible to be purchased using a Corporate Credit Card. Please refer to the Corporate Credit Card policy for further guidance.

15 Appendix B: Procurement Code of Ethics

Goal

To ensure that procurement activities at Professional Engineers Ontario are carried out in an ethical, professional and accountable manner.

Personal Integrity and Professionalism

All individuals involved in the procurement process must act, and be seen to act, with integrity and professionalism. Honesty, care and due diligence must be integral to all procurement activities and relationships with suppliers and other stakeholders.

Confidential, personal and proprietary information must be safeguarded.

Participants must not engage in any activity that may create, or appear to create a conflict of interest, such as accepting gifts or favours, providing preferential treatment, or publicly endorsing suppliers or products.

Accountability and Transparency

Procurement activities must be open and accountable. Contracting and purchasing must be fair, transparent and conducted towards obtaining the best value for PEO.

All participants must ensure that PEO's resources are used in a responsible, efficient and effective manner.

Where possible, all individuals involved in the procurement process shall exercise their responsibilities in a manner that promotes opportunities for the protection and preservation of the natural environment.

Compliance

All individuals involved in PEO's procurement process, including PEO staff, volunteers and vendors, must comply with this Code of Ethics.

Preventing forced labour and child labour in our supply chain

PEO is committed to upholding the highest ethical standards in all aspects of our operations and we firmly oppose the use of forced labour and child labour within our supply chain. We expect our suppliers and partners to adhere to these principles and comply with all applicable laws and regulations regarding labour practices, including the *Fighting Against Forced Labour and Child Labour in Supply Chains Act*. We expect our suppliers to ensure that goods and services being provided to PEO are not the result of, and in no way involve forced labour and child labour.

Our suppliers are encouraged to maintain policies and procedures designed to reduce the risk of forced labour or child labour occurring in goods and services being provided to PEO on an ongoing basis.

Approved By:
Approval Date:
Effective Date: January 1, 2027



PEO Expenditure Approval Policy

January 1, 2027

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1 Statement of Principles

At Professional Engineers Ontario (hereinafter referred to as “PEO”), our policies are guided by a commitment to uphold our core values and principles. We strive to maintain an inclusive work environment that respects all identities, cultures, and abilities. Our policies are developed to support the integrity of our operations, ensure consistency with our mission, and guide our approach to decision-making, thereby promoting a culture of responsibility and continuous improvement across all facets of PEO.

2 Purpose

The purpose of this policy is:

- 1 To create a culture in which PEO’s financial resources are only released for the approved and budgeted expenses incurred in the conduct of the affairs of the association, unless otherwise specified as an exception as noted in this policy.
- 2 To specify holders of approval/signing authority at PEO, and to assure that all documents, including deeds, transfers, contracts, cheques/payments, purchase orders, payment requests, and invoices are properly approved and executed.
- 3 To outline the responsibilities of those individuals who have the authority to release or spend funds and exercise signing authority in a prudent manner regarding financial transactions.
- 4 To act as a key component of the internal control mechanism.
- 5 To outline the conditions under which approval authority and signing authority may be delegated.

3 Application and Scope

This policy applies to all PEO operations, including its departments, Council, governance and statutory committees, task forces, working groups, and all Chapters and Regions.

4 Definitions

This section defines key terms used within the policy to ensure that these terms are consistently interpreted by the readers of the policy.

Approver - The person(s) authorized to approve an expenditure in accordance with PEO’s internal financial control policies, including the Expense Reimbursement Policy and the Expenditure Approval Policy.

Executive Leadership Team (ELT) - refers to the CEO/Registrar, Deputy Registrar and Vice Presidents in the organization.

Procurement value – The estimated total financial commitment resulting from the procurement, including extension options and contingencies. The procurement value may exclude Ontario Harmonized Sales Tax, Federal Goods and Services Tax, and Ontario Retail Sales Tax, but must include all other taxes/fees including shipping, freight, brokerage fees and taxes from other jurisdictions. The procurement value is applicable in determining procurement method and signing authority.

5 Policy Statement

PEO shall establish authorities, responsibilities, and accountabilities, as the key components of its internal control mechanism, for entering into contractual agreements, and for releasing and spending of its financial resources, according to its Council approved budget, and in compliance with PEA, Regulation, By-Law No. 1, and other policies and procedures.

6 Approval Authority for Contracts for the Procurement and/or Purchase of Goods and Services for PEO Operations and PEO Chapters

6.1 Approval Authority Thresholds

The following approval thresholds apply for the procurement and/or purchase of goods and services that have been appropriately budgeted for under PEO’s Council Approved operational, strategic, and capital budgets, and, where applicable, PEO’s approved Chapter Business Plans.

Level	Total Procurement or Invoice Value (\$CAD)	Authorized Approver (PEO Operations)	Authorized Approver (PEO Chapter/Region Operations)
Level A	\$0 to \$4,999.99	Designated Staff approved in writing by Department Manager or Director	Chapter Treasurer AND One of: - PEO Staff: Chapter Manager - PEO Staff: Chapter Coordinator
Level B	\$5,000.00 to \$19,999.99	Department Manager OR Department Director	Chapter Treasurer, AND Chapter Chair or Vice Chair, AND One of: - PEO Staff: Chapter Manager - PEO Staff: Chapter Coordinator
Level C	\$20,000.00 to \$74,999.99	Department Manager AND Department Director OR Department Director AND	Chapter Treasurer, AND Chapter Chair or Vice Chair, AND PEO Staff: Director, Volunteer Engagement

		Vice President	
Level D	\$75,000.00 to \$199,999.99	Department Director AND One of: - Sr. Director, Finance - Vice President - CEO/Registrar OR Vice President AND CEO/Registrar	Chapter Treasurer, AND Chapter Chair or Vice Chair, AND those indicated under PEO Operations
Level E	\$200,000.00 to \$399,999.99	Vice President AND CEO/Registrar	Chapter Treasurer, AND Chapter Chair or Vice Chair, AND those indicated under PEO Operations
Level F	\$400,000.00 and above	CEO/Deputy Registrar AND One of: - Council Chair - President - Past President - President Elect	Chapter Treasurer, AND Chapter Chair or Vice Chair, AND those indicated under PEO Operations

All payment of funds under contracts shall be authorized following the above provisions, and shall be processed by the Senior Director, Finance or the Controller/Senior Manager Finance or their delegates.

Depending on the nature of the agreement to be signed, all of the above signing/approval authority responsibility shall include an assessment of all of the following:

- Ability to meet the terms specified in the agreement.
- Compliance with all related Act, Regulation, Bylaws, and legislation regulatory requirements, in addition to PEO's policies that may be impacted by the agreement (ie. labour legislation, intellectual property requirements, approvals or waivers that may be required from individuals other than those signing the agreement).
- Financial impact of the agreement on PEO, and whether or not disbursements under the agreement are properly budgeted for within the Council approved operational, strategic, and capital budgets.
- Consideration of whether legal advice should be obtained prior to signing the agreement.

The procedures for the purchase of goods and services, the selection of all suppliers and contractors, and the preparation of the new contracts and agreements that PEO enters into shall comply with the PEO Procurement Policy.

A copy of all agreements and contracts that involve the disbursement of funds must be shared with one of the Manager of Procurement, Senior Director of Finance or Chief Legal Officer.

6.2 Extraordinary or Unbudgeted Expenditures

The financial cash position of the association is a key component of PEO's system of internal controls in providing financial flexibility to manage PEO's financial resources. Every reasonable effort should be made to avoid the use of operating reserves through the ongoing assessment of priorities and the careful planning of operational, strategic, and capital budgets.

From time to time, expenditures may not be accurately estimated during organizational budgeting activities, as a result of external conditions, changing priorities and/or unexpected activities or occurrences.

Extraordinary expenditures are those that were unplanned in nature, and therefore have NOT been budgeted for appropriately under PEO's Council approved operational, strategic and capital budgets, and yet they cannot be deferred or avoided without significant, immediate, and material impact to PEO's performance with respect to operational and strategic priorities.

All extraordinary expenditures must be brought to the attention of the Senior Director, Finance and/or the Controller/Senior Manager Finance, and approved by a member of the Executive Leadership Team, prior to being incurred or disbursed.

If such extraordinary expenditures exceed a procurement value of CAD\$250,000, they must have pre-approval by an appropriately minuted motion of the Audit and Finance Committee and/or Council. If prior approval is not possible due to operational or strategic urgency, must be brought to the next scheduled Council meeting for information & discussion.

Changes to line items included within an approved budget that result from changes in priorities or operations that can be funded within the Council approved operational, strategic, or capital budget must be brought to the attention of the Senior Director, Finance and/or the Controller/Senior Manager of Finance, and approved by a member of the Executive Leadership Team, prior to being incurred or disbursed.

The Executive Leadership Team shall assess the potential impacts of an extraordinary expense and consider whether it requires reallocation of existing staff resources, or changes and deferrals of planned expenditures.

6.3 Additional Requirements for PEO Chapters and Regions

None of the governing body of a chapter, the officers of a chapter, or the members of a chapter, shall have any power or authority as such to contract in the name of the association or to assume any obligation on behalf of PEO, subject to the following exception:

A chapter shall be entitled to enter into a contract on behalf of the association, provided that:

- i. The chapter is named in such contract.
- ii. The contract only pertains to or is required by, the chapter's annual business plan, as approved by the Regional Congress Committee for such chapter, and which is based on the chapter budget approved by Council of PEO (hereinafter collectively called the "Business Plan");
- iii. The contract does not require expenditure of any money by the chapter, other than in accordance with its Business Plan; and
- iv. Such contract is executed by any one of the Chair, Vice-Chair, Secretary or Treasurer of the Chapter who has signing authority under Chapter bylaw and who are members.

6.4 Requirements for members of PEO Council, Governance Committee, Statutory Committee, and all other PEO Volunteers

Expenditure approval for Council activities, as well as the activities of Governance Committees and Statutory Committees, in addition to the expenses of any Council member, Committee Member, and PEO operations volunteers, must follow the approval authority noted under PEO Operations in Section 6 of this Policy, in addition to following the guidance of the Council/Committee staff advisor or staff liaison.

Similarly, expenditure approval for PEO Chapter/Regional volunteers must follow the approval authority noted under PEO Chapter/Region Operations in Section 6 of this Policy, in addition to following the guidance of the Chapter Office and the Chapter Procedure Manual.

All expenditures are also subject to PEO's Expense Reimbursement Policy and PEO's Procurement Policy.

6.5 Procedures for the Procurement or Purchase of Goods and Services

The procedures for the purchase of goods and services, the selection of all suppliers and contractors, and the preparation of the new contracts and agreements that PEO enters into shall comply with the PEO Procurement Policy.

6.6 Approval Authority for Other Contracts and Agreements

Deeds, transfers, contracts/agreements for non-purchase/procurement matters, and other instruments including monetary loans, lines of credit, mortgages and other debt instruments, must abide by the Borrowing Resolution as approved by Council and as specified in PEO Bylaw No.1, and shall be provided to Legal Review and signed by:

- CEO/Registrar OR Vice President and Chief Legal Officer; AND
- Any one of:
 - Council Past President
 - Council President
 - Council President Elect
 - Council Chair

Prior approval must be received by a minuted motion of Council if any of the following scenarios are applicable:

- that, in the opinion of the Executive Leadership Team, exposes PEO to an uncertain and potentially significant liability or risk.
- that, in the opinion of the Executive Leadership Team, is not in compliance of PE Act, Regulations, and By-Law No.1.
- that, in the opinion of the Executive Leadership team, is precedent- setting or involves sensitive issues.
- that, under the Professional Engineers Act, the Regulations or the By-Law of the association, require the approval of Council.
- that Council directs should be brought before Council for approval. that is for procurement value exceeding CAD\$250,000, the terms of which have not been approved by Council as part of annual approval of the operational, strategic, and capital budget. If prior approval is not possible due to operational or strategic urgency, must be brought to the next scheduled Council meeting for information & discussion.

7 Documentation Requirements for Procurement or Purchase of Goods and Services and Other Contracts and Agreements

All documentation, including contracts, agreements, receipts, invoices, payment requests, cheques/payment advice and any approval memorandum must be provided to the Finance department, in addition to being subject to the requirements of PEO's Expense Reimbursement policy, Procurement policy, Credit Card policy, and Document Retention policy.

8 Authority for Processing Payments, Committing Payroll and Conducting Journal Entries

In association with PEO Bylaw No.1 Section 41, approvals of routine payment instruments that allow for the processing of payments that are part of PEO's operational, strategic, and capital budgets and are compliant with the approval authority noted in Section 6 of this policy shall be processed by the Senior Director, Finance, or the Controller/Senior Manager of Finance, or his/her designate.

In association with PEO Bylaw No.1 Section 41, approvals of routine staff salaries and benefits, in addition to pension contributions, retiree benefit payments, and remuneration to PEO contractors that are part of PEO's operational, strategic and capital budgets shall be processed by the Senior Director, Finance, or the Controller/Senior Manager of Finance, or his/her designate.

The Senior Director, Finance, or the Controller/Senior Manager of Finance, or his/her designate, shall be authorized to approval all journal entries required in the course of preparing PEO's interim and final audited consolidated financial statements, in addition to the interim and final audited statements of the fund of the Pension Plan for the Employees of the Association of Professional Engineers Ontario, and the interim and final audited financial statements of the owned and occupied building of PEO.

9 Actual, Perceived, or Potential Conflict of Interest

The authorities specified in this policy shall not exercise their approval and/or signing authorities in circumstances where actual, potential, or perceived conflicts of interest exist or could be seen to exist. Actual, potential, or perceived conflicts of interest shall be reported in writing to the Procurement Manager and Chief Legal Officer.

The approval/signing authorities or the delegates shall not authorize disbursement for which they are the recipients (for example, reimbursement of expenses incurred).

10 Delegation of Approval/Signing Authority

The conditions under which delegation of approval/signing authority shall be allowed, include:

- An approval delegation cannot be delegated further without express approval of the original holder of the approval delegation.
- All delegations must be in writing and include the delegator and delegate.
- All delegations must have a defined end date.

- Delegation is invalid if precluded by other PEO policies.
- The holder of the approval/signing authority shall retain sufficient control to ensure their responsibilities are fulfilled, and should ensure that delegations are not made to those without sufficient knowledge and context of the activities being undertaken.
- In the case of PEO Operations:
 - The Senior Director, Finance, or his/her designate, must be notified in writing of the designation of approval authority applicable to PEO Operations as identified in Section 6 of this policy.
 - Notification must reoccur at the start of a new fiscal year.
 - Delegation of authority typically should occur to someone of equal or higher authority. If someone of equal or higher authority cannot be identified in a reasonable time relative to the approval in question, delegation can occur to someone of one level lower (following the levels identified in Section 6).
- In the case of PEO Chapter/Region Operations
 - The Chapter Office must be notified in writing of the designation of approval authority of the Chapter Treasurer, Chapter Chair, or Chapter Vice-Chair applicable to PEO Chapter/Region Operations as identified in Section 6 of this policy.
 - Notification must reoccur at the start of a new fiscal year.
- The extent to which authority/signing is delegated or restrictions thereon should be clearly specified.

11 Identifiable Signatures

All handwritten or digital/electronic signatures pertaining to contracts, agreements, purchase orders, invoices, procurements, payment requests, and other documents pertaining to future, current, or past financial transactions shall take the form of an identifiable signature, meaning that the signature must be accompanied by the clearly printed/legible first and last name of the individual approving, together with their job title and/or approval capacity.

Identifiable signatures are an important control, such that a third party could review executed financial documents to determine who they were approved by, the capacity under which they were approved, and the date that the approval took place.

An identifiable signature must contain ALL of the following components.

- A. A basic signature or marking, which is often handwritten, stylized, and/or a unique depiction of an individual's name or nickname.

- B. A printed, clearly legible first and last name of the individual.
- C. A printed, clearly legible job title and department/division/portfolio of the individual. In situations where approval authority was temporarily delegated – indicating the printed first and last name and job title of the original holder of that approval authority.
- D. Where applicable, the date of the signature.

Identifiable signatures are not necessary where electronic systems are used that require user login and password (and as such, satisfies requirement A), and utilize automated electronic workflow that clearly retains metadata that satisfies requirements B, C, and D in a format that is viewable by an authorized individual subsequent to the approval taking place. Examples of electronic systems include the approval trail used in Emburse, which is PEO Finance’s expense reimbursement platform.

12 Relevant Policies and Procedures

This policy forms part of the PEO Internal Controls policies and works in conjunction with the following PEO policies:

- Procurement Policy
- Expense Reimbursement Policy
- Credit Card Policy

13 Consequences for Non-Compliance

All instances of non-compliance with this Policy must be reported in a timely manner to the Senior Director, Finance. All PEO volunteers and PEO staff should be aware of and comply with the policy.

Non-compliance and/or purposeful circumvention of provisions outlined in this policy may be considered unacceptable behaviour as defined by PEO’s Code of Conduct and Ethics policy and subject to disciplinary or corrective actions.

14 Acknowledgement and Agreement

I, (employee name), acknowledge that I have read and understand the Expenditure Approval Policy of Professional Engineers Ontario. I agree to adhere to this policy and will ensure to promote compliance. I understand that if I do not adhere to the principles of this policy, I may face disciplinary action up to and including termination of employment.

Name: _____

Signature: _____

Date: _____

Approved By:

Approval Date:

Effective Date: January 1, 2027

PEO Internal Control Policies
Extraordinary Expenditures Policy

Issue date: September 23, 2005
Approved by: Council

Review date: January 31, 2007
Review responsibility: Director-
Administrative Services & Treasurer

Policy Statement	PEO shall maximize effective usage of its financial resources by properly managing situations of uncertainty, un-expectancy, and un-preparedness within the approved budget (i.e., new priorities, emergencies, under-estimated costs, and cost fluctuations, etc.) and by seeking Council's direction for funding the un-budgeted items that cannot be funded from the approved budget.
Policy Objectives	<ol style="list-style-type: none"> 1. To address the application of the following internal control's principles: <ul style="list-style-type: none"> • Authorization • Safeguarding assets • reliability of accounting records • Monitoring consumptions of resources • Documentation • Communications 2. To establish a value-based planning culture by which expenditures create the best value for PEO 3. To ensure PEO's financial resources are properly managed and resources are optimized 4. To address unplanned activities such as emergency events, new programs and projects, and existing programs or projects' cost fluctuations 5. To obtain Council's approval for unplanned expenditures that lead to increase in overall PEO's budget 6. To protect PEO's cash position, minimize unnecessary erosion of the operating reserve, and effectively maintain the required operating reserve in compliance with the Operating Reserve policy
Rationale	<p>The financial cash position of the association is a key component of the internal control system to provide financial flexibility in managing PEO's financial resources. Un-necessary erosion of the operating reserve must be avoided through properly planning and assessment of priorities for allocation of financial resources. However, the limit by which the operating reserve is built and maintained must allow PEO to meet its current and future regulatory and regulatory support mandate.</p> <p>Expenditure may not be accurately estimated at the planning stage. Furthermore, from time to time, priorities change and unplanned expenditures may occur. Financial capacity and flexibility is necessary to address cost changes in the marketplace. Financial flexibility must also include processes to fund activities that are of an emergency nature or are unplanned and of high priorities to PEO.</p> <p>Extraordinary expenditures are unplanned expenditures and include those for new projects or programs, and significant expansion of existing projects or programs, particularly where the expansion will impact future years.</p>

PEO Internal Control Policies
Extraordinary Expenditures Policy

Scope	This policy applies to all PEO departments and committees.
Quarterly Budget Review	<p>The CEO/Registrar and his/her senior management team shall assess business needs on a quarterly basis and plan for shifting priorities.</p> <p>Priorities of both unplanned and underestimated activities that cannot be funded within approved budget shall be assessed on a quarterly basis.</p> <p>Current budget shall be reviewed on a quarterly basis to accommodate the needs for higher priority matters and emerging issues.</p> <p>Changes to a line item of the approved budget due to new priorities, under-budgeted, or request for funding unbudgeted activities shall be funded within the approved budget by adjustment of appropriate line items.</p> <p>Director – Administrative Services & Treasurer shall consult with the Finance Committee on his/her financial impact analysis including financial projection and inform them of any potential changes to the association’s cash position and reserve. The Finance Committee shall advise Council of the impacts of the proposed changes in the budget line items.</p> <p>CEO/Registrar shall consult with the volunteer members of the Executive Leadership team and inform them of the financial implications of emerging issues and their potential impacts on PEO’s objectives.</p> <p>Financial projection for approved program expenditures shall be provided to all departments and committees.</p>
Limitations on Unbudgeted Expenditures	<p>In the absence of Council’s specific prior approval or clearly established direction, the CEO/Registrar shall consult with Executive Leadership prior to:</p> <p>The engagement of lawyers for the purpose of obtaining legal opinions on matters not directly related to routine operational matters (i.e. employment, contracts, leases, etc.), regulatory matters (i.e. complaints, discipline, licensing, tribunals, regulations, etc.) or actions against PEO;</p> <p>The engagement of consultants for work to exceed \$20,000 in value on matters not directly related to discipline or enforcement;</p> <p>The entering into any contract over \$50,000 in value, the terms of which have not been approved by Council;</p> <p>Any expenditure over \$20,000 for which funds have not been budgeted; and</p> <p>Any expenditure that may erode PEO’s financial position or put PEO in a non-compliance position with the requirements of its Operating Reserve policy shall not be permitted.</p>

PEO Internal Control Policies
Extraordinary Expenditures Policy

<p>Program Expenditures of an Emergency Nature</p>	<p>The CEO/Registrar and his/her senior management team shall ensure PEO systems and infrastructure facilities are functioning properly.</p> <p>The CEO/Registrar and his/her senior management team shall take all necessary steps towards addressing urgent matters or emergency situations ("Urgent and Emergency Events") related to PEO's ongoing operation, e.g., telephone problems or computer failure that could be of catastrophic nature and would cause interruption to PEO's daily operation.</p> <p>Members of the Executive Leadership team and members of Council shall be promptly notified by the CEO/Registrar of the nature of the problem related to the urgent and emergency events and be informed of the actions taken in addressing issues.</p>
<p>Assessment of Extraordinary Expenditures</p>	<p>The CEO/Registrar shall be the responsible authority to assess extraordinary expenditures, prioritize a new expenditure, and maximize usage of PEO's financial resources.</p> <p>CEO/Registrar shall implement one or more of the following means in order to control the overall budget and render minimum impacts in PEO overall objectives by:</p> <ul style="list-style-type: none"> • temporary deferral of the new unplanned but non-emergency resource category/resource type ("program expenditure"), either at a cost object or an activity level; • scaling down an existing program expenditure if the program or project was under-estimated at the planning phase, or its cost was changed after initial estimation; • eliminating or adjusting one or more of the planned resource category/resource type; • eliminating or adjusting one or more of the planned activities within the cost object(s); and • eliminating or adjusting one or more of the programs and projects within the cost object(s). <p>The CEO/Registrar and Director – Administrative Services & Treasurer shall assess the potential impacts of an extraordinary expenditure on PEO's business operation and overall objectives, explore options to address issues, and consult with the Finance Committee.</p> <p>The CEO/Registrar shall assess the potential impacts of an extraordinary expense that may require reallocation of existing staff resources and/or financial funds, or changes in staffing and inform volunteer members of the Executive Leadership team.</p> <p>The CEO/Registrar shall report to Council regarding his/her assessment and the actions taken.</p>

PEO Internal Control Policies
Extraordinary Expenditures Policy

Financial Impact Analysis	The Director – Administrative Services & Treasurer shall be the responsible authority to assess financial impact analysis of any expenditure, either un-budgeted or under-budgeted, for the purpose of financial planning and assessment of such impact on the PEO's cash position and operating reserve, and provide recommendations on any changes related to the approved budget.
Deferral of Non-emergency Program Expenditures	The deputy registrar/director or committee chair shall consult the CEO/Registrar to determine if the program or project can be deferred to the next quarterly review of budget when new priorities are assessed, or delayed to the next planning cycle when the budget is developed.
Scaled-down Program Expenditures	The deputy registrar/director or committee chair shall determine if the program or project can be reduced to comply with the approved expenditure or implemented on a staged basis.
Funding from an Existing Departmental Cost Object or from a Committee Activity	<p>All efforts shall be made to explore funding of new priorities and un-budgeted expenditures from approved, budgeted cost objects and their resource categories and resource types with no change in PEO's overall budget and minimum impacts on annual planned objectives.</p> <p>If the extraordinary expenditure is related to a line cost object in the approved budget, scaling down of existing activities including their resource categories and resource types shall be considered.</p> <p>If the program expenditure cannot be scaled down from a line cost object, the responsible deputy registrar/director or committee chair shall determine if the program can be funded from another existing cost object within the department's or committee's approved budget.</p> <p>The funding shall be made either from the same cost object or another cost object by applying an appropriate adjustment or absorb to the intended expenditure so that the entire department or committee's budget is not changed with minimum impacts on planned objectives.</p> <p>The CEO/Registrar and management team shall explore all possible adjustments to other departments' budget with no change to PEO's budget and minimum impact on departments' objectives, if the intended expenditure is regarded as a high priority and no funding from the concerned department is available.</p>
Funding and Adjusting Authorities and Limits	<p>The CEO/Registrar shall have the authorities for adjustment of a non-labour budget item, on a non-recurring basis, either for an un-budgeted or an under-budgeted expenditure at a cost objective level with no change to overall PEO's budget.</p> <p><i>Adjustment of resources at the departmental level with no change to the overall PEO's budget and minimum impact on PEO's overall objectives:</i></p>

PEO Internal Control Policies
Extraordinary Expenditures Policy

	<ul style="list-style-type: none"> • CEO/Registrar: the lesser of \$ 20,000 or 5% of the department's approved budget on a one-time basis or the lesser of \$ 50,000 or 10% of the department's approved budget on an aggregate basis. <p>CEO/Registrar shall seek Council's approval for expenditures that require additional funds beyond PEO's overall approved budget.</p> <p>Council may direct CEO/Registrar to adjust PEO's budget beyond the above limits to enable PEO to address new priorities and achieve effective allocation of financial resources.</p> <p>During the year 2005 and beyond, the CEO/Registrar, deputy registrar/director, committee chair shall have the authorities for adjustment of a budget item, on a non-recurring basis, either for an un-budgeted or an under-budgeted expenditure, with no change in cost objective's budget, through adjustment in the activity and resource category's levels, except for the following resource categories:</p> <ul style="list-style-type: none"> • Legal • Consultants • Contractors <p>The following implementation timetables regarding funding and adjusting authorities and limits shall be in effect in this policy:</p> <p>During 2005: No funding and adjusting authorities and limits at the Cost Object's Budget with no change in overall cost object budget</p> <p>January 2006: No Change in Cost Object's Budget and following Limits:</p> <p><i>Adjustment of resources at the activity's level with no change to the cost object's budget and minimum impact on departmental objectives:</i></p> <ul style="list-style-type: none"> • CEO/Registrar: the lesser of \$20,000 or 5% of the cost object's approved budget on a one-time basis or the lesser of \$50,000 or 10% of the cost object's approved budget on an aggregate basis. • deputy registrar/director/committee chair: the lesser of \$10,000 or 3% of the cost object's approved budget on a one-time basis or the lesser of \$20,000 or 5% of the cost object's approved budget on an aggregate basis.
<p>Funding from Operating Reserve</p>	<p>Council shall be the responsible authority to authorize drawing from the operating reserve.</p> <p>If required, CEO/Registrar shall prepare a briefing note for Council and seek an approval for the extraordinary expenditures that must be funded from operating reserve.</p>

PEO Internal Control Policies
Extraordinary Expenditures Policy

Recording and Tracking of Budget Changes	<p>The Director – Administrative Services & Treasurer shall be the responsible authority to record all approved expenditure changes in a “Budget Changes Log”, either un-budgeted or under-budgeted, to the current budget including planned and un-planned activities, and document information with all outlined rationale of such change where applicable.</p> <p>The Director – Administrative Services & Treasurer shall be the responsible authority to make necessary adjustments to the financial information system, i.e., ABM and the Solomon tracking system, for the purpose of integrity of financial information, preparation of financial statement, conduct of cost analysis and cost tracking including budget/actual variance analysis.</p>
Reporting of Extraordinary Expenditures	<p>The CEO/Registrar shall be the responsible authority to inform the following authorities of the decision in funding an extraordinary expenditure from an appropriate line item in the approved budget or from operating reserve, within funding authority set in this policy:</p> <ul style="list-style-type: none">• Volunteer members of the Executive Leadership team• Finance Committee• Council <p>Director – Administrative Services & Treasurer shall be informed of any request related to any expenditure category, either unbudgeted or under-budgeted expense, for the purpose of the financial impact of such an expenditure on the budget and the operating reserve.</p>

PEO Bylaw No 1 S(45)

- We are proposing that PEO's existing bylaws be modified, such that approval thresholds are referenced in Council approved policies, and not in the bylaws themselves.

Current State: PEO Bylaw No 1. s(45):

Deeds, transfers, contracts and other instruments requiring the signature of the association and which have an aggregate expenditure thereunder of up to \$25,000 may be approved by the designated department director, amounts of up to \$50,000 may be approved by the designated staff vice president; amounts of up to \$100,000 may be approved by the CEO/registrar or a staff vice-president; and amounts exceeding \$100,000 may be approved by one of the CEO/registrar, or a staff vice-president, and one of the Chair of Council, President, President-Elect, or Past President. (Amended April 4, 2025)

Proposed Future State: PEO Bylaw No 1. s(45):

Deeds, transfers, contracts and other instruments requiring the signature of the association shall be subject to approval in accordance with the association's Procurement Policy and Expenditure Approval Policy, as approved by the Council and amended from time to time. (Amended January 1 2027)

Summary Report to Council of Governance and Nominating Committee (GNC) Activity June 19, 2026
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Committee Meeting Date: June 2, 2026

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
GNC Charter	The committee reviewed its Charter, including composition, mandate, and roles and responsibilities.	N/A	N/A	Complete	No
Draft 2026-2027 GNC Work Plan	The committee reviewed the 2026-2027 GNC Work Plan and recommended it for approval at the June Council Meeting.	Staff	Recommendation to Council for approval on June 19, 2026	Continue	Yes
2027 Election Documents and Competency-Based Nomination and Remuneration Framework	The committee reviewed a policy direction regarding Competency-Based Nominations and Elections, as well as the proposed Nomination and Voting Procedures, Elections Communications Procedures, and role descriptions for PEO President and PEO Chair of Council.	Staff	Recommendation to Council for approval on June 19, 2026	Continue	Yes
Revisions to Councillor Training Protocol	The committee reviewed the revised Councillor Training Protocol which proposes aligning the councillor training allowance with the Council term (AGM to AGM) rather than the calendar year.	Staff	Recommendation to Council for approval on June 19, 2026	Continue	Yes
Council Evaluation Report and Board Culture Project: Proposed Action Plan	The committee reviewed the proposed Action Plan based on the recent Council Performance Evaluation Report and Board Culture Project.	Staff	Recommendation to Council for approval on June 19, 2026	Continue	Yes
Legislative Review: Stakeholder Engagement Strategy	The committee received an update on the stakeholder engagement strategy for year one of the legislative review project.	Staff	Continue steps to implement the stakeholder engagement plan and provide	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?
	Staff are currently working with an external advisor to develop and deliver the year one engagement plan for the Council-directed review of the <i>Professional Engineers Act</i> .		regular progress updates		

Next Committee Meeting: September 15, 2026

DRAFT

Decision Note – GNC Work Plan for 2026-2027

Item	C-578-5.1
Purpose	To approve the 2026-2027 Work Plan for the Governance and Nominating Committee.
Strategic/Regulatory Focus	Governance
Motion Proposed to Council	(requires a simple majority of votes cast to carry) That the Work Plan for the Governance and Nominating Committee, as submitted to the meeting at C-578-5.1, Appendix A, be approved.
Attachments	Appendix A: Draft GNC Work Plan for 2026-2027

Summary

Council is asked to review and approve the 2026-2027 Work Plan for the Governance and Nominating Committee (GNC).

Public Interest Rationale

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

Background

Under the governance model adopted by Council, all governance committees propose their annual work plans to Council for approval. The work plan provides a meeting-by-meeting roadmap and general assurance that the organization’s key strategic initiatives and the duties and responsibilities of the committee will be addressed in the 2026-2027 term.

At its meeting on June 2, 2026, the GNC reviewed the draft work plan and made no recommendations for changes.

Considerations

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

Stakeholder Engagement

N/A

Next Steps

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

Prepared By: Secretariat Team

GOVERNANCE & NOMINATING COMMITTEE (GNC): 2026-2027 WORK PLAN

[June 2, 2026]

New or revised information in blue or green text

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

Meeting 1 (Kick-off) Q2-2026 Date: June 2, 2026			
Items		Description	Status
1.1	Review and Recommend Annual Work Plan	Under the governance model, annual work plans are proposed at the beginning of the Council term to Council for approval. New items may be added to the work plan as directed by Council or driven by other priorities.	
1.2	2027 Election Documents and Competency-Based Nomination & Remuneration Framework	Following Council's endorsement of a competency-based nomination and remuneration framework and the reports of the Chief Elections Officer and Central Election and Search Committee on the 2026 PEO Council election, GNC is presented with proposed updates to Regulation 941 and election rules with respect to competency-based nominations and other election-related changes. Given the scope and complexity of the work, the project will be completed in two phases.	

		<p>The first phase will include revisions to the Nominating and Voting Procedures and Election Publicity Procedures, revisions to the job descriptions for the Council Chair and President, as well as the development of policy directions related to competency-based nominations and other related matters.</p> <p>The second phase will include the development of the competency matrix and nomination application forms, review of proposed job descriptions for various roles, development of the required by-law amendments, finalization of the remuneration policy, and development of other related materials.</p> <p>Budgeting related to the implementation of remuneration for councillors and statutory committee members will be overseen by the Audit and Finance Committee.</p>	
1.3	Revisions to Councillor Training Protocol	<p>Following an initial discussion at its April 15, 2026 meeting, GNC to consider the proposed revisions to the Councillor Training Protocol and recommend its approval to Council in June.</p>	
1.4	Council Evaluation Report and Board Culture Project – Proposed Action Plan	<p>The Board Culture project and the Council performance evaluation project identified a number of common themes and opportunities for improvement related to Council culture, effectiveness, and governance practices. Following Council’s receipt of the Watson Report on Council performance at its March 2026 meeting, staff will provide an action plan for GNC’s and Council’s consideration in line with the recommendations arising from both reports.</p>	
1.5	Complaints Committee Appointments and Reappointments (In Camera)	<p>Additional appointments and reappointments to the Complaints Committee will be considered in accordance with the appointment and reappointment process approved by Council at its March 2026 meeting. This item follows Council’s December 18, 2025 decision to reappoint all current members of the Complaints Committee to serve until June 30, 2026. Final recommendations will be presented to Council for approval at its June 19, 2026 meeting.</p>	

1.6	Central Election and Search Committee Reappointments for 2026-2027 Term (In Camera)	Reappointments to the Central Election and Search Committee (CESC) will be considered in accordance with the appointment and reappointment process approved by Council at its March 2026 meeting. Final recommendations will be presented to Council for approval at its June 19, 2026 meeting.	
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Meeting 2 Q3-2026 Date: September 15, 2026			
Items		Description	Status
2.1	2027 Election Documents and Competency-Based Nomination & Remuneration Framework	Please refer to item 1.2	
2.2	Governance Advancement: Review of the Election System -- Consultation Findings and Emerging Themes	Governance advancement, including a review of PEO's election system, forms part of the broader legislative review project, as meaningful changes may require amendments to the Act and related regulations. GNC will receive an analysis of the stakeholder consultations conducted through the legislative review initiative and consider how the key governance and election-related themes should inform future policy development and the Legislative Review Roadmap. This work will be coordinated with the Regulatory Policy and Legislation Committee (RPLC) to ensure a consistent and integrated approach.	
2.3	PEO's Annual General Meeting	Consistent with previous discussion at the GNC in February 2026, a review of the AGM format will be undertaken to assess whether it continues to effectively support licence holder participation and engagement. The review will consider the growing range of volunteer engagement opportunities available through PEO, including events such as the Volunteer Symposium, and will	

		explore how the AGM can best fulfill its unique role as a forum for licence holders.	
2.4	Regional Councillors Committee (RCC) Mandate	The RCC is a legacy committee whose mandate has remained unchanged since the governance reforms introduced in 2020. Given the significant evolution in PEO's governance structure and strategic direction over the past several years, it has become timely to revisit the role, relevance, and future function of the RCC. Since the initial discussion in the fall of 2025, staff have engaged directly with the RCC, and recommendations will be brought forward to the GNC for consideration.	
2.5	Code of Conduct + Progressive Resolution Policies	PEO statutory committee members, chapter volunteers, and advisory group members share a collective responsibility to uphold PEO's values and Code of Conduct. Following the development and implementation of the Council Code of Conduct, the existing Code of Conduct for committee members and volunteers is being updated to ensure alignment with current expectations and organizational values, as well as consistency across PEO's statutory committees, chapters, and advisory groups.	
2.6	PEO Chapter Manual, Version 2	In alignment with PEO's 2026 Operational Plan, revisions to Version 1 of PEO's Chapter Manual are planned to reflect opportunities for enhanced guidance and resources for chapter volunteers. Rooted in a multi-modal engagement strategy with chapter executives on key revisions required, Version 2 of PEO's Chapter Manual will further support alignment across PEO's chapter network while continuing to support local agency and approaches to engaging with prospective and licensed engineers.	
2.7	Chapter By-laws	With the creation of PEO's Chapter Manual as a centralized document outlining chapter operating processes, at its February 20, 2026 meeting Council directed the evaluation of Chapter bylaws to present recommendations to Council no later than October 2026.	

2.8	Enterprise Risk Management	Review and discuss risks in PEO's risk register that pertain to governance and other matters relevant to the GNC's mandate, as appropriate. Enterprise risk management oversight falls under the mandate of the Audit and Finance Committee (AFC), which will review and make recommendations to Council at its November meeting.	
2.9	Appointment of Chief Elections Officer and Related Matters	In accordance with section 11.1 of the Regulation, Council is required to appoint a Chief Elections Officer annually. As Council previously approved the appointment of the Chief Elections Officer (and the re-designation of the Official Elections Agent) for a further three-year term in September 2025, this item is being brought forward as a procedural formality required under the Regulation.	

Meeting 3 Q4-2026 Date: November 6, 2026			
Items		Description	Status
3.1	Competency-Based Nomination & Remuneration Framework: 2027 Elections	Please refer to item 1.2 – GNC's involvement in the 2027 elections will be determined following Council's approval of the final policy directions anticipated at its October meeting.	
3.2	Governance Advancement: Review of the Election System -- Draft Foundations and Guiding Principles	GNC will be asked to consider proposed foundational definitions, principles, and guiding assumptions related to governance and PEO's election system that are intended to inform the development of the Legislative Review Roadmap and support more detailed policy development work in Years 2 and 3 of the review. Selected governance components of the draft Roadmap will be presented to the Committee for discussion and feedback. This work will be coordinated with the RPLC to ensure alignment between the governance and regulatory policy streams. The final	

			Roadmap is expected to be presented to Council in November for review and approval.	
3.3	Engineers Canada Director Nomination Process		Review the current process for nominating candidates for appointment to the Engineers Canada (EC) Board of Directors. The process was last approved in November 2023 and includes eligibility criteria established by both Engineers Canada and PEO, among other matters. As part of this review, Council may wish to consider whether the eligibility criteria for EC Board nominees should be more closely aligned with the eligibility and disqualification provisions applicable to Council members under sections 10.1 and 10.2 of Regulation 941.	
3.4	Review of Appointments & Reappointments of Statutory Committees		Appointments and reappointments to PEO's statutory committees will be considered in accordance with the process for appointments and reappointments approved by Council at its March 2026 meeting.	

Meeting 4				
Q1-2027				
Date: January 26, 2027				
	Items		Description	Status
4.1	Governance Advancement: Review of the Election System – Policy Framework		Subject to Council approval of the Legislative Review Roadmap in November 2026, the policy work will be structured to allow Council and the Committee to first consider the broader governance and election framework before moving into detailed policy development. This approach is intended to support more efficient policy development and reduce the need for significant revisions later in the process. At this meeting, and the subsequent meeting in March, GNC will begin discussions on the key components of PEO's governance and election framework, including topics such as composition of	

			Council, terms of office, role of committees and other election-related matters. GNC will consider how these components fit together and should inform future policy development.	
4.2	Annual Review of Governance Scorecard		Review the specific indicators used in the past year's use of the scorecard to ensure they meet Council's needs for evidence-based information in its decision-making processes.	
4.3	Review of Governance Committees' Charters		Review the Charters of governance committees (including the GNC Charter) and recommend any amendments to Council. The Charters were last reviewed in April 2024. As part of the regular governance review cycle, all governance committees will be asked to review their respective Charters and propose any changes.	
4.4	Order of Honour Selection Guideline Update		Inclusion of Volunteer Engagement team feedback related to PEO values and conduct as a component of the Order of Honour Selection Committee's review of nominated volunteers. Amendments to Order of Honour selection criteria are approved by Council.	

Commented [MF1]: Tentative item for GNC – may go directly to Council. For discussion

Meeting 5 Q1-2027 Date: March 5, 2027			
Items		Description	Status
5.1	Governance Advancement: Review of the Election System – Policy Framework	See item 4.1	
5.2	Council Evaluation Report	The 2027 Council Evaluation will mark the second year of implementation of the multi-year Council Evaluation Framework approved by Council in 2025. Consistent with the first year of implementation in 2026, the evaluation will be conducted by Watson Advisors, who developed the Framework.	
5.3	Safe Workplace Policy	Under the <i>Occupational Health and Safety Act</i> , organizations are required to review their Safe Workplace policies on an annual basis. The policy will be brought to GNC for review if staff determine that updates or revisions are necessary following their annual assessment. The policy was last reviewed and revised by Council in March 2026.	

Meeting 6 (Close-off)
 Q2-2027
 Date: April 15, 2027

Items		Description	Status
6.1	Election Issues: 2027 Reports	GNC will review the reports by the Central Election and Search Committee and the Chief Elections Officer	
6.2	Recommendations for Appointments to Committee and other Board Positions for the 2027/2028 Term	GNC will consider and recommend appointments to the governance committees and other appointments for the 2027/2028 Council term. All recommendations will be approved at the term's inaugural Council meeting.	

Decision Note – 2027 Election Documents and Competency-Based Nomination & Remuneration Framework

Agenda Item No.	C-578-5.2
Purpose	Following Council’s endorsement of a Competency-Based Nomination and Remuneration Framework and the 2026 PEO Council election reports, Council is presented with proposed updates to Regulation 941 and PEO election rules, as well as role descriptions for PEO President and for the Chair of Council, and related amendments to By-Law No 1.
Strategic/Regulatory Focus	Governance improvement
Proposed Motion to Council	<p>1. That Council approves the policy direction presented to the meeting at C-578-5.2, Appendix A, regarding Competency-Based Nominations and Elections and directs staff to work with the Ministry of the Attorney General to make amendments to Regulation 941 as anticipated by paragraph 2 of subsection 7(1) of the Professional Engineers Act. (requires two-thirds majority of votes cast)</p> <p>2. That Council approves the 2027 Nomination and Voting Procedures as presented to the meeting at C-578-5.2, Appendix B. (requires simple majority of votes cast)</p> <p>3. That Council approves the 2027 Election Communications Procedures as presented to the meeting at C-578-5.2, Appendix C. (requires simple majority of votes cast)</p> <p>4. That Council approves the role descriptions for PEO President and PEO Chair of Council as presented to the meeting at C-578-5.2, Appendices D and E, and directs staff to update relevant sections of the Governance Manual, including section 3.2, in order to reflect these updated role descriptions. (requires simple majority of votes cast)</p> <p>5. That Council approves the amendments to By-Law No. 1 as presented to the meeting at C-578-5.2, Appendix F. (requires two-thirds majority of votes cast)</p>
Attachments	<p>Appendix A – Competency-Based Nominations and Elections-Related Policy Direction</p> <p>Appendix B – Nomination and Voting Procedures – redlined</p> <p>Appendix C – Election Communications Procedures – redlined</p> <p>Appendix D – Proposed Role Description for PEO President</p> <p>Appendix E – Proposed Role Description for PEO Council Chair</p> <p>Appendix F – Proposed By-Law Amendments – clean version</p> <p>Appendix G – Proposed By-Law Amendments – redlined version</p>

Summary

Following Council’s endorsement on March 27, 2026 of a [Competency-Based Nomination & Remuneration Framework](#) and the 2026 election reports of the Chief Elections Officer and Central Elections Search Committee (CESC), Council is asked to review a draft policy direction, updated election rules, role descriptions for PEO President and for Chair of Council, and related changes to By-Law No 1.

Public Interest Rationale

Governance improvement will enhance PEO's ability to fulfil its public interest mandate.

Background

At its March 2026 meeting, Council endorsed a Competency-Based Nomination & Remuneration Framework.

The *Professional Engineers Act* provides Council with the authority, subject to the approval of the Lieutenant Governor in Council and with prior review by the Minister, to make regulations "respecting and governing the qualifications, nomination, election and term or terms of office of the members to be elected to the Council".¹ Policy directions that reflect the Framework, along with improvements identified in the 2026 Council election reports, are presented at **Appendix A**.

Changes to the election procedures documents are included at **Appendices B and C**. These documents are approved annually by Council.

Draft role descriptions for PEO President and for PEO Council Chair are available at **Appendices D and E**. These documents will form a part of the Competency-Based Nomination & Remuneration Framework. Related By-Law amendments are available at **Appendix F** (with a redlined draft at **Appendix G**).

Considerations

- Implementation of Council's Competency-Based Nomination & Remuneration Framework is going to proceed in two phases (over two election cycles) in order to ensure regulatory compliance, effective communication with licence holders, and to support a smooth transition to a new election approach. The rules presented at Appendices B and C reflect the first set of changes that will be incorporated for the 2027 election (which will function as a 'hybrid' of the old and new election frameworks).
- Regulation changes required to fulfil Council's direction with respect to the Competency-Based Nomination & Remuneration Framework will likely not be in effect in time for the 2027 election. The most substantive way in which this affects the 2027 election rules is that prospective candidates will continue to be required to be nominated by other licence holders, the voting period will remain the same, and the GNC will not be able to screen out unqualified candidates.
- Other election changes related to the Competency-Based Nomination & Remuneration Framework can be realized via the 2027 Nomination and Voting Procedures and 2027 Election Communications Procedures, and these updated documents are an important way in which the longer term changes to Council elections will be communicated to licence holders so that they can be prepared for the full implementation of the Framework in the 2028 election.
- The regulatory amendments and changes to election rules reflect Council decisions, in particular Council's March 2026 endorsement of the Competency-Based Nomination & Remuneration Framework, as well as recommendations of the Chief Election Officer and CESC and improvements identified following the introduction of election eligibility criteria in 2024. Proposed substantive changes are summarized in the table below:

¹ Paragraph 2 of [subsection 7\(1\)](#).

Proposed Change	Rationale
Changes to the Nomination Process and shortening of voting window.	Based on Council's Competency-Based Nomination and Remuneration Framework.
Remove a requirement in the regulation re: statement of residency that is inconsistent with the <i>Professional Engineers Act</i> .	Housekeeping
Allow for the CESC to disqualify a candidate within strict parameters and include a prohibition on election interference in the election procedures.	Both the Chief Elections Officer and CESC identified this as a gap with respect to serious violations of elections rules such as election interference.
Remove the role of Returning Officers and give any relevant duties to the Chief Elections Officer.	Modernize elections as the Returning Officers are a holdover from the paper election era. The Chief Elections Officer is an independent election official appointed by Council who is already responsible for ensuring election integrity.
Establish a cooling off period for PEO employees and contract staff to run.	Consistent with good governance norms, this measure helps to: avoid real and perceived conflicts of interest, address concerns regarding 'capture' of board by internal staff interests, maintain clear governance boundaries, maintain fairness in elections where institutional knowledge may advantage a former staff candidate, and can help protect sensitive information that staff have access to.
Require election communications and candidate materials to focus on a candidate's competencies, experience, and ability to contribute to Council's regulatory and strategic responsibilities.	Based on Council's Competency-Based Nomination and Remuneration Framework.

- As this is the second Council term in a row where different individuals hold the roles of President and Chair of Council, the roles and responsibilities of both positions should be clarified. The role descriptions aim to: reflect that the President is elected by licence holders, and Council has assigned the role an external-facing strategic leadership and ambassadorial focus; that the Chair of Council is appointed by Council, and Council has assigned the role a governance focus; and that overall strategic oversight rests with Council.
- A proposed by-law amendment would make the Chair of Council a member of Council's committees in order to facilitate the Chair's governance responsibilities, including supporting the high performance of Council and its committees. This change would also allow a Chair who is not President to contribute to discussions about Council matters before they are brought to Council (where the Chair is required to abstain from deliberations).

Recommendation

That Council approve the proposals included with this item.

Next Steps

Following Council's approval, staff will implement the decision and prepare a submission to the Ministry of the Attorney General.

A second set of materials related to the Competency-Based Nomination and Remuneration Framework will be brought to Council in the Fall.

Prepared By: Policy Staff

Competency-Based Nominations and Elections-Related Policy Direction
June 2026

The policy direction proposed below aligns with Council's endorsement of a Competency-Based Nomination and Remuneration Framework, along with election-related recommendations by PEO's Chief Elections Officer and the Central Election and Search Committee and improvements identified following the introduction of election eligibility criteria in 2024.

Following Council's approval of this policy direction, staff will make a submission to the Ministry of the Attorney General (the Ministry) and work with the Ministry to realize the anticipated changes to Regulation 941 set out below (and any other changes that may be required to implement Council's direction regarding the Competency-Based Nomination & Remuneration Framework approved by Council on March 27, 2026).

NB: The below wording and structure are subject to change based on the Ministry's review.

Regulation 941

Nomination Requirements

- Remove requirement that a licence holder be nominated for election to the Council as president-elect, vice-president, regional councillor, or a councillor-at-large by other licence holders (i.e. the current section 14).
- Establish that in order for a nomination to be considered valid under section 6 of Regulation 941, the Member shall successfully complete a competency-based nomination procedure approved by Council. If a Member does not successfully complete the Council-approved competency-based nomination procedure they shall not be considered duly nominated and will be unable to be elected.
- Remove the requirement at section 15 that a nominee must state in their consent to the nomination that they are "a Canadian citizen resident in Ontario" as it conflicts with subsection 3(3) the *Professional Engineers Act*, which allows citizens or those with the status of permanent resident of Canada to be elected or appointed to Council.

Eligibility

- Remove current election eligibility provisions regarding licence holders employed by PEO and replace with regulations that state that a licence holder who is employed (or contracted as staff) or who has been employed by PEO (or contracted as staff) is not eligible for election to the Council until a period of three years has passed since the date on which the employment or contract ended.

Candidate Disqualification

- Establish that a valid nomination can be invalidated by the Central Election and Search Committee where it determines that a licence holder who is or may be a candidate has violated election rules or procedures with a level of seriousness that necessitates invalidating the nomination in order to serve and protect the public interest. A licence holder whose nomination is invalidated is disqualified as a candidate from the election.
- Clarify that the Central Election and Search Committee’s authority to “receive and respond to complaints regarding the procedures” includes responding to referrals from the Chief Elections Officer, concerns about nominations, and complaints about procedure/rule violation, and that such authority includes the ability to make final determinations on these matters. The Central Election and Search Committee will decide on such a process as required to ensure a fair consideration of a matter and will communicate the process to the parties.

Voting

- Shorten voting window to fourteen days.

Returning Officers

- Remove the provisions related to returning officers including their appointment and duties.

Chief Elections Officer

- Give the following additional duties to the Chief Elections Officer: approve the final count of ballots, make such investigation as they consider necessary or desirable for the purpose of supervising the counting of the vote, and reporting the results of the vote to the Registrar.

20267 Nomination and Voting Procedures for Election to the 20267-20278 Council of the Association of Professional Engineers Ontario (PEO)

The 20267 Nomination and Voting and Election ~~Publicity Communications~~ Procedures were approved by the Council of PEO on ~~June 20, 2025~~ June 19, 2026.

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

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

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

All licence holders, including prospective candidates and candidates, are prohibited from interfering with the integrity of the election in any way. Election interference involves interference with the legitimacy of the election and can include cyber-attacks, the spreading of disinformation about a candidate or the election, intimidating or threatening individuals involved in the election including candidates or voters or election officials, vote buying or bribery, or voter impersonation, among other activities. Election interference could result in a nomination being invalidated and the disqualification of a candidate from the election.

1. The schedule for the elections to the 20267-20278 Council is as follows:

[The schedule for the 2027 Council Election is TBD and will be presented to Council at its October 2nd meeting following review of all election-related documents]

All times noted in these procedures are Eastern Time.

2. Candidates’ names will be listed in alphabetical sequence by position on the list of candidates sent to members and on PEO’s website. However, the order of their names will be randomized when voters sign into the voting site to vote.

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

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

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

11. A candidate must declare in their **nomination application** ~~Nomination Acceptance Form~~ that they will complete the PEO mandatory compliance training for volunteers if elected. This compliance training is free and online. This training helps ensure PEO compliance with the *Accessibility for Ontarians with Disabilities Act* and the Workplace Violence and Harassment requirements of the *Occupational Health and Safety Act*. It also minimizes the risk of interruption to Council's work by ensuring those elected for office have completed the requisite training. Those who have already completed PEO's mandatory compliance training for volunteers in previous roles will be considered to have completed the training and will not be required to do them again.

12. A candidate must meet the election eligibility criteria, as set out in Regulation 941, ~~by making the required declarations in the Nomination Acceptance Form.~~ They will be required to complete a declaration page regarding the election eligibility criteria as part of the nomination application.
13. A candidate must have completed an orientation course approved by Council ~~in order to be eligible for election to Council. They must have completed the course by December 31, 2025~~ [Date TBD at Council's October 2nd meeting – CESC recommends outside of holiday season]. This orientation is free and online. The orientation must be completed by the deadline unless there are exceptional circumstances which warrant an extension. The Chief Elections Officer should consider on a case-by-case basis whether undue hardship or exceptional circumstances exist and how they should be addressed.
14. ~~In order for their nomination to be considered valid, a candidate must successfully complete this competency-based nomination procedure as set out by Council for the 2027 Council Election:~~
 - a) ~~A prospective candidate must submit a nomination application for a position. As part of this application, a prospective candidate will:~~
 - i. ~~Complete the required Nomination Forms and Nomination Acceptance Form available on the PEO election website. The Nomination Acceptance Form will include a declaration regarding election eligibility criteria and the completion of mandatory PEO training.~~
 - ii. ~~Submit a resume/curriculum vitae (no more than 3 pages long) and complete a self-assessment questionnaire available on the PEO election website. This questionnaire will provide prospective candidates with an opportunity to identify the strengths, skills, and competencies that they would bring to Council. In completing the questionnaire, prospective candidates will be required to:~~
 - ~~Review the Role Description for the position for which they intend to run. The Role Description will describe the position's governance responsibilities, its required competencies and attributes, its time commitment, and its accountability expectations.~~
 - ~~Review the Council-approved Council Competency Matrix, which outlines individual competencies that support Council's collective competency profile and Council's ability to fulfil its strategic and regulatory responsibilities.~~
 - b) ~~Following receipt of a completed nomination application, the Chief Elections Officer will confirm a prospective candidate's eligibility and determine if the nomination is valid.~~
15. Council has appointed a Central Election and Search Committee to:
 - encourage members to seek nomination for election to the Council as President-Elect, Vice President or a Councillor-at-Large;
 - assist the Chief Elections Officer as may be required;
 - receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council;
 - conduct an annual review of the elections process and report to ~~the June 20245~~ Council ~~meeting.~~

16. Candidates will be advised when a member of the Central Election and Search Committee has declared a conflict of interest should an issue arise that requires the consideration of the committee.
17. Council has appointed a Regional Election and Search Committee for each region to encourage members residing in each region to seek nomination for election to the Council as a Regional Councillor.
18. Council has appointed an independent Chief Elections Officer to oversee the election process and to ensure that nomination, election, and voting are conducted in accordance with the procedures approved by Council.
19. The Chief Elections Officer will be available to answer questions and complaints regarding the procedures for nominating, electing, and voting for members to the Council. Any such complaints or matters that the Chief Elections Officer cannot resolve will be forwarded by the Chief Elections Officer to the Central Election and Search Committee for final resolution. Staff is explicitly prohibited from handling and resolving complaints and questions, other than for administrative purposes (e.g. forwarding a received complaint or question to the Chief Elections Officer).
20. **Through a fair process, the Central Election and Search Committee will consider concerns or complaints that a candidate has violated election rules or procedures, following the Chief Elections Officer's initial assessment. Where the committee finds a candidate has violated election rules or procedures with a level of seriousness that makes it necessary to invalidate their nomination in order to serve and protect the public interest, the Central Election and Search Committee may invalidate the candidate's nomination and cause their disqualification from the election.**
21. The Chief Elections Officer will offer an optional candidate onboarding session for all candidates after **the nominations close application deadline**. The session will outline expectations, necessary documentation, and timelines, and will include an opportunity for candidates to ask questions.
22. The Chief Elections Officer must send reminders to candidates for all key deadlines throughout the election process to ensure they are fully aware of their responsibilities and timelines. These reminders must be sent to candidates seven days and one day before each deadline.
23. Voting will be by electronic means only (internet and telephone). Voting by electronic means will be open at the same time the electronic election packages are sent out.
24. An independent agency has been designated by Council to receive, control, process and report on all cast ballots. This "Official Elections Agent" will be identified to the members with the voting material.
25. If a candidate withdraws their nomination for election to PEO Council prior to the preparation of the voting site, the Chief Elections Officer shall not place the candidate's name on the voting site of the Official Elections Agent or on the list of candidates sent to members and shall communicate to members that the candidate has withdrawn from the election. If the candidate withdraws from the election after the electronic voting site has been prepared, the Chief Elections Officer will instruct the Official Elections Agent to adjust the voting site to reflect the candidate's withdrawal.
26. All voting instructions, a list of candidates and their election publicity material will be sent to members by the Official Elections Agent. All voters will be provided with detailed voting instructions on how to vote electronically. Control numbers or other access control systems will be sent to

members by email after the election package has been sent out. The Official Elections Agent will send out an eblast with the control numbers (PINs) every Monday during the election period.

27. If the Official Elections Agent is notified that ~~an elector voter~~ has not received a complete election information package, the Official Elections Agent shall verify the identity of the ~~elector voter~~ and may either provide a complete duplicate election information package to the ~~elector voter~~, which is to be marked "duplicate," by email or provide the voter's unique control number to the voter and offer assistance via telephone. In order to receive such information via email, the ~~elector voter~~ must provide prior written consent to the use of their email address for this purpose.
28. The Chief Elections Officer shall respond to any requests for new packages as usual - i.e., if the member advises that they have moved and have not received a package, the member is to be directed to the appropriate section on the PEO website where the member may update their information with Document Management Centre (DMC).
29. As soon as the Chief Elections Officer is notified that the member information has been updated, they will request the Official Elections Agent to issue a replacement package with the same control number.
30. Verification of eligibility, validity or entitlement of all votes received will be required by the Official Elections Agent. Verification by the Official Elections Agent will be by unique control number to be provided to voters with detailed instructions on how to vote by internet and by telephone.
31. Voters need not vote in each category to make the vote valid.
32. PEO will post total votes cast in the election on the PEO website on each Friday of the voting period and will post final vote totals by candidate after voting has closed. No other information related to vote totals will be made available.
33. The Official Elections Agent shall not disclose individual voter preferences.
34. The Official Elections Agent shall keep a running total of the electronic ballot count and shall report the unofficial results to the Chief Elections Officer.
35. The Chief Elections Officer shall proceed with a recount of the ballots for a given candidate category for election to Council (or bylaw confirmation) where the vote total on any candidate category for election to Council between the candidate receiving the highest number of votes cast and the candidate receiving the next highest number of votes cast is 25 votes or less for that candidate category (or where the votes cast between confirming the bylaw and rejecting the bylaw is 25 votes or less).
36. Certification of all data will be done by the Official Elections Agent.
37. On or before the close of nominations on [Date TBD by Council at October 2nd meeting], the President will appoint three members or Councillors, who are not running in the election, as returning officers to:
 - approve the final count of ballots;
 - make any investigation and inquiry as they consider necessary or desirable for the purpose of ensuring the integrity of the counting of the vote and report the results of the vote to the

Registrar not later than three weeks following the date set by the Council for the receipt of the ballots.

38. Returning Officers will receive a per diem of \$250, plus reasonable expenses to exercise the duties outlined above.
39. On the day the election closes, the Returning Officers will meet with the Chief Elections Officer to report the final vote counts to the Registrar, including ballots cast for candidates who may have withdrawn their candidacy after voting opened. The Registrar will advise the candidates and Council of the official results in writing on election day.
40. A request for a recount may be made by a candidate to the Chief Elections Officer within two days of the reporting of the election results to the Council and persons nominated for the election. Where the Chief Elections Officer determines, through a fair and impartial application of their discretion, that there is a reasonable and genuine possibility that the result of an election may be incorrect, or where the accuracy of an election is reasonably called into question, the Chief Elections Officer shall proceed with the recount.
41. Upon the direction of the Council following receipt of the election results, the Official Elections Agent will be instructed to remove the electronic voting sites from its records.
42. In the event a chapter holds an All-Candidates Meeting, the chapter must invite to the meeting all candidates for whom voters in that region are eligible to vote.
43. Candidates for PEO Council may submit expense claims. The travel allowance to enable candidates to travel to chapter events during the period from the close of nominations to the close of voting will be based on the distance between chapters and the number of chapters in each region. Such travel expenses are reimbursed only in accordance with PEO's expense policy.
44. These procedures may only be amended if approved by Council.
45. All questions from, and replies to, candidates are to be addressed to the Chief Elections Officer at elections@peo.on.ca. The Chief Elections Officer must acknowledge receipt of all email correspondence within two (2) business days. A substantive response must be provided as soon as practicable, based on the nature and complexity of the inquiry.

**2027 Election ~~Publicity~~ Communications Procedures
for Election to the 2027-2028 Council of the
Association of Professional Engineers Ontario (PEO)**

Important Dates to Remember

[The schedule for the 2027 Council Election is TBD and will be presented to Council at its October 2nd meeting following review of all election-related documents]

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

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

Election communications are only permitted to be used to introduce a candidate and outline their competencies, experience, and ability to contribute to Council's regulatory and strategic responsibilities. Campaigning, such as making electoral promises or promoting individual policy agendas, is not permitted in election communications, including candidate materials published on personal platforms as well as PEO's communications channels. Election communications must be factual and may not contain misrepresentations.

Candidate material must be a realistic representation of the candidate. Misleading representations, including those utilizing AI technologies, may be considered disinformation that negatively affects the integrity of the election.

1. Names of nominated candidates will be published on PEO's website ~~as soon as~~ once their nomination is ~~verified~~ reviewed.
2. ~~Names of all nominated candidates will be forwarded to members of Council, chapter chairs and committee chairs and published on PEO's website by Friday, November 28, 2025.~~
3. Should a candidate wish to withdraw from the election, their name will remain on the website and the word "withdrawn" will appear beside their name on the PEO website.
4. ~~Candidates will have complete control over the content of all their campaign~~ Candidate material is subject to the procedures outlined in this document ~~below~~, the 2027 Nomination and Voting Procedures, as well as to any applicable legal requirements. Candidate ~~campaign~~ material includes material for publication in *Engineering Dimensions*, additional material on PEO's website, and material ~~published~~ on their own websites, ~~platforms, and communications channels~~.
5. Candidates will be provided with a template that focuses on their competencies, skills, and ability to serve as a member of Council. Candidates will be required to use this template for materials

published on PEO's communications channels. PEO will not publish candidate materials that do not use the template.

6. Candidate material is readily available to the public and should be in keeping with the dignity of the profession at all times. ~~Material may be published with a disclaimer.~~
7. Candidate material may contain personal endorsements provided there is a clear disclaimer indicating that the endorsements are personal and do not reflect or represent the endorsement of PEO ~~Council, a PEO chapter or committee~~ or any organization with which an individual providing an endorsement is affiliated. ~~Endorsements are only permitted to speak to the candidate's competencies, experience, and ability to contribute to Council's regulatory and strategic responsibilities. Endorsements must not be based on or promote electoral promises or individual policy agendas or contain other forms of campaigning.~~
8. In order to be published by PEO, candidate material must comply with these procedures and with any applicable legal requirements. Prior to candidate material being published by PEO, the Chief Elections Officer must assess the material to determine whether it is compliant. Where the Chief Elections Officer determines candidate material does not comply, the amendment process set out in section ~~89~~ should be followed.

Where the Chief Elections Officer is of the opinion that candidate material may present a legal risk to PEO, the Chief Elections Officer should seek legal advice from, or in consultation with, the Chief Legal Officer to assist in determining whether the material should be published. For example, if the Chief Elections Officer is concerned that a post may be libelous or in violation of PEO's human rights obligations, the Chief Elections Officer should consult with the Chief Legal Officer. Depending on the issue, or to avoid any perception of conflict or bias, the Chief Legal Officer may retain external legal counsel on the Chief Election Officer's behalf. The Chief Elections Officer should provide the candidate an opportunity to amend the materials as set out in section ~~89~~. Following the advice of legal counsel, the Chief Elections Officer has the authority to reject the campaign material if the candidate does not amend the non-compliant portion. The Chief Elections Officer should provide reasons to the candidate for the rejection of their material.

9. The Chief Elections Officer is responsible for ensuring that all candidate material ~~published by PEO~~ (whether for *Engineering Dimensions*, PEO's website or eblasts) complies with these procedures and any applicable legal requirements. Where it is deemed the material does not satisfy these procedures or any applicable legal requirements, the Chief Elections Officer will, within three full business days from receipt of the material by the Chief Elections Officer, notify the candidate, who is expected to be available during this period by telephone or email. The candidate will have a further two full business days to amend the material to bring it into compliance and advise the Chief Elections Officer of the amendment. Candidates are responsible for meeting this deadline. Should a candidate fail to re-submit material that is compliant within the two-business-day period, the candidate's material will be published with a notation explaining any necessary amendments or, following legal advice, the Chief Elections Officer may reject it. Where the Chief Elections Officer rejects material, they should provide reasons for the rejection to the candidate.
10. The Chief Elections Officer will also review candidate materials for non-procedural issues, such as formatting inconsistencies, broken links, typographical errors, or appropriate photo resolution.

Candidates will be informed of any such issues and given the opportunity to resolve them before the materials are made public, in accordance with the dates set out in the procedures.

11. The Chief Elections Officer must provide candidates with a final version of their materials, formatted as they will appear publicly, for review prior to publication. At this stage, candidates may request only minor stylistic or grammatical changes. No changes to the content will be accepted.
12. Candidate material for publication in *Engineering Dimensions* and any additional material they wish to publish on the website, **must be in the form of the template available at Schedule A, and** must be forwarded to the Chief Elections Officer via email at elections@peo.on.ca no later than 11:59 p.m. on **[Date TBD at Council's October 2nd meeting]**, and **must be in accordance with these procedures and Schedule A attached** **[Schedule A is a template that will come to Council for approval at its October 2nd meeting]**.
13. Material must be received by the deadline unless there are exceptional circumstances which warrant an extension. The Chief Elections Officer shall consider on a case-by-case basis whether undue hardship or exceptional circumstances exist and how they should be addressed.
14. Where the Chief Elections Officer has authority to exercise discretion in administering the election, including with respect to election ~~publicity~~~~ation~~ deadlines, that discretion shall be exercised in a fair and reasonable manner, within the parameters of their statutory authority and Council-approved procedures, and with a view to maintaining electoral integrity.
15. Candidates ~~have the option of using one of two templates to~~ are required to use a template to present their election material in *Engineering Dimensions*. ~~Both The templates are~~ is included in Schedule A of these procedures. ~~The size of both the templates is the equivalent of one-half page, including border, in Engineering Dimensions.~~

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

~~Option 2: Candidates using the fillable template must provide responses to the questions provided in the allotted space. The presentation of the fillable template is fixed and no modifications will be permitted. If candidates wish for their portrait to be included, they using the fillable template must submit their portrait separately for insertion into the designated location by PEO staff.~~
16. Candidates shall not use the PEO logo in their election material.
17. Candidates may include URL links to PEO publications but not a URL link to a third party in their material on PEO's website. ~~Links to PEO publications are not considered to be a third party.~~ For clarity, besides links to PEO publications, the only URL link that may be included in a candidate's material on PEO's website is a URL link to the candidate's own website. URL links to other websites are not permitted.
18. Fundraising requests are not permitted in a candidate's material.

19. If campaign material is submitted by a candidate without identifying information, PEO staff are authorized to contact the candidate and ask if they wish to resubmit material.
20. Candidate ~~publicity~~ material will be published as a separate insert in the ~~Winter 2026 [TBD at Council's October 2nd meeting]~~ issue of *Engineering Dimensions* and to PEO's website on ~~January 7, 2026 [TBD at Council's October 2nd meeting]~~. Links to candidate material on PEO's website will be included in any electronic mailing to eligible voters.
21. Candidate material ~~for PEO publication~~ will be considered confidential by PEO staff and access to it will be restricted to only the staff members required to arrange for publication until published on PEO's website. All candidates' material will be published to PEO's website at the same time. ~~This procedure does not apply to candidates, who may publish their own candidate material prior to its publication by PEO and after.~~
22. Candidates may submit updates to their material on PEO's website once during the posting period. Any amendments to a candidate's name/designations are to be considered part of the one-time update permitted to their material during the posting period.
23. Candidates may post more comprehensive material on their own websites, which will be linked from PEO's website during the posting period. Candidates may include active links to their social media accounts (Facebook, X, LinkedIn, etc.) in material appearing in *Engineering Dimensions*, published on PEO's election site ~~(i.e. the 1000-word additional information candidates may submit)~~, or included in an eblast of candidate material. Active links to social media accounts other than the candidate's are not permitted. ~~All candidate material, including on candidates' personal platforms, is subject to the prohibition against campaigning, and are not permitted to contain electoral promises or promote individual policy agendas or other forms of electioneering. Candidate materials are only permitted to be used to introduce the candidate and provide information about the candidate's competencies, experience, and ability to contribute to Council's responsibilities.~~
24. PEO will provide ~~three one~~ group email distributions (i.e. "eblast") to members of candidate ~~publicity~~ material ~~beyond the material published in *Engineering Dimensions*.~~ Material to be included in an eblast must be submitted to the Chief Elections Officer at elections@peo.on.ca in accordance with Schedule A. In the event of a dispute as to when the material was sent vs received, the material will be accepted only if a candidate can provide the Chief Elections Officer with a copy of their email to PEO sent from their computer indicating a sent time before the deadline.
25. All candidate material for PEO publication for the eblast ~~messages~~ must be submitted in the format specified at Schedule A. ~~a Word or Word compatible document only and must not be included as part of the message in the transmission email. Candidates should support their submission with a PDF or scan that shows what the final version of the message should look like. Where the email message is received in a font size or style that is different from the specifications, but otherwise meets all the requirements, the Chief Elections Officer may authorize staff to change only the size and font of the material so it conforms to specifications. Unless expressly authorized by the Chief Elections Officer to change font style and size, staff are prohibited from amending material in any way except with the written permission of the candidate.~~

- ~~26. Candidates are responsible for responding to replies or questions generated by their email message.~~
27. All candidates will be invited to submit an optional video, no longer than five minutes, to be posted on PEO's website. The video must address the candidate's reasons for seeking Council membership, **avoid campaigning**, and outline their governance experience, as well as any other relevant qualifications, professional experience, and skills applicable to serving on the board of directors. While video submissions are optional, they are strongly encouraged.
28. Candidate materials from previous elections will remain on PEO's database as part of the record of the election.
- ~~29. Caution is to be exercised in determining the content of issues of membership publications published during the voting period, including chapter newsletters. Editors are to ensure that no candidate is given additional publicity or opportunities to express viewpoints in issues of membership publications distributed during the voting period from January 26, 2026 until the close of voting on February 23, 2026, beyond their candidate material published in the January/February issue of *Engineering Dimensions*, and on the PEO website. This includes photos (with or without captions), references to, or quotes or commentary by, candidates in articles, letters to the editor and opinion pieces. PEO's communications vehicles should be, and should be seen to be, non-partisan. The above does not prevent a PEO publication from including photos of candidates taken during normal PEO activities (e.g. licensing ceremonies, school activities, GLP events, etc.) provided there is no expression of viewpoints. For greater clarity, no election-specific or election-related articles, including Letters to the Editor and President's Message, are to be included in *Engineering Dimensions* during the voting period. *Engineering Dimensions* or other PEO publications may contain articles on why voting is important.~~
30. PEO's ~~statutorily mandated~~ regulatory activities and the reasonable **publicity communication** of them must continue during an election. However, PEO's resources, **including chapter resources**, (financial, human, communications, technological, etc.) must not be used to favour or prejudice any candidate. This rule does not apply to the use of the election travel allowance by candidates.
31. Chapters may not endorse candidates, or expressly *not* endorse candidates, in print, on their websites or through their list servers, or at their membership meetings or activities during the voting period. Where published material does not comply with these procedures, the Chief Elections Officer will cause the offending material to be removed ~~if agreement cannot be reached with the chapter within the time available.~~
32. Candidates may attend **PEO** chapter annual general meetings and network during the informal portion of the meeting. Candidates are permitted to attend **PEO** chapter functions in their current official capacity but are prohibited from **campaigning communicating about their candidacy** while operating in their official capacity. **When communicating about the election or their candidacy at PEO chapter events, candidates are not permitted to campaign, for example by making electoral promises or promoting an individual policy agenda. Instead, candidates may only use the event or platform to introduce themselves and communicate their competencies, experience, and ability to contribute to Council's responsibilities.**
- ~~33. Where there are concerns that a candidate's communications on non-PEO platforms or communications channels are in violation of these procedures, the Chief Elections Officer has the~~

authority to assess the communications and, where the Chief Elections Officer is of the opinion that they violate these procedures, require the offending communications to be revised or removed. The Central Election and Search Committee is authorized to interpret the election procedures and to rule on candidates' questions and concerns relating to them. Any such complaints or matters that the Chief Elections Officer cannot resolve will be forwarded to the Central Election and Search Committee for final resolution. A nomination may be invalidated by the Central Elections Search Committee where it determines that a candidate has violated election rules or procedures with a level of seriousness that necessitates invalidating the nomination in order to serve and protect the public interest. A licence holder whose nomination is invalidated is disqualified as a candidate from the election.

Schedule A - 2027 Elections ~~Publicity~~ Communications Procedures

Specifications for Candidate Materials

[A template will return to Council in October]

PEO President – Proposed Role Description

NB: This role description will be added to the Governance Manual, replacing sections 3.2 (“President and Chair”), 3.2.1 (“Mandate”), 3.2.2 (“Powers”), and 3.2.3 (“Responsibilities”). Section 3.2.4 regarding “Processes and Terms of Office” will remain.

Overview

Under Professional Engineers Ontario’s (PEO) governance framework, Council governs at a strategic level, and delegates day-to-day operations to its sole employee, the CEO/Registrar, who in turn manages staff in fulfilling core functions and executing the strategic plan. Within this framework, the President and the Chair of Council are distinct and complementary roles. The President role is focused on strategic leadership informed by external-facing activities such as liaising with licence holders, while the Chair of Council role is focused on governance responsibilities.

The President is elected by licence holders and is a member of Council with the powers, duties, and obligations of a Councillor. The President acts as an ambassador of PEO and provides leadership with respect to external-facing activities. Subject to the *Professional Engineers Act* (Act), Regulation 941, PEO’s by-laws, Council direction, and applicable policies such as the Communications and Media Relations Policy, the President represents PEO in its relations with licence holders, chapters, Engineers Canada, governments, the profession, and other external stakeholders, and promotes understanding of PEO’s mandate and its public interest role. The President does not direct day-to-day operations or staff.

Accountability

The President is elected by licence holders and, as a member of Council, is accountable to Council. The authority of the President rests in the powers given to the role by Council, as well as by Regulation 941, and is subject to any limits set out in the Act, Regulation 941, and PEO’s by-laws. In carrying out the role, the President shall support Council’s effective functioning with integrity, impartiality, and respect for collective decision-making, and shall ensure that external representations remain aligned with Council-approved positions.

Term

The President serves a one-year term and is the individual who served as President-Elect in the immediately preceding term. Upon completion of their term, the President ordinarily serves as Past President.

Relationship to the Chair of Council

Where the President and the Chair of Council are different individuals, the President shall work in collaboration with the Chair of Council, consistent with the distinct mandates of the two roles. There is an expectation that the President and Chair will consult each other on matters of strategic importance and with respect to external communications in accordance with the Communications and Media Relations Policy.

Knowledge and Skills

- Knowledge of PEO’s statutory mandate and governance framework.
- Sound judgment, credibility, and the ability to represent PEO effectively in external settings.
- Strong communication, relationship-management, and ambassadorial skills.
- Understanding of the distinction between governance and operations, and commitment to act consistently with Council direction and PEO communication protocols.
- Ability to engage constructively with licence holders, chapters, and external stakeholders while maintaining focus on PEO’s public interest mandate and best interests.
- Ability to translate external stakeholder input into governance-relevant insights.

Key Responsibilities

Councillor Responsibilities

- Serve as a member of Council and discharge the duties of a Councillor in accordance with the Act, Regulation 941, PEO’s by-laws, and Council policies, including the Councillor Code of Conduct and Safe Workplace Policy.
- Act honestly, in good faith, and in the best interests of PEO in furtherance of its statutory mandate when carrying out the role.
- Attend Council committee meetings as an *ex officio* member.

External Representation and Ambassadorship

- Lead by example in role modelling PEO’s core values, governance principles, and policies.
- Act as a principal outward-facing PEO representative with licence holders, chapters, Engineers Canada, all levels of government, universities, industry, and other external stakeholders.
- Represent PEO at Engineers Canada’s annual meeting of members.
- Promote understanding of PEO’s mandate, strategic priorities, and initiatives through appropriate outreach and participation in external forums.
- Support engagement with chapters and licence holders and facilitate the appropriate communication of stakeholder perspectives to Council.
- Refer requests from external organizations to the CEO/Registrar for corporate response and inform Council of such requests and PEO’s response.

Strategic Leader and Contributor

- Participate in a collaborative session with the CEO/Registrar and Chair of Council before every Council meeting to ensure strategic alignment.
- Provide strategic leadership by bringing insights from their external engagement to Council in order to enhance Council's strategic awareness and to inform governance deliberations. This is primarily achieved through the President's Report to Council, as well as through contributions as a member of governance committees, and by working in collaboration with the CEO/Registrar and Chair of Council.
- In preparing their President's Report to Council, the President is expected to ensure that relevant insights from external engagement are provided to Council in a structured and objective manner.

Licence Holder Meetings

- Preside at meetings of licence holders, including the annual general meeting (AGM), ensuring an orderly consideration of business.
- Work with the CEO/Registrar on the preparation of PEO's AGM agenda and materials and review and ensure their completeness.

Coordination with the CEO/Registrar

- In alignment with PEO's Communications and Media Relations policy and any relevant protocols, coordinate with the CEO/Registrar on external engagement to ensure a consistent message and to avoid overlaps.
- Work with the CEO/Registrar to support consistency between external engagement, Council direction, and organizational priorities.

Coordination with the Chair of Council

- In alignment with PEO's Communications and Media Relations policy and any relevant protocols, coordinate with the Chair of Council on external engagement to ensure a consistent message and to avoid overlaps.
- Work with the Chair of Council to support consistency between external engagement, Council direction, and organizational priorities.

Other Responsibilities

- Carry out such other duties as may be assigned by Council and as are consistent with the Act, Regulation 941, PEO's by-laws, and Council policies.

- The President has the right to delegate any of their functions to other Councillors as appropriate (provided such delegation is consistent with the Act, Regulations, and by-laws), but they are ultimately accountable to Council for the functions delegated.
- Any delegation shall not create independent authority or alter Council-approved responsibilities of the President.

DRAFT

PEO Chair of Council – Proposed Role Description

NB: This role description will be added to the Governance Manual, replacing sections 3.2 (“President and Chair”), 3.2.1 (“Mandate”), 3.2.2 (“Powers”), and 3.2.3 (“Responsibilities”). Section 3.2.4 regarding “Processes and Terms of Office” will remain.

Overview

Under Professional Engineers Ontario’s (PEO) governance framework, Council governs at a strategic level, and delegates day-to-day operations to its sole employee, the CEO/Registrar, who in turn manages staff in fulfilling core functions and executing the strategic plan. Within this framework, the President and the Chair of Council are distinct and complementary roles. The President role is focused on strategic leadership informed by external-facing activities such as liaising with licence holders, while the Chair of Council role is focused on governance responsibilities.

The Chair of Council is appointed by Council and is a member of Council with the powers, duties, and obligations of a Councillor. The Chair of Council’s role is to provide leadership in the exercise of Council’s governance and oversight responsibilities. Subject to the *Professional Engineers Act (Act)*, Regulation 941, PEO’s by-laws, Council direction, and applicable policies such as the Communications and Media Relations Policy, the Chair presides over Council meetings, supports the effective conduct of Council business, and represents Council with respect to governance matters. The Chair does not direct day-to-day operations or staff.

Accountability

The Chair of Council is elected by Council and, as a member of Council, is accountable to Council. The authority of the Chair of Council rests in the powers given to them by Council, and is subject to any limits set out in the Act, Regulation 941, and PEO’s by-laws. In carrying out the role, the Chair shall support Council’s effective functioning with integrity, impartiality, and respect for collective decision-making.

Term

The Chair of Council serves a one-year term.

Relationship to the President

Where the President and the Chair of Council are different individuals, the Chair shall work in collaboration with the President, consistent with the distinct mandates of the two roles. There is an expectation that the Chair and President will consult each other on matters of strategic importance and with respect to external communications in accordance with the Communications and Media Relations Policy.

Knowledge and Skills

- Knowledge of PEO's statutory mandate and governance framework.
- Knowledge of Council's rules of procedure.
- Ability to chair meetings effectively, facilitate fair and orderly deliberation, and support principled collective decision-making.
- Sound judgment, independence, and strategic perspective.
- Strong interpersonal and communication skills, including the ability to act as an effective liaison between Council and the CEO/Registrar, and between Council and governance committee chairs.
- Commitment to integrity, confidentiality, transparency where appropriate, and adherence to Council policy, processes, and protocols.

Key Responsibilities

Councillor Responsibilities

- Serve as a member of Council and discharge the duties of a Councillor in accordance with the Act, Regulation 941, PEO's by-laws, and Council policies, including the Councillor Code of Conduct and Safe Workplace Policy.
- Act honestly, in good faith, and in the best interests of PEO in furtherance of its statutory mandate when carrying out the role.
- Attend Council committee meetings as a committee member.

Governance Leadership

- Lead by example in role modelling PEO's core values, governance principles and policies.
- Promote adherence to Council policies, procedures, and expected standards of conduct, and foster a respectful and effective Council culture.
- Demonstrate integrity and ethical behaviours including conflict of interest declarations when appropriate.
- Coach Councillors, collectively and individually, to ensure full utilization of individual capabilities and optimum performance of Council.
- Support the high-performance of Council and its committees, including through orientation, development, and continuous improvement in governance practices.

Council Effectiveness

- Chair Council meetings and support the orderly, fair, and effective conduct of Council deliberations and decision-making, making use of the approved rules of order and ensuring diverse perspectives are heard.
- Ensure that Council meeting votes reflect consensus decisions or clearly decided motions.
- Work with the CEO/Registrar on the preparation of Council meeting agendas to support Council's discharge of its governance responsibilities and to ensure the effectiveness and efficiency of Council meetings.
- Participate in a collaborative session with the CEO/Registrar and President before every Council meeting to ensure strategic alignment.
- Support Council in maintaining focus on matters within Council's mandate, including strategy, oversight, risk, and governance, rather than operational detail and ensure that the CEO/Registrar provides Council with sufficient and appropriate information enabling Council to fulfill its responsibilities and to make decisions.
- Address, or ensure the appropriate handling of, Councillor submissions and new business matters requiring Council attention in accordance with applicable protocols (e.g. Councillor Submissions Protocol).

Coordination with the CEO/Registrar

- In alignment with PEO's Communications and Media Relations policy and any relevant protocols, coordinate with the CEO/Registrar on external engagement to ensure a consistent message and to avoid overlaps.
- Work with the CEO/Registrar to support consistency between external engagement, Council direction, and organizational priorities.

Coordination with the President

- In alignment with PEO's Communications and Media Relations policy and any relevant protocols, coordinate with the President on external engagement to ensure a consistent message and to avoid overlaps.
- Work with the President to support consistency between external engagement, Council direction, and organizational priorities.

Council Representative and Liaison

- Act as the principal liaison between Council and the CEO/Registrar on matters affecting Council's governance work and effective functioning.
- Speak on behalf of Council with internal and external stakeholders, including stating Council's position on issues it has considered or policies that PEO has previously adopted in accordance with PEO's Communications and Media Relations Policy, or designate another person to do so where appropriate.
- In conjunction with the CEO/Registrar, ensure that Councillors are always duly informed on matters of substance which fall within Council's regulatory governance mandate.
- Work with the President and the CEO/Registrar to support consistency between Council direction, external engagement, and organizational priorities.
- Maintain open lines of communication with Councillors between meetings.

Other Responsibilities

- Execute such documents and perform such other functions as may be assigned to the Chair by Council or required under PEO's governance framework.
- The Chair of Council has the right to delegate any of their functions to other Councillors as appropriate (provided such delegation is consistent with the Act, Regulations, and by-laws), but they are ultimately accountable to Council for the functions delegated.
- Any delegation shall not create independent authority or alter Council-approved responsibilities of the Chair of Council.

Proposed Amendments to By-Law No. 1 (Clean Version)

Committees

30. (3) The president, president-elect, past-president, and Chair of Council shall automatically be members of all committees appointed under this by-law, including without limitation the governance committees established under this Section 30.1.

Proposed Amendments to By-Law No. 1 (Redlined Version)

Committees

30. (3) The president, president-elect, ~~and~~ past-president, **and Chair of Council** shall **automatically** be ~~ex-~~
~~officio~~ members of all committees appointed under this by-law, including without limitation the
governance committees established under this Section 30.1.

Decision Note – Council Communications Protocol

Item	C-578-5.3
Purpose	For Council to review a proposed Council Communications Protocol.
Strategic/Regulatory Focus	Governance
Proposed Motion to Council	That Council approve the Council Communications Protocol as presented to the meeting at C-578-5.3, Appendix A. (requires a simple majority of votes cast)
Attachments	Appendix A – Proposed Council Communications Protocol

Summary

The proposed Council Communications Protocol (Protocol) was added to the GNC’s workplan following a November 2025 Council plenary which focused on board culture. The Council Evaluation Report presented to Council at its March 2026 meeting also made recommendations that support the development of this Protocol. GNC discussed this Communications Protocol at both its February and April 2026 meetings. The proposed document establishes clear and consistent protocols for communication amongst Councillors and between Councillors and staff to enhance Council effectiveness.

Public Interest Rationale

Clear and consistent internal communication supports effective governance, which in turn strengthens PEO’s ability to regulate effectively in the public interest.

Background

The need for a formal protocol to address internal Council communications emerged during the November 2025 plenary on board culture. Though no formal resolution was passed, Councillors appeared to have consensus that the GNC, supported by staff, should develop a new document to promote clear and consistent communication practices that align with PEO’s governance model. GNC provided feedback to staff on a draft document at its February 2026 meeting. GNC asked staff to return with a protocol rather than a policy. At the March 27, 2026 Council meeting, Council was presented with a Council Effectiveness report by Watson Board Advisors that made recommendations, some of which touch on the topic of a protocol for internal Council communications.

GNC discussed a draft protocol at its April 2026 meeting. The proposed protocol, available at **Appendix A**, has been revised based on GNC’s feedback at that meeting.

Considerations

- This Protocol aims to describe Councillors’ shared understanding of what is expected of their communications outside of meetings.
- This Protocol would help ensure that Council exercises its authority collectively through resolutions, that individual Councillors do not direct the work of Council or staff, and that Councillors have equal access to information and equal opportunity to participate in deliberations and decision-making.
- This Protocol highlights that the governance committees do not have independent decision-making, and instead provide feedback and input to staff and Council.
- As a protocol, this document would have greater flexibility than an enforceable policy. This protocol is a governance tool for use by Councillors to manage their own communications as Councillors.

- This Protocol is responsive in part to the following recommendations from the Council Evaluation Report:
 - Clarify and formalize the protocols for how Councillors interact with staff and the CEO.
 - Improve transparency and communication around sensitive or complex issues, particularly where incomplete information can create mistrust or second-guessing.
 - Use advance question submission and stronger pre-meeting preparation to make Council time more deliberative.
 - Reinforce clear expectations for how Councillors engage in discussion, disagreement, and collective decision-making.

Recommendation

It is recommended that Council approve this Communications Protocol.

Next Steps

If Council approves this Communications Protocol, it will become a governance tool for Councillors to guide their communications.

Prepared By: Policy Staff

Professional Engineers Ontario Council Communications Protocol

Purpose

The purpose of this Council Communications Protocol (Protocol) is to support the Council of Professional Engineers Ontario (PEO) in its governance responsibilities, ensuring effective board functioning, open communication, and constructive information exchange between Council and senior management. It is a governance tool to assist Councillors in managing their communications.

PEO's legislation, by-laws, and policies (such as the Governance Manual), provide a clear framework for its system of governance. This Protocol ensures consistency with these governing documents and supports enhanced governance by lending clarity to communications amongst Councillors and between Councillors and staff.

Principles

1. The following principles underpin this Protocol, and PEO's governance structure more broadly:
 - a. Council is a governing board, engaged at a strategic rather than tactical or operational level.
 - b. Council makes decisions collectively and acts by resolution.
 - c. Council business is to be conducted at open meetings, subject to any exceptions provided for in the by-laws.
 - d. Council's sole employee is the CEO/Registrar.
 - e. Individual Councillors do not direct Council or staff.
 - f. All Councillors have an equal entitlement to information that supports informed decision-making and an equal opportunity to participate in Council deliberation and decision-making.

Scope and Application

2. This Protocol relates to PEO's internal Council-related communications, specifically communications occurring outside of Council and committee meetings.
3. This Protocol applies to all Councillors.

Communication Protocols

Communicating Council's Directions to Governance Committees and Staff

4. Council exercises authority through collective resolutions made at duly constituted Council meetings. Through its resolutions, Council formally communicates its directions to governance committees and its sole employee, the CEO/Registrar. The CEO/Registrar has the authority to direct staff. Governance

committees provide feedback and input to Council and staff, but have no independent decision-making authority to direct Council or staff.

Communications between Chairs and Staff

5. The Chair of Council, Chairs of governance committees, and the CEO/Registrar or their designate engage in communications required for support functions such as agenda setting, review and approval of minutes and materials, and the coordination of Council and committee business.

Councillor Communications about Council Operations

6. The Secretariat has been designated by the CEO/Registrar as responsible for communications that support Council operations, including communications of an administrative or routine nature regarding Council and governance committee meeting materials, expenses, scheduling, onboarding, logistics, and so on. Councillors should communicate with Secretariat about these types of matters.

Councillor Communications about Substantive Matters

7. The CEO/Registrar or their designate is responsible for communications with Councillors, or Council as a whole, that are substantive in nature. Substantive communications include those regarding policy concerns, procedural matters, legal questions, issues that may pose a risk to the organization, and so on. Councillors should communicate with the CEO/Registrar or their designate about these types of matters. The Council Chair and governance committee Chairs should be included where appropriate. All Councillors may be included where appropriate.
8. Councillors are encouraged to become familiar with the Councillor Submissions Protocol, which provides guidance on how Councillors can raise substantive matters in a manner consistent with Council's governance structure.
9. Councillor communications should not result in additional direction to Council, governance committees, or staff.

Councillor Communications about Meeting Materials or Workplan Items

10. As Council business is to be conducted at meetings, and the by-laws require that these meetings be open (except for specified exceptions), Councillors should avoid email communications that generate discussion, debate, controversy, or offer the presentation of views, judgment or deliberation of matters that are on Council's agenda or workplan. A Council or governance committee meeting is the appropriate forum for such communications.
11. Councillor requests for clarification, further information, or the posing of questions about meeting materials or workplan items in advance of Council and governance committee meetings is encouraged to allow for more effective use of meeting time. These types of communications should be posted on Diligent Boards or sent to the CEO/Registrar or their designate via email.

12. Councillor requests for clarification, further information, and questions related to Council and governance committee meeting materials or workplan items will be addressed at the relevant Council or governance committee meeting so that all Councillors can benefit from the additional information.

Approved By: Council

Approval Date: June 19, 2026

DRAFT

Decision Note – Revisions to Councillor Training Protocol

Agenda Item No.	C-578-5.4
Purpose	To consider the proposed revisions to the Councillor Training Protocol.
Strategic/Regulatory Focus	Governance
Motion Proposed to Council	<p>1. Council approves the revised Councillor Training Protocol as set out in Appendix B to item C-578-5.4, Appendix B. (requires simple majority of votes cast)</p> <p>2. Council approves that, as a one-time transitional measure, Councillors who were serving on Council between January 1, 2026 and April 25, 2026, and who continued to serve on Council following the commencement of the 2026-2027 Council term, be eligible for a maximum training allowance of \$4,000 for the period from January 1, 2026 to April 30, 2027. (requires simple majority of votes cast)</p>
Attachments	Appendix A: Revised Councillor Training Protocol (clean) Appendix B: Revised Councillor Training Protocol (red-lined) Appendix C: 2026 Councillor Training Protocol (current)

Summary

Council is asked to approve the revised Councillor Training Protocol, which proposes aligning the councillor training allowance with the Council term (AGM to AGM) rather than the calendar year. Councillors will continue to be eligible for up to \$3,000 in training expenses during each Council term.

During its consideration of the proposed change, the Governance and Nominating Committee (GNC) discussed a transitional approach for councillors who were serving on Council prior to the start of the current Council term on April 25, 2026. Under this approach, those councillors would have a one-time 16-month training allowance period running from January 1, 2026 to May 1, 2027.

Public Interest Rationale

N/A

Background

The professional development allowance for councillors reflects Council's investment in governance education to support councillors in effectively carrying out their fiduciary responsibilities.

The councillor training budget is currently administered on a calendar year basis (January 1 to December 31), with an annual allocation of \$3,000 per councillor. Councillors, however, serve on a term running from AGM to AGM, resulting in a misalignment between the budget cycle and the Council term. This has led to confusion among councillors regarding eligibility and use of the training allocation.

Considerations

In response to feedback, a new approach has been identified that aligns councillor training with the Council term (i.e., AGM to AGM). Councillors will continue to be eligible for up to \$3,000 in training, with the allowance applied on a Council term basis rather than the fiscal year.

During its review of the draft revised Protocol on April 15, 2026, the GNC noted that some Councillors may have undertaken training under the Protocol approved in November 2025, which provides a training allowance on a calendar-year basis. The GNC therefore discussed whether the training allowance for the transition period should be adjusted to 16 months rather than 12 months. A subsequent review

confirmed that five councillors undertook eligible training between January 1, 2026 and the start of the current Council term (April 25, 2026).

While the proposed transition measure was generally supported by GNC, it is important to recognize that the protocol was not designed to allocate funding proportionately based on the number of months within a particular eligibility period. The underlying principle is that the allowance represents an investment in governance education and professional development. Given the variety of circumstances under which councillors join, leave, or continue their service, no single eligibility period will align perfectly with every individual situation. As such, the allowance was designed to support councillors' overall governance development rather than to be allocated through precise prorating.

Recommendation

To approve the revised Training Protocol.

Next Steps

Subject to Council's approval, administrative documents will be revised accordingly.

Prepared By: Secretariat Team

Councillor Training Protocol

Preamble

The *Councillor Training Protocol* (“the Protocol”) provides a framework within which councillors may, on a voluntary basis, indicate interest in and apply for governance training courses focused on key accountabilities and responsibilities of board directors.

Section 1: Purpose

The purpose of the Protocol is to outline the processes, criteria, and rules to support a clear and consistent administrative process to coordinate councillors’ requests.

Section 2: Eligibility

Councillors are eligible to:

- i. undertake relevant training during a Council term (commencing following the Annual General Meeting and concluding at the next Annual General meeting), provided that they remain current members of Council during the date(s) of the training; and
- ii. spend up to the annual per councillor allocation for each Council term.

Section 3: Training Allocation

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

No carry-over, pre-allocation, or borrowing of funds between Council terms is permitted.

For the purposes of this Protocol, training expenses shall be attributed to the Council term in which the Councillor registers and pays for the training, regardless of when the training is delivered or completed.

Once the \$3,000 limit for the Council term is reached, no further training expenses will be approved within that term.

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

Section 4: Criteria Regarding Use of Funds

- i. Training addresses topics, issues, or subject matter such as finance, governance and regulatory practices that are relevant to the role of a councillor, governance committee member, or Chair.
- ii. The majority of the funds should be used for course fees; and the remainder may be used to cover reasonable out-of-pocket expenses in accordance with PEO's Expense Reimbursement Policy.

Section 5: Process Requirements for Individual Training

Request

To make a training request:

- i. Identify a training opportunity
- ii. Access the *Councillor Training Request Form* (from the Resource Centre on Diligent Boards)
- iii. Complete and return the form to Secretariat@peo.on.ca

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

Approval

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

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

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

Payment

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

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

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

Documentation

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

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

Section 6: Group Training

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

Approved By: Council
Approval Date: June 2026
Review Date: 2029

2026 Councillor Training Protocol

Preamble

~~For the past three years, a *Councillor Training Protocol* (“the Protocol”) has been in effect⁴, providing the framework within which, on a voluntary basis, councillors can indicate interest in and apply for governance training courses which are focused on key accountabilities and responsibilities for Board Directors. This protocol covers the period January 1 – December 31, 2026 and replaces the 2025 version.~~

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

~~The *Councillor Training Protocol* (“the Protocol”) provides a framework within which councillors may, on a voluntary basis, indicate interest in and apply for governance training courses focused on key accountabilities and responsibilities of board directors.~~

Section 1: Purpose

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

Section 2: Eligibility

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

- ~~i. undertake relevant training *in 2026, provided that they are still current members of Council during the date(s) of training* during a Council term (commencing following the Annual General Meeting and concluding at the next Annual General meeting), provided that they remain current members of Council during the date(s) of the training; and~~
- ~~ii. spend up to the annual per councillor allocation for *2026 and 2027 as determined by Council, in each of the respective years* each Council term.~~

Section 3: ~~Criteria Regarding Amount of Funds Training Allocation~~

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

~~No carry-over, pre-allocation, or borrowing of funds between Council terms is permitted.~~

~~For the purposes of this Protocol, training expenses shall be attributed to the Council term in which the Councillor registers and pays for the training, regardless of when the training is delivered or completed. Once the \$3,000 limit for the Council term is reached, no further training expenses will be approved within that term.~~

~~⁴The 2023 Protocol was approved by the Governance & Nominating Committee (GNC). The 2024 and 2025 Protocols were approved by Council on the GNC’s recommendation.~~

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

Section 4: Criteria Regarding Use of Funds

- i. Training addresses topics, issues, or subject matter such as Finance, Governance and Regulatory practices that are relevant to the role as a councillor, governance committee member, or Chair.
- ii. The majority of the funds should be used for course fees; and the remainder may be used to cover reasonable out-of-pocket expenses in accordance with PEO's Expense Reimbursement Policy.
- iii. ~~Courses must be completed in the 2026 calendar year to permit the use of funds to be documented as 2026 operational spending.~~

Section 5: Process Requirements for Individual Training

Request

To make a training request:

- i. Identify a training opportunity
- ii. Access the *Councillor Training Request Form* (from the Resource Centre on Diligent Boards) <https://director.diligentboards.com/s/peo/d/0L2Y/p/1?rc=null>
- iii. Complete and return the form to Secretariat@peo.on.ca

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

Approval

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

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

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

Payment

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

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

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

Documentation

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

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

Section 6: Group Training

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

Approved By: Council
Approval Date: June 2026
Review Date: 2029

2026 Councillor Training Protocol

Preamble

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

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

Section 1: Purpose

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

Section 2: Eligibility

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

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

Section 3: Criteria Regarding Amount of Funds

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

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

Section 4: Criteria Regarding Use of Funds

- i. Training addresses topics, issues, or subject matter such as Finance, Governance and Regulatory practices that are relevant to the role as a councillor, governance committee member, or Chair.
- ii. The majority of the funds should be used for course fees; and the remainder may be used to cover reasonable out-of-pocket expenses in accordance with PEO’s Expense Reimbursement Policy.

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

- iii. Courses must be completed in the 2026 calendar year to permit the use of funds to be documented as 2026 operational spending.

Section 5: Process Requirements for Individual Training

Request

To make a training request:

- i. Identify a training opportunity
- ii. Access the *Councillor Training Request Form* (from the Resource Centre on Diligent Boards)
<https://director.diligentboards.com/s/peo/d/0L2Y/p/1?rc=null>
- iii. Complete and return the form to Secretariat@peo.on.ca

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

Approval

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

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

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

Payment

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

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

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

Documentation

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

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

Section 6: Group Training

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

**Summary Report to Council of Human Resources and Compensation Committee (HRCC) Activity
June 19, 2026**

Committee Meeting Date: May 28, 2026

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
HRCC Charter	The committee reviewed its Charter, including composition, mandate, and roles and responsibilities.	N/A	N/A	Complete	No
Draft 2026-2027 HRCC Work Plan	The committee reviewed the draft 2026-2027 HRCC Work Plan.	Staff	Recommendation to Council for approval on June 19, 2026	Continue	Yes

Next Committee Meeting: September 11, 2026

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

Decision Note – HRCC Work Plan for 2026-2027

Item	C-578-6.1
Purpose	To approve the 2026-2027 Work Plan for the Human Resources and Compensation Committee.
Strategic/Regulatory Focus	Governance
Motion Proposed to Council	(requires a simple majority of votes cast to carry) That the Work Plan for the Human Resources and Compensation Committee, as submitted to the meeting at C-578-6.1, Appendix A, be approved.
Attachments	Appendix A: Draft HRCC Work Plan for 2026-2027

Summary

Council is asked to review and approve the 2026-2027 Work Plan for the Human Resources and Compensation Committee (HRCC).

Public Interest Rationale

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

Background

Under the governance model adopted by Council, all governance committees propose their annual work plans to Council for approval. The work plan provides a meeting-by-meeting roadmap and general assurance that the organization's key strategic initiatives and the duties and responsibilities of the committee will be addressed in the 2026-2027 term.

At its meeting on May 28, 2026, the HRCC reviewed the draft work plan and made no recommendations for changes.

Considerations

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

Stakeholder Engagement

N/A

Next Steps

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

Prepared By: Secretariat Team

HUMAN RESOURCES & COMPENSATION COMMITTEE (HRCC): 2026-2027 WORK PLAN

[May 28, 2026]

New or revised information in blue or green text

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

Meeting 1 (Kick-off) Q2-2026 Date: June 5, 2026			
Items		Description	Status
1.1	Review and Recommend 2026-2027 HRCC Work Plan	Under the governance model, annual work plans are proposed to Council for approval at the beginning of the Council term. New items may be added to the work plan as directed by Council or driven by other priorities.	
1.2	2026 CEO/Registrar 360 Review (In Camera)	HRCC approved to proceed with the 360 review (the 360-degree leadership assessment) of the CEO/Registrar which was approved by Council as part of the CEO/Registrar's 2026 development plan. The committee will receive the results of the 360 review, conducted by an independent third-party consultant.	
1.3	CEO/Registrar Mid-year Performance Review (In Camera)	Mid-year performance review takes place before the June Council meeting in accordance with the CEO/Registrar Goals and Performance Review Process approved by Council. This review	

		assesses the CEO/Registrar’s performance against goals set at the February 2026 Council meeting.	
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Meeting 2 Q3-2026 Date: September 11, 2026			
Items		Description	Status
2.1	CEO/Registrar Draft Goals for 2027	Initial discussion. CEO/Registrar goals must be aligned with PEO’s 2026-2030 strategic plan and its regulatory mandate. CEO/Registrar prepares their goals in collaboration with the HRCC.	
2.2	Annual Organization Succession Planning (In Camera)	Presentation related to PEO leadership roles and strategies that are in place to ensure the continuity of critical roles at PEO.	
2.3	Enterprise Risk Management	Review and discuss risks contained in PEO’s risk register that relate to human resources, organizational culture, and other matters relevant to the HRCC mandate, as appropriate. Enterprise risk management oversight falls under the mandate of the Audit and Finance Committee (AFC), which will review and make recommendations to Council at its November meeting.	

Meeting 3

Q4-2026

Date: November 6, 2026

Items		Description	Status
3.1	CEO/Registrar Year-end Performance Review (In Camera)	<p>Conduct the year-end CEO/Registrar performance review in accordance with the Council-approved performance review process and provide recommendations to Council for consideration and approval.</p> <p><u>Note:</u> A training session related to the rubric for the full Performance Evaluation cycle for the CEO/Registrar will be provided to the committee a day or two before the November 6 meeting. All Councillors will be invited to attend the session.</p>	
3.2	CEO/Registrar Goals for 2027	<p>Final discussion. CEO/Registrar goals must be aligned with PEO's 2026-2030 strategic plan and its regulatory mandate. CEO/Registrar prepares their goals in collaboration with the HRCC. CEO/Registrar goals will be approved by Council at its November 27, 2026 meeting.</p>	

Meeting 4 (if needed)			
Q1-2027			
Date: January 22, 2027			
Items		Description	Status
4.1	Emerging Issues	Address emerging issues, requests, or matters requiring HRCC review, discussion, advice, or recommendations as they arise.	

**Summary Report to Council of Regulatory Policy and Legislation Committee (RPLC) Activity
June 19, 2026**

Committee Meeting Date: June 3, 2026

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
RPLC Charter	The committee reviewed its Charter, including composition, mandate, and roles and responsibilities.	N/A	N/A	Complete	No
Draft 2026-2027 RPLC Work Plan	The committee reviewed the draft 2026-2027 AFC Work Plan.	Staff	Recommendation to Council for approval on June 19, 2026	Continue	Yes
Review of Continuing Professional Development (CPD) Program: Policy Proposal	Following discussion of policy options at the February and March 2026 RPLC meetings and further stakeholder consultations, the committee reviewed and discussed the final policy proposal for a revised CPD program.	Staff	Recommendation to Council for approval on June 19, 2026	Continue	Yes
Risk-Based Exemptions from Confirmatory Exams	The committee reviewed the recommendation to exempt certain categories of applicants from confirmatory examinations.	Staff	Recommendation to Council	Continue	Yes
Legislative Review: Stakeholder Engagement Strategy	The committee received an update on the stakeholder engagement strategy for year one of the legislative review projects. Staff are currently working with an external advisor to develop and deliver the year one engagement plan for the Council-directed review of the <i>Professional Engineers Act</i> .	Staff	Continue steps to implement the stakeholder engagement plan and provide regular progress updates	Continue	Yes
Code of Ethics Update	Work is underway to review and develop proposed updates to PEO's Code of Ethics (the "Code") to ensure that it is clear, enforceable, and effective in guiding contemporary engineering practice. Since the last update to RPLC in February, PEO has completed additional research and analysis and undertaken three in-depth internal consultation sessions with PEO teams who were involved in the interpretation, enforcement, and application of the Code.	Staff	Continue work and provide periodic updates to RPLC	Continue	No

Next Committee Meeting: September 10, 2026

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

Decision Note – RPLC Work Plan for 2026-2027

Item	C-578-7.1
Purpose	To approve the 2026-2027 Work Plan for the Regulatory Policy and Legislation Committee.
Strategic/Regulatory Focus	Governance
Motion Proposed to Council	(requires simple majority of votes cast to carry) That the Work Plan for the Regulatory Policy and Legislation Committee, as submitted to the meeting at C-578-7.1, Appendix A, be approved.
Attachments	Appendix A: Draft RPLC Work Plan for 2026-2027

Summary

Council is asked to review and approve the 2026-2027 Work Plan for the Regulatory Policy and Legislation Committee (RPLC).

Public Interest Rationale

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

Background

Under the governance model adopted by Council, all governance committees propose their annual work plans to Council for approval. The work plan provides a meeting-by-meeting roadmap and general assurance that the organization's key strategic initiatives and the duties and responsibilities of the committee will be addressed in the 2026-2027 term.

At its meeting on June 3, 2026, the RPLC reviewed the draft work plan and made no recommendations for changes.

Considerations

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

Stakeholder Engagement

N/A

Next Steps

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

Prepared By: Secretariat Team

REGULATORY POLICY AND LEGISLATION COMMITTEE: 2026-2027 WORK PLAN

[June 3, 2026]

New or revised information in blue or green text

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

Meeting 1 (Kick-off) Q2-2026 Date: June 3, 2026			
Items		Description	Status
1.1	Review and Recommendation of the 2026-2027 RPLC Work Plan	Under the governance model, annual work plans are proposed to Council for approval at the beginning of the Council term (at the June Council meeting).	
1.2	Review of CPD Program: Policy Proposal	RPLC will be presented with a revised proposal for the CPD program reflecting feedback provided by RPLC at its March 2026 meeting. Following RPLC's review, the final recommended proposal, including the detailed program and the related policy directions to be submitted to the Ministry of the Attorney General, will be brought forward to Council for final review and approval at its June 19, 2026 meeting.	
1.3	Risk-Based Exemptions from Confirmatory Exams	RPLC will be presented with a proposal outlining the criteria for exemption from confirmatory examinations within the	

		engineering licensing framework. In light of the increasing emphasis on labour mobility, the proposal will consider criteria such as Mutual Recognition Agreements and the Washington Accord programs that are recognized by national engineering regulators.	
1.4	Legislative Review: Stakeholder Engagement Strategy	Further to a presentation on the approach to the comprehensive review of the <i>Professional Engineers Act</i> and its regulations delivered to RPLC in February 2026, RPLC will be provided with a proposed stakeholder engagement strategy intended to support the legislative review process in year 1.	
1.5	Code of Ethics Update	RPLC will receive an update on the ongoing review of the Code of Ethics, including the foundational principles being considered, the overall structure and approach to the revised Code, and the proposed direction for consultation.	

Meeting 2 Q3-2026 Date: September 10, 2026			
Items		Description	Status
2.1	Mandatory Information Reporting Requirements	This item is a carryover from the previous Council term. As requested by Council, the <i>Professional Engineers Act</i> was amended in 2023 to grant Council regulation making authority requiring licence holders to provide specified information to PEO on a mandatory basis. These provisions are intended to strengthen PEO's oversight and regulatory capabilities and align with broader regulatory best practices related to mandatory reporting requirements.	
2.2	Legislative Review: Consultation Findings and Emerging Themes	RPLC will receive a detailed analysis of the stakeholder consultations completed as part of the legislative review project and review the key findings and themes that have emerged through the consultation process. The Committee will also be asked to consider how these findings and themes should inform the Legislative Review Roadmap and form the basis of the review moving forward.	
2.3	Code of Ethics: Preliminary Proposal for Discussion	RPLC will be presented with an updated Code of Ethics informed by consultation with licence holders and Certificate of Authorization holders.	
2.4	Enterprise Risk Management	Review and discuss risks in PEO's risk register that pertain to regulatory policy and other matters relevant to the RPLC's mandate, as appropriate. Enterprise risk management oversight falls under the mandate of the Audit and Finance Committee (AFC), which will review and make recommendations to Council at its November meeting.	

Meeting 3 Q4-2026 Date: November 10, 2026			
Items		Description	Status
3.1	Code of Ethics Review: Proposal for Final Approval	RPLC will be presented with a revised Code of Ethics reflecting feedback provided by the RPLC at its September meeting, as well as a proposed framework for measuring the effectiveness and impact of the revised Code following implementation.	
3.2	Guidelines Review: Proposed Guideline Development, Review and Retirement Framework	RPLC will be presented with a proposed framework for the development, updating and retirement of PEO's professional guidelines, including a proposed action plan for the review of existing professional guidelines.	
3.3	Legislative Review: Draft Foundations and Guiding Principles	RPLC will be asked to consider proposed foundational definitions, principles, and guiding assumptions intended to inform the development of the Legislative Review Roadmap and support more detailed policy development work in Years 2 and 3 of the review. Selected components of the draft Roadmap will be presented to the Committee for discussion and feedback. The final Roadmap is expected to be presented to Council at its November meeting for final review and approval.	

Meeting 4 Q1-2027 Date: January 28, 2027			
Items		Description	Status
4.1	Legislative Review: Policy Framework	<p>Subject to Council approval of the Legislative Review Roadmap in November 2026, the policy work will be structured to allow Council and the Committee to first consider the broader regulatory framework and how the different components fit together before moving into detailed policy development. This approach is intended to support more efficient policy development and reduce the need for significant revisions later in the process.</p> <p>At this meeting, and the subsequent meeting in March, RPLC will begin discussions on the engineering scope of practice and reserved or controlled activities, what and who PEO regulates, and the key components of a modern regulatory framework. This will include restrictive regulation (such as licensing and registration requirements); proactive regulation (quality assurance programs, mandatory reporting requirements, and public register); and reactive regulation (such as complaints, investigations, and discipline processes).</p>	
4.2	RPLC Charter: Review	The Committee will review the RPLC Charter to ensure it continues to accurately reflect the Committee’s mandate, responsibilities, and consider any proposed updates or revisions as appropriate.	

Meeting 5 Q1-2027 Date: March 10, 2027			
Items		Description	Status
5.1	Legislative Review: Policy Framework	Please refer to item 4.2	

Decision Note – Continuing Professional Development Program

Agenda Item No.	C-578-7.2
Purpose	For Council to review the detailed proposal for changes to PEO’s Continuing Professional Development (CPD) program.
Strategic/Regulatory Focus	Regulatory – Quality Assurance
Motion proposed to Council	(simple majority required of votes cast to carry) That Council approves the revised Continuing Professional Development Program (CPD) detailed at C-578-7.2, Appendix A. (two-thirds majority required of votes cast to carry) That Council directs staff to work with the Ministry of the Attorney General to prepare amendments to Ontario Regulation 941 made under the <i>Professional Engineers Act</i> as set out at C-578-7.2, Appendix B in order to implement Council’s policy direction for the CPD program.
Attachments	Appendix A - CPD Program Proposal Appendix B - Policy Direction for Proposed Amendments to Regulation 941, made under the <i>Professional Engineers Act</i>

Summary

Following discussion of policy options at the February and March 2026 RPLC meetings and further stakeholder consultations, a final policy proposal for a revised CPD program has been developed for consideration by Council. The detailed CPD policy proposal is available at **Appendix A**. Policy direction relating to necessary amendments to Regulation 941, made under the *Professional Engineers Act*, is available at **Appendix B**.

Public Interest Rationale

It is in the public interest that PEO 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 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 policy options and presented to RPLC and then Council at meetings in March 2026.

Following discussion with RPLC and Council, a final policy proposal was shared with stakeholders for final comment in April 2026.

Considerations

The policy proposal (**Appendix A**):

- was developed to meet the following key program objectives:
 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.
- places trust in professionals to take their responsibilities seriously, while also recognizing that PEO has its own responsibility to verify that licence holders are meeting their professional obligations.
- reflects academic evidence, recognized best practice and input from licence holders and other stakeholders.

If the proposed recommendation to require a minimum of 12 hours of CPD activities is approved, roughly half of licence holders will see an increase in CPD hours and half will see a decrease (versus their 2026 hours). However, because there are several other changes in the program design (grounds for exemptions are expanding, eligible activities are broadening, etc.), this is not a direct comparison.

The policy direction regarding regulatory changes (**Appendix B**) aims to remove unnecessarily prescriptive regulatory requirements in favour of a regulatory approach that allows for flexibility to update program requirements without regulatory amendment.

Stakeholder Engagement

Previous stakeholder engagement conducted in Fall 2025 indicated strong support for maintaining mandatory continuing professional development while simplifying the structure of the current program and providing greater flexibility in how licence holders meet CPD requirements. Targeted consultation on the proposed CPD program framework was conducted in April 2026; this included meeting with PEO Advisory Groups to discuss the proposal, sharing the proposal with all Fall 2025 focus group participants, and sharing the proposal publicly on PEO's website. Feedback received through this consultation was considered in finalizing the proposal prior to its presentation to RPLC in June 2026.

Recommendation

Council endorse the policy proposal set out in **Appendix A**.

Next Steps

If Council approves the program proposal, staff will prepare a submission to the Ministry of the Attorney General.

In the interim, staff will continue developing operational elements of the program and preparing guidance materials to support implementation. PEO will also assess the resource requirements necessary to support implementation as part of the 2027 budget process.

Prepared By: Policy Staff

Revised Continuing Professional Development Program Proposal

1) Introduction

Professional Engineers Ontario (PEO) regulates the practice of professional engineering in Ontario in the public interest. Ensuring that licence holders maintain professional competence throughout their careers is an important component of professional regulation.

In June 2025, Council directed staff to review PEO's Continuing Professional Development (CPD) framework, currently administered through the Practice Evaluation and Knowledge (PEAK) program. The review considered stakeholder feedback, developments among Canadian engineering regulators, and broader regulatory best practices.

Program Objectives

The final proposal was informed by the following three program objectives, identified through stakeholder consultation, consideration of academic perspectives on CPD, and regulatory best practices.

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.
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.
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.

Stakeholder Consultation

Following direction from Council, PEO undertook a review of its internal framework, including stakeholder engagement in fall 2025 and April 2026 which confirmed that the policy proposal aligns with the identified program objectives and reflects an appropriate balance between PEO's responsibility to ensure ongoing competence in the public interest and licence holders' professional responsibility to determine learning activities relevant to their practice. A summary of the April 2026 consultations is available at Appendix C.

Alignment with National CPD Framework

PEO is working with other Canadian engineering regulators to develop a national CPD framework that promotes alignment in continuing professional development programs across jurisdictions.

CPD Program Overview

a) Program Name

PEO will rename the Practice Evaluation and Knowledge (PEAK) program to the Continuing Professional Development (CPD) Program. This change more clearly reflects the program's purpose and aligns PEO terminology with that used by other professional regulators across Canada.

b) Practice Declaration

The practice declaration currently submitted as part of CPD reporting will be moved to the annual licence renewal process.

c) Program Scope

The CPD program will apply to all licence holders subject to defined exemptions. The program is intended to support licence holders in maintaining and enhancing their professional knowledge, skills, and judgment as engineering practice evolves. The program will also continue to support PEO's public interest mandate by demonstrating that licence holders are engaging in ongoing learning throughout their careers.

d) Program Components

The revised CPD program will consist of the following core components:

- **Professional Development Self-Assessment**

Licence holders will complete a reflective guided self-assessment to help identify learning needs and professional development goals relevant to their practice. This self-assessment will support licence holders in selecting learning activities that contribute meaningfully to their professional development.

- **Professional Practice Module**

The Professional Practice Module (PPM) will remain a core requirement. This module ensures all licence holders stay current on Ontario-specific regulatory topics, ethics, and professionalism.

- **Annual CPD Requirement**

All licence holders, regardless of their practice status, will complete a minimum of 12 hours of continuing professional development activities annually. CPD activities must focus on the following topics insofar as they are relevant to one's engineering practice:

- Technical competence
- Communication
- Project and financial management
- Team effectiveness
- Professional accountability
- Social, economic, environmental and sustainability

The program will no longer require that a specific percentage of CPD activities be technically-focused (currently termed “priority”).

Based on 2026 data, applying a universal 12-hour requirement would, would increase requirements for approximately 50% of licence holders while reducing requirements for approximately 50% of licence holders. However, this comparison should be interpreted with caution, as the proposed CPD framework includes a number of other changes beyond the minimum hour requirement, such as expanded grounds for exemption, a broader range of eligible activities, etc.

- **Year-End Summary of Learnings**

At the end of the CPD year, licence holders will complete a reflection on learning where they note what activities they undertook and what they learned as a result.

e) Reporting Requirements

Licence holders will be required to submit [a copy of their self-assessment, year-end summary of learnings, and] information about CPD activities undertaken each year.

To simplify reporting requirements, the revised program will establish a single annual reporting deadline (exact date is to be determined). This change simplifies reporting timelines and does not alter the requirement for licence holders to complete all elements of the CPD program.

f) Documentation Requirements

Recordkeeping requirements will not be changed with licence holders continuing to be required to maintain evidence of CPD activities for three years and provide such documentation upon the request of PEO. Evidence includes materials such as documentation of attendance at a seminar or notes of a conversation with a mentor.

g) Exemptions

All licence holders are required to complete the annual CPD program unless otherwise exempt.

Exemptions will be granted to the following groups automatically:

- Those in their first year of licensure
- Individuals enrolled in fee remission

In addition, in a given CPD year, individuals may request an exemption on the following grounds:

- PEO is legally obligated to grant an exemption (e.g., accommodation under the Human Rights Code)
- equity considerations (e.g., parental leave)
- reasonable compassionate grounds (e.g., extended serious illness)
- other reasonable grounds that do not conflict with the intent of the CPD program and PEO’s public interest mandate

It is expected that a forthcoming national CPD framework will include provisions that require licence holders who hold licences in multiple Canadian jurisdictions to only complete the CPD program in their

home jurisdiction. This means that licence holders who have met the CPD requirements of their home regulator would be exempt from Ontario's CPD requirements. Similarly, licence holders who become licensed in Ontario through labour mobility would be exempt from Ontario's CPD requirements, provided they have satisfied the CPD requirements of the Canadian jurisdiction from which they transferred.

h) Extensions

Extensions for the year-end reporting deadline may be granted on a case-by-case basis in limited circumstances, including upon reasonable compassionate grounds.

Failure to meet CPD requirements following an approved extension may result in administrative suspension of a licence, as set out in the regulation.

i) Compliance

PEO will enforce the mandatory completion of the CPD program through administrative monitoring and audit processes. These oversight mechanisms may include:

- Verification that required reports have been submitted.
- Requests for documentation verifying completion of claimed CPD activities.
- Assessing CPD activities to ensure they meet the spirit and intent of established program criteria.

The objective of compliance monitoring is to ensure that licence holders are meeting their professional obligations while supporting the integrity of the program.

Details of the audit program, including audit methodology, selection criteria, and the percentage of licence holders subject to audit, will be developed as part of the program's implementation. Operational details and updates will be shared by the CEO/Registrar with Council as part of regular operational reporting.

Non-compliance with the program may result in the administrative suspension of a licence, to be reinstated immediately upon fulfillment of the outstanding requirements. This is consistent with PEO's current approach. However, in a change from the current approach, where a licence has been subject to continuous suspension for a period of two years, the Registrar may initiate cancellation of the licence, in accordance with applicable legislation. This change is proposed to close a regulatory gap in the current framework, which only allows an ongoing suspension due to refusal to complete outstanding CPD to be resolved via the discipline process. Allowing for cancellation will provide an administrative alternative to ensure licence holders do not remain suspended indefinitely. Although the specific cancellation provision was not explicitly discussed during consultations, stakeholders generally supported progressively stronger consequences for continued non-compliance.

It is anticipated that, once the program is fully implemented by 2028, all licence holders who fail to meet CPD requirements will be subject to administrative suspension, unless an approved extension or exemption applies. PEO is currently undertaking operational work to support full implementation of the

program, including the development of administrative and automated processes intended to support efficient compliance monitoring while enabling human resources to be focused on supporting licence holders and enhancing CPD guidance, tools, and educational resources.

2) High-Level Implementation Plan

The implementation of the revised CPD program will involve collaboration across multiple departments within PEO. Ongoing administration of the program will continue to rest with the CPD team within the Regulatory Operations division.

It is anticipated that the necessary regulatory changes will be in place by January 1, 2027; however, the precise timeline is outside of PEO's control.

To accommodate timelines (and uncertainty in timelines) for both operational/technical changes and regulatory amendments, implementation of the updated framework will occur in two stages on January 1, 2027 and January 1, 2028, as follows:

Changes planned for January 2027 rollout:

1. Name change (not dependent on regulatory change)
2. Replacing the professional practice questionnaire with the professional development self-assessment (not dependent on regulatory change)
3. Requiring 12 hours for everyone who is required to complete the program under the current rules (i.e., no changes in eligibility/exemption rules at this stage) (not dependent on regulatory change)
4. Implement single year-end (December 31) deadline for all reporting/requirements (self-assessment, module, hours reporting) (dependent on regulatory change, however PEO can choose not to enforce January 31 deadline if regulatory changes are still pending as of January 2027)

Changes planned for January 2028 rollout:

1. Moving the due date to align with a standard annual fee payment cycle (exact date TBD; dependent on regulatory change)
2. Requiring year end summary of learnings
3. Changes to inclusion/exclusion program criteria, including requirement for all licence holders to complete the full CPD program regardless of practice/licence status, unless they fall into a specified exemption category (dependent on regulatory change)
4. Introducing new competencies (note there are no requirements associated with these competency categories at this time, it is just a categorization option in the reporting platform; replaces the "priority" and "supplementary" designations) (not dependent on regulatory change)

The current CPD program will remain in place until the revised program is implemented.

Implementation Activities

Department	Tasks	Resources	Timeline
Policy	Support regulatory and program policy updates including: (1) working with Ministry of the Attorney General to make necessary regulatory amendments to Regulation 941 (General), made under the <i>Professional Engineers Act</i> ; and (2) working with CPD team to develop CPD Program Guide	No additional resources anticipated	Summer/Fall 2026
CPD team	Update CPD program delivery materials and processes; work with communications to relay information to licence holders about changes to the program	Additional resources anticipated in 2027 in preparation for 2028	Summer/Fall 2026
IT and Program Management Office	Update CPD reporting portal and related systems to reflect program changes	No additional resources anticipated in 2026; some additional resources may be required in 2027 in preparation for 2028 rollout items	Summer/Fall 2026 through Winter 2027
Communications	Communicate program updates to licence holders and stakeholders; update online materials relating to program	No additional resources anticipated	Development of communications plan: Fall 2026 Roll out of plan: throughout 2027 in preparation for 2028 CPD cycle
Customer Service	Build capacity to field enquiries related to updated CPD program	No additional resources needed at this time – monitor and assess.	Fall 2026/Winter 2027

Policy Direction for proposed amendments to Regulation 941 (General), made under the Professional Engineering Act

Purpose

This appendix outlines the proposed regulatory provisions required to implement the proposed changes to Professional Engineers Ontario's (PEO's) Continuing Professional Development (CPD) program as outlined in Appendix A.

Regulatory Authority

The *Professional Engineers Act* (the Act) provides Council with the authority to make regulations regarding a continuing professional development program.¹ Pursuant to this authority, section 51.2 of Regulation 941 sets out the requirements and enforcement authority for PEO's continuing professional development program.

In addition, the Act provides Council with the authority to make regulations regarding requirements for licence holders to provide specified information to the Registrar for the purposes of the Act, and governing the requirements.²

Regulatory Approach

Following PEO Council's approval of the revised CPD program, as set out in Appendix A, staff will make a submission to the Ministry of the Attorney General to propose changes to Regulation 941.

Proposed changes are designed to meet the program objectives, as well as ensure future operational flexibility to make administrative adjustments to the program as needed. Staff will work with the Ministry to realize the anticipated changes in this document (and any other changes that may be required to implement Council's policy direction regarding the revised CPD program or based on the Ministry's input).

NB: In this document, "licence holder" refers to a holder of a licence, limited licence, or temporary licence and "licence" refers to a licence, limited licence, or temporary licence as the case may be.

NB: Exact wording will be determined in consultation with the Ministry of the Attorney-General.

Regulatory Direction

- Licence holders must declare their practice status to PEO on an annual basis.
- Council may approve one or more programs of continuing education and professional development for licence holders.

¹ Subsection 7(1) at paragraph 27

² Subsection 7(1) at paragraph 13

- Where Council has established continuing education and professional development program(s), licence holders to whom the program applies must complete the requirements of the program in a form and manner specified by the Registrar.
- The Registrar may monitor for compliance with program requirements and may suspend a licence for non-compliance with the program.
- A licence suspension remains in effect until either:
 1. The licence holder has completed any CPD requirements specified by the Registrar in order to reinstate the licence.
 2. It is cancelled by the Registrar (in accordance with the provisions below).
- A licence may be cancelled by the Registrar if it has been suspended for more than 2 consecutive years.
- Establish the following requirements for reinstatement of a cancelled licence:
 1. Payment of the fees owing by the applicant for reinstatement to the Association at the time the applicant's licence was cancelled, if any, and of the fees specified by the by-laws for the current year.
 2. Payment of any reinstatement fee specified by the by-laws.
 3. Production of evidence of good character.
 4. Completion of any CPD-related requirements established by the Registrar as a condition of reinstatement
 5. Successful completion of a Competency Based Assessment (in full or in part) demonstrating that the applicant has sufficient knowledge and understanding of the current laws and standards governing the practice of professional engineering, if the application for reinstatement is made more than two years after the cancellation.

In addition to the above requirements for reinstatement, any term, condition or limitation that applied to a licence that was cancelled continues to apply to the reinstated licence and, for greater certainty, a licence holder who at the time that the licence was cancelled was designated as a fee remission Member or fee remission limited licence holder continues to be so designated on the reinstatement of his or her licence.

NB: Sections 51 and 51.1 of Regulation 941 govern the reinstatement of licences that were cancelled following a licence holder's resignation or for non-payment of fees. These provisions have not been updated since PEO transitioned to a competency-based assessment framework in 2023. The proposed amendments are intended to harmonize the reinstatement requirements applicable to all cancelled licences, regardless of the reason for the cancellation (e.g., non-payment of fees, resignation, or CPD non-compliance). Maintaining separate reinstatement

requirements for different types of licence cancellations is difficult to justify from a policy perspective and may result in inconsistent regulatory outcomes.

Decision Note – Appointment of Elected Councillor to Discipline Committee

Agenda Item No.	C-578-8.1
Purpose	To appoint an elected member of Council to serve on the Discipline Committee.
Strategic/Regulatory Focus	Governance
Proposed Motion to Council	(requires simple majority of votes cast to carry) That [insert name] be appointed as a member of the Discipline Committee for the 2026-2027 Council year, in accordance with s.27(1)1 of the <i>Professional Engineers Act</i>
Attachments	Appendix A – s.27(1) of the <i>Professional Engineers Act</i>

Summary

At its April 25, 2026 meeting, Council appointed Councillor Lorraine Fraser to serve on the Discipline Committee (DIC). Following the appointment, it was determined that the appointment does not comply with the eligibility requirements for service on the DIC, which provide that only elected Councillors may be appointed to the Committee. As Councillor Fraser is a Lieutenant Governor in Council appointee, Council is asked revisit the appointment at its June 19, 2026 meeting and appoint an eligible elected Councillor to serve on the DIC.

Public Interest Rationale

N/A

Background

The Discipline Committee exercises a core regulatory function under the *Professional Engineers Act*, which requires that an elected member of Council be appointed to the Committee. This requirement does not oblige the Chair of the Discipline Committee to appoint that person to any hearing panel. The quorum requirements for individual panels, which are set out in the Act, can be met without the elected Councillor. It is only the committee itself which requires Council representation.

At its April 25, 2026 meeting, Council appointed Councillor Lorraine Fraser to serve on the Discipline Committee (DIC). The appointment was made in error, as only elected Councillors are eligible for appointment to the DIC and Councillor Fraser is a Lieutenant Governor in Council appointee. Accordingly, Council is required to reconsider the appointment at its June 19, 2026 meeting and appoint an eligible elected Councillor to serve on the Committee.

On May 14, 2026, Council was advised of the error concerning the April 25th DIC appointment.

Considerations

As noted above, Councillors appointed to the Discipline Committee are not assigned to discipline panels. Their participation is generally limited to attendance at two committee meetings annually, including the orientation session. Accordingly, two options are presented for Council's consideration:

Option 1: Appoint Luc Roberge, the councillor who was the runner-up in the secret vote held on April 25, 2026.

Option 2: In accordance with section 6 of the Special Rules of Order, conduct a secret vote with the eligible candidates who have expressed interest since May 14 and continue to be interested; plus any new nominations from the floor.

Following notification to Council of the appointment issue, the following eligible elected Councillors indicated an interest in serving on the Discipline Committee:

- T. Granat
- T. Kirkby
- S. MacFarlane
- L. Roberge
- P. Shankar

Recommendation(s)

Given that councillors appointed to the Discipline Committee do not participate in discipline panels and their role is limited to attendance at committee meetings, it is recommended that Council adopt Option 1 as the most practical and efficient approach to addressing the appointment issue.

Next Steps

The appointed Councillor will be a member of the Discipline Committee for the 2026-2027 Council term.

Prepared By: Secretariat Team

s.27(1)1 of the *Professional Engineers Act*

Discipline Committee

27 (1) The Discipline Committee is continued and shall be composed of the following persons appointed by the Council:

1. At least one elected member of the Council.

...

Information Note (Discussion if required) – Tribunal Activity Report

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
	2026
Discipline	16
Registration	2
FMC	1
Total	19

	Pre-Hearing Conferences held
	2026
Discipline	10
Registration	5
Total	15

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: 4

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) – 238 days

DIC Decisions released in 2026 – 3

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: **64**

REC Decisions released in 2026 - **0**

Information Note – Engineers Canada Governance Review Project Update

Agenda Item Number	C-578-9.1
Purpose	Engineers Canada will provide an update on its Governance Review Project.
Strategic/Regulatory Focus	
Motion	None
Attachments	Appendix A – Engineers Canada Governance Review Project Update Presentation

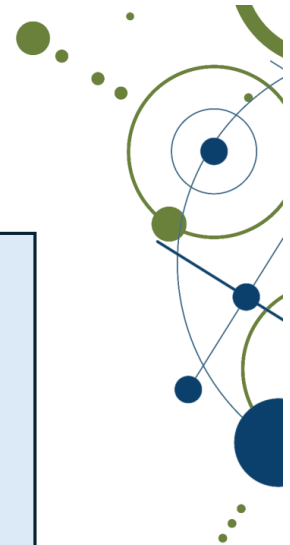
PEO Update

Engineers Canada Governance Review

Presenters: Philip Rizcallah, Christian Bellini

Date: June 19, 2026





Board Size Implementation

“Phased transition (attrition)”

- Reduce Board size over time
- Aligns with natural term expiry of existing Directors
- Maintains continuity and stability
- Supports succession planning
- In line with mainly discussed during regulator Council presentations

Advantages:

- Maintains governance continuity
- Respects existing Director mandates
- Supports orderly succession planning
- Reduces transition risk

Other options will be considered during the June Board Workshop and an update will be provided

Independent Directors

Add 2–3 Independent Directors to the Board

Independent = not Regulator-nominated

Bring external, strategic, and objective perspectives

Strengthens Board competency and effectiveness

Selected through transparent, organization-led nomination process

Nominating Committee determines whether 2 or 3 are required, based on Board needs



National Alliance Model

Defines Engineers Canada as a National Alliance of Regulators

Creates a shared understanding of purpose across Members

Clarifies the Board's mandate and reframes expectations

Guides strategy and performance measurement

Recommendation: Seek explicit Member confirmation or adoption

Member approval may be required if embedded in Bylaws/Articles (CNCA considerations)



Discussion Note – Councillor Questions

Agenda Item Number	C-578-9.2
Purpose	To field questions from Council at the end of the Open session.
Strategic/Regulatory Focus	
Proposed Motion to Council	