Confirmation of Notice and Quorum

Agenda Item Number	C-568-1.1
Purpose	Secretariat to confirm notice and quorum of the meeting.

Confirmation Note – Approval of Agenda

Agenda Item Number	C-568-1.2
Purpose	To approve the agenda for the meeting.

Motion	(simple majority)
	That:
	    a) The agenda, as presented to the meeting at C-568-1.2, Appendix A, be approved; and
	    b) The Chair be authorized to suspend the regular order of business.

Attachments	Appendix A – 568th Council meeting agenda

Prepared By: Secretariat

Professional Engineers
Ontario

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

Draft AGENDA

C-568-1.2
Appendix A

568th Meeting of the Council of Professional Engineers Ontario
Friday, April 4, 2025 / 8:30 am – 4:30 pm / Lunch 12:00 – 12:45 pm
In-Person Meeting: PEO Offices, 40 Sheppard Avenue West, 8th Floor, Toronto
Virtual Option: Zoom Connection details are provided via Agendas, Minutes, and Audio page.

SUMMARY OF TIMINGS	
8:30 am	**CALL TO ORDER – Formal Public Meeting Begins – Council Chambers**
10:20–10:30 am	Approximate time of break
12:00–12:45 pm	Lunch
3:00–3:10 pm	Approximate time of break
4:30 pm	**Meeting concludes**

ITEM		Spokesperson	Type	Time
1.	**OPENING**	**Spokesperson**	**Type**	**Time**
1.1	WELCOME AND CALL TO ORDER o Confirmation of Notice and Quorum o Acknowledgement of Attendees (Council, Staff, and Guests) o Other Announcements	Chair	Confirmation	8:30
1.2	APPROVAL OF AGENDA	Chair	Confirmation	
1.3	DECLARATION OF CONFLICTS OF INTEREST: Disclosure of Councillor conflicts, if any	Chair	Exception	
2.	**CONSENT AGENDA**	**Spokesperson**	**Type**	**Time**
Council members may request that an item be removed from the consent agenda for discussion.				
2.1	OPEN SESSION MINUTES – 567 COUNCIL MEETING	Chair	Decision	8:40
2.2	CHANGES TO 2025 STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LIST	J. Schembri Director, Volunteer Engagement	Information	
2.3	CONSULTING ENGINEER DESIGNATION APPLICATIONS	J. Vera Director, Licensing	Decision	

2.4	REGIONAL COUNCILLOR COMMITTEE - CHAPTER PROCEDURE MANUAL	Councillor Hilborn Chapter Procedure Manual Advisory Group Co-Chair	Information	
2.5	SPECIAL RULES OF ORDER: COUNCILLOR SUBMISSIONS PROTOCOL	Councillor MacFarlane GNC Chair	Decision	
2.6	ENGINEERS CANADA DIRECTORS REPORT	N. Hill Past President, Engineers Canada	Information	

3.	**EXECUTIVE REPORTS**	**Spokesperson**	**Type**	**Time**
3.1	PRESIDENT'S REPORT	Chair	Information	8:50
3.2	CEO/REGISTRAR'S REPORT	CEO/Registrar Quaglietta	Information	9:05
3.3	STRATEGIC PLAN UPDATE	Daniel Roukema MDR Strategies Group Inc.	Information	9:30

4.	**AUDIT AND FINANCE COMMITTEE ITEMS**	**Spokesperson**	**Type**	**Time**
AFC Summary Report at Tab 4 in Diligent Boards				
4.1	2024 AUDITED FINANCIAL STATEMENTS	Councillor Cutler AFC Chair	Decision	9:50
4.2	RECOMMENDATION OF THE APPOINTMENT OF AUDITOR FOR 2025	Councillor Cutler AFC Chair	Decision	
4.3	ENGINEERS CANADA 2027 PER CAPITA ASSESSMENT FEE	Councillor Cutler AFC Chair	Decision	

5.	**GOVERNANCE AND NOMINATING COMMITTEE ITEMS**	**Spokesperson**	**Type**	**Time**
GNC Summary Report at Tab 5 in Diligent Boards				
5.1	ROLES OF PRESIDENT AND CHAIR	Councillor MacFarlane GNC Chair	Decision	10:30
5.2	LEGAL EXPENSES FRAMEWORK	Councillor MacFarlane GNC Chair	Decision	

6.	**HUMAN RESOURCES AND COMPENSATION COMMITTEE ITEMS**	**Spokesperson**	**Type**	**Time**
HRCC Summary Report at Tab 6 in Diligent Boards				
LUNCH: 12:00-12:45				

7.	REGULATORY POLICY AND LEGISLATION COMMITTEE ITEM	Spokesperson	Type	Time
RPLC Summary Report at Tab 7 in Diligent Boards				
7.1	ENGINEERING INTERN (EIT) PROGRAM: POLICY OPTIONS	Councillor Hilborn RPLC Chair	Decision	12:45
8.	REGULATORY ITEMS	Spokesperson	Type	Time
8.1	TRIBUNAL ACTIVITY REPORT	N. Brown Director, Tribunals & Legal Counsel	Information	2:00
9.	OTHER ITEMS	Spokesperson	Type	Time
9.1	ENGINEERS CANADA: CANDIDATE FOR PRESIDENT-ELECT	Chair	Decision	
9.2	COUNCILLOR QUESTIONS			
9.3	MOTION TO MOVE IN CAMERA	Chair	Decision	
PUBLIC OPEN SESSION MEETING CONCLUDES				
10.	IN CAMERA CONSENT AGENDA	Spokesperson	Type	Time
10.1	IN CAMERA MINUTES – 567 COUNCIL MEETING	Chair	Decision	2:40
10.2	LEGAL UPDATE	D. Abrahams VP, Policy & Governance and Chief Legal Officer	Information	
11.	IN CAMERA ITEMS	Spokesperson	Type	Time
11.1	COMPLAINTS REVIEW COUNCILLOR REPORT	N. Brown, Legal Counsel & Director, Tribunals		2:45
11.2	COUNCILLOR QUESTIONS • Potential Councillor Submission at AGM	President-Elect Saghezchi	Discussion	
11.3	PEO'S ANTI-WORKPLACE VIOLENCE AND HARASSMENT POLICY: Council to receive violations, if any	Chair	Exception	
11.4	IN CAMERA DIALOGUE WITH CEO/REGISTRAR	Chair	Discussion	3:30
11.5	IN CAMERA DIALOGUE WITHOUT CEO/REGISTRAR	Chair	Discussion	4:00
COUNCIL MEETING ENDS: 4:30 PM				
NEXT MEETINGS/EVENTS				

NEXT MEETINGS/EVENTS
- o **May 1, 2025 (Orientation)**
- o **May 2, 2025 (Kick-off Meeting)**
- o **May 29, 2025 (Council Dinner)**
- o **May 30, 2025 (Council Workshop)**

o **June 20, 2025 (Council Meeting)**			

Governance Committee Meetings			
AFC June 2, 2025	**GNC** June 4, 2025	**HRCC** June 2, 2025 (Tentative: TBC post- May 2)	**RPLC** June 4, 2025 (Tentative:TBC post- May 2)

ADDITIONAL MATERIAL PROVIDED SEPARATELY

Please note that in order to streamline the agenda, <u>additional material for each Council meeting is provided</u> 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, the Council Decision Log, and the Council Open Issues Registry. These can be discussed at the meeting if a Councillor asks to address a specific item. Material submitted/anticipated as of November 15, 2024 are as follows:

GNC Approved Minutes (Feb 10, 2025); RPLC Approved Minutes (Feb 6, 2025); and Council Decision Log.

Exception Note – Conflicts of Interest

Agenda Item Number	C-568-1.3
Purpose	Councillors are requested to identify any potential conflicts of interest related to the open session Council agenda.
Strategic/Regulatory Focus	
Motion	*None required*

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-568-2.0
Purpose	To approve items in the Consent agenda.
Motion	(simple majority)
	That the Consent Agenda, as presented to the meeting at C-568-2.0 be approved.

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

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

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

The Consent Agenda consists of:

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

2.2 Changes to 2025 Statutory and Regulatory Committees' Membership List

2.3 CEDC Applications

2.4 RCC - Chapters Procedure Manual

2.5 Special Rules of Order: Councillor Submissions Protocol

2.6 Engineers Canada Directors Report

Prepared By: Secretariat

Decision Note - Open Session Minutes – 567th Council Meeting

Agenda Item No.	C-568-2.1
Purpose	To record that the minutes of the open session of the 567th meeting of Council accurately reflects the business transacted at that meeting.
Strategic/Regulatory Focus	Governance
Motion	That the minutes of the 567th meeting of Council, held February 21, 2025, as presented to the meeting at C-568-2.1, Appendix A, accurately reflect the business transacted at this meeting.
Attachments	Appendix A – Minutes C-567

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."

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

MINUTES

The 567th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at 40 Sheppard Avenue West, 8th Floor on Friday, February 21, 2025 at 8:30 a.m.

Present
(In-Person): G. Wowchuk, P.Eng., President
R. Fraser, P.Eng., Past President
C. Chiddle, P. Eng., Eastern Region Councillor
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee
S.H. Ehtemam, P.Eng., East Central Region Councillor
A. Elshaer, P.Eng., Northern Region Councillor
V. Hilborn, P.Eng., Western Region Councillor
S. MacFarlane, P.Eng., Western Region Councillor
L. Notash, P.Eng., Councillor-at-Large
N. Lwin, P.Eng., Vice President (appointed) and East Central Region Councillor
R. Panesar, P.Eng., West Central Region Councillor
R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee
L. Roberge, P.Eng., Northern Region Councillor
G. Schjerning, P.Eng., Councillor-at-Large
U. Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee
R. Walker, P.Eng., Councillor-at-Large

Present
(Virtual): G. Boone, P.Eng., Vice President (elected)
A. Dryland, CET., Lieutenant Governor-in-Council Appointee
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee
G. Nikolov, P.Eng., Lieutenant Governor-in-Council Appointee
P. Shankar, P.Eng., West Central Region Councillor
S. Sung, Lieutenant Governor-in-Council Appointee

Regrets: M. Liu, P. Eng., Eastern Region Councillor
F. Saghezchi, P.Eng., President-elect
S. Schelske, 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
A. Viola, P.Eng., VP, Regulatory Operations and Deputy Registrar (from minute 12818)
D. Sikkema, Chief People Officer
M. Solakhyan, Senior Director, Governance
K. Praljak, Director, Communications
M. Rusek, Director, Investigations and Prosecutions
D. Smith, Director, External Relations
J. Vera, Director, Licensing
M. Feres, Manager, Council Operations (Secretariat)
E. Chor, Research Analyst (Secretariat)
A. Vijayanathan, Council and Committee Coordinator (Secretariat)

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

Staff
(Virtual): A. Viola, P.Eng., VP, Regulatory Operations and Deputy Registrar (to minute 12817)
N. Brown, Director, Tribunals and Legal Counsel
C. Mehta, Director, Finance
N. Axworthy, Managing Editor and Communications Specialist
A. Anowar, Council and Committee Coordinator (Secretariat)

Guests
(In-Person): A. Arenja, P. Eng., Director, Ontario, Engineers Canada
C. Bellini, P. Eng., Director, Ontario, Engineers Canada
T. Kirkby, P.Eng., Director, Ontario, Engineers Canada
M. Sterling, P.Eng., Ontario Director, Engineers Canada
N. Burgwin, Vice Chair, Ontario Society of Professional Engineers (OSPE)
J. Butts, Partner, Watson Board Advisors
C. Chahine, P.Eng., Candidate for Nomination to Engineers Canada Board
L. Lukinuk, Parliamentary Services
P. Rizcallah, CEO, Engineers Canada
G. Schoenberg, Consultant, Watson Board Advisors

Guests
(Virtual): N. Hill, P. Eng., Ontario Director, Engineers Canada
E. Acquah, Administration & Operations Manager, MDR Strategies Group Inc
S. Cameron, Counsel, Ministry of the Attorney General
N. Colucci, P.Eng., Candidate for Nomination to Engineers Canada Board
C. Deschenes, Director, Communications & Strategy, MDR Strategies Group Inc
S. Perruzza, CEO, OSPE
D. Roukema, CEO, MDR Strategies Group Inc
S. Verrecchia, President/CEO, Satori Consulting Inc.

Council convened at 8:32 a.m. on Friday, February 21, 2025.

CALL TO ORDER

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

The Chair congratulated Councillor Rachel Prudhomme on her recent appointment to Laurentian University's Board of Governors where she will also serve on the University's Governance Committee, as well as the Human Resources Committee.

12805 – APPROVAL OF AGENDA

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

o Removal of items 2.2(a) and 2.3 from the Consent Agenda for individual consideration;
o Consideration of item 5.1 *"Council Remuneration Framework* after 1:00 pm to accommodate the presence of the external advisors; and
o Removal of item 11.4 "*Councillor Questions: Strengthening the Role of President"* at the request of President-elect Saghezchi to the Chair ahead of the meeting.

Professional Engineers
Ontario

Moved by Councillor Elshaer, seconded by Councillor Roberge:

That:
a) the agenda at C-567-1.2, Appendix A be approved as amended; and
b) the Chair be authorized to suspend the regular order of business.

CARRIED
Unanimous consent

For: 20	**Against: 0**	**Abstain: 1**	**Absent: 4**
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			F. Saghezchi
L. Cutler			S. Schelske
A. Dryland			P. Shankar
S. H. Ehtemam			
A. Elshaer			
R. Fraser			
V. Hilborn			
N. Lwin			
S. MacFarlane			
P. Mandel			
G. Nikolov			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
G. Schjerning			
U. Senaratne			
S. Sung			
R. Walker			

12806 – DECLARATION OF CONFLICTS OF INTEREST

Councillor Lwin declared a perceived conflict of interest due to his role as a chief nominator for one of the nominees for Order of Honor and noted he will not participate in in the discussion of item 11.3 *"Recommendation for 2025 Order of Honor Inductees"*.

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.

12807 – CONSENT AGENDA

Moved by Councillor Walker, seconded by Councillor Chiddle:

That the Consent Agenda be approved, consisting of:

2.1 Open Session Minutes C-566, November 29, 2024
2.2(b) 2024 Statutory and Regulatory Committees Membership List (informational changes)
2.4 Engineers Canada Directors Report

Professional Engineers
Ontario

C-568-2.1
Appendix A

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

CARRIED
Unanimous consent

For: 20	**Against: 0**	**Abstain: 1**	**Absent: 4**
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			F. Saghezchi
L. Cutler			S. Schelske
A. Dryland			P. Shankar
S. H. Ehtemam			
A. Elshaer			
R. Fraser			
V. Hilborn			
N. Lwin			
S. MacFarlane			
P. Mandel			
G. Nikolov			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
G. Schjerning			
U. Senaratne			
S. Sung			
R. Walker			

12808 - CHANGES TO 2025 STATUARY AND REGULATORY COMMITTEES' MEMBERSHIP LIST: APPROVAL OF COMMITTEE CHANGES

Council considered a request to approve committee membership changes. There was a discussion on the growing number of people without an engineering background in the discipline committee. Staff clarified that there is a requirement for the committee to include public members and also noted that this item includes the term renewals of existing members.

Moved by Councillor Walker, seconded by Councillor Senaratne:

That Council approves the committee membership changes as presented.

CARRIED
Unanimous consent

For: 20	**Against: 0**	**Abstain: 1**	**Absent: 4**
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			F. Saghezchi
L. Cutler			S. Schelske
A. Dryland			P. Shankar
S. H. Ehtemam			
A. Elshaer			
R. Fraser			
V. Hilborn			

![Professional Engineers Ontario logo]

| C-568-2.1 |
| Appendix A |

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

N. Lwin

S. MacFarlane

P. Mandel

G. Nikolov

L. Notash

R. Panesar

R. Prudhomme

L. Roberge

G. Schjerning

U. Senaratne

S. Sung

R. Walker

12809 - PEO COUNCIL GOVERNANCE SCORECARD REVIEW

[M. Rusek joined the meeting at 8:48 a.m.]

Following the first year of PEO's Council Governance Scorecard, a draft of the 2025 scorecard, including proposed changes to the indicator list, was presented for review by Council. The PEO Council Governance Scorecard supports governance oversight of PEO and demonstrates attainment of quantifiable outcomes based on operational activities.

There was a discussion regarding the recommendation to remove the 30 x30 licensure indicator from the governance scorecard. The CEO/Registrar clarified that this indicator is being recommended for inclusion in the CEO/Registrar's report.

Council also discussed the potential for emerging disciplines to have an impact on the scorecard and whether new metrics can be developed to monitor this area. It was noted that more proactive measures in this regard would have budgetary implications.

Moved by Councillor Notash, seconded by Councillor Elshaer:

That Council reviews and accepts the proposed changes to the indicators reported in the PEO Council Governance Scorecard.

Without objection the Chair proposed that the phrase "*while retaining the 30 x 30 Licensure Rate Indicator*" be added to conclude the motion**.**

Council then voted on the motion, as amended.

The Council accepts the proposed changes to the indicators reported in the PEO Council Governance Scorecard while retaining the 30 x 30 Licensure Rate Indicator.

<div align="right">

CARRIED
Unanimous consent

</div>

For: 20	Against: 0	Abstain: 1	Absent: 4
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			F. Saghezchi
L. Cutler			S. Schelske

C-568-2.1
Appendix A

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

Professional Engineers
Ontario

A. Dryland   P. Shankar

S. H. Ehtemam

A. Elshaer

R. Fraser

V. Hilborn

N. Lwin

S. MacFarlane

P. Mandel

G. Nikolov

L. Notash

R. Panesar

R. Prudhomme

L. Roberge

G. Schjerning

U. Senaratne

S. Sung

R. Walker

12810- PRESIDENT'S REPORT

[C. Chahine, N. Colucci, and D. Roukema joined the meeting at 9:00 a.m.]

President Wowchuk noted that the written version of President's Report, showing alignment with the strategic plan, was made available to Council prior to the meeting. He highlighted the following events attended as PEO's representative, since Council's last meeting in November.

-   Engineering Deans Canada meeting in January 2025. There were discussions on the capture rate of PEO as emerging disciplines remained unlicensed by PEO.

-   Three Chapter events, which included AGMs and license ceremonies, noting that over 30 P. Eng. licenses were presented in Grand River.

-   Scheduled meetings with CEO/Registrar on updates and ongoing issues.

12811 – CEO/REGISTRAR'S REPORT

[E. Acquah, N. Brown, and C. Deschenes joined the meeting at 9:10 a.m.]

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

-   PEO received a notable acknowledgement from the Ontario Fairness Commissioner's report because of PEO's shift to the competency-based assessment and objective scoring system in its licensing practices.

-   CEO/Registrar Quaglietta delivered a keynote speech at the 13th annual Women in Science and Engineering (WISE) national conference hosted by University of Toronto on January 26, 2025; delivered opening remarks at Toronto Metropolitan University's Women in Engineering Conference on February 1, 2025; and participated in a panel discussion at the AI in Regulation Conference on February 11, 2025.

![Professional Engineers Ontario logo]

C-568-2.1
Appendix A

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

- Informational updates, data, and statistics were reviewed with respect to licensing applications (including registration acknowledgements, decisions, and examinations); Continuing Professional Development (CPD)/PEAK; stakeholder consultations related to the Engineering Intern (EIT) program renewal; practice standards and guidelines; development of the Strategic Plan to take effect in 2026; the gender audit study; the status of recent Council decisions related to the Director Accountability Framework and Enterprise Risk Management; the Volunteer Symposium held in November 2024; and the results of the recent Employee Engagement survey.

[P. Shankar joined the meeting at 9:20 a.m.]

The CEO/Registrar and staff provided additional information and answered questions related to the CEAB/non-CEAB applicant status, CBA metrics, and cash reserves and investments.

12812 - STRATEGIC PLAN UPDATE

Daniel Roukema from MDR Strategy Group provided an update on the process to develop PEO's next Strategic Plan, to take effect in 2026. The outreach and consultations with a broad group of stakeholders is complete. A two-hour consultation with Council was conducted in late January to discuss the project status, results of the stakeholder input to date, and to "workshop" the draft strategic goals. The inputs from the meeting will be reflected and considered in the next steps of the process. It was noted that similar meetings will be held with PEO's Leadership Teams in the coming weeks. It is anticipated that the plan will include goals that are realistic and measurable, with objectives that will outline the priorities needed to adopt to achieve those goals.

Council was asked to determine whether a three year or five-year focused plan should be developed.

Moved by Past President Fraser, seconded by Councillor Roberge:

That the 2026+ Strategic Plan be made a 3-Year plan.

First Amendment

Moved by Councillor Chiddle, seconded by Councillor Walker:

That 3-Year be replaced by 5-Year.

CARRIED
Unanimous consent

For: 21	**Against: 0**	**Abstain: 1**	**Absent: 3**
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			F. Saghezchi
L. Cutler			S. Schelske
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
R. Fraser			
V. Hilborn			
N. Lwin			
S. MacFarlane			
P. Mandel			
G. Nikolov			

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

L. Notash

R. Panesar

R. Prudhomme

L. Roberge

G. Schjerning

U. Senaratne

P. Shankar

S. Sung

R. Walker

Second Amendment

Moved by Past President Fraser, seconded by Councillor Elshaer:

That the phrase "with a hard reset at 3 years" be added to the motion.

CARRIED
Unanimous consent

For: 21	**Against: 0**	**Abstain: 1**	**Absent: 3**
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			F. Saghezchi
L. Cutler			S. Schelske
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
R. Fraser			
V. Hilborn			
N. Lwin			
S. MacFarlane			
P. Mandel			
G. Nikolov			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
G. Schjerning			
U. Senaratne			
P. Shankar			
S. Sung			
R. Walker			

Council then voted on the original motion, incorporating the two amendments.

That the 2026+ Strategic Plan be made a 5–Year Plan, with a hard reset at 3 years.

CARRIED
Unanimous consent

Professional Engineers Ontario

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

For: 21	**Against: 0**	**Abstain: 1**	**Absent: 3**
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			F. Saghezchi
L. Cutler			S. Schelske
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
R. Fraser			
V. Hilborn			
N. Lwin			
S. MacFarlane			
P. Mandel			
G. Nikolov			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
G. Schjerning			
U. Senaratne			
P. Shankar			
S. Sung			
R. Walker			

[E. Acquah, C. Deschenes, and D. Roukema left the meeting at 9:50 a.m.]

12813 – NOMINATION OF TWO PEO REPRESENTATIVES FOR APPOINTMENT TO ENGINEERS CANADA BOARD OF DIRECTORS

The terms of two Ontario representatives on the Engineers Canada (EC) Board of Director is set to expire at EC's Annual Meeting of Members in May 2025. Council has been asked to nominate two (2) PEO representatives to the Board of Directors in accordance with the *Expectations and Process to Nominate PEO Representative for Appointment to Engineers Canada Board of Directors*.

On January 16, 2025, a Call for Nominations was issued to eligible: i)current members of Council; ii) recent past Councillors; and iii) Engineers Canada Directors, with an invitation to submit their names for nomination by January 31, 2025. Listed below, in alphabetical order, are the individuals who submitted their names and met the requirements for nomination:

1. Christopher Chahine
2. Nick Colucci
3. Roydon Fraser
4. Pappur Shankar

Council was informed that there would be two separate elections to determine the successful candidates. Council discussed the voting rules as outlined in the "Process to Nominate an Engineers Canada Director for Appointment" section of its briefing material at Appendix A "*Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors*". No changes were made.

![Professional Engineers Ontario]

| C-568-2.1 Appendix A |

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

[P. Mandel left the meeting at 10:10 a.m.]

Each of the four candidates was invited to speak to their candidacy. Following candidates' remarks, secret-ballot voting on the ElectionRunner online platform was held for the first nomination. At the conclusion of the first round, it was announced that Christopher Chahine was the successful candidate, having received a majority of the votes cast.

The Chair confirmed that there were three candidates for the next round to fill the second position: Nick Colucci, Roydon Fraser, and Pappur Shankar. A second secret-ballot vote on the ElectionRunner online platform was held.

At the conclusion of the second round, no candidate received a majority and the Chair announced a run-off between the top two candidates, Nick Colucci and Roydon Fraser. At the conclusion of the run-off, it was announced that Roydon Fraser was the successful candidate, having received a majority of the votes cast.

Council ratified the results of the two nominations in the motion below.

Moved by Councillor Panesar, seconded by Councillor Lwin:

That Christopher Chahine, P.Eng. and Roydon Fraser, P.Eng., be nominated as PEO Directors to the Engineers Canada Board of Directors, each for a three-year term effective as of the 2025 Engineers Canada Annual General Meeting.

<div align="right">

CARRIED
Unanimous consent

</div>

For: 20	Against: 0	Abstain: 1	Absent: 4
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			P. Mandel
L. Cutler			F. Saghezchi
A. Dryland			S. Schelske
S. H. Ehtemam			
A. Elshaer			
R. Fraser			
V. Hilborn			
N. Lwin			
S. MacFarlane			
G. Nikolov			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
G. Schjerning			
U. Senaratne			
P. Shankar			
S. Sung			
R. Walker			

[C. Chahine, N. Colucci, and P. Shankar left the meeting at 10:35 a.m.]

![Professional Engineers Ontario logo]

C-568-2.1
Appendix A

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

12814 – ESTABLISHING METRICS FOR GOVERNANCE PERFORMANCE, INCLUDING PRINCIPLES OF EQUITY, DIVERSITY AND INCLUSION

[J. Butts, G. Schoenberg, and M. Sterling joined, and P. Mandel re-joined the meeting at 10:50 a.m.]

GNC Chair, Councillor MacFarlane, invited external advisors J. Butts and G. Schoenberg of Watson Board Advisors to present the final findings of the report titled "Professional Engineers Ontario Council Evaluation Framework", developed to support PEO's 2023-2025 strategic goal of continuous governance enhancement.

Watson Board Advisors informed Council that they reviewed PEO's governance documents, conducted a literature scan, convened expert panels, surveyed Councillors and select members of management, and facilitated a focus group with members of the Governance and Nominating Committee (GNC).

Using these insights, Watson prepared a Council Evaluation Framework Report and Council Evaluation Framework. The Council Evaluation Framework Report provides the rationale for the recommendations reflected in the Council Evaluation Framework. The report includes additional detail regarding the project and its approach, insights on the importance of Council evaluations, and recommendations and supporting insights for the key components of the Council Evaluation Framework. Additionally, the Council Evaluation Report includes Watson's observations regarding the governance of PEO gained throughout this project. Given the scope and scale of the observations, Watson recommends PEO engage in an external governance review. Watson representatives also noted that such a framework is a planful way of engaging in continuous improvement.

Watson Board Advisors addressed Councillors' questions related to bias, succession planning, and the overall evaluation framework operational process.

There was a request to call the question to a vote. There were no objections.

Moved by Councillor MacFarlane, seconded by Councillor Chiddle:

That Council adopts the recommendations in the Council Evaluation Framework Report by Watson Board Advisors and directs staff to develop an action plan for implementing the recommendations during the 2025-2026 Council term.

<div align="right">

CARRIED
Unanimous consent

</div>

For: 20	**Against: 0**	**Abstain: 1**	**Absent: 4**
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			F. Saghezchi
L. Cutler			S. Schelske
A. Dryland			P. Shankar
S. H. Ehtemam			
A. Elshaer			
R. Fraser			
V. Hilborn			
N. Lwin			
S. MacFarlane			
P. Mandel			
G. Nikolov			
L. Notash			
R. Panesar			

R. Prudhomme

L. Roberge

G. Schjerning

U. Senaratne

S. Sung

R. Walker

The Chair noted the understanding that this matter will be revisited when an Action Plan is presented to Council for consideration.

[J. Butts and G. Schoenberg left the meeting at 11:40 a.m.]

12815 – CEO/REGISTRAR GOALS AND OBJECTIVES FOR 2025

HRCC Chair, Councillor Roberge, presented the proposed 2025 Performance Goals for the CEO/Registrar per the process approved by Council and recommended by the Human Resources and Compensation Committee (HRCC). The CEO/Registrar's draft 2025 performance goals include qualitative and quantitative targets to meet expectations and those related to exceeding expectations.

CEO/Registrar Quaglietta presented the proposed goals and objectives that are tied to PEO's regulatory mandate and strategy approved by Council:

1. Continue to meet or exceed compliance indicators as outlined under FARPACTA legislation.

2. By Q3-2025, achieve a 5% reduction from Q3-2024 values in the average number of days taken by PEO staff to investigate and prepare a complaint for consideration by the Complaints Committee.

3. By December 2025, achieve a compliance score above the threshold on the National Institute of Standards and Technology's (NIST) Cybersecurity Framework (CSF).

4. By Q4-2025, evaluate results and develop an action plan per the 2025 annual employee engagement survey.

5. By February 2025, develop and refine council evaluation framework to the point where it is ready for the Governance and Nominating Committee's consideration/approval by Council.

The CEO/Registrar answered questions related to the cybersecurity learning module oversight; quality metrics; and the process of how goals can be amended, if needed.

HRCC Chair, Councillor Roberge, noted that once they are developed and defined, HRCC will be reviewing and implementing quality metrics as part of the evaluation process.

Moved by Councillor Roberge, seconded by Councillor Senaratne:

That Council approves the CEO/Registrar 2025 goals as outlined at C-567-6.1, Appendix A.

CARRIED
Unanimous consent

For: 19	**Against: 0**	**Abstain: 1**	**Absent: 5**
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			F. Saghezchi
L. Cutler			S. Schelske
A. Dryland			P. Shankar
S. H. Ehtemam			R. Walker
A. Elshaer			
R. Fraser			
V. Hilborn			
N. Lwin			
S. MacFarlane			
P. Mandel			
G. Nikolov			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
G. Schjerning			
U. Senaratne			
S. Sung			

12816 – ENGINEERING INTERN (EIT) PROGRAM PROGRESS REPORT

Councillor Hilborn, the RPLC Chair, provided an update on Council's November 29, 2024 motion, part of which directed staff to *"initiate targeted engagement with relevant stakeholders to ensure inclusive and comprehensive input into the program's redevelopment".* Council was informed that the consultation process began in December 2024.

In developing its stakeholder engagement strategy PEO scheduled consultations (in the form of focus groups) with key stakeholder groups, including current and former EITs, students, employers, Strategic Stakeholder Advisory Group (SSAG), engineers on PEO staff, PEO Chapters, Ontario Deans, the Ontario Society of Professional Engineers (OSPE), and other relevant parties. Through this inclusive approach, PEO gathered a broad range of perspectives, ensuring the revised program will be well-informed by the views of these stakeholders, as well as other relevant evidence aligned with the direction of the Council. The early feedback summary highlighted five emerging themes. Councillor Hilborn noted that policy options will be presented to the RPLC in March with informed research and consultation. The final policy proposal will be presented to Council in April.

12817- TRIBUNAL ACTIVITY REPORT

Staff provided an update on the activities of the Tribunals Office and related Committees, and answered questions related to the role of the Complaints Review Councillor and processing timelines from the start of a matter to its conclusion.

[N. Brown and D. Sikkema left the meeting at 12:30 p.m.]

Professional Engineers
Ontario

C-568-2.1
Appendix A

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

12818 - COUNCIL REMUNERATION FRAMEWORK

[N. Burgwin and S. Verrecchia joined the meeting at 1:20 p.m.]

GNC Chair, Councilor MacFarlane presented the final report of Satori Consulting Inc (Satori) on the Council Remuneration Project which was approved by Council in February 2023. The presentation included the final findings from an independent review on primary and secondary research, survey of license holders, and a literature review, along with recommendations.

Highlights of the report's findings include:

o   a trend towards remunerating Board/Council members is evident within the regulatory sector;

o   providing remuneration for Board/Council members could increase accountability and engagement;

o   financial impact could be significant, depending on the chosen remuneration structure, given the size of the PEO Council;

o   of the 3,598 licence holders who responded to the compensation/remuneration survey, 58% believe that some remuneration should be offered;

o   81% of respondents who support Council remuneration believe that if Council members are to be remunerated in the future, then the process to nominate Councillors should be predicated on a skills and competency framework based on what the Council needs to be effective in the future; and

o   63% of current and past Councillors believe remuneration is necessary.

[G. Nikolov left the meeting at 1:45 p.m.]

Therefore, based on their findings, Satori Consulting recommends that:

1.   Council adopt a remuneration framework that recognizes the time and effort of Councillors without compromising the volunteer ethos of PEO;
2.   as part of the remuneration framework, Council shift to a nomination model focused on skills and competencies (supported by 81% of licence holder survey participants who support remuneration); and.
3.   role descriptions be developed for Councillors to enhance transparency and accountability.

Council discussed the recommendations including their potential effect and impact on candidate eligibility in PEO Council elections as well as recognition that many details remain to be developed with respect to the competency-based nomination model.

Satori Consulting answered questions on competency-based model for nominations, research methods used in the survey, and consideration of compensation for all volunteers and not just councillors.

Moved by Councillor MacFarlane, seconded by Councillor Elshaer:

That Council:
1.   **a) endorses development of a competitive remuneration structure,**
      b) endorses development of a skills- and competency-based nomination model, and
      c) agrees to define Councillor role expectations.

Professional Engineers Ontario

C-568-2.1
Appendix A

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

2. Directs staff to develop an action plan and cost estimate for implementing the recommendations in Satori Consulting's Council Remuneration report by June 2025.

CARRIED

For: 16	**Against: 3**	**Abstain: 1**	**Absent: 5**
G. Boone	L. Cutler	G. Wowchuk	M. Liu
C. Chiddle	R. Fraser		G. Nikolov
A. Dryland	L. Notash		F. Saghezchi
S. H. Ehtemam			S. Schelske
A. Elshaer			P. Shankar
V. Hilborn			
N. Lwin			
S. MacFarlane			
P. Mandel			
R. Panesar			
R. Prudhomme			
L. Roberge			
G. Schjerning			
U. Senaratne			
S. Sung			
R. Walker			

12819 - VISIONING FOR RELEVANCE UPDATE: INFORM MEMBERS OF MEMBER-DRIVEN VISION WORK

Past-President Fraser reported on PEO's promise to keep members informed on the outcome of the member-driven vision statement creation work. At multiple points during the 2023-2024 term's Visioning for Relevance process, members participated in the process with the expectation of updates until completion of the initiative. A key milestone was reached at the November 29, 2024 Council meeting, with the presentation of the stakeholders' completed work to Council.

There was discussion around the process, content, and delivery of the email communication. It was noted that the Visioning update was published in the Winter 2025 edition of Engineering Dimensions.

Moved by Past President Fraser, seconded by Councillor Notash:

That Council directs that all members previously sent Visioning for Relevance update and involvement emails be informed and updated on items that include the following:

a) **A summary of the vision development process followed to date including the motivation to be member**
b) **A summary of stakeholder engagement undertaken including numbers engaged.**
c) **The stakeholder produced vision statements and stakeholder identified vision themes.**
d) **Council's November 29, 2024, motion and decision.**
e) **Any next steps that may emerge from the February 21, 2025 meeting.**

Council voted by raised hands. The Chair announced the result of a majority opposed, and the motion was DEFEATED.

Council discussed a new motion.

Professional Engineers Ontario

There was a request to call the question to vote on the new motion. There were no objections.

Moved by Councillor Prudhomme, seconded by Past President Fraser:

That staff refer to the Winter 2025 Engineering Dimensions magazine as sufficient communication of the Visioning Update, if deemed satisfactory by the Past President, the current President, the Communications department, and the CEO/Registrar.

<div align="right">

CARRIED
Unanimous consent

</div>

For: 19	**Against: 0**	**Abstain: 1**	**Absent: 5**
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			G. Nikolov
L. Cutler			F. Saghezchi
A. Dryland			S. Schelske
S. H. Ehtemam			P. Shankar
A. Elshaer			
R. Fraser			
V. Hilborn			
N. Lwin			
S. MacFarlane			
P. Mandel			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
G. Schjerning			
U. Senaratne			
S. Sung			
R. Walker			

12820 – MOTION TO MOVE IN CAMERA

Moved by Councillor Hilborn, seconded by Councillor Senaratne:

That Council move in camera.

<div align="right">

CARRIED
Unanimous consent

</div>

For: 19	**Against: 0**	**Abstain: 1**	**Absent: 5**
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			G. Nikolov
L. Cutler			F. Saghezchi
A. Dryland			S. Schelske
S. H. Ehtemam			P. Shankar
A. Elshaer			
R. Fraser			
V. Hilborn			

N. Lwin

S. MacFarlane

P. Mandel

L. Notash

R. Panesar

R. Prudhomme

L. Roberge

G. Schjerning

U. Senaratne

S. Sung

R. Walker

[N. Axworthy, C. Mehta, and all guests and observers except L. Lukinuk left the meeting at 2:31 p.m.]

12821– RETURN TO OPEN SESSION

Council returned to open session at 3:27 p.m.

12822 – COUNCILLOR QUESTIONS: ROLES OF PRESIDENT AND CHAIR

Councillor Schjerning presented a matter related to the roles of President and Chair at PEO.

Moved by Councillor Schjerning, seconded by Councillor Senaratne:

That Council directs staff to review By-Law No. 1 and any applicable policies and propose changes that would align them with Council's decisions regarding the role and responsibilities of the Chair as Council's chosen representative, specifically in relation to internal administrative functions, including calling meetings and the approval of contracts and expenditures above a specified threshold, subject to potential member input as needed.

The presentation of the item included background and contextual information. In 2011, Council decided to create the role of a Council Meeting Chair, separate from the role of President, and appointed by Council. The Chair is elected by Council itself and hence is presumed to have the confidence of Council to serve as Council's representative. The focus of the Chair role is internal, to facilitate Council operations and governance (Council meetings being the key function). It was noted that the role of the President and the role of the Chair may be performed by the same person, but they are distinctly different roles.

On March 26, 2021, as part of PEO's governance reform, Council approved, in principle, a President and Chair Charter that further differentiated the roles. The roles and responsibilities of President and Chair are also distinguished in the Governance Manual, approved by Council in 2023. However, in PEO's By-Law No. 1, the provision about calling meetings (section 12) does not currently authorize the Chair to call meetings ("Meetings of the Council may be called by the president, the Executive Committee or, subject to section 13.1, by members of Council."). Nor does the provision regarding major expenditure approval (section 45) authorize the Chair to sign (the authority is given to the president, president-elect or past president). Both are examples of responsibilities that are a better fit with the Chair role per Council's approach and in better alignment with the purpose of the by-laws (i.e. the focus on internal affairs).

There was a request to call the question to a vote. An objection was noted.

Council voted by raised hands to call the question to a vote. The Chair announced the result of a majority vote in favour and the motion was CARRIED.

Council then voted by raised hands on the motion. The Chair announced the result of a majority vote in favour and the motion was CARRIED.

12823 - VISIONING FOR RELEVANCE UPDATE: PRESERVING LEARNINGS FROM 2050 VISIONING FOR RELEVANCE WORK BY STAKEHOLDERS

Past President Fraser proposed that Council provide direction to ensure that the stakeholders' driven work toward the strategic plan goal of 2050 Visioning for Relevance is preserved for future consideration and use**.**

No discussion took place.

Moved by Past President Fraser, seconded by Councillor Notash:

1. **That the member driven 2050 Visioning for Relevance strategic goal be placed in the Council Registry as an unfinished project requiring future direction from Council to complete.**

2. **That the vision statements and associated interpretive document be preserved.**

3. **That the vision statements and associated interpretive document be considered in future strategic planning.**

<div align="right">

CARRIED
Unanimous consent

</div>

For: 19	**Against: 0**	**Abstain: 1**	**Absent: 5**
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			G. Nikolov
L. Cutler			F. Saghezchi
A. Dryland			S. Schelske
S. H. Ehtemam			P. Shankar
A. Elshaer			
R. Fraser			
V. Hilborn			
N. Lwin			
S. MacFarlane			
P. Mandel			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
G. Schjerning			
U. Senaratne			
S. Sung			
R. Walker			

Professional Engineers
Ontario

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

12824 – MOTION TO MOVE IN CAMERA

Moved by Councillor Elshaer, seconded by Councillor Senaratne:

That Council move in camera.

CARRIED
Unanimous consent

For: 19	Against: 0	Abstain: 1	Absent: 5
G. Boone		G. Wowchuk	M. Liu
C. Chiddle			G. Nikolov
L. Cutler			F. Saghezchi
A. Dryland			S. Schelske
S. H. Ehtemam			P. Shankar
A. Elshaer			
R. Fraser			
V. Hilborn			
N. Lwin			
S. MacFarlane			
P. Mandel			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
G. Schjerning			
U. Senaratne			
S. Sung			
R. Walker			

[All staff, guests, and observers left the meeting at 3:37 p.m. except for J. Quaglietta and D. Abrahams.]

The meeting concluded at approximately 5:00 p.m.

These open session minutes consist of 19 pages and minutes 12805 to 12824 inclusive.

_____
Gregory P. Wowchuk, P.Eng., Chair

Information Note – Committee Membership Changes

Agenda Item No.	C-568-2.2
Purpose	To inform council of the committee membership changes since the last council meeting.
Strategic/Regulatory Focus	Committee membership to support PEO's regulatory focus.

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

Public Interest Rationale
To inform the public of updates in committee membership.

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

Committee and Task Force Resignations/Retirements/Passings:

First/Last Name	Service Dates	Committee / Task Force
Obrad Aleksic	2019 – February 2025	Experience Requirements Committee (ERC)
Hisham Alkabie	2018 – February 2025	Experience Requirements Committee (ERC)
Ijir Angjeli	2018 – February 2025	Experience Requirements Committee (ERC)
Andrew Luk	2019 – February 2025	Experience Requirements Committee (ERC)
Bosko Madic	2005 – February 2025	Experience Requirements Committee (ERC)
Titus Rusu	2013 – February 2025	Experience Requirements Committee (ERC)
Frank Sigouin-Allan	2001 – February 2025	Experience Requirements Committee (ERC)
Urmish Shah	2008 – February 2025	Experience Requirements Committee (ERC)
Keith Stephen	2017 – March 2025	Complaints Committee (COC)
Saleh Tadros	2000 – February 2025	Experience Requirements Committee (ERC)

Prepared By: Volunteer Engagement

Decision Note – Consulting Engineer Designation Applications

Agenda Item Number	C-568-2.3
Purpose	Pursuant to subsection 61(2) of Regulation 941 under the *Professional Engineers Act*, the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC makes the following recommendations.
Strategic/Regulatory Focus	Consulting Engineer designation
Motion	(requires a simple majority of votes cast to carry) 1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as set out in Appendix A, Section 1. 2. That Council approve the applications for redesignation as Consulting Engineer as set out in Appendix A, Section 2. 3. That Council grant permission to use the title "Consulting Engineers" (or variations thereof) to the firms as set out in Appendix A, Section 3.
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 March 13, 2025.

Public Interest Rationale

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

Background

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

Considerations

Examinations

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

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

Designation Requirements

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

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

Permission to Use the Title

Section 68 of the Regulation sets out the conditions for granting permission for a holder of a certificate of authorization to use the title "consulting engineer" or an approved variation in its business style. Failure to meet the conditions is a basis for denying a request for permission to use the title in connection with the applicant's Certificate of Authorization.

Stakeholder Engagement

Not applicable.

Recommendation(s)

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

Next Steps

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

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

To the 568th 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 **10** 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	Boyko, Kurt	Nordmin Engineering Ltd.	90418484
1.2	Elgendi, Hesham	Rock Networks - PomeGran Group	100221893
1.3	Fong, Zo Fai (Emilio)	Algal Engineering Ltd.	100128676
1.4	Lensink, Matthew	Cogeneration and Energy Management Engineering Inc.	100189389
1.5	Quinn, Maurice	Capacity Engineering Limited	100088943
1.6	Rochon, Victoria	Roar Engineering Inc.	100223700
1.7	Rodrigue, Manon	Lascelles Engineering and Associates Ltd.	90350182
1.8	Sharma, Aryan	DesignFine Ltd.	100221193
1.9	Vallejo, William	John Angus & Associates Inc.	100124219
1.10	Zwart, Michael	Tacoma Engineers Inc.	100502999

2. **The Committee has reviewed the following applications for REDESIGNATION** and recommends to Council that these **47** 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	Adema, Steven	Tacoma Engineers Inc.	90483066
2.2	Babkine, Gleb	GVB Engineering Inc.	100149718
2.3	Bachir, Ghassan	Canadian Sound Structures Inc.	100089903
2.4	Benner, Gary	Underground Consulting Inc.	3326014
2.5	Brien, Stephen	DLW Engineering Services Limited	90340191
2.6	Candaras, Anastasios	A.M. Candaras Associates Inc.	6762017
2.7	Cohoon, Joseph	J.H. Cohoon Engineering Ltd.	8861015

2.8	Cole, Scott	GEI Consultants Inc.	8901506
2.9	Cousins, David	Davroc & Associates Ltd	9536111
2.10	Dibben, Harold	EMS-Tech Inc	90240292
2.11	Egberts, Gerard	Egberts Engineering Ltd	12943015
2.12	Elliott, Allan	G. Douglas Vallee Limited	100062281
2.13	Feherty, William	BaseTech Consulting Inc	90398918
2.14	Filipuzzi, Robert	FP&P Hydratek Inc	90459066
2.15	Fisher, David	Haddad Geotechnical Inc.	14260400
2.16	Gayowsky, Gregory	RTG Systems Inc.	100143038
2.17	Gobbo, Jeremie	Trios Engineering Inc.	100110961
2.18	Graham, Jane	Shoreplan Engineering Limited	90330119
2.19	Holroyd, Robert	Engineering Link Incorporated	20218301
2.20	Hurter, Robert	HurterConsult Inc.	21026018
2.21	Jagdat, Rameshwar	Canada Engineering Services Inc.	21649405
2.22	Jauha, Harvinder	Macrologix Inc	90405432
2.23	Killen, David	Landmark Engineers Inc.	90483207
2.24	Knight, Mark	eTrenchless Group Inc.	90466848
2.25	Krpan, Nikola	Pomasys Ltd	100077423
2.26	Langlois, Jeffrey	R.J. Burnside & Associates Ltd.	90293473
2.27	MacDonald, Eric	Managed Intelligent Infrastructure Inc.	27966902
2.28	Malcomson, Mitchell	Explotech Engineering Ltd	100205709
2.29	Malpass, James	J.S. Malpass and Associates	28838357
2.30	Metallo, Pasquale	Lapas Consulting Engineers Ltd.	90340159
2.31	Mikolajewski, Arnold	MPC Consulting	31642705
2.32	Moutzouris, Nikolaos	Lithos Group Inc.	100176986
2.33	Murray, Laurence	Development Engineering (London) Ltd.	100142449
2.34	Papa, Fabian	FP&P HydraTek Inc.	90431412
2.35	Parker, James	Parker Consulting Engineers Ltd.	100145468
2.36	Pasiecznik, Eugene	Pasiecznik, Eugene	35623503
2.37	Robins, Darryl	Darryl M. Robins Consulting Inc.	100009829
2.38	Robinson, Andrew	Robinson Consultants Inc	39304019
2.39	Salah, Alaa	ALFA+ Project Leaders	100072517
2.40	Soltani, Meysam	Trace Consulting Group Ltd.	100135980
2.41	Tanasijevic, Zoran	Stephenson Engineering Limited	100014420
2.42	Temimi, Ahmed	Azure Group Inc.	100119303
2.43	Toomath, Hugh	Toomath and Company Inc.	100139873
2.44	Trepanier, Marc	Current Engineering Ltd.	90302597
2.45	Veerasammy, Renato	RLV Consulting Engineering	90363938
2.46	Wallace, Terry	LEA Consulting Ltd.	90257049
2.47	Yung, Thomas	Thomas Yung	51776011

3. The Committee recommends to Council that the following **7 FIRMS** be granted **PERMISSION TO USE THE TITLE "CONSULTING ENGINEERS"** (or variations thereof), having met the requirements pursuant to Section 68 of O.Reg.941:

#	Company Name	Designated Consulting Engineer(s)
3.1	Ativa Solutions Inc.	Kristen Milad, P.Eng.
3.2	Azure Group Inc.	Ahmed Al-Temimi, P.Eng.
3.3	Enofire Inc.	Mohammad Givehchi, P.Eng.
3.4	Kenwave Solutions Inc.	Elia Rizkalla, P.Eng.
3.5	MKM Engineering Inc.	Maged Benyamin, P.Eng.
3.6	Ostan Engineering Inc.	Obinna Eze, P.Eng.
3.7	TDMT and Associates Corp.	Afshin Ebtekar, P.Eng.

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.

Information Note – PEO Chapter Procedures Manual

Agenda Item No.	C-568-2.4
Purpose	Provide PEO Council with an update on the development of a Chapter Procedures Manual, developed with input from the Chapter Procedure Manual Advisory Group (CPMAG) and Regional Councillor Committee (RCC).
Strategic/Regulatory Focus	Update and consolidate documentation related to operations of PEO chapters.
Motion	none
Attachments	Appendix A: Chapter Procedures Manual Table of Contents

Summary

In February 2024, PEO's Regional Councillor Committee (RCC) endorsed the creation of a Chapter Procedures Manual Advisory Group (CPMAG), with support from 2 Regional Councillors and oversight from PEO's Chapter Office.

The manual was developed with five sections, including: (1) PEO and Chapters, (2) Chapter Operations, (3) Activities for Chapter Members, (4) Chapter Outreach, and (5) Chapter Risk.

By Q1 2025, a draft of the manual was prepared with input from PEO's Regional Councillor Committee and Chapter Procedures Manual Advisory Group. The Chapter Procedures Manual is scheduled to be launched at regional congresses in June 2025, at a planned, in-person Penta-Congress.

The Chapter Procedures Manual table of contents is being shared with Council for information.

Public Interest Rationale

N/A

Background

Creation of an updated Chapter Procedures Manual was recommended as part of the RCC report-out to PEO Council in March 2023, following the presentation of recommended activities for PEO chapters. As such, RCC endorsed the need for an advisory group to be formed to achieve this recommendation.

Considerations

- ➢ Risks
  - ○ Current operational documentation for chapter activities is disparate and outdated. In several instances, documentation did not exist for several important chapter functions.
- ➢ Equity
  - ○ Inconsistencies may exist in chapter administration across PEO's diverse chapter network.

Stakeholder Engagement

The Chapters Procedures Manual was developed with input from the CPMAG, whose composition included 2 CPMAG Co-Chairs (Councillors Roberge & Hilborn), 2 additional RCC representatives (Councillors Lwin + Ehtemam), 9 chapter volunteers, with representation across PEO's 5 regions.

Additional engagement activities included:

- **Engagement through Chapter Procedures Manual Advisory Group**
  - Advisory group convened every 2 weeks for 4 months
  - Advisory sub-Groups connected frequently to discuss section-specific content
- **Engagement with Regional Councillors Committee**
  - Regional Councillors were provided updates at each RCC meeting since inception of the Advisory Group in February 2024
  - RCC participated in a content review to ensure alignment with project scope and intended purpose
- **Engagement with Chapters**
  - *Regional Congresses*: Updates on manual progress and scope was presented at 3 regional congresses (Jun. 2024, Sept. 2024, Feb. 2025); Feedback was sought from PEO Chapters (February 2025 regional congresses)
  - *Chapter Activity Visioning Session:* In March 2025, representatives from across PEO chapter network gathered to discuss chapter activities and opportunities for alignment to help inform the Chapters Procedures Manual.

Recommendation(s)
N/A- this item is for information only.

Next Steps
Launch of Chapter Procedures Manual at the June Penta-Congress.

As PEO's chapter network continues to evolve, engagement and evaluation of the manual will continue following launch; this will ensure further advancements across our chapter network are included in future versions of the Chapter Procedures Manual by PEO's Chapter Office in collaboration with RCC.

Prepared By: Director, Volunteer Engagement

Chapter Procedures Manual Table of Contents

Decision Note – Special Rules of Order: Councillor Submissions Protocol

Agenda Item No.	C-568-2.5
Purpose	For Council to approve GNC's recommendation regarding the Special Rules of Order dealing with Councillor submissions.
Strategic/Regulatory Focus	Governance
Motion	Given that no improvements are proposed at this time, that the Special Rules dealing with Councillor submissions be reviewed again in 2027 when the Special Rules of Order are scheduled for review **(simple majority required)**
Attachments	Appendix A – Special Rules of Order (section 8) Appendix B – Councillor Submissions (section 6.2, Governance Manual)

Summary

Following its review of the Special Rules of Order (Special Rules) in April 2024, Council decided that the Special Rules provisions dealing with Councillor submissions, along with the Councillor submissions mechanism, be reviewed by GNC after implementation for one year, with a view to improvement. Given the limited number of submissions since the adoption of the process and its demonstrated effectiveness, no changes to the Councillor submissions protocol are recommended at this time. The Special Rules, including these provisions, are scheduled again for review in 2027, and it is proposed that the Councillor submissions mechanism be reviewed again at that time.

Public Interest Rationale

Adopting strong governance controls, including clear rules of procedure, is essential for fulfilling PEO's public protection mandate.

Background

The Special Rules dealing with Councillor submissions, and the Councillor submissions mechanism more broadly, seek to enable directors' participation, alongside Council's ability to focus on its principal objectives, prioritize relevant matters, ensure that items have sufficient information to assist Councillors in fulfilling their legal duties, and in a manner harmonious with Council's adopted governance structure.

Special Rule 8.4 adopted in April 2024 provides for Councillor items to be added to both governance committee and Council meeting agendas:

a) a Councillor could submit an item for an appropriate governance committee's meeting agenda at least two weeks in advance;

b) a Councillor could submit an exceptional item for Council's meeting agenda at least two weeks in advance (with "exceptional item" being defined as an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first);

c) finally, a Councillor could submit an emergency item for inclusion on Council's meeting per the emergency provisions in the current Special Rules at 8.2 and 8.3.

In the interest of continuous improvement and to be responsive to unintended consequences, Council recommended that the amended Special Rules provisions dealing with Councillor submissions and the attendant mechanism be reviewed after implementation for one year, i.e., in March 2025.

Considerations

- Since the implementation of the new process in April 2024, four Councillor submissions have been presented to Council. Of these, three submissions were included in the Council agenda as exceptional items, while one item was first presented to the GNC before being added to the Council agenda. All four items were approved by Council.

- Given the relatively small number of submissions and the apparent effectiveness of the process, staff do not recommend any changes to the current procedures at this time. Council decided that Special Rules must be reviewed at least once every three years, with the next review scheduled for 2027. The provisions related to Councillor submissions can be examined during this review. Council may decide to review the Special Rules earlier if necessary.

Stakeholder Engagement

N/A

Recommendations

- That the Special Rules provisions and mechanism dealing with Councillor submissions remain unchanged and be reviewed again in 2027, or earlier if necessary, when the Special Rules will be reviewed in its entirety.

Next Steps

- Councillors to follow the Councillor submissions process as outlined in the Special Rules.

Prepared By: Policy staff

Professional Engineers
Ontario

2024 SPECIAL RULES OF ORDER EXCERPT
(SECTION 8)

8. MEETING DETAILS AND AGENDAS

8.1 Details of meeting format, location, and time shall be finalized and sent to members of Council not later than two weeks before the meeting. These meeting details may be amended only in case of emergency.

8.2 The agenda--along with supporting materials and appendices--shall be finalized and sent to members of Council not later than one week before the meeting. During the week prior to the meeting, only amendments or additions either of a very minor nature or which are the result of an emergency, may be added, and the members shall be notified.

8.3 For the purposes of this section, an emergency is defined as an event or sequence of events which:

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

8.4 a) A member of Council may submit an item for inclusion on the meeting agenda of an appropriate governance committee to Secretariat not later than two weeks prior to the meeting.

b) A member of Council may submit an exceptional item for inclusion on the agenda of a Council meeting to Secretariat not later than two weeks prior to the meeting. An exceptional item is an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first.

c) A member of Council may submit an emergency item for inclusion on the agenda of a Council meeting to Secretariat per Special Rules sections 8.2 and 8.3.

Councillor Submissions (section 6.2., Governance Manual)

6.2.1 Purpose

Council recognizes that its decision-making power is best exercised based on a proper evidentiary and analytical foundation. To this end, Council has adopted a process for Councillor Submissions that allows PEO Councillors to bring items forward in a manner that is open, agile and harmonious with the principles of director participation, agenda management, directors' legal duties and Council's adopted governance structure. This process aims to ensure that Council is focused on its regulatory governance mandate under the Act and that items benefit from appropriate due diligence before being considered by Council for a decision.

6.2.2 Policy: Councillor Submissions to Committee and Council Meetings

Councillors are encouraged to submit relevant regulatory and governance items, ideas and suggestions via one of **four parallel channels**:

Channel 1: Informal Discussion

It is always open for a Councillor to approach the CEO/Registrar, Council chair and governance committee chairs with initiatives, concerns, suggestions and so on. Operational issues should generally be raised with the CEO/Registrar directly.

Channel 2: Councillor Questions and Propositions

As a standing agenda item, Councillor Questions and Propositions provides Councillors the opportunity, with the chair's consent, to raise questions, issues and suggestions without notice that would benefit from general conversation, including input from committee chairs or information from staff. The conversation may end with an action item such as a referral, or a redirection of the item to a more appropriate process.

Channel 3: Submissions to Governance Committees

Under Special Rule of Order 8.4(a), Councillors may submit an item for inclusion on the meeting agenda of an appropriate governance committee no later than two weeks prior to the meeting. The item must be submitted to Secretariat with the Councillor Submissions Cover Sheet that indicates the category of item and to which committee the Councillor is directing it. Councillors should also include a written description and supporting information.

Secretariat will track the submission on the Council Registry of Activities and Open Issues and forward it to the CEO/Registrar and the appropriate committee chair.

The committee chair (with input from staff) will determine whether the item is appropriate to include on the committee meeting agenda, considering whether the item is **relevant** and within the **mandate** of the committee. In considering 'relevancy,' the chair will consider PEO's strategic priorities and other ongoing priorities, as well as PEO's statutory objects and PEO's direction-control governance model.

If the item meets these criteria, it will be added to the committee meeting agenda for the committee to determine whether the item should be brought forward to Council at its next meeting for direction.

Where the chair determines an item submitted under this rule does not meet the criteria for inclusion on the meeting agenda, they will work with the Councillor and staff to identify what can help it meet the criteria, or whether there is another appropriate process or channel for it.

Channel 4: Submissions to Council

Under Special Rules 8.4(b) and (c), Councillors may submit an exceptional item or an emergency item for inclusion on Council's meeting agenda. The item must be submitted to Secretariat with the Councillor Submissions Cover Sheet on which the Councillor provides a rationale for why it is being directed to Council rather than a committee. Councillors should also include a written description and supporting information.

An **exceptional** item is an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first, and must be submitted no later than two weeks prior to the meeting.

Emergency items are items related to an emergency, which is defined in the Special Rules as an event or sequence of events which:

i.   was unexpected,
ii.   will result in harm to the organization or to the public if not acted on, or will get worse, and
iii.   cannot wait to be addressed at a subsequent meeting of Council.

An item must satisfy all three elements of this definition to qualify as an emergency item. Emergency items can be submitted during the week prior to the meeting.

Secretariat will track the submission on the Council Registry of Activities and Open Issues and forward it to the CEO/Registrar and the Council Chair.

The Council chair will determine whether the item is **exceptional** or **emergency**. The chair will also consider whether the item is **relevant** and whether there is **sufficient information** included with the item to support Councillors in discharging their duties. If the item meets these criteria, it will be added to the Council meeting agenda. The chair will consult with the CEO/Registrar regarding the issue to determine whether the organization is aware of the matter and whether a response is underway. When a Councillor-submitted item comes forward to Council for decision, it will be noted that it is a Councillor item.

Where a chair determines an item submitted under this rule does not meet the criteria for inclusion on the meeting agenda, they will work with the Councillor and staff to identify what can help it meet the criteria, or whether there is another appropriate process or channel for it.

Information Note – Engineers Canada Directors Report

Agenda Item Number	C-568-2.6
Purpose	To provide an update on the activities of Engineers Canada.
Strategic/Regulatory Focus	
Motion	none
Attachments	Appendix A – Director's Update (En)
	Appendix B – Director's Update (Fr)

Engineers Canada Director Update
January to March 2025

Engineers Canada Board Meeting
The Engineers Canada Board held its winter meeting on February 28th. Directors received updates from the Presidents, the CEO, the CCEO group, and all its committees. The Board approved the Governance Review Task Force and the Canadian Engineering Accreditation Board work plans. They also reviewed several Board policies. Finally, they approved the CEO's objectives.

Finance, Audit and Risk Committee
The Finance, Audit and Risk Committee met on February 20th to review the Annual investment performance reports, and the 2024 financial statements.

Accreditation Board (CEAB)
The CEAB held their winter virtual meeting on February 1- February 2. The agenda focused on reports from interest-holder groups and CEAB sub-committees. Members also discussed potential improvements to the Accountability in Accreditation Program Logic Model. A working session where members identified the practical implications of the Futures of Engineering Accreditation (FEA) Path Forward Report recommendations will inform a forthcoming analysis to be submitted to the Engineers Canada Board.

Qualifications Board (CEQB)
The CEQB held its winter meeting on January 21, 2025. At the meeting six documents were approved for next steps:

- Naval architectural engineering syllabus (**for publication**)

- Mining and mineral engineering syllabus (**for publication**)

- Engineers Canada paper considering areas of emerging practice (**for Board approval**)

- Regulators Guideline on the professional practice of engineering in Canada (**for consultation**)

- Draft General direction for a guideline on the development and use of groundbreaking technology in engineering (**for consultation**)

- Draft revised Guideline on the academic assessment of non-CEAB applicants (**for consultation**)

At the meeting, the CEQB also discussed the CEQB 2026 work plan development, and the submission of a letter to the Engineers Canada Board outlining the value and long-term vision of the CEQB.

National Admission Officials Group
The National Admissions Officials Group met on January 16th to share updates. They also received a presentation on the Futures of Engineering Accreditation project and discussed current practices and planned changes to the recognition of international mobility agreements across jurisdictions. Finally, the group discussed plans and next steps toward increased consistency of international credential assessments.

National Engineering Month (NEM)
This year, National Engineering Month (NEM) is presented by Engineers Canada in partnership with Engineering Deans Canada and the Corporation of the Seven Wardens. For more information, visit our website.

Public Affairs and Government Relations

Engineers Canada was invited to be one of two catalysts in the session on "Building Capacity for Systems-based Adaptation" at the Climate Change Adaptation Platform Plenary Meeting hosted on February 25 and 26 by Natural Resources Canada. The theme of the meeting was "Resilience Roundtable: Achieving Resilience Together". The catalysts' role as panelists was to catalyze discussions that would lead to the setting of priorities for the Adaptation Resilience Roundtable over the next three years. This work is on critical adaptation challenges and opportunities, which include identifying and scaling up successful projects to build adaptation competencies and advocating for continued support from the federal government.

Compte rendu à l'intention des administrateurs et administratrices d'Ingénieurs Canada
Janvier à mars 2025

Réunion du conseil d'Ingénieurs Canada

La réunion d'hiver du conseil d'Ingénieurs Canada a eu lieu le 28 février. Les administrateurs et administratrices ont reçu des comptes rendus des présidents, du chef de la direction, du Groupe des chefs de la direction et de tous les comités du conseil. Le conseil a par ailleurs approuvé les plans de travail du Groupe de travail sur l'examen de la gouvernance et du Bureau canadien d'agrément des programmes de génie. Il a également révisé plusieurs politiques du conseil. Enfin, il a approuvé les objectifs du chef de la direction.

Comité des finances, d'audit et de gestion des risques

Le Comité des finances, d'audit et de gestion des risques s'est réuni le 20 février pour examiner le rapport annuel sur le rendement des investissements et les états financiers de 2024.

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

Le BCAPG a tenu sa réunion virtuelle de l'hiver les 1er et 2 février. L'ordre du jour était axé sur les rapports des groupes de parties intéressées et des sous-comités du BCAPG. Les membres ont également discuté d'améliorations possibles au Modèle logique du programme Responsabilité en matière d'agrément. Une séance de travail où les membres ont cerné les répercussions pratiques des recommandations du Rapport sur la voie à suivre du projet Avenir de l'agrément en génie éclairera une prochaine analyse qui sera présentée au conseil d'Ingénieurs Canada.

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

Le BCCAG a tenu sa réunion d'hiver le 21 janvier 2025. Lors de la réunion, les prochaines étapes pour six documents ont été approuvées :

- Programme d'examens de génie de l'architecture navale (**aux fins de publication**)

- Programme d'examens de génie minier et minéralurgique (**aux fins de publication**)

- Document d'Ingénieurs Canada sur les nouveaux domaines d'exercice (**pour approbation par le conseil**)

- Guide sur l'exercice de l'ingénierie au Canada d'Ingénieurs Canada à l'intention des organismes de réglementation (**pour consultation**)

- Ébauche d'une orientation générale pour un guide sur le développement et l'utilisation éthiques des technologies d'avant-garde dans le domaine du génie (**pour consultation**)

- Ébauche de révision du guide sur l'évaluation de la formation universitaire des candidats titulaires de diplômes non agréés par le Bureau d'agrément (**pour consultation**)

Lors de sa réunion, le BCCAG a également discuté de l'élaboration de son plan de travail pour 2026 et de la présentation d'une lettre au conseil d'Ingénieurs Canada décrivant la valeur et la vision à long terme du BCCAG.

Groupe national des responsables de l'admission

Le Groupe national des responsables de l'admission s'est réuni le 16 janvier pour faire le

point sur ses activités. Il a également assisté à une présentation sur l'état d'avancement du projet Avenir de l'agrément en génie et a discuté des pratiques actuelles et des modifications prévues à la reconnaissance des ententes de mobilité internationale dans différentes zones de compétence. Enfin, le groupe a discuté des plans et des prochaines étapes pour une plus grande uniformité des évaluations des titres de compétence étrangers.

Mois national du génie (MNG)

Cette année, le Mois national du génie (MNG) est présenté par Ingénieurs Canada en collaboration avec Doyennes et doyens d'ingénierie Canada et la Société des sept gardiens. Pour plus d'information, veuillez consulter ce site : https://engineerscanada.ca/fr/mng2025.

Affaires publiques et relations gouvernementales

Ingénieurs Canada a été invité à être l'un des deux catalyseurs de la séance sur le renforcement de la capacité en vue d'une adaptation systémique à la Plénière de la Plateforme d'adaptation aux changements climatiques organisée les 25 et 26 février par Ressources naturelles Canada. Le thème de la réunion s'intitulait « Table ronde sur la résilience : réaliser la résilience ensemble ». En tant que panélistes, les catalyseurs avaient pour rôle de déclencher des discussions qui aboutiraient à l'établissement de priorités pour la Table ronde sur la résilience au cours des trois prochaines années.

Ces travaux portent sur les défis et les opportunités essentielles liés à l'adaptation aux changements climatiques. Il s'agit notamment d'identifier et de déployer à plus grande échelle les projets susceptibles de réussir en vue de renforcer les compétences en matière

d'adaptation et d'exhorter le gouvernement fédéral à continuer d'offrir son soutien.

Information Note – President's Report

Agenda Item Number	C-568-3.1
Purpose	To inform Council of the recent activities of the President.
Strategic/Regulatory Focus	
Motion	No motion required.
Attachments	

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

Information Note – CEO/Registrar's Report

Agenda Item Number	C-568-3.2
Purpose	CEO/Registrar Quaglietta will present the CEO/Registrar's Report to Council.
Strategic/Regulatory Focus	
Motion	None
Attachments	Appendix A – CEO/Registrar's Report

Professional Engineers
Ontario

CEO/
REGISTRAR'S
REPORT

APRIL 4, **2025**

INTRODUCTION

As we gather for the last Council meeting of the 2024–2025 term, I would like to commend the dedication and contributions of our councillors who served over the last year. Your leadership and commitment have played a vital role in shaping the future of our profession, ensuring it remains strong, ethical and progressive. Each of you is a part of something bigger—a long-term vision that will have a lasting impact on engineering in Ontario. Council's efforts over the last year have bolstered the foundation for a more resilient and forward-looking profession. For that, both the public and the profession should be truly grateful, as am I as your CEO/registrar.

AI in Regulation

Artificial intelligence (AI) has recently become a critical focus area for professional regulators like PEO. We are still in the early stages, but this powerful and far-reaching wave of innovation has the potential to fundamentally change how we live and work. We know we must evolve our own approaches alongside the developments in AI to ensure any AI-supported changes are implemented in a way that is both responsible and ethical.

Public Confidence in Engineering

PEO remains steadfast in its commitment to regulating the engineering profession in the public interest. The rapid pace of innovation and technological advancement makes continuous learning and professional development essential. PEO is responding internally by fostering a people-centered culture and strengthening staff development and learning initiatives. Our licence and certificate holders will also notice our efforts to reinforce our licensing processes in alignment with the *Fair Access to Regulated Professions and Compulsory Trades Act*. They will see we are refining our discipline and enforcement mechanisms through lean principles, data-driven metrics and fostering a regulatory environment that supports and encourages professional excellence. With these and other measures, we will help ensure engineers remain at the forefront of responsible innovation.

Engineers have a clear duty as technology evolves. That duty is not just to build, design and innovate, but to do so with the highest integrity. PEO's role is to ensure this integrity remains unwavering. This is because engineering regulation is not just about compliance; it is about confidence—confidence that the engineers designing our cities, developing our healthcare solutions and innovating for the future are held to the highest professional and ethical standards. As we modernize our regulatory framework, we must balance innovation with responsibility, ensuring technological advancements are harnessed safely and ethically. As Ontario's engineering regulator, we will continue to champion engineering excellence, embrace responsible innovation and uphold the trust placed in our profession.

PEO partnered with the Ontario Association of Certified Engineering Technicians and Technologists (OACETT) to promote the licensed engineering technologist (LET) licence during a live webinar and Q&A session on March 5. The webinar is part of a broader effort to ensure the path to licensure is clear and accessible. It attracted nearly 700 OACETT members and featured CEO/Registrar Jennifer Quaglietta, MBA, P.Eng., ICD.D, who delivered the opening remarks and discussed the role of licensure in professional regulation. Director of Licensing José Vera, P.Eng., gave the main presentation, guiding attendees through the LET's numerous benefits, eligibility requirements and application process.

On March 1, PEO staff gathered to celebrate Professional Engineers Day and the impact of P.Engs in shaping our communities, ensuring public safety and driving technological advancements. This day also marked the beginning of National Engineering Month.

On March 8, PEO hosted a Chapter Activity Visioning Session for chapter leaders and representatives. The event included collaborative discussions on creating a common approach to chapter activities across PEO's chapter network. A breakout session led by PEO's communication team aimed to advance collaboration between PEO and chapters.

PEO staff gathered with Jennifer Quaglietta (middle) to honour International Women's Day, a global day to celebrate and support the advancement of women's equality worldwide. PEO hosted a coffee chat that included an interactive session to inspire meaningful conversations and collaboration among staff.

OPERATIONAL PLAN STATUS REPORT

PEO's 2023–2025 Strategic Plan includes the four goals of modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders. In support of this strategic plan, 12 initiatives are planned for 2025. As of April, deliverables for one of the initiatives is complete, with work underway for eight additional initiatives.

2026+ Strategy Development

Under Council's guidance, the development of PEO's 2026+ Strategic Plan is progressing per schedule. Please refer to Appendix A for briefing materials, which provide the latest progress update.

Goals	Sub Goals	Activities	Status			
			NYS	< half	> half	Done
1. Improve licensing processes	1.1 Create fair, transparent, accessible and efficient application process	1.1.2 FARPACTA process (licensing and compliance)	■	■		
	1.2 Review licensing processes; implement changes	1.2.3 Implement mandatory CPD - Phase 3 (auditing)	■			
	1.3. Ensure licensing reflects EDI values	1.3.2 EDI - Phase 2 (best practices implementation)			■	
2. Optimize organizational performance	2.2. Ensure adequate IT; data collection/mgt	2.2.1 Digital transformation roadmap	■			
		2.2.2 Data governance model	■			
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.2 HR high performance team roadmap	■			
		2.3.4 Communications strategy (value, EDI)	■			
		2.3.5 Modernize budget processes	■			
		2.3.7 Develop Customer Service Model	■			
3. Implement governance improvement program	3.3 Establish metrics for governance performance	3.3.2 Annual assessment council effectiveness	■		■	■
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.3 Stakeholder engagement session(s)	■			
	4.3. Develop proposed vision for consultation	4.3.1 Draft new vision	■			
		Status Counts:	25%	58.3%	8.3%	8.3%

Figure 1: Operational Plan Status Report as of April 2025

IMPROVING THE LICENSING PROCESS

1.1 Create Fair, Transparent, Accessible and Efficient Application Process

1.1.2 FARPACTA Process (Licensing and Process)

As of February 28, 2025, PEO is compliant with the 10-day application review requirement and the 180-day registration decision requirement. Furthermore, PEO is meeting the 100 per cent requirement for interprovincial mobility transfer registration decisions within 30 business days. For more details on these numbers, please refer to the April 2025 Council Scorecard on page 9 of this report. The Licensing team continues to meet and surpass the registration timelines as set out in FARPACTA legislation.

New FARPACTA Requirements

Regulatory Operations has developed a detailed action plan to comply with new, upcoming FARPACTA changes. The most notable requirement is the amendment to the FARPACTA regulation from 180 days to 90 days for registration decisions. Our ability to comply will be enhanced when we are able to offer the National Professional Practice Examination (NPPE) in an earlier stage of the licensing process. For more information on this regulatory change, please visit https://www.ontario.ca/laws/regulation/r24479.

Total Cost of Licensure in the Legacy and FARPACTA-Compliant Processes

To comply with new FARPACTA transparency requirements, the PEO website will include new information on the total costs required for licensure. Below is key information regarding these costs.

Based on Figure 2, we can draw the following conclusions:
• CEAB applicants pay the same amount for licensure, whether in the legacy or the FARPACTA-compliant process;
• Legacy applicants who are completely exempt from technical examinations pay roughly the same amount as CEAB applicants; and
• Non-CEAB applicants in FARPACTA pay roughly 10 per cent more than non-CEAB applicants in the legacy process who were assigned confirmatory examinations due to the World Education Services (WES) course-by-course evaluation.

PEO's Licensing team is closely monitoring data of prospective applicants in FARPACTA to project and plan for the steady increase of FARPACTA applications in the coming months and years. For example, a key indicator is the number of FARPACTA technical exam registrants as per Figure 3.

	NON-CEAB			CEAB	
	FARPACTA total	**Legacy confirmatory**	**Legacy exempt exams**	**FARPACTA total**	**Legacy total**
Confirmatory Exams	$1300.00	$1300.00	—	—	—
World Education Services course-by-course evaluation	$314.14	—	—	—	—
Transcript translation	—	$56.50	$56.50	—	—
Transcript fee	—	—	—	$20.34	$20.34
Application fee	$406.80	$406.80	$406.80	$406.80	$406.80
National Professional Practice Examination	$242.84	$242.84	$242.84	$242.84	$242.84
Registration Fee	$339.00	$339.00	$339.00	$339.00	$339.00
Total cost	$2602.78	$2345.14	$1045.14	$1008.98	$1008.98

Figure 2: Total Cost of Licensure for Non-CEAB and CEAB in Legacy and FARPACTA-Compliant Processes

	2023 FALL SESSION	2024 SPRING SESSION	2024 FALL SESSION	2025 SPRING SESSION
FARPACTA technical exams registrants	172	392	607	2137
Registered for four technical exams	50	126	213	245
Passed all four (to date)	10	80	101	to be determined

Figure 3: Success Rate of FARPACTA Non-CEAB Applicants Writing Technical Exams

Note: The technical examination data provided in this report are not for the purposes of assessing fairness or barriers, nor are they meant to evaluate the past or present licensure process. Rather, the statistics are meant to provide information for data-guiding projections for budgeting purposes and potential improvements in licensure.

49% Decrease in legacy inventory since July 2023

Inventory Management Plan (IMP) Update
The current legacy applicant inventory is now at 17,288. This is a significant reduction from the approximately 34,000 applicants in July 2023.

FARPACTA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS (CANDIDATES)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE CONFIRMATORY EXAMINATION	14% (98)
PASSED TWO CONFIRMATORY EXAMINATIONS	28% (196)
PASSED THREE CONFIRMATORY EXAMINATIONS	17% (119)
PASSED FOUR CONFIRMATORY EXAMINATIONS	41% (285)

12,332 Total persons who have started academics section

2285 Persons currently ineligible to apply

2740
Total CEAB graduates

CEAB PROSPECTIVE APPLICANT STATS	
ID COMPLETED	69% (1878/2740)
ACADEMICS COMPLETED	66% (1802/2740)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	1% (15/2740)
CBA IN PROGRESS	78% (2136/2740)
GOOD CHARACTER COMPLETED	66% (1817/2740)

9592
Total non-CEAB graduates with a Recognized Programs List degree (RPL)

NON-CEAB WITH RPL DEGREE PROSPECTIVE APPLICANT STATS	
ID COMPLETED	71% (6776/9592)
ACADEMICS COMPLETED	3% (247/9592)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	2% (209/9592)
CBA IN PROGRESS	52% (4981/9592)
GOOD CHARACTER COMPLETED	52% (4963/9592)

1.3. Ensure Licensing Reflects EDI Values
1.3.2 EDI—Phase 2 (best practices implementation)
Aligned with Principle 4 (Training and Influence) of the Anti-Racism and Equity (ARE) Code, PEO is committed to fostering a strong human-rights culture across all functions. This includes providing ongoing anti-racism and equity training and tracking competencies for all staff, volunteers and appointees. In late March, the Equity, Diversity and Inclusion (EDI) team commenced a series of training initiatives called "Promoting a Sense of Belonging." The series includes sessions entitled "Understanding Resistance to EDI" for volunteers and chapters and "Understanding and Reducing Bias: Minimizing Impact on ERC Interviews" for all Experience Requirements Committee members.

In alignment with Principle 2 (Regulatory Processes) of the ARE Code, in 2024, the EDI team completed an operational audit of all regulatory functions that led to the identification of many gaps, some of which will be addressed through the review of several external policies, including the Fitness to Practise Program, Engineering Intern Program and Fee Remission Policy, along with finalizing the approach to *Guideline on Human Rights in Professional Practice* and Code of Ethics reviews.

Finally, to be transparent and accessible in sharing relevant information with our membership and the public, the EDI team is creating an EDI subsection for the PEO website. This subsection will feature easy access to resources such as the ARE Code, Indigenous and Community Engagement (ICE) Report, EDI Action Plan, Gender Audit Executive Summary and more.

March 2025: The first set of EDI trainings were delivered to volunteers, chapters and Experience Requirements Committee members.

58%

of the 12 indicators are surpassing their target.

GOVERNANCE SCORECARD

The Governance Scorecard supports organizational oversight, transparency and data-informed decision-making processes. It does this by tracking PEO's organizational performance and the outcomes of operational activities. The scorecard reports on 12 quantitative indicators aligned to PEO's core functions of Regulatory Operations, Policy, Strategy and Finance, Talent Management and Corporate Administration.

At its February 2025 meeting, Council reviewed and added the 30 by 30 indicator to the 2025 scorecard after ensuring the indicators are aligned to PEO's Council-approved strategic plan. The 2025 scorecard includes reporting on feedback scores for PEO's Customer Service team.

The April 2025 PEO Governance Scorecard reports on the period of January 1 to February 28, 2025. Notably, seven of the 12 indicators are reporting as green for surpassing their target, one indicator is reporting as red for performing below its threshold, and the four remaining indicators are reporting as grey for on track and to be reported on at the end of the year.

Figure 4: April 2025 Council Scorecard

April 2025 PEO GOVERNANCE SCORECARD - COUNCIL INDICATORS

Reporting Period: Jan to Feb 2025

#	Indicator Name	Operational Definition	PEO Core Function	Status	Desired Direction	2025 Target	2025 Threshold	Jan to Feb 2025 Value	Jan to Feb 2025 Numerator	Jan to Feb 2025 Denominator	Status Description
1	Acknowledgment of Complete Applications Within Target (C), (F)	The number of received P.Eng., Transfers, and Limited Licence applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Regulatory Operations	🟢	⇧	90%	80%	99%	417	421	PEO surpassed the target for the reporting period. PEO launched a new technical system for P.Eng. transfers in Dec 2024.
2	Registration Decisions Within Target (C), (F)	The number of P.Eng. and Limited Licence applications for whom a registration decision is made within 180 days divided by all registration decisions made during the reporting period.	Regulatory Operations	🟢	⇧	90%	80%	100%	87	87	PEO surpassed the registration decision target.
3	Registration Decisions Within Target – P.Eng. Transfers (C), (F)	The number of Transfer applications for who a registration decision is made within 30 days divided by all transfer registration decisions made during the reporting period.	Regulatory Operations	🟢	⇧	100%	90%	100%	225	225	PEO surpassed the registration decision target.
4	Mandatory PEAK Compliance Rate (C)	The compliance rate, expressed as a percent, for P.Eng. and Limited Licence holders who are required to complete elements 1 and 2 of the mandatory Practice Evaluation and Knowledge (PEAK) Program. The PEAK program has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report.	Regulatory Operations	⚪	⇧	85%	75%	65%	47,388	74,593	Licence holders are required to complete their required PEAK elements by the end of the year. The PEAK Program became enforceable in 2024.
5	30x30 Licensure Rate (C)	The year-to-date number of newly licensed female-identifying engineers divided by the total number of newly licensed engineers during the reporting period.	Policy	🔴	⇧	30%	20.5%	13.2%	69	524	The 30 by 30 initiative was promulgated by Engineers Canada as a national goal of raising the percentage of newly licensed engineers who are women to 30 per cent by the year 2030. PEO supports this effort through Council's commitment to annually track and measure progress toward the 30 by 30 goal.
6	Updated Standards and Guidelines (C)	The number of standards, guidelines and policies reviewed during the reporting period divided by the total number of planned reviews for the year.	Policy	⚪	⇧	90%	70%	0%	0	5	All standards and guideline reviews are progressing on track per their respective workplans.
7	Strategic Initiative Completion (C)	The total number of strategic initiatives completed during the reporting period divided by the total number of strategic initiatives planned for the year.	Finance and Strategy	⚪	⇧	90%	80%	8.30%	1	12	As referenced in the Operational Plan, there are 12 strategic initiatives planned for this year. Several initiative have started and are progressing on track per their respective workplans.
8a	Year to Date Budget Revenue Variance (C)	The variation, in percent, of the actual year-to-date **revenue** compared to the year-to-date budget.	Finance and Strategy	🟢	⇧	0.1%	-10%	7.01%	$2,426,925	$34,636,714	The 7.01% variance in Year-to-Date (YTD) actual revenue versus budget is predominantly driven by the higher than anticipated investment revenue contributing to the overall positive variance.
8b	Year to Date Budget Spend Variance (C)	The variation, in percent, of the actual year-to-date **spend** compared to the year-to-date budget.				1.25%	-10%	8.46%	$3,307,219	$39,078,537	The 8.46% variance in Year-to-Date (YTD) actual spending versus the budget is attributed to overall lower spending across several areas, including operating expenses, council-related expenses and strategic plan project expenses.
9	Days Cash on Hand (C)	The number of days PEO can continue to cover operating expenses without new revenue. This indicator is calculated by first determining the total amount of unrestricted cash / cash equivalent funds available and dividing it by annual operating expenses minus depreciation expenses. This denominator is then divided by 365.	Finance and Strategy	🟢	⇔	180	90	461	$40,627,636	$32,146,598	PEO has a strong financial position where the organization possesses cash on hand to sustain its core operations.
10	Customer Service Experience Rating (C)	The average user rating for customer service inquiries received during the reporting period. While a rating of 10 represents that a user rated their customer service experience as excellent for an inquiry, a 1 represents a poor experience.	Finance and Strategy	🟢	⇧	6.5	5.5	7.3	N/A	203	PEO has surpassed the target for this reporting period due to the hard work, dedication, and continuous improvement culture across our teams. PEO launched customer service experience ratings were launched in late 2024.
11	Employee Engagement Rate (C)	The percent of employees who are either engaged or almost engaged as measured by the annual comprehensive employee engagement survey.	Talent Management and Corporate Administration	⚪	⇧	81.5%	76.5%	N/A	N/A	N/A	PEO will provide an update at the end of this year after the results of our 2025 comprehensive engagement survey become available.
12	Staff Turnover (C)	The number of full-time permanent employee voluntary departures at the end of the reporting period divided by the running average of full-time permanent employees for the reporting period.	Talent Management and Corporate Administration	🟢	⇩	15%	18%	0%	0	141	The turnover rate is lower than industry standard due to high employee engagement levels. The average voluntary turnover rate in Canada is 11.9% (Mercer 2024 Canada Turnover Trends).

Legend

Status Definitions:
- 🟢 Performance on target
- 🟡 Performance slightly below target
- 🔴 Performance significantly below target
- ⚪ Performance to be reported at end of year

Notes:
1) Indicators required under FARPACTA legislation are identified with an (F) label
2) Indicators reported to Council are identified with a (C) label
3) Double arrow for desired direction means sustaining performance above target

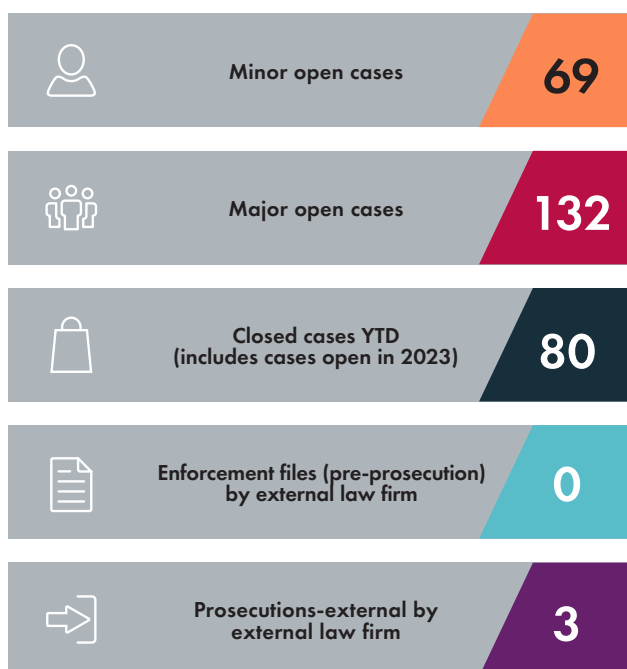**REGULATORY COMPLIANCE**

Unlicensed Practice

The Unlicensed Practice team investigates and takes enforcement action against engineer title violations and those illegally practising engineering without being licensed to do so. The Unlicensed Practice team is striving to maintain a median open-file period of between 60 and 70 days. As of the end of February 2025, this benchmark jumped to 77 days due to several large, multi-year cases being closed at the start of the year. Several prosecutions are underway with external counsel to ensure unlicensed individuals are held accountable for unauthorized seal usage violating the *Professional Engineers Act* (PEA).

The Unlicensed Practice team continues to focus on improving operational efficiencies, including knowledge sharing through cross-training and inter-departmental secondments. In addition, the team will launch court endorsed debtor examinations to seek payment of money ordered by the courts to be paid to PEO by defendants as restitution for our costs in prosecutions.

Since 2023, the median Unlicensed Practice open-file days has been trending down.

YEAR	MEDIAN DAYS CASE IS OPEN	NOTES
2023	139 days	
2024	63 days	
JAN 2025	58 days	
YTD JAN–FEB 2025	77 days* 59 days (ex-ROBAH cases)	* The jump in median days is largely caused by closing several long-outstanding cases at once. The cases averaged about 1500 days each because of an intentionally evasive defendant, distorting the median days upwards.

Figure 5: Median Days an Unlicensed Practice Case is Open

Minor open cases	69
Major open cases	132
Closed cases YTD (includes cases open in 2023)	80
Enforcement files (pre-prosecution) by external law firm	0
Prosecutions-external by external law firm	3

The Unlicensed Practice team continues to focus on improving operational efficiencies, including knowledge sharing through cross-training and inter-departmental secondments. In addition, the team will launch court endorsed debtor examinations to seek payment of money ordered by the courts to be paid to PEO by defendants as restitution for our costs in prosecutions.

Complaints

The Complaints and Investigations team receives and investigates complaints made against licensed engineers and certificate of authorization holders who are alleged to have engaged in professional misconduct. The results of these investigations are presented to the Complaints Committee (COC), which decides whether a referral to the Discipline Committee is warranted or if the complaint can be dealt with in another way consistent with the PEA. Staff provide further support to the COC by monitoring compliance with undertakings by respondents and—in the case of referrals to the Discipline Committee—preparing files for prosecution and collaborating with legal counsel.

The Complaints and Investigations team continues to apply the recommendations of a recent lean review of its operations to streamline its internal processes and timelines. Among other things, the

team achieved a dramatic increase over the last six months in the quarterly number of complaint files that were investigated and then presented to the COC for a decision: 85 complaint files were disposed of in 2024 (78 in Q3 and Q4), compared to 49 in all of 2023.

176

The number of active complaint files at the end of Q1 2025.
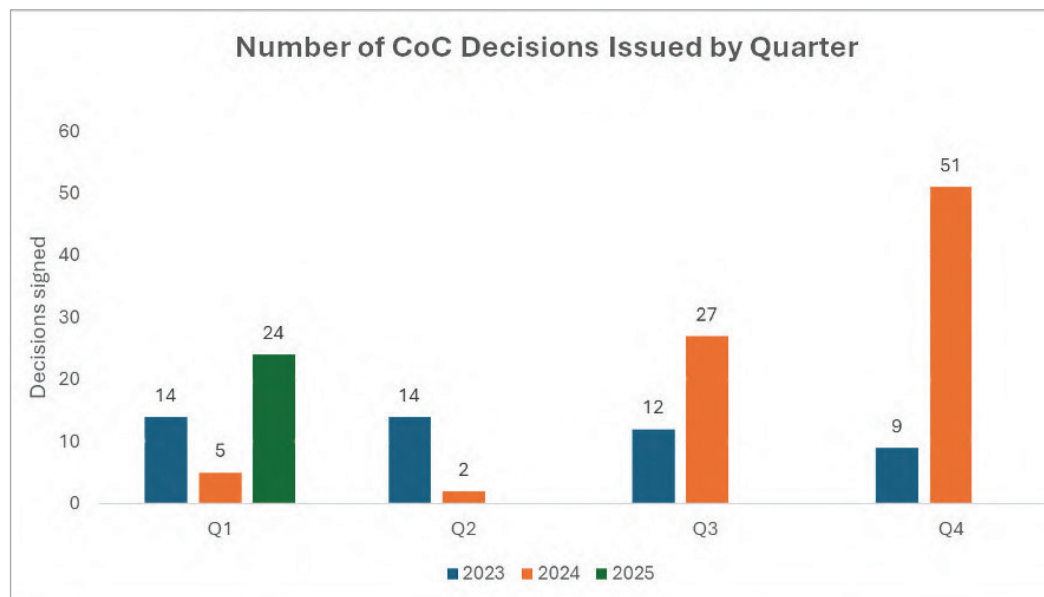
Figure 6: Number of Complaints Committee Decisions Issued by Quarter

The time it takes staff to investigate a complaint and prepare it for COC's consideration continues to become shorter. At the end of Q1 2025, the 12-month rolling average of the number of days from the filing of a complaint to the COC's decision was 692 (compared to ≈750 at end of Q4 2024).

Finally, the recent addition of a complaints analyst to the team paves the way for a more proactive approach to regulatory compliance. Trend analysis and predictive modelling will help PEO identify

new and continuing issues related to engineering misconduct and competency. Our goal is to pinpoint these challenges early enough that practice advisories, bulletins, education and other supports can be deployed to mitigate risks and prevent them from resulting in actual complaints.

NOTICE OF PROPOSALS

The registrar can issue a notice of proposal to refuse, suspend or revoke a licence, limited licence, temporary licence or certificate of authorization. Anyone receiving a notice of proposal has 30 days to request a hearing with the Registration Committee.
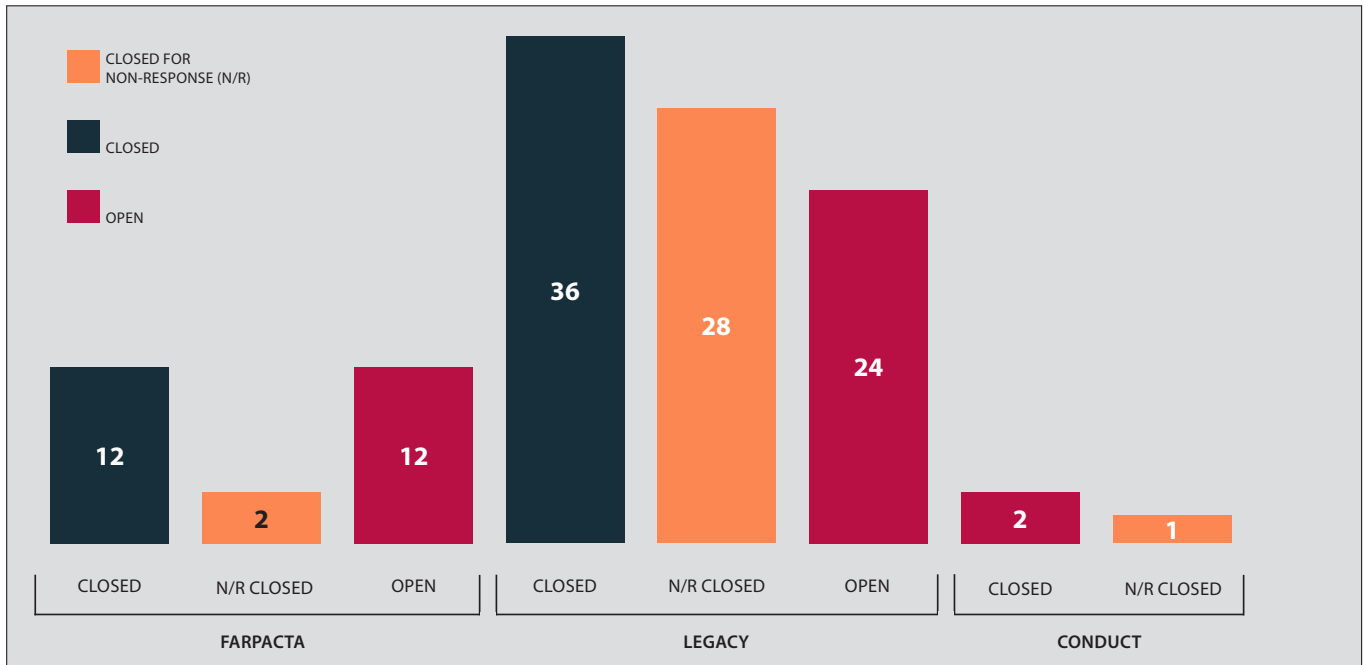

Figure 7: Current Status of REC Cases Since 2023

PEAK

PEAK Statistics

For the 2025 PEAK year, about 74,500 licence holders are required to complete PEAK. As of March 1, 75 per cent started their PEAK requirements and 64 per cent have already completed the first two PEAK elements, which were due on January 31. We will continue our facilitative approach to help licence holders secure their PEAK compliance by sending reminders to complete their PEAK requirements. Under the applicable regulations, those who fail to meet their PEAK requirements by the due dates could have their licences—and their ability to practise engineering in Ontario—suspended until they do so.

75% of licence holders started their PEAK requirements for 2025 (as of March 1)

64% of licence holders completed the first two elements of PEAK for 2025 (as of March 1)

	2025 PEAK REQUIREMENTS AS OF JANUARY 31, 2025	2025 PEAK REQUIREMENTS AS OF MARCH 1, 2025
REQUIRED TO COMPLETE PEAK	ABOUT 75,000	ABOUT 74,500
STARTED PEAK	63%	75%
COMPLETED FIRST TWO ELEMENTS	51%	64%
COMPLETED THEIR CPD TRAINING	2%	3.5%

Figure 8: Statistics for the 2025 PEAK Year

FINANCE

For the 12 months ending December 31, 2024, revenues earned amounted to $37.1 million, while expenses incurred totaled $35.8 million, resulting in an excess of revenue over expenses of approximately $1.3 million, as shown in Figure 9. The $2.4 million favourable variance in revenue is largely attributable to a higher-than-expected investment income, examination and 40 Sheppard revenues.

Total expenses for the 12 months ending December 31, 2024, amounted to $35.8 million, compared to a budgeted spend of $39.1 million, resulting in a favourable variance of $3.3 million.

This positive variance is primarily due to lower expenses incurred by PEO chapters, as well as lower expenditures for legal services, consultants, contract staff, computer and telephone, volunteer business expenses, etc.

Figure 10 shows cash reserves of approximately $5.5 million and an investment portfolio of approximately $35.2 million as of December 31, 2024, compared to cash reserves of $9 million and an investment portfolio of $29.1 million as of December 31, 2023.

	2024 Actual	2024 Budget	Variance Actual vs Budget
TOTAL REVENUES	$37,063,638	$34,636,846	$2,426,792
Operations expenses	$32,615,910	$34,760,364	$2,144,454
Sp. projects and strategic plan exp	$3,155,407	$4,318,770	$1,163,363
TOTAL EXPENSES	$35,771,317	$39,079,134	$3,307,817
EXCESS OF REV OVER EXP	$1,292,321	($4,442,288)	$5,734,609

Figure 9: Revenues and Expenses as of December 31, 2024

	2024 Actual	2023 Actual	Variance Actual Vs Actual
Cash	$5,476,019	$8,986,393	($3,510,374)
Other current assets	$1,372,439	$1,421,980	($49,541)
Marketable securities	$35,151,617	$29,112,173	$6,039,444
Capital assets	$25,961,883	$27,213,403	($1,251,520)
TOTAL ASSETS	$67,961,958	$66,733,949	$1,228,009
Current liabilities	$14,905,048	$14,967,095	($62,047)
Employee future benefits	$8,428,500	$12,061,100	($3,632,600)
Net assets	$44,628,410	$39,705,754	$4,922,656
TOTAL LIABILITIES & NET ASSETS	$67,961,958	$66,733,949	$1,228,009

Figure 10: Assets and Liabilities as of December 31, 2024

Remissions and Resignations
As of December 31, 2024, the data in Figure 14 shows that the estimated total number of P.Engs in fee remissions was approximately 13,881, compared to 13,537 as of the same period in 2023. The number of resignations as of December 31, 2024, was estimated to be 1328 as compared to 2348 resignations as of December 31, 2023. Additionally, the estimated total number of P.Engs as of December 31, 2024, was 88,742, compared to 86,966 reported on December 31, 2023.

	YTD DEC. 2024	YTD DEC. 2023
Members seeking remission	3321	2976
Total members in fees remission	13,881	13,537
Members resigned	1328	2348
Total P.Engs	88,742	86,966

Figure 11: Estimated Remissions and Resignations as of December 31, 2024

CUSTOMER SERVICE

In 2025, PEO's Customer Service team continues to provide support to our licence holders and applicants. Our customer service feedback score is 7.3 out of 10 for 2025 (see Figure 13), and the team continues to review qualitative feedback from these surveys to further improve our service model.

For the reporting period of January 1 to February 28, 2025, the Customer Service team resolved 6508 inquiries. Most of the queries received pertained to technical issues, PEAK and the FARPACTA-compliant licensing process. As shown in Figure 12, the Level 1 Customer Service team resolved most inquiries without referring users to Level 2 support.

82%
of PEAK questions were resolved by Level 1 Customer Service.

INQUIRIES BY MODE	LEVEL ONE RESOLUTION RATE FOR MOST COMMON TOPICS
Emails: 77% 5044/6508	**Technical issues: 95%**
Calls: 22% 1433/6508	**PEAK questions: 82%**
Walk-in: less than 1% 31/6508	**FARPACTA questions: 71%**

REPORTING PERIOD	AVERAGE RATING*	FEEDBACK RECEIVED
SEPT. TO DEC. 2024	7.5	267
JAN. TO FEB. 2025	7.3	203

* Rating Scale is from 1 to 10, where a rating of 10 represents outstanding service provided and a 1 represents poor service provided.

Figure 13: Customer Service Experience Ratings

Figure 12: Customer Service Inquiries Details

PEOPLE ENGAGEMENT

2025 Goal Setting and Individual Development Plans (IDPs)

As PEO enters the final year of its strategic plan, staff are finalizing their performance goals in alignment with the 2025 Operational Plan. In addition, staff are completing their IDPs in pursuit of learning and growing.

Information Note – 2026-2031 Strategic Plan

Purpose	For staff to update Council on the 2026-2030 Strategic Plan progress
Strategic/Regulatory Focus	*2026-2030 Strategic Plan development*
Motion	*For information only – no motion required*
Attachments	• None

Summary
- The consultant has completed all outreach with external stakeholders.
- The consultant will facilitate a full senior leadership meeting to develop PEO's draft strategic goals and objectives for sign-off by Council.
- The consultant will furnish an interim progress report by early April with an outline of the 2026-2031 Strategic Plan.
- The first draft of the Strategic Plan will be developed commencing early April.

Public Interest Rationale
Aligns with PEO's statutory mandate and commitment to transparency, accountability, and excellence in the engineering profession.

Background
- The purpose is to enable Council to approve PEO's 2026-2031 Strategic Plan in June 2025.
- The consultant is leading the strategic planning process as the facilitator of the SPWG (Strategic Planning Working Group).
- Focus groups, one-on-one meetings, and surveys have been conducted with a broad range of internal and external stakeholders to help inform the Strategic Plan.
- Council will continue to be updated at each Council meeting.

Considerations
- ➢ Risks
  - o Timeline: The consultant, PEO, and the SPWG must be mindful of the June 2025 deadline to approve the Strategic Plan and make all efforts to keep the project on track without delay.
- ➢ Equity
  - o A primary commitment for the next Strategic Plan.
  - o Recommendations from PEO's communication audit for increased transparency, communication with Chapters, and external engagement will be key considerations.
- ➢ Key strategic issues
  - o Ensure alignment with findings from stakeholder consultations, including Council, Chapters, PEO leadership and staff, Ministry of the Attorney General, Office of the Fairness Commissioner of Ontario, etc.
- ➢ Costs and financial impacts
  - o No costs beyond Council-approved expenses for the Strategic Plan.

Stakeholder Engagement
- Outreach to a broad range of PEO's internal and external stakeholders has been completed and will result in an inclusive Strategic Plan.

Next Steps
- Goals and Objectives reviewed by senior leadership.
- Council workshop to discuss Strategic Plan will occur on April 30, 2025.
- Anticipated approval of 2026-2031 Strategic Plan on June 20, 2025.

Prepared By: MDR Strategy Group (consultant)

Information Note – 2026-2031 Strategic Plan

Purpose	For staff to update Council on the 2026-2030 Strategic Plan progress
Strategic/Regulatory Focus	*2026-2030 Strategic Plan development*
Motion	*For information only – no motion required*
Attachments	• None

Summary
- The consultant has completed all outreach with external stakeholders.
- The consultant will facilitate a full senior leadership meeting to develop PEO's draft strategic goals and objectives for sign-off by Council.
- The consultant will furnish an interim progress report by early April with an outline of the 2026-2031 Strategic Plan.
- The first draft of the Strategic Plan will be developed commencing early April.

Public Interest Rationale
Aligns with PEO's statutory mandate and commitment to transparency, accountability, and excellence in the engineering profession.

Background
- The purpose is to enable Council to approve PEO's 2026-2031 Strategic Plan in June 2025.
- The consultant is leading the strategic planning process as the facilitator of the SPWG (Strategic Planning Working Group).
- Focus groups, one-on-one meetings, and surveys have been conducted with a broad range of internal and external stakeholders to help inform the Strategic Plan.
- Council will continue to be updated at each Council meeting.

Considerations
- Risks
  - Timeline: The consultant, PEO, and the SPWG must be mindful of the June 2025 deadline to approve the Strategic Plan and make all efforts to keep the project on track without delay.
- Equity
  - A primary commitment for the next Strategic Plan.
  - Recommendations from PEO's communication audit for increased transparency, communication with Chapters, and external engagement will be key considerations.
- Key strategic issues
  - Ensure alignment with findings from stakeholder consultations, including Council, Chapters, PEO leadership and staff, Ministry of the Attorney General, Office of the Fairness Commissioner of Ontario, etc.
- Costs and financial impacts
  - No costs beyond Council-approved expenses for the Strategic Plan.

Stakeholder Engagement
- Outreach to a broad range of PEO's internal and external stakeholders has been completed and will result in an inclusive Strategic Plan.

Next Steps
- Goals and Objectives reviewed by senior leadership.
- Council workshop to discuss Strategic Plan will occur on April 30, 2025.
- Anticipated approval of 2026-2031 Strategic Plan on June 20, 2025.

Prepared By: MDR Strategy Group (consultant)

Professional Engineers
Ontario

Summary Report to Council of Audit and Finance Committee (AFC) Activity April 4, 2025

Committee Meeting Date: March 20, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status[1]	Separate Council Agenda Item?
Update and Approval of 2024 Draft Audited Financial Statements	The Committee received an update of the 2024 Audited Report by Deloitte. The audit was conducted on-site at PEO, done on a timely basis, and received full cooperation from management. Deloitte noted that there were no inconsistencies in the yearly journal entries, and Deloitte is currently finalizing the 2024 audit process for PEO. The committee discussed the potential risks and the effect of deferred revenue on the financial statements.	Staff	For Council approval at April 4, 2025 meeting	Continue	Yes
Approval of Auditor for Fiscal Year 2025	The committee reviewed the recommendation to approve Deloitte LLP as PEO's auditor for the year 2025. As part of the legislated mandate Council is to recommend the appointment of an external auditor to oversee the audit of the Association's financial statements. In 2021 Deloitte won the RFP for audit services for PEO for a five-year period. The Committee discussed that the item can be moved to Council for approval	Staff	For Council approval at April 4, 2025 meeting	Continue	Yes
Engineers Canada 2027 Per Capita Assessment Fee	The committee reviewed information regarding Engineers Canada's proposal to change the 2027 per capita assessment fee to $11, as approved by the Engineers Canada Board on December 9, 2024. The committee discussed that there are no objections to direct PEO's Member Representative (i.e., President or their designate) at the 2025 Engineers Canada Annual Meeting of Members to vote in favor of the increase.	Staff	For Council approval at April 4, 2025 meeting	Continue	Yes
Update on Investments	The committee received updates on and discussed the performance of PEO's investment portfolio and potential options for changes.	N/A	N/A	Complete	No

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

Professional Engineers
Ontario

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

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status[1]	Separate Council Agenda Item?
Update on Pension Plan and 2025 Pension Audit	The committee received an update on the pension plan, specifically the final valuation results.	N/A	N/A	Complete	No
Review of License and Application Fees	The committee reviewed factors that may have material impacts on the organization's financial health that may lead to reviewing all application and licence fees charged by PEO.	Staff	Further discussion during 2026 budget preparation	Continue	No
Review of PEO Billing Dates	The committee received an update that an environmental scan of other Canadian engineering regulators is currently underway to collect information on the dates for annual P.Eng. billing, continuing professional development (CPD) reporting, and other mandatory reporting requirements (this item is currently with the RPLC). This information will support an internal review by staff to inform potential recommendations.	Staff	Further discussion during 2026 budget preparation	Continue	No
Expense Reimbursement Policy	The committee received an update that staff is continuing its review of the current policy based on the guidance provided by the committee at its Sep 2024 meeting. Work is underway exploring practices of other engineering regulatory bodies, consulting with insurers, and engaging with subject matter experts to draft a policy and bring forward to the committee in the next Council term.	Staff	Ongoing activity	Continue	No

Next Committee Meeting: June 2, 2025

Decision Note – Approval of 2024 Audited Financial Statements

Item	C-568-4.1
Purpose	To approve the audited financial statements for the year ended December 31, 2024 and the auditor's report thereon
Strategic/Regulatory Focus	None
Motion	That Council: a) approve the audited financial statements for the year ended December 31, 2024, and the auditor's report thereon, as presented to the meeting at C-586-4.1, Appendix A; and b) authorize the President and President-elect to sign the audited financial statements on Council's behalf.
Attachments	Appendix A – 2024 Audited financial statements Appendix B – Staff report on the financial highlights for the year ended 2024

Summary

PEO's governing legislation and its By-laws require that Council approve the audited financial statements of the Association for presentation to members at PEO's Annual General Meeting and that these statements be published on PEO's website for access to all members. This briefing presents the audited statements for year ended Dec 31, 2024 (**Appendix A**) for Council approval along with the Staff report on the financial highlights for the year ended 2024 (**Appendix B**).

Public Interest Rationale

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

Background

PEO By-Law No. 1, section 51 states: The Council shall lay before each Annual Meeting of the members a financial statement prepared in accordance with generally accepted accounting principles for the previous fiscal year of the association (made up of a balance sheet as at the end of such fiscal year and statements of revenue and expenditure and members' equity for such fiscal year) together with the report of the association's auditors on the financial statement. The financial statements with (a summary of) the auditor's report shall be published in the official publication of the association after its approval by Council.

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

The 2024 audited financial statements and auditor's report were presented at the audit and finance committee meeting held on Mar 20, 2025. The committee members in attendance met with the auditor from Deloitte to review the audit report along with the draft audited financial statements and were satisfied with the responses provided by the auditor and staff.

Considerations

Not meeting this requirement will result in non-compliance with the Council's mandate outlined in Section 51 of By-Law 1.

Next Steps

That Council approve the audited financial statements and the auditor's report thereon for the year ended December 31, 2024 for presentation to members at the 2025 Annual General Meeting and ensure that the statements be published on PEO's website and in the next edition of *Engineering Dimensions*, as required by legislation and PEO's By-laws

Prepared By: Chetan Mehta, Director - Finance

Financial statements of
Association of Professional Engineers of Ontario

December 31, 2024

Deloitte.

Independent Auditor's Report

To the Members of the
Association of Professional Engineers of Ontario

Opinion

We have audited the accompanying financial statements of the Association of Professional Engineers of Ontario ("PEO") which comprise the Statement of financial position at December 31, 2024, and the statements of operations and changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of PEO as at December 31, 2024, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

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

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

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

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

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

Auditor's Responsibilities for the Audit of the Financial Statements

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

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

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of PEO's internal control.

- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.

- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on PEO's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause PEO to cease to continue as a going concern.

- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

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

Chartered Professional Accountants
Licensed Public Accountants
[DATE]

Association of Professional Engineers of Ontario
Statement of operations and changes in net assets
Year ended December 31, 2024

	Notes	2024 $	2023 $
Revenue			
P. Eng. revenue		20,555,107	20,419,085
Application, registration, examination and other fees		9,132,582	10,799,527
Investment income		2,562,263	2,450,361
Building operations	4	2,497,490	2,522,215
Affinity program	6	2,079,977	1,140,377
Chapters revenues		193,025	183,548
Advertising income		43,194	56,266
		37,063,638	37,571,379
Expenses			
Staff salaries and benefits/retiree and future benefits	10	17,581,409	14,755,423
Purchased services		3,140,370	2,031,333
Building operations	4	2,043,736	2,181,367
Computers and telephone		1,765,863	1,502,568
Legal (corporate, prosecution and tribunal)		1,292,836	1,889,585
Chapters expenses	13	1,124,034	987,561
Occupancy costs	4	932,920	868,604
Engineers Canada		809,208	1,033,732
Contract staff		799,457	1,155,291
Transaction fees		767,264	795,656
Consultants		657,234	510,595
Amortization		469,312	471,094
Volunteer expenses		376,449	297,730
Professional development		261,982	221,746
Insurance		128,238	144,885
Recognition, grants and awards		99,277	138,143
Postage and courier		98,262	177,842
Staff expenses		84,873	66,710
Office supplies		84,175	72,264
Printing		56,439	57,000
Advertising		42,572	30,583
		32,615,910	29,389,712
Excess of revenue over expenses before the undernoted		4,447,728	8,181,667
Council discretionary and strategic plan projects	9	3,155,407	3,879,859
Excess of revenue over expenses		1,292,321	4,301,808
Remeasurement and other items	7	3,630,335	1,198,300
Net assets, beginning of year		39,705,754	34,205,646
Net assets, end of year		44,628,410	39,705,754

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

Association of Professional Engineers of Ontario

Statement of financial position

As at December 31, 2024

	Notes	2024 $	2023 $
Assets			
Current assets			
Cash		5,476,019	8,986,393
Accounts receivable		644,398	914,468
Prepaid expenses and deposits		716,168	471,016
Other assets		11,873	36,496
		6,848,458	10,408,373
Marketable securities		35,151,617	29,112,173
Capital assets	3	25,961,883	27,213,403
		67,961,958	66,733,949
Liabilities			
Current liabilities			
Accounts payable and accrued liabilities	15	2,840,552	2,233,693
Fees in advance and deposits		12,064,496	12,370,498
Current portion of long-term debt	5	—	362,904
		14,905,048	14,967,095
Long-term liabilities			
Employee future benefits	7	8,428,500	12,061,100
		23,333,548	27,028,195
Commitments and contingencies	12 and 16		
Net assets	8	44,628,410	39,705,754
		67,961,958	66,733,949

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

Approved by the Council

_____, Director

_____, Director

Association of Professional Engineers of Ontario

Statement of cash flows

Year ended December 31, 2024

	Notes	2024 $	2023 $
Operating activities			
Excess of revenue over expenses		1,292,321	4,301,808
Add (deduct) items not affecting cash			
Amortization		1,303,406	1,318,134
Amortization – other assets		24,623	64,671
Employee future benefits expensed		1,235,035	1,375,100
Change in unrealized losses (gains) on marketable securities		(757,121)	(1,514,609)
Losses (gains) on disposal of marketable securities		(455,372)	225,128
		2,642,892	5,770,232
Change in non-cash working capital items	11	325,775	(1,091,551)
		2,968,667	4,678,681
Financing activities			
Repayment of mortgage	5	(362,904)	(1,088,796)
Contributions to employee future benefit plans		(1,237,300)	(1,375,800)
		(1,600,204)	(2,464,596)
Investing activities			
Net change in marketable securities		(4,826,951)	(705,102)
Additions to capital assets		(51,886)	(107,936)
		(4,878,837)	(813,038)
Increase (decrease) in cash		(3,510,374)	1,401,047
Cash, beginning of year		8,986,393	7,585,346
Cash, end of year		5,476,019	8,986,393

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

Association of Professional Engineers of Ontario
Notes to the financial statements
December 31, 2024

1.   **Nature of operations**

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

2.   **Significant accounting policies**

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

(a) Financial instruments

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

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

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

(b) Revenue recognition

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

(c) Donated services

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

(d) Employee future benefits

Pension plans

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

Association of Professional Engineers of Ontario
Notes to the financial statements
December 31, 2024

2. Significant accounting policies (continued)

(d) Employee future benefits (continued)

Other non-pension plan benefits

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

For all defined benefit plans, PEO recognizes:

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

(ii)   The cost of the plan for the year.

(e) Capital assets

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

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

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

(f) Use of estimates

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

3. Capital assets

	Cost $	Accumulated amortization $	2024 Net book value $	2023 Net book value $
Building	19,414,668	6,137,540	13,277,128	13,665,421
Building improvements – PEO	8,961,067	6,011,677	2,949,390	3,391,856
Building improvements – common area	11,491,982	6,496,093	4,995,889	5,340,012
Building improvements – non-recoverable	741,332	536,986	204,346	281,998
Land	4,366,303	—	4,366,303	4,366,303
Computer hardware and software	5,287,238	5,287,238	—	—
Furniture, fixtures and telephone equipment	1,503,515	1,455,529	47,986	50,548
Audio visual	1,150,302	1,029,461	120,841	117,265
	52,916,407	26,954,524	25,961,883	27,213,403

Association of Professional Engineers of Ontario
Notes to the financial statements
December 31, 2024

4.   Building operations

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

	2024	2023
	$	$
Revenue		
Operating cost recoverable – tenants	**1,390,419**	1,430,153
Rental	**848,098**	831,928
Parking	**151,350**	159,000
Miscellaneous	**107,623**	101,134
	2,497,490	2,522,215
Operating cost recoverable – PEO	**893,292**	794,919
	3,390,782	3,317,134
Recoverable expenses		
Property taxes	**454,986**	441,198
Utilities	**457,428**	419,844
Amortization	**368,148**	367,521
Security	**326,705**	297,229
Repairs and maintenance	**221,176**	242,727
Janitorial	**215,226**	203,467
Payroll	**150,189**	145,333
Property management and advisory fees	**101,656**	107,504
Insurance	**38,186**	37,870
Administrative	**36,398**	33,028
Road and ground	**14,955**	11,689
	2,385,053	2,307,410
Other expenses		
Amortization of building	**388,294**	388,294
Amortization of tenant inducements	**77,653**	91,225
Other non-recoverable expenses	**55,239**	99,587
Amortization of deferred costs	**24,621**	64,671
Interest expense on note and loan payable	**6,168**	25,099
	551,975	668,876
	2,937,028	2,976,286
Excess of revenue over expenses	**453,754**	340,848

For purposes of the Statement of operations and changes in net assets, the operating costs recoverable from PEO of $893,292 ($794,919 in 2023) have been eliminated. The portion of costs allocated to PEO is reallocated from Building operations and is included in Occupancy costs in the Statement of operations and changes in net assets.

Association of Professional Engineers of Ontario
Notes to the financial statements
December 31, 2024

4. Building operations (continued)

	2024 $	2023 $
Building revenue as per above	3,390,782	3,317,134
Eliminated PEO portion	(893,292)	(794,919)
	2,497,490	2,522,215
Building expenses as per above	2,937,028	2,976,286
Eliminated PEO portion	(893,292)	(794,919)
	2,043,736	2,181,367

5. Building financing

As of April 5, 2024, the mortgage on the Association's property located at 40 Sheppard Avenue West, Toronto, ON matured and on that date the loan was fully paid. In addition, the interest rate swap that had been entered into for the purposes of fixing the interest rate on the mortgage also matured with no gain or loss to be recognized.

6. Affinity program

In 2023, PEO entered into an insurance affinity agreement with Engineers Canada (EC). Like other provincial and territorial engineering regulators, PEO is a member association of EC. EC has negotiated a national home and automobile insurance affinity program with Meloche Monnex Inc. (MMI). Under this agreement, MMI provides EC with a share of insurance revenues it derives from professional engineers. EC in turn pays PEO for providing MMI with an exclusive opportunity to offer home and automobile insurance to PEO members. These monies are the payment from EC to PEO under this agreement.

7. Employee future benefits

The Association's pension plans, and post-retirement benefits plan covering participating employees (full-time and retirees) are defined benefit plans as defined in Section 3462 of the CPA Canada Handbook and accounted for as per Section 3463. The pension plans provide pension benefits based on length of service and final average earnings. The post-retirement benefits plan provides hospitalization, extended health care and dental benefits to retired employees. Participation in the pension plans and benefits plan (for post-retirement benefits) has been closed to all new employees as of May 1, 2006. All employees joining after this date have the option of participating in a self-directed or group RRSP (registered retirement savings plan). During the year, the Association recorded $502,165 ($411,816 in 2023) in employer contributions to the self-directed and group RRSP.

7. Employee future benefits (continued)

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

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

The funded status of the Association's pension plans and post-retirement benefit plan using actuarial assumptions as of December 31, 2023, was as follows:

	Basic pension plan $	Supplemental pension plan $	Other non-pension benefit plan $	Total $
Accrued benefit obligation	(38,682,300)	(2,794,600)	(8,633,000)	(50,109,900)
Plan assets at fair value	35,628,100	2,420,700	—	38,048,800
Funded status – plan surplus (deficit)	(3,054,200)	(373,900)	(8,633,000)	(12,061,100)

PEO measures its defined benefit obligations and the fair value of plan assets related to the basic and supplemental pension plans for accounting purposes as at December 31 each year based on the most recently completed actuarial valuation for funding purposes. The most recently completed actuarial valuation of the pension plans for funding purposes was as of January 1, 2022, with the liabilities projected forward to December 31, 2024. PEO measures its obligations related to its other non-pension benefit plan using an actuarial valuation for accounting purposes. The most recent actuarial valuation for accounting purposes for the non-pension benefit plan is as of December 31, 2023, with the liabilities projected forward to December 31, 2024.

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

8. Net assets

The net assets of the Association are restricted to be used at the discretion of Council and includes the Association's investment in capital assets of $25,961,883 ($26,850,499 in 2023).

Association of Professional Engineers of Ontario
Notes to the financial statements
December 31, 2024

9. Council discretionary reserve

The Council discretionary reserve is an internal allocation from the operating reserve used at the discretion of Council to fund expenses related to special and strategic plan projects approved by Council. These figures include $716,907 ($391,076 in 2023) for salaries and benefits costs of full-time staff for time spent on these projects. Expenses from the discretionary reserve were incurred on the following projects:

	2024	2023
	$	$
Council discretionary projects		
Governance related matters	319,377	32,567
HR information system and other initiatives	222,353	818,398
Organizational transformation and other initiatives	97,411	119,787
Anti-racism working group	26,960	28,972
Councillor training	23,247	19,080
Fair Access to Regulated Professions and Compulsory Trades Act ("FARPACTA") project	—	1,627,489
Information Discovery & Digitization Capability ("IDDC") project	—	432,571
Various IT initiatives	—	1,647
Strategic plan projects		
Optimize organizational performance	1,248,167	299,760
Improve licensing processes	991,213	302,009
Refresh vision	194,076	151,106
Implement governance improvement program	32,603	46,473
	3,155,407	3,879,859

10. Full-time salaries and benefits

During the year, the Association incurred a total of $18,298,316 ($15,146,499 in 2023) for salaries and benefits costs for its full-time staff and retirees. Out of this amount, $716,907 ($391,076 in 2023) was directly attributable to special projects and strategic plan approved by Council and disclosed in Note 9.

11. Change in non-cash working capital items

	2024	2023
	$	$
Accounts receivable	270,070	97,720
Prepaid expenses and deposits	(245,152)	(34,765)
Accounts payable and accrued liabilities	606,859	(1,355,450)
Fees in advance and deposits	(306,002)	200,944
	325,775	(1,091,551)

Association of Professional Engineers of Ontario
Notes to the financial statements
December 31, 2024

12. Commitments

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

	$
2025	2,543,222
2026	912,383
2027	707,100
2028	42,376
	4,205,081

13. Chapters of the association

During the year, the Association paid expenses totaling $1,124,034 ($987,561 in 2023) for its 36 chapters and also incurred additional costs of $618,008 ($345,628 in 2023) related to chapters operations including staff salaries and benefits, and for various support activities. These amounts have been included in the various operating expenses reported in the Statement of operations and changes in net assets.

14. Financial instruments and risk management

Interest rate risk

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

Liquidity risk

PEO's objective is to have sufficient liquidity to meet its liabilities when due. PEO monitors its cash balances and cash flows generated from operations to meet its requirements. As at December 31, 2024, the most significant current financial liabilities are accounts payable and accrued liabilities.

Currency risk

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

15. Government remittances

Accounts payables and accrued liabilities includes $64,757 ($145,147 in 2023), with respect to government remittances payable at year end.

16. Contingencies

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

Professional Engineers Ontario
Financial highlights for the year ended December 31, 2024
Report to the Audit and Finance Committee (AFC) – March 20, 2025

Highlights

For the year ended December 31, 2024, Professional Engineers Ontario ("PEO") generated an excess of revenue over expenses of $4.4m (vs $8.2m in 2023) before Council discretionary and strategic plan project expenses. The spending on Council discretionary and strategic plan projects was $3.2m in 2024, compared to $3.9m in 2023, resulting in a net excess of revenues over expenses of $1.3m, compared to $4.3m in 2023. The 2024 Council discretionary and strategic plan project expenses consist of spending on several projects, such as various HR, governance, and organizational transformation related initiatives, and strategic plan projects such as optimizing organizational performance, improving licensing processes, governance improvements, and other initiatives. The statement of revenue and expenses may be viewed in Appendix C-1 or on Page 3 of the 2024 Audited Financial Statements.

Revenue

Total revenue for 2024 was $37.1m , compared to $37.6m in 2023, reflecting a decrease of $508k or 1 per cent from the prior year. This decline was primarily driven by:
- Lower Application, Registration, exam and other fees ($9.1m in 2024 vs $10.8m in 2023)
  A decrease of $1.7m or 15% mainly due to lower P Eng applications, and registration fees revenues.

The decrease in revenue was partially offset by:
- Increased revenue from the Affinity program.
  PEO began receiving monies from this program in June 2023, contributing $1.1m in 2023 and $2.1m for the full year in 2024.

- Higher P. Eng. Revenue ($20.6m in 2024 vs 20.4m in 2023)

- Higher investment income ($2.6m in 2024 vs $2.5m in 2023)
  An increase of $112k or 5% in investment income in 2024 is due to favorable performance of PEO's investment portfolio.

Expenses

Total expenses in 2024 before spending on Council discretionary and strategic plan projects were $32.6m vs $29.4m in 2023. This represents an increase of $3.2m or 11 per cent in comparison to the prior year spend. This increase is primarily due to the following:

- Higher Staff salaries and benefits ($17.6m in 2024 vs $14.8m in 2023).
  The increase of $2.8m is largely due to higher spend on salaries, benefits, including new hires, etc. These figures primarily reflect spend for 135 active full-time staff as of Dec 31, 2024 vs 126 active full-time staff as of Dec 31, 2023.

- Higher costs for Purchased services ($3.1m in 2024 vs $2m in 2023)
  The $1.1m increase in costs in 2024 is largely due to higher costs for the setting and marking of Professional Practice and Technical exams; costs associated with various events, such as AGM, Volunteer Symposium, etc.

- Increase in Computer and telephone costs ($1.8m in 2024 vs $1.5m in 2023)
  The $263k increase is largely due to higher spend on the maintenance of our IT network, server & software support costs, and other IT services.

- Higher costs for Consultants ($657k in 2024 vs $511k in 2023)
  The $147k increase in costs in 2024 is largely due to higher costs for technical experts for various HR services, IT consultants, consultant for Council orientation, etc.

AFC comm meeting, March 20, 2025

- Higher costs for spend Chapters ($1.1m in 2024 vs $988k in 2023).

  The increase of $136k is due to an increase in various Chapter related activities and events.

- Higher spend for Volunteer expenses ($376k in 2024 vs $298k in 2023)

  The higher spend of $79k in 2024 is for travel and related costs such as mileage, accommodation, meals, and air/train fares due to an increase in in-person attendance at various events and meetings.

The above increases were partially offset by:

- Lower Legal (corporate, prosecution and tribunal) expenses ($1.3m in 2024 vs $1.9m in 2023)

  The $597k decrease is largely due to lower spend on independent legal counsel for enforcement related matters, discipline hearings, and employment related matters.

- Lower spending on Contract staff ($800k in 2024 vs $1.2m in 2023).

  The decrease of $356k is attributed to reduced reliance on contract staff in 2024. As of December 31, 2024, there were 8 active contract staff, compared to 11 in 2023.

- Lower spending on Engineers Canada membership ($809k in 2024 vs $1m in 2023)

  The $225k decrease is due to a reduction in Engineers Canada's assessment rate, which decreased by $2.21 per member to $8 per member in 2024. The assessment rate per member in 2023 was $10.21.

Capital Assets

Total spend on capex in 2024 was $52k as compared to $108k in 2023. Improvements both to PEO space and common space totaling $52k. A breakdown of the key spend is shown in the table below.

Break-down of Capital spend in 2024 vs 2023
In (000's)

TYPE	FY24-ACT Additions $	FY23-ACT Additions $	Variance $
Building Improvements (recoverable) 2024 additions include spend on heat pump, and ground floor lighting control system. 2023 additions include spend on the LED lighting retrofit project.	24	20	(4)
Furniture, fixtures and telephone equipment 2024 additions include spend on audio visual and on-site defibrillator. 2023 additions include spend on an audio-visual upgrade.	28	88	60
TOTAL	**$52**	**$108**	**$56**

AFC comm meeting, March 20, 2025

Building Operations

The operating statement for the building is included in Appendix C-2 and is also summarized in Note 4 of the 2024 Audited Financial Statements. The building generated $3.4m in revenue, including PEO's share of recoverable expenses. Total recoverable expenses were $2.4m and other expenses totaled $552k, thereby creating an excess of $454k as compared to $341k in the prior year. The $113k increase in excess revenue over expenses in 2024 is largely due to the increase in operating cost reimbursements and higher rental income. The mortgage was fully paid in April 2024. The net book value of the building as of December 31, 2024 stands at $26m.

<u>Appendices:</u>

Appendix C-1 - 2024 Draft Statement of Revenue and Expenses - variances.

Appendix C-2 - 2024 Draft 40 Sheppard Statement of Revenue and Expenses – variances.

S.No	REVENUE	2024 Actual	2023 Actual	2024 Forecast	Variance 2024 Act vs 2023 Act		Variance 2024 Act vs 2024 Fcst		Variance 2024 Act vs 2024 Bud		2024 Budget
		A	B	C	D	E	F	G	H	I	J
		$	$	$	$	%	$	%	$	%	$
1	P. Eng. Revenue	20,555,107	20,419,085	20,170,573	136,022	1%	384,534	2%	33,540	0%	20,521,567
2	Application, registration, examination and other fees	9,132,582	10,799,527	9,036,458	(1,666,944)	-15%	96,124	1%	502,226	6%	8,630,357
3	Affinity Program	2,079,977	1,140,377	2,079,977	939,600	82%	-	0%	138,381	7%	1,941,596
4	Investment income	2,562,263	2,450,361	2,646,867	111,902	5%	(84,604)	-3%	1,362,263	114%	1,200,000
5	40 Sheppard revenue	2,497,490	2,522,215	2,541,395	(24,725)	-1%	(43,905)	-2%	439,029	21%	2,058,461
6	Chapter revenue	193,025	183,548	181,089	9,477	5%	11,937	7%	(28,840)	-13%	221,865
7	Advertising income	43,194	56,266	43,194	(13,072)	-23%	-	0%	(19,806)	-31%	63,000
	TOTAL REVENUE	**37,063,639**	**37,571,379**	**36,699,553**	**(507,739)**	**-1%**	**364,086**	**1%**	**2,426,794**	**7%**	**34,636,846**
	EXPENSES										
8	Staff salaries and benefits/Retiree and future benefits	17,581,409	14,755,423	17,868,111	(2,825,985)	-19%	286,703	2%	960,759	5%	18,542,167
9	40 Sheppard expenses	2,043,736	2,181,367	2,068,152	137,631	6%	24,415	1%	99,905	5%	2,143,641
10	Computers and telephone	1,765,863	1,502,568	1,805,322	(263,296)	-18%	39,458	2%	284,426	14%	2,050,289
11	Purchased services	3,144,775	2,036,733	3,235,652	(1,108,042)	-54%	90,877	3%	(947,660)	-43%	2,197,115
12	Legal (corporate, prosecution and tribunal)	1,292,780	1,889,585	1,130,671	596,804	32%	(162,110)	-14%	129,967	9%	1,422,747
13	Occupancy costs	928,515	863,204	918,228	(65,311)	-8%	(10,287)	-1%	(67,972)	-8%	860,544
14	Transaction fees	767,264	795,656	787,275	28,392	4%	20,011	3%	98,511	11%	865,775
15	Contract staff	799,457	1,155,291	1,062,652	355,834	31%	263,195	25%	285,687	26%	1,085,144
16	Chapters	1,124,034	987,561	905,971	(136,473)	-14%	(218,063)	-24%	188,200	14%	1,312,234
17	Amortization	469,312	471,094	469,824	1,782	0%	512	0%	33,719	7%	503,031
18	Engineers Canada	809,208	1,033,732	809,206	224,524	22%	(2)	0%	768	0%	809,976
19	Professional development	261,982	221,746	269,538	(40,236)	-18%	7,555	3%	112,914	30%	374,896
20	Consultants	657,234	510,595	668,771	(146,639)	-29%	11,537	2%	283,748	30%	940,981
21	Volunteer expenses	376,449	297,730	466,750	(78,719)	-26%	90,301	19%	451,751	55%	828,200
22	Insurance	128,238	144,885	129,691	16,647	11%	1,453	1%	56,637	31%	184,875
23	Postage and courier	98,262	177,842	120,362	79,579	45%	22,100	18%	33,328	25%	131,590
24	Printing	56,439	57,000	56,931	560	1%	492	1%	21,478	28%	77,917
25	Office supplies	84,175	72,264	66,198	(11,911)	-16%	(17,977)	-27%	18,372	18%	102,547
26	Advertising	42,572	30,583	40,561	(11,989)	-39%	(2,011)	-5%	104,928	71%	147,500
27	Staff expenses	84,929	66,710	73,551	(18,219)	-27%	(11,378)	-15%	9,374	10%	94,303
28	Recognition, grants and awards	99,277	138,143	91,387	38,866	28%	(7,890)	-9%	(14,585)	-17%	84,692
	TOTAL EXPENSES	**32,615,912**	**29,389,712**	**33,044,803**	**(3,226,200)**	**-11%**	**428,892**	**1%**	**2,144,253**	**6%**	**34,760,164**
29	Special Projects and Council Initiatives	689,348	3,080,513	985,705	2,391,165	78%	296,357	30%	107,077	13%	796,425
30	Strategic Plan	2,466,059	799,346	1,867,956	(1,666,712)	-209%	(598,103)	-32%	1,056,286	30%	3,522,345
	EXCESS (DEFICIENCY) OF REVENUE OVER EXPENSES	**1,292,321**	**4,301,808**	**801,089**	**(3,009,487)**	**-70%**	**491,232**	**61%**	**5,734,410**	**-129%**	**(4,442,089)**

Professional Engineers Ontario
40 Sheppard Statement of Revenue and Expenses
Year Ended December 31, 2024

S.No	REVENUE	2024 Actual	2023 Actual	Variance 2024 Act vs 2023 Act		Variance 2024 Act Vs 2024 Fcst		2024 Forecast
		A	B	C	D	E	F	G
		$	$	$	%	$	%	$
1	Rental	848,098	831,928	16,169	2%	(533)	0%	848,631
2	Operating cost reimbursements	2,283,711	2,225,072	58,639	3%	(41,921)	-2%	2,325,632
3	Parking	151,350	159,000	(7,650)	-5%	(2,850)	-2%	154,200
4	Miscellaneous	107,624	101,134	6,490	6%	1,400	1%	106,224
5	**TOTAL REVENUE**	**3,390,782**	**3,317,134**	**73,648**	**2%**	**(43,905)**	**-1%**	**3,434,687**
	RECOVERABLE EXPENSES							
6	Utilities	457,428	419,844	(37,584)	-9%	154	0%	457,582
7	Property taxes	454,986	441,198	(13,788)	-3%	(0)	0%	454,986
8	Amortization	368,148	367,521	(627)	0%	1,727	0%	369,876
9	Payroll	150,189	145,333	(4,857)	-3%	5,332	3%	155,522
10	Janitorial	215,226	203,467	(11,759)	-6%	24,046	10%	239,272
11	Repairs and maintenance	221,176	242,727	21,551	9%	(6,547)	-3%	214,629
12	Property management and advisory fees	101,656	107,504	5,848	5%	2,904	3%	104,560
13	Road and ground	14,955	11,689	(3,266)	-28%	1,307	8%	16,262
14	Administration	36,398	33,028	(3,370)	-10%	10,940	23%	47,338
15	Security	326,705	297,229	(29,476)	-10%	395	0%	327,100
16	Insurance	38,186	37,870	(315)	-1%	-	0%	38,186
17	**TOTAL RECOVERABLE EXPENSES**	**2,385,053**	**2,307,410**	**(77,644)**	**-3%**	**40,258**	**2%**	**2,425,312**
	OTHER EXPENSES							
18	Interest expense on note and loan payable	6,168	25,097	18,929	75%	(6,168)	0%	-
19	Amortization of building	388,293	388,296	3	0%	3	0%	388,296
20	Amortization of deferred costs	24,623	64,671	40,048	62%	0	0%	24,623
21	Amortization of tenant inducements	77,653	91,225	13,573	15%	0	0%	77,653
22	Other non-recoverable expenses	55,239	99,587	44,348	45%	(9,677)	-21%	45,562
23	**TOTAL OTHER EXPENSES**	**551,974**	**668,876**	**116,902**	**17%**	**(15,840)**	**-3%**	**536,134**
24	**TOTAL EXPENSES**	**2,937,028**	**2,976,286**	**39,258**	**1%**	**24,418**	**1%**	**2,961,446**
25	**EXCESS OF REVENUE OVER EXPENSES**	**453,755**	**340,848**	**112,906**	**33%**	**(19,487)**	**-4%**	**473,241**
26	Gross Revenue	3,390,782	3,317,134					3,434,687
27	Revenue Interco reclass	(893,292)	(794,919)					(893,292)
28	PEO Reported Revenue	**2,497,490**	**2,522,215**					**2,541,395**
29	Gross Expense	2,937,028	2,976,286					2,961,446
30	Recoverable Exp Interco reclass	(893,292)	(794,919)					(893,292)
31	PEO Reported Expense	**2,043,736**	**2,181,367**					**2,068,154**

Decision note – Approval of Auditor for 2025

Agenda Item Number	C-568-4.2
Purpose	To recommend the appointment of an auditor for 2025 to the members at the upcoming AGM.
Strategic/Regulatory Focus	None
Motion	That Council recommend to members at the April 2025 Annual General Meeting that Deloitte LLP be appointed as PEO's auditor for 2025 and hold office until the next annual general meeting or until a successor is appointed.
Attachments	None

Summary

It is necessary for Council to recommend the appointment of an auditor for 2025 for approval by the members at the upcoming Annual General Meeting in April 2025. This briefing provides the background to assist the Council with taking a decision on the motion recommended above.

Public Interest Rationale

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

Background

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

Section 52 of By-Law 1 states:
The members of each annual meeting shall appoint one or more auditors who shall be chartered accountants to hold office until the next annual meeting and if an appointment is not so made, the auditor in office shall continue in office until a successor is appointed.

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

The members in attendance at AFC meeting on Mar 20, 2025, reviewed and discussed the appointment of Deloitte LLP as PEO's auditor for 2025. As part of every five-year cycle, an RFP for audit services was issued to reputable audit firms in July 2021. After a review of the proposals submitted and on staff's recommendation, the AFC of the day had unanimously agreed to recommend Deloitte LLP as PEO's auditor for the next five years until 2026 with the requirement that the appointment be confirmed every year by Council and the membership.

Considerations

- Not meeting this requirement will result in non-compliance with the mandate outlined in Section 52 of By-Law 1.

- Costs for the 2024 audits are expected to be under $60,000.

Next Steps

- Council take a decision on the motion above.

Prepared By: Chetan Mehta, Director - Finance

Decision Note – Engineers Canada 2027 Per Capita Assessment Fee

Item Number	C-568-4.3
Purpose	Council direction regarding a decision made by the Engineers Canada (EC) Board of Directors at its December 9, 2024 meeting to recommend to the EC Members that the 2027 Per Capita Assessment Fee ("PCAF") be set at $11 per Registrant.
Strategic/Regulatory Focus	N/A
Motion	That Council direct PEO's Member Representative, or their designate, at the 2025 Engineers Canada Annual Meeting of Members to vote [in favour] OR [against] OR [abstain] regarding the approval of the 2027 Per Capita Assessment Fee increase, as outlined in C-568-4.3, Appendix A and approved by the Engineers Canada Board on December 9, 2024.
Attachments	Appendix A – Excerpt from EC Board Agenda Book Prepared for May 24, 2025 Annual Meeting of Members

Summary

At its December 9, 2024 meeting, the Engineers Canada ("EC") Board agreed to recommend to the provincial and territorial Members that the **2027 Per Capita Assessment Fee would be at $11 per Registrant**. As a result, this recommendation will be going to the EC's provincial and territorial Members (i.e., individual engineering regulators) for their approval. EC has asked its Members to consult with their respective Councils to obtain voting instructions for its member representative (PEO's President or their designate) in respect of this matter, prior to the May 24, 2025 Annual Meeting of Members (AMM).

Please see **Appendix A** to reference the material that the EC Board considered in respect of this item. It includes:
- Problem/Issue Definition
- Proposed Action/Recommendation
- Financial Implications
- Benefits
- Other Options Considered
- Consultation
- Next Steps

Public Interest Rationale

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

Background

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

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

At its April 5, 2024 meeting Council considered the EC Board's recommendation that the **2026 Per Capita Assessment Fee would be increased to $10 per registrant**. Council supported this recommendation which was subsequently approved at the EC's AMM on May 25, 2024.

At its March 20, 2025 meeting, the AFC reviewed the matter of the 2027 PCAF but, due to a lack of quorum, did not make a formal recommendation to Council.

Considerations
➢ Risks
  o External financial risks related to EC budget if the recommendation is not approved by EC Members.
➢ Equity
  o The per capita assessment fee is the same amount for all provincial and territorial regulators.

➢ Costs and financial impacts
  o The proposed change to $11 per capita fee for 2027 is $1 more than the cost for 2026; and $3 more than the cost for 2024 and 2025.
  o The year-to-year financial implications are shown in the chart below.

Year	PCAF Actual $ Amount (A)	PCAF Proposed $ Amount (B)	(Est)[1] Number of Members (C)	PEO Cost (AxC or BxC)	Year to Year Change in PEO Cost ($)	2024 to 2027 Change in PEO Cost
2024	8.00	n/a	101,151	$809,208	n/a	+$323,143
2025	8.00	n/a	102,290	$818,320	+$9, 112	
2026	10.00	n/a	102,558	$1,025,580	+$207,260	
2027	n/a	11.00	102,941	$1,132,351	+$106,771	

Stakeholder Engagement
N/A for PEO. Please review Appendix A to review the process used by EC to make its recommendation.

Recommendation(s)
None from staff and none from AFC. Council's motion will direct whether PEO's representative (PEO President or their designate) should vote for, against, or abstain when voting in relation to this item at EC's May AMM. Council also has the option of not directing the representative on how to vote on a motion, in which case the representative may vote based on the debate.

Next Steps
May 24, 2025 EC AMM.

Prepared By: Secretariat Team

---

[1] Estimates provided by Finance department

BRIEFING NOTE: For decision by the Members

Purpose:	To approve the 2027 Per Capita Assessment Fee
Motions to consider:	*THAT the 2027 Per Capita Assessment Fee be set at $11 per Registrant.*
Vote required to pass:	2/3-60% majority (the motion must be supported by a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of represented Registrants)
Prepared by:	Derek Menard, Chief Financial Officer Joan Bard Miller, Manager, Governance and Board Services
Presented by:	Marlo Rose, Chair, FAR Committee

Problem/issue definition

- The Per Capita Assessment Fee (PCAF) is defined in Article 1.1 of the Engineers Canada Bylaw, in part, as the "annual amount to be paid by each Member as determined by its number of Registrants." Moreover, Article 7.2 of the Bylaw requires the Board, by January 1st of each year, to recommend to the Members the amount of the PCAF that will be in effect on the second following January 1st.
- On December 16, 2024, the Members received the Board's recommendation for the 2027 PCAF in an email from Light Go, General Counsel and Corporate Secretary, wherein he stated:
    "At its December 9, 2024 meeting, the Engineers Canada Board agreed to recommend to the Members that the 2027 Per Capita Assessment Fee would be at $11 per Registrant. As a result, this recommendation will be going to the Members for their approval at the meeting of Members in May 2025."

Background

- From 2006-2023, the PCAF was stable at $10.21.
- In 2024 and 2025, the PCAF was lowered to $8 to help reduce the unrestricted reserves, which had increased mainly due to Professional Engineers Ontario non-participation in the national affinity program.
- Engineers Canada also funded major strategic priorities (i.e. marketing campaign) and increase operational spending to reduce the reserves.
- 2024 was the first full year in which PEO availed itself of approximately $2 million per year.
- Engineers Canada is reducing its operational spending to return to a balanced budget.
- Funding will still be required to fund strategic initiatives moving forward.

Proposed action/recommendation

- That the Members approve the 2027 PCAF.

Financial implications

- The proposed fee represents a $1 increase over the Member-approved $10 PCAF for 2026.

- The current PCAF would be $15.17 had fee increases from 2007-2024 aligned with Statistics Canada's annual Consumer Price Index.
- Services provided by Engineers Canada to the Regulators amount to roughly $39 per registrant.

Benefits

- The PCAF is a key source of Engineers Canada's revenue.
- A $1 increase is seen as moderate, striking a balance between supporting strategic initiatives and minimizing the impact on our Members.

Other options considered

- Two options for the PCAF were presented for consideration in the budget memo based on projected revenue and expenses for 2025-2029 (see pages 50-78 of the December agenda book).

Consultation

- The Finance, Audit, and Risk (FAR) Committee and the Board discussed the options for the 2027 PCAF at their respective meetings in August and October.
- At its October 22 meeting, the FAR Committee put forward its final recommendation for Board approval in December.
- At the time of L. Go's aforementioned communication on December 9, Members were "asked to please consult with their respective Councils to obtain voting instructions in respect of this matter prior to the May 24, 2025 meeting."

Next steps (if motion approved)

- The 2027 PCAF will be set at $11.
- The FAR Committee will consider PCAF for 2028 at the pre-budget meeting in August 2025.

Appendices

- None

Background on the per capita assessment fee at Engineers Canada

Engineers Canada

Spring 2025

engineerscanada
ingénieurscanada

Goal of the presentation

- In May, Engineers Canada will hold its Annual Meeting of Members (AMM)

- Members will be asked to approve an increase to the 2027 annual per capital assessment fee

- Goal is to provide information to Councils so that Members are empowered to decide on the per capita assessment fee (PCAF) at the AMM
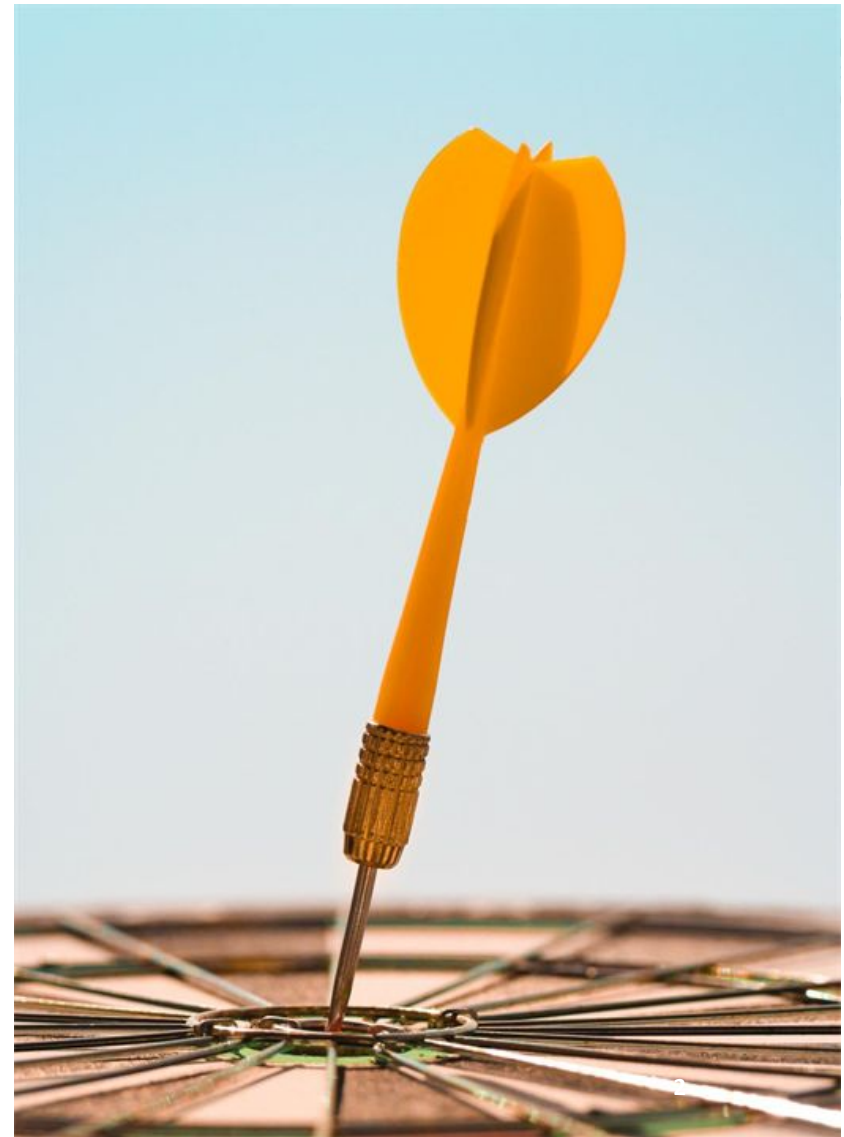
Value of Engineers Canada to Regulators

- Facilitate national and international mobility
  - Accredit engineering programs (waive entry-to-practice exams)
  - Provide tools to Regulators for assessing applicants without Canadian accredited degrees
  - Support Canadian engineers in getting their engineering license recognized in other countries
  - Convene Regulators to share information and work on common projects that leads to collaboration and harmonization
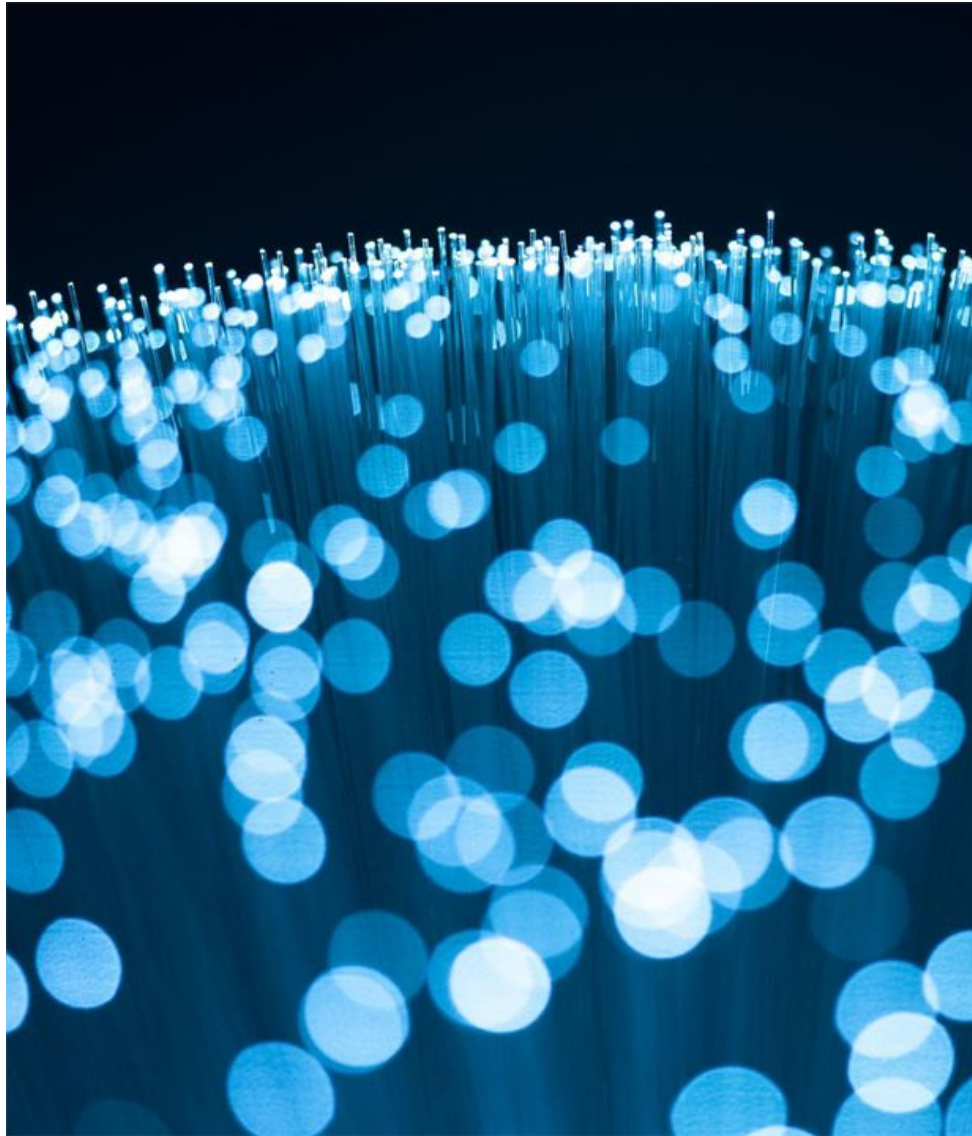
Value of Engineers Canada to Regulators

- Raise profile and diversity of profession
    - Lobby federal government on behalf of Regulators
    - Champion equity, diversity, inclusion and accessibility
    - Promote the engineering profession with younger generations and the general public
- Protect any words, mark, design, slogan, or logo pertaining to engineering profession

4

About provincial annual fees

- Engineers Canada has two main revenue sources, affinity revenues and PCAF, paid by each regulator

- PCAFs are approved by Members, at the AMM, 18 months before coming into force

Previous financial situation

- Large unrestricted reserve mainly due to PEO not participating in TD national affinity program

- To decrease reserves, we:
  - Reduced PCAFs from $10.21 in 2023 to $8 for 2024 and 2025
  - Funded major strategic priorities (e.g. marketing campaign)
  - Increased operational spending

- In 2023, PEO joined the affinity program, availing itself of roughly $2M/year

Current financial situation

Conducted comprehensive review of costs
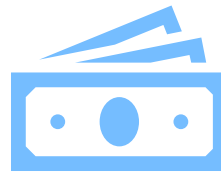
Reduced operational costs by $765K, or 6.2% between 2024 and 2025

Expect to reach balanced operational budget in 2026, but still need funds for strategic directions

engineerscanada
ingénieurscanada

Per Capita Assessment Fee, 2006-2026
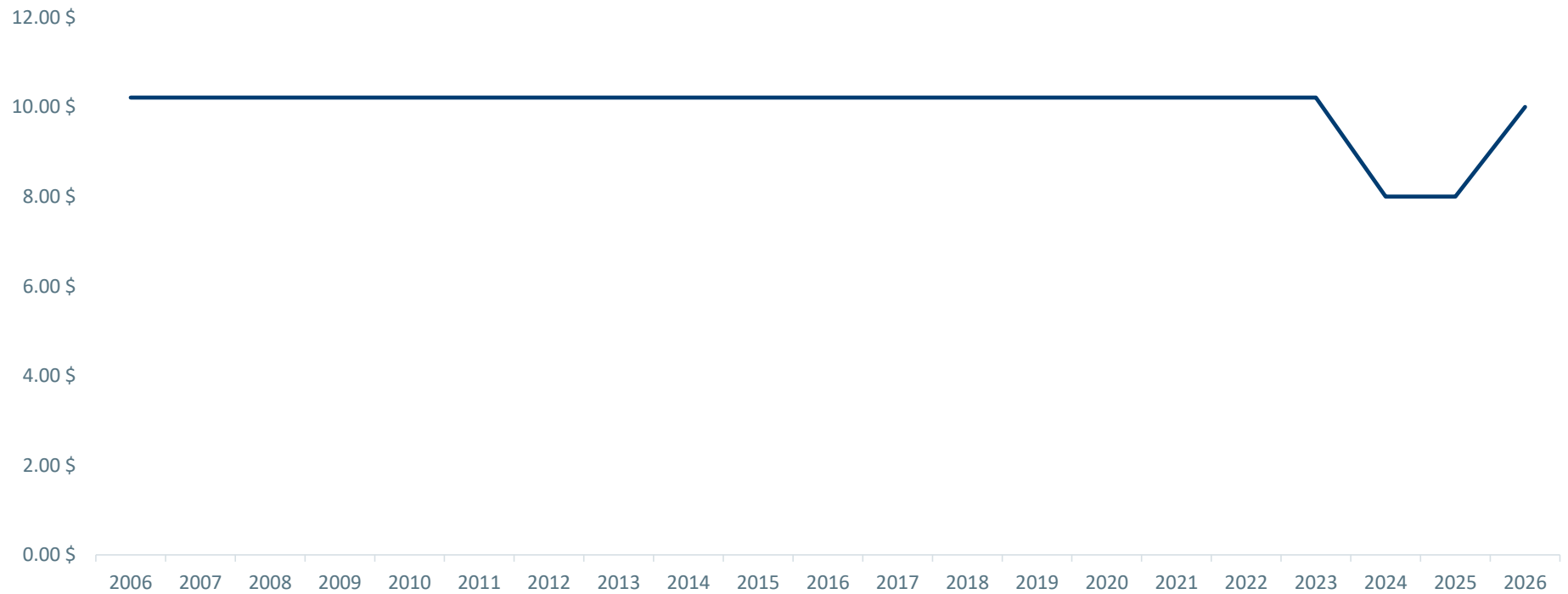
Recommended PCAF

$ Had there been fee increases that aligned with Consumer Price Index, PCAF would currently be $15.17

Services EC provides to Regulators amounts to roughly $39 per registrant

✓   Recommending a 2027 PCAF of $11

PCAF for comparable organizations *(as of 2024)*

Organization	PCAF
CPA Canada*	$400.00
Geoscientists Canada*	$36.52
Federation of Medical Regulatory Authorities of Canada*	$8.80
Federation of Law Societies of Canada	$31.88
Canadian Dental Regulatory Authorities Federation*	$12.00

* - these organizations do not provide accreditation services

Questions? Comments?

Philip Rizcallah

Chief Executive Officer,

Engineers Canada

philip.rizcallah@engineerscanada.ca

![Professional Engineers Ontario logo]

Summary Report to Council of Governance and Nominating Committee (GNC) Activity April 4, 2025

Committee Meeting Date: March 24, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status[1]	Separate Council Agenda Item?
Roles of President and Chair	The Committee reviewed the proposed changes to By-Law No 1. and the Governance Manual. The proposed changes are aimed to bring both documents into alignment with Council's decisions on the roles and responsibilities of Council Chair. While no consensus was reached, the Committee recommended that the proposed changes be sent to Council for discussion and decision at the April Council meeting.	Staff	Recommendation to Council for approval on April 4, 2025	Continue	Yes
Legal Expenses Framework	The Committee reviewed the draft Legal Expenses Framework for the payment by PEO of legal expenses incurred by individuals performing functions under the *Professional Engineers Act*. Council directed GNC to develop a Legal Expenses Framework in April 2024, in response to a Councillor-submitted item. The committee recommended that the draft Legal Expenses Framework be sent to Council for approval at the April Council meeting.	Staff	Recommendation to Council for approval on April 4, 2025	Continue	Yes
Special Rules of Order: Councillor Submissions	The Committee reviewed the Special Rules of Order dealing with Councillor submissions, along with the Councillor submissions mechanism which	Staff	Recommendation to Council for approval on April 4, 2025	Continue	Yes

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

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status[1]	Separate Council Agenda Item?
	was directed by Council in April 2024 when the revised Special Rules were approved. The Committee recommended that this item be sent to Council for approval at the April Council meeting.				
Election Committee Review: Next Steps and Timelines	The Committee discussed putting the Election Committee Review item on hold considering decisions made at the February 2025 Council Meeting related to a decision to conduct a broader governance review and to explore issues related to term limits, Council size, and composition. The committee also discussed immediate and pressing concerns related to the current composition of the Central Elections Search Committee (CESC). It was noted that there would be no violation of the regulation if past and sitting presidents declined to take up membership on the CESC. The committee agreed to provide an update to Council.	Staff	Report on broader governance review of PEO at the June Council Meeting, with a further update relating to the Election Committee Review.	Continue	No
Potential Councillor Submission at the AGM (In Camera)	The committee provided feedback on aspects of the proposal and agreed that further discussion with full Council would be beneficial.	N/A	Council discussion on April 4, 2025	Continue	No

Next Committee Meeting: April 15, 2025

Decision Note – Roles of President and Chair

Agenda Item No.	C-568-5.1
Purpose	For Council to review proposed amendments to By-Law No. 1 and the Governance Manual to more accurately reflect Council's decisions regarding the role of Council Chair.
Strategic/Regulatory Focus	Governance improvement
Motion	That the proposed amendments to By-Law No. 1 set out in Appendix A be approved by Council. **(will require 2/3 of votes)** That the proposed changes to the Governance Manual set out in Appendix C be approved by Council. **(will require simple majority of votes)**
Attachments	Appendix A – Proposed By-Law Amendments – clean version Appendix B – Proposed By-Law Amendments – redlined version Appendix C – Proposed Changes to Governance Manual (Relevant Sections) – clean version Appendix D – Proposed Changes to Governance Manual (Relevant Sections) – redlined version

Summary

Following a Council-directed review, changes are proposed to By-Law No. 1 and the Governance Manual to bring both documents into alignment with Council's decisions about the roles and responsibilities of Council Chair. Proposed changes are aimed at ensuring consistency with Council's direction and consistency within and between the documents. This proposal flows from Council's initial decision in 2011 to split the President and Chair roles, and subsequent Council decisions that further described and differentiated the roles. GNC reviewed the proposed changes at its March meeting, and did not reach consensus on a recommendation to Council.

Public Interest Rationale

Governance improvement helps strengthen PEO's ability to fulfil its public interest mandate.

Background

This is a Councillor-submitted item that first came to GNC on February 10, 2025. At its meeting of February 21, 2025, Council directed staff to "review By-Law No. 1 and any applicable policies and propose changes that would align them with Council's decisions regarding the role and responsibilities of the Chair as Council's chosen representative, specifically in relation to internal administrative functions, including calling meetings and the approval of contracts and expenditures above a specified threshold, subject to potential member input as needed." GNC reviewed proposed changes at its March meeting, and did not reach consensus on a recommendation to Council.

Under Regulation 941 of the *Professional Engineers Act* (the Act), the President is the elected leader of PEO, chosen by licence holders, and acts as an external representative of PEO. In 2011, Council created the role of a Council Meeting Chair (now generally referred to as "Council Chair" or "Chair of Council"), separate from that of President. The person who fills this role is voted on and appointed by Council, and as such, has the confidence of Council to serve as Council's representative. The focus of the Chair's role is internal, focused on facilitating Council operations and governance.

On March 26, 2021, as part of PEO's governance reform, Council approved a *President and Chair Charter* that further defined the roles. The *President and Chair Charter*, along with additional clarification of the roles, was incorporated in the Governance Manual approved by Council in 2023.

Council has broad authority under section 8(1) the Act to pass by-laws related to the administrative and domestic affairs of PEO, such as by-laws respecting banking and finance, and by-laws respecting Council meetings.

Considerations

➤ Staff reviewed By-Law No. 1 and related policies, specifically the Governance Manual, with a view to Council's direction and prior Council decisions.

➤ Proposed changes reflect how prior Council decisions have distinguished the roles and seek to rectify any inconsistencies in the documents.

➤ This proposal flows from Council's initial decision in 2011 to split the President and Chair roles, and subsequent Council decisions that further described and differentiated the roles.

Stakeholder Engagement

Council's motion directs that member input potentially be sought if needed for this item. As this item deals with governance decisions specific to Council's preferences for its own administrative functions, further licence holder input does not appear to be necessary. Given that licence holder attention for consultation is a finite resource, there are other projects where licence holder input is likely better utilized (for example, the EIT program or Practice Guideline updates).

Recommendation(s)

Staff recommend that Council approve the proposed changes to By-Law No. 1 and the Governance Manual to bring them into alignment with Council's prior decisions.

Next Steps

Council's decision will be implemented.

Prepared By: Policy Staff

Proposed Amendments to By-Law No. 1

Meetings of the Council

11. There shall be not less than four meetings of the Council in each year.

12. Meetings of the Council may be called by the Chair of Council, the Executive Committee or, subject to section 13.1, by members of Council.

13. Notice of the meetings of the Council shall be given by the CEO/registrar on the direction of the Chair of Council, the Executive Committee or, subject to section 13.1, by members of Council, and shall be delivered, mailed, emailed or sent by other form of telecommunication to each member of the Council not less than seven days before the meeting is to take place. No formal notice of any such meeting shall be necessary if all members of the Council are present or if those absent have consented in writing to the meeting. (Amended September 20, 2019)

General Provisions as to Meetings

24. In the absence of proof to the contrary, minutes of any meeting of the Association or of the Council or of a committee purporting to be signed by the Chair of Council and by the corporate secretary or, in the case of a committee, by the committee chair shall be deemed to be a correct record of the proceedings of the meeting.

Duties of Members of Council

28. All elected members of the Council and all appointed members of the Council shall comply with the provisions of the Act, the regulations and the by-laws and shall exercise the powers and discharge the duties of their offices honestly in good faith and in furtherance of the objects of the association in order that the public interest may be served and protected. All elected members of the Council and all appointed members of the Council shall:

> (f) Ensure that confidential matters coming to their attention as members of the Council are not disclosed by them except as required for the performance of their duties or as may be directed by the Council;

Application of Funds and Administration of Property

43. All shares and securities owned by the association shall be registered in the name of the association and shall be lodged with a chartered bank or trust company or in a safety deposit box subject to access only 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 February 2, 2018)

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 up to $50,000 may be approved by the designated staff vice president; amounts 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.

Proposed Amendments to By-Law No. 1

Meetings of the Council

11. There shall be not less than four meetings of the Council in each year.

12. Meetings of the Council may be called by the ~~president~~ Chair of Council, the Executive Committee or, subject to section 13.1, by members of Council.

13. Notice of the meetings of the Council shall be given by the CEO/registrar on the direction of the ~~president~~Chair of Council, the Executive Committee or, subject to section 13.1, by members of Council, and shall be delivered, mailed, emailed or sent by other form of telecommunication to each member of the Council not less than seven days before the meeting is to take place. No formal notice of any such meeting shall be necessary if all members of the Council are present or if those absent have consented in writing to the meeting.

General Provisions as to Meetings

24. In the absence of proof to the contrary, minutes of any meeting of the Association or of the Council or of a committee purporting to be signed by the C~~c~~hair of C~~c~~ouncil and by the corporate secretary or, in the case of a committee, by the committee chair shall be deemed to be a correct record of the proceedings of the meeting.

Duties of Members of Council

28. All elected members of the Council and all appointed members of the Council shall comply with the provisions of the Act, the regulations and the by-laws and shall exercise the powers and discharge the duties of their offices honestly in good faith and in furtherance of the objects of the association in order that the public interest may be served and protected. All elected members of the Council and all appointed members of the Council shall:

> (f) Ensure that confidential matters coming to their attention as members of the Council are not disclosed by them except as required for the performance of their duties or as may be directed by the Council ~~or by the president~~;

Application of Funds and Administration of Property

43. All shares and securities owned by the association shall be registered in the name of the association and shall be lodged with a chartered bank or trust company or in a safety deposit box subject to access only by ~~the president, the president-elect or the past president accompanied by the director, finance or such person as shall be authorized by the Council.~~ one of the CEO/registrar or a staff vice president and one of the Chair of Council, president, president-elect or past-president. (Amended February 2, 2018)

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 up to $50,000 may be approved by the designated staff vice president; amounts 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.

Proposed Changes to PEO Governance Manual (Relevant Sections)

PART 3: ROLES AND RESPONSIBILITIES

3.1.3 Powers and Duties of Council and Councillors

[…]

By-Law No. 1 further requires that every Councillor must:

- Endeavour to take part in the work of PEO's committees, and actively serve during their terms of office on any committees to which they have been appointed;
- Endeavour to take part in chapter affairs, including appearance before chapters during their terms of office as a panelist, speaker or representative of Council;
- Endeavour to be present at and participate in PEO's AGM;
- Perform such duties on behalf of officers of PEO as may be requested, including attendance at local functions as representatives of PEO;
- Serve on the committees which Council may appoint under the provisions of the Act with respect to hearings on membership and disciplinary matters;
- Ensure that confidential matters coming to their attention as members of Council are not disclosed by them except as required for the performance of their duties or as may be directed by Council;
- Disclose any interest they may have, other than as members of Council, in any matter coming before Council and shall not be counted in the quorum in respect of such matter; and
- Familiarize themselves with the Act, the regulations, the by-laws and Code of Ethics and with such other records and documents as may be necessary as background knowledge for the purpose of performance of the duties of their office.

Council may delegate activities and accountability for designated items in this Manual to governance committees through their terms of reference.

Councillors will only serve on governance committees, or on other committees where required by the Act.

[…]

3.2 President and Chair
The roles and responsibilities of the President and Chair are established by the Regulation and PEO's by-laws and policies.

3.2.1 Mandate
The President is the elected leader of PEO. The Chair, who is typically also the President (but can be a separate person), leads Council in carrying out its governance and fiduciary responsibilities to fulfill PEO's mandate.

3.2.2 Powers
The authority of the President and Chair rests in the powers given to them by Council, as well as by the Regulation, and is subject to any limits set out in the Act and PEO's by-laws.

3.2.3 Responsibilities

Where the Chair of Council and President are not the same person, they should consult with each other as appropriate.

Acting as Chair of Council:

The Chair provides leadership in guiding Council and coordinating its activities to enhance the effectiveness of PEO's governance, oversees Council operations and processes, and acts as liaison between the Council and the CEO/Registrar.

In addition to the Chair fulfilling the duties and responsibilities of a Councillor, the Chair has other specific responsibilities to:

- Ensure orderly deliberation and decision-making at Council meetings, making use of the approved rules of order and ensuring all voices are heard;
- Ensure that Council meeting votes reflect consensus decisions or clearly decided motions;
- Work in conjunction with the CEO/Registrar to ensure the effectiveness and efficiency of Council meetings;
- Determine, review and ensure the completeness of PEO's annual general meeting and Council agendas and minutes, and pre-read information in conjunction with the CEO/Registrar; and ensure that the CEO/Registrar provides Council with sufficient and appropriate information enabling Council to fulfill its responsibilities and to make decisions;
- Ensure that Councillors' submissions and new business items are appropriately triaged and managed (including directing to staff and/or committee for further review and action as per the Councillor Submissions Protocol);
- Attend applicable committee meetings, whether as a member or observer, to facilitate the co-ordination of regulatory and governance work across PEO's governing bodies;
- Ensure that Council meeting discussions are focused on regulatory and governance issues of a strategic nature, in keeping with Council's own prescribed role as a governance board;
- Build Council transparency, unity, solidarity and trust;
- Understand the need for, and utilize, *in camera* meetings appropriately;
- Demonstrate Council's 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;
- Speak on behalf of Council, stating Council's position on issues it has considered or policies that PEO has previously adopted, as per PEO's communication policy;
- 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;
- Refer requests from external organizations to the CEO/Registrar for corporate response and inform Councillors of such requests and PEO's response as the Chair sees fit;
- Maintain open lines of communication with Councillors between meetings;

- Satisfy, from time to time, such other duties and responsibilities as may be assigned by Council; and
- Lead by example on role modelling PEO's core values, governance principles and policies.

Acting as President of PEO:

The President has specific responsibilities to:

- Preside over licence holder meetings, including PEO's AGM, ensuring an orderly consideration of business;
- Represent PEO to the public, licence holders and staff. The President represents PEO with all levels of government, universities, industry and all external stakeholders, except in other specifically authorized instances. The President will coordinate with the CEO/Registrar on external engagement to ensure a consistent message and to avoid overlaps, in alignment with PEO's communication policy;
- Represent PEO at the annual general meeting of Engineers Canada, as a constituent member; and
- Satisfy any additional duties or responsibilities as delegated by Council from time to time.

3.2.4 Processes and Terms of Office

The President-elect is elected by PEO's licence holders annually. The President-elect serves as a member of Council first, and then serves as President. The President-elect will approve the President's expenses.

The President assumes office effective at Council's first meeting following PEO's AGM.

The President of PEO typically serves as Chair of Council. In situations where the President and Chair are separate people, the powers and responsibilities assigned to each within this Manual apply separately to each person and role.

The President serves for a term of one year. The Chair will also typically serve for one year, coinciding with the President's term of office.

If the Chair is absent from a meeting of Council or is unable to act, the Chair's designate would serve as Chair in their absence.

In the event the office of President becomes vacant, the President-elect will become the President and may be appointed by Council as Chair. If the President-elect is unable to assume office, Council will abide by the process outlined in the Regulation for appointing a new President.

The President and Chair have 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.

3.2.5 Review of President and Chair Powers and Responsibilities

The contents of section 3.2 of this Manual will be reviewed by Council every three years.

Proposed Changes to PEO Governance Manual (Relevant Sections)

PART 3: ROLES AND RESPONSIBILITIES

3.1.3 Powers and Duties of Council and Councillors

[…]

By-Law No. 1 further requires that every Councillor must:

- Endeavour to take part in the work of PEO's committees, and actively serve during their terms of office on any committees to which they have been appointed;
- Endeavour to take part in chapter affairs, including appearance before chapters during their terms of office as a panelist, speaker or representative of Council;
- Endeavour to be present at and participate in PEO's AGM;
- Perform such duties on behalf of officers of PEO as may be requested, including attendance at local functions as representatives of PEO;
- Serve on the committees which Council may appoint under the provisions of the Act with respect to hearings on membership and disciplinary matters;
- Ensure that confidential matters coming to their attention as members of Council are not disclosed by them except as required for the performance of their duties or as may be directed by Council ~~or by the President~~;
- Disclose any interest they may have, other than as members of Council, in any matter coming before Council and shall not be counted in the quorum in respect of such matter; and
- Familiarize themselves with the Act, the regulations, the by-laws and Code of Ethics and with such other records and documents as may be necessary as background knowledge for the purpose of performance of the duties of their office.

Council may delegate activities and accountability for designated items in this Manual to governance committees through their terms of reference.

Councillors will only serve on governance committees, or on other committees where required by the Act.

[…]

3.2 President and Chair
The roles and responsibilities of the President and Chair are established by the Regulation and PEO's by-laws and policies.

3.2.1 Mandate
The President is the elected leader of PEO. The Chair, who is typically also the President (but can be a separate person), leads Council in carrying out its governance and fiduciary responsibilities to fulfill PEO's mandate.

3.2.2 Powers
The authority of the President and Chair rests in the powers given to them by Council, as well as by the Regulation, and is subject to any limits set out in the Act and PEO's by-laws.

3.2.3 Responsibilities

Where the Chair of Council and President are not the same person, they should consult with each other as appropriate.

Acting as Chair of Council:

The Chair provides leadership in guiding Council and coordinating its activities to enhance the effectiveness of PEO's governance, oversees Council operations and processes, and acts as liaison between the Council and the CEO/Registrar.

In addition to the Chair fulfilling the duties and responsibilities of a Councillor, the Chair has other specific responsibilities to:

- Ensure orderly deliberation and decision-making at Council meetings, making use of the approved rules of order and ensuring all voices are heard;
- Ensure that Council meeting votes reflect consensus decisions or clearly decided motions;
- Work in conjunction with the CEO/Registrar to ensure the effectiveness and efficiency of Council meetings;
- Determine, review and ensure the completeness of PEO's annual general meeting and Council agendas and minutes, and pre-read information in conjunction with the CEO/Registrar; and ensure that the CEO/Registrar provides Council with sufficient and appropriate information enabling Council to fulfill its responsibilities and to make decisions;
- Ensure that Councillors' submissions and new business items are appropriately triaged and managed (including directing to staff and/or committee for further review and action as per the Councillor Submissions Protocol);
- Attend applicable committee meetings, whether as a member or observer, to facilitate the co-ordination of regulatory and governance work across PEO's governing bodies;
- Ensure that Council meeting discussions are focused on regulatory and governance issues of a strategic nature, in keeping with Council's own prescribed role as a governance board;
- Build Council transparency, unity, solidarity and trust;
- Understand the need for, and utilize, *in camera* meetings appropriately;
- Demonstrate Council's 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;
- Speak on behalf of Council, stating Council's position on issues it has considered or policies that PEO has previously adopted, as per PEO's communication policy;
- 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;
- Refer requests from external organizations to the CEO/Registrar for corporate response and inform Councillors of such requests and PEO's response as the ~~President and~~ Chair sees fit;
- Maintain open lines of communication with Councillors between meetings;

- Satisfy, from time to time, such other duties and responsibilities as may be assigned by Council; and
- Lead by example on role modelling PEO's core values, governance principles and policies.

Acting as President of PEO:

~~In addition to fulfilling the duties and responsibilities of Council Chair, t~~The President has ~~other~~ specific responsibilities to:

- Preside over licence holder meetings, including PEO's AGM, ensuring an orderly consideration of business;
- Represent PEO to the public, licence holders and staff. The President represents PEO ~~speaks for Council~~ with all levels of government, universities, industry and all external stakeholders, except in other specifically authorized instances. The President will coordinate with the CEO/Registrar on external engagement to ensure a consistent message and to avoid overlaps, in alignment with PEO's communication policy;
- Represent PEO at the annual general meeting of Engineers Canada, as a constituent member; and
- Satisfy any additional duties or responsibilities as delegated by Council from time to time.

3.2.4 Processes and Terms of Office

The President-elect is elected by PEO's licence holders annually. The President-elect serves as a member of Council first, and then serves as President. The President-elect will approve the President's expenses.

The President assumes office effective at Council's first meeting following PEO's AGM.

The President of PEO typically serves as Chair of Council. In situations where the President and Chair are separate people, the powers and responsibilities assigned to each within this Manual apply separately to each person and role.

The President serves for a term of one year. The Chair will also typically serve for one year, coinciding with the President's term of office.

If the Chair is absent from a meeting of Council or is unable to act, the ~~President-elect~~Chair's designate would ~~act for the President and~~ serve as Chair in their absence.

In the event the office of President becomes vacant, the President-elect will become the President and may be appointed by Council as Chair. If the President-elect is unable to assume office, Council will abide by the process outlined in the Regulation for appointing a new President.

The President and Chair ha~~s~~ve 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.

3.2.5 Review of President and Chair Powers and Responsibilities

The contents of section 3.2 of this Manual will be reviewed by Council every three years.

Decision Note – Legal Expenses Framework

Agenda Item No.	C-568-5.2
Purpose	For Council to review and adopt a Legal Expenses Framework for the payment by PEO of legal expenses incurred by individuals performing functions under the *Professional Engineers Act*.
Strategic/Regulatory Focus	None
Motion	That Council approves the Legal Expenses Framework with respect to individuals performing functions under the *Professional Engineers Act* at Appendix A. **(simple majority required)**
Attachments	Appendix A – Legal Expenses Framework

Summary

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

Public Interest Rationale

No public interest rationale.

Background

PEO has statutory authority to indemnify individuals from costs arising out of legal actions they attract in performing functions under the *Professional Engineers Act* (the Act). PEO purchases comprehensive insurance to cover the cost of defending and responding to potential claims (subject to policy limitations and deductible amounts). In appropriate circumstances, PEO may choose to indemnify without insurance coverage for legal expenses incurred by individuals in performing functions under the Act.

Subsection 45(1) of the Act immunizes the organization as well as specified categories of persons (such as Councillors, committee members, and staff) from liability for acts performed in good faith on behalf of PEO. Subsection 45(2) permits PEO to indemnify certain persons (such as Councillors, committee members, and staff) for legal and related costs incurred in response to "actions, suits or proceedings" arising from anything done in relation to the execution of their duties, except those costs resulting from the person's own willful neglect or default. By-Law No. 1 contains similar provisions for the indemnification of staff, Councillors, and committee members at section 37.

Currently, decisions regarding the discretionary payment of legal expenses by PEO outside of what is covered by insurance are made on a case-by-case basis by Council or the CEO/Registrar in consultation with the Chief Legal Officer. In April 2024, Council directed the development of a legal expenses framework to guide decision-making with respect to these types of expenses. GNC discussed the draft Legal Expenses Framework at Appendix A at its March meeting.

Considerations

➢ The draft Legal Expenses Framework for the discretionary payment of legal expenses will provide clarity and predictability regarding the organization's use of funds and ensure consistent

decision-making when coverage of legal expenses incurred by individuals performing functions under the Act is considered by Council or the CEO/Registrar in consultation with the Chief Legal Officer.

Recommendation
Staff recommend that Council approve the draft Legal Expenses Framework at Appendix A.

Next Steps
Council's decision will be implemented.

Prepared By: Policy Staff

PEO Legal Expenses Framework

This framework provides for a principled and consistent approach to the discretionary payment of legal expenses for individuals performing functions under the *Professional Engineers Act* (the Act). It should be applied in all cases where **Council or the CEO/Registrar** is deciding whether PEO will cover these types of legal expenses.

Principles

1) Fairness
2) Transparency
3) Accountability
4) Predictability and Consistency
5) Acting within Statutory Authority and Mandate

Decision-Making Guidance

When making a decision regarding legal expense coverage, the decision-maker (Council or the CEO/Registrar) is to act in consultation with the Chief Legal Officer, who is bound by Rule 3.2-3 of the Law Society of Ontario's *Rules of Professional Conduct* to ensure that the interests of PEO are served and protected.

The above principles and the following considerations provide a framework within which legal expense coverage decisions are made:

- **Legal authority**
  - *Does PEO have the legal authority to pay these expenses?*
- **Best interests of PEO**
  - *What is in the best interests of the organization?*
- **Public interest**
  - *What is in the public interest?*
- **Risk mitigation, including reputational risk and liability**
  - *Does the decision (to cover or not cover) pose a risk to the organization?*
  - *What unintended consequences (such as liabilities) could arise from the decision?*
- **Precedent and Consistency**
  - *What precedent would this decision establish?*
  - *Is this decision consistent with other legal expense decisions? If not, is a departure from other decisions reasonable given the circumstances?*
- **Costs**
  - *How significant is the cost? Is it reasonable?*

Professional Engineers
Ontario

Summary Report to Council of
Human Resources and Compensation Committee (HRCC) Activity
April 4, 2025

Committee Meeting Date: March 7, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status[1]	Separate Council Agenda Item?
Rubric for CEO/Registrar Performance Evaluation	The committee reviewed the proposed rubric that will be used for the CEO/Registrar Evaluation Process for the 2025-2026 term. The committee discussed how the rubric will be used with the full Performance Evaluation Cycle for the CEO/Registrar.	Staff	The HRCC committee will use the rubric for the CEO/Registrar Performance Evaluation which will take place in Fall 2025.	Complete	No
HRCC Metrics	The committee discussed the qualitative and quantitative measures and metrics related to the CEO/Registrar's goals for 2025. HRCC agreed that the current metrics used to evaluate the CEO/Regsitrar are reasonable for the CEO/Registrar's evaluation process.	Staff	The CEO/Registrar will continue to provide the current metrics related to PEO's operational plan throughout the 2025-2026 term.	Continue	No

Next Committee Meeting: June 2025

---

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

Professional Engineers
Ontario

Summary Report to Council of Regulatory Policy and Legislation Committee (RPLC) Activity April 4, 2025

Committee Meeting Date: March 18, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status[1]	Separate Council Agenda Item?
Engineering Intern (EIT) Program: Policy Option	In follow up to Council's Nov 29, 2024 motion and commitment to the reinstatement of the EIT Program which directed staff to provide a policy proposal, staff presented two policy options. One option is an EIT program that acts as a pathway to those seeking licensure. The other option is an EIT program that is a pre-requisite for those seeking licensure. The committee reviewed, discussed, asked questions, and provided feedback on the two proposed policy options. The committee directed staff to update the briefing note based on the feedback and suggestions provided and to bring both options to Council for final review.	Staff	Council to consider both policy options at the April 4, 2025 meeting.	Continue	Yes
Emerging Disciplines: Generative Discussions	Committee discussed the future of non-traditional streams of engineering and non-traditional ways of getting experience under the Competency-based Assessment model, how it may impact licensing in the future, and the current barriers to licensing. It was noted that this item should remain on the committee's 2025-2026 work plan.	Staff	Consider for 2025-2026 work plan	Continue	No

Next Committee Meeting: April 17, 2025

---

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

Decision Note – Engineering Intern (EIT) Program: Policy Options

Agenda Item No.	C-568-7.1
Purpose	For RPLC to present Council with a policy proposal for an Engineering Intern (EIT) Program.
Strategic/Regulatory Focus	Regulatory
Motion	That Council endorses the establishment of an **["EIT as a Pathway" or "EIT as a Pre-Requisite"]** program as discussed at Appendix A and directs RPLC to bring a detailed program proposal, refined by further stakeholder consultation and analysis, and accompanied by a high-level action plan for implementation, to Council's June 2025 meeting. **(requires simple majority)**
Attachments	Appendix A – EIT Options and Analysis Appendix B – Jurisdictional Scan Appendix C – EIT Engagement Statistics Appendix D – Summaries of Focus Groups and Online Consultation Responses

Summary

Council directed RPLC to bring an EIT policy proposal to Council's April 2025 meeting. Following extensive research and stakeholder engagement, RPLC was presented with two policy options for a revised EIT program at its March meeting. RPLC is bringing both options to Council, available at **Appendix A,** without a recommendation. Council is to determine which policy option it prefers, so that a detailed EIT program proposal can be developed, including with further stakeholder consultation. One option is an EIT program that acts as a pathway to those seeking licensure. The other option is an EIT program that is a pre-requisite for those seeking licensure. Given the drawbacks of an EIT "pre-requisite," including the exceptions to it and an absence of risk to justify a regulatory intervention, staff recommend that Council endorse an "EIT as a Pathway" program.

Public Interest Rationale

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

Background

At a day-long facilitated plenary session on the EIT program in November 2024, Councillors defined the purposes of an EIT program as to capture those who have engineering degrees but are not inclined to become licensed, and to offer a clear path into the profession with support for those working towards acquiring experience for licensure. Councillors also indicated they wanted a regulatory program with eligibility criteria and regulatory oversight. Following this discussion, Council committed to the reinstatement of the EIT Program at its November 2024 meeting and directed the RPLC to provide it with a policy proposal, supported by inclusive and comprehensive stakeholder input, no later than April 2025.

Results of a jurisdictional scan are available at **Appendix B**. The two policy options proposed fall within the range of the engineering intern and professional intern/trainee programs reviewed.

PEO's stakeholder engagement strategy included current and former EITs, students, employers, the Strategic Stakeholder Advisory Group, engineers on PEO staff, PEO Chapters, Ontario Deans, the Ontario

Society of Professional Engineers, and other relevant parties. In addition, a consultation paper was posted on the PEO website and promoted through social media channels, to encourage interested parties to provide their comments. The feedback received heavily informed the development of the two policy options. EIT engagement statistics are available at **Appendix C**, and summaries of focus groups and the online consultation are available at **Appendix D.**

The first policy option is **"EIT as a Pathway"** which would provide participants with one pathway by which they could indicate commitment to the profession and meet the experiential requirement for licensure. Registration in the program would be elective; however, the program requirements would be mandatory. The second option is **"EIT as a Pre-Requisite"**, where all individuals seeking a P.Eng licence would be required to complete the program (subject to some exceptions, such as international applicants who are ready for licensure). Either policy option would require changes to the *Professional Engineers Act*, *Regulation 941*, and By-Law No 1.

Considerations

- **Absence of risk:** In April 2024, Council was presented with a [policy impact analysis](#) as part of a discussion on the future of the EIT program. This analysis found an absence of risk such that a mandatory (pre-requisite) EIT program would be an inappropriate regulatory intervention.

- **Legislative amendments**: Given that title use is perceived by stakeholders as the main value of the EIT program, a revised "pathway" or a "pre-requisite" EIT program would require amending the *Professional Engineers Act* (along with the regulation and bylaws). Section 40 (3.2) of the Act establishes an offence where a person who is not an "engineering intern" under section 20.1 uses the title, including "EIT." Under section 20.1 of the Act, for someone to be accepted by the Registrar as an "engineering intern," they must make a request to become one at the time they apply for a licence. Due to the requirement that a licensure application decision be made in six months (three months as of July 1st) under the FARPACTA regime, a program in which individuals are meant to gain experiential qualifications for licensure is untenable if they are to be considered "engineering interns" or if the associated titles are to be used as part of the program.

- **Both program types** would provide prospective P.Eng. applicants with benefits and support on their licensure journey.

- **"EIT as a Pathway":** more flexible and easier to operationalize than a "pre-requisite" program; however, it would require significant resources to promote the value of the program and encourage participation as program enrollment would be voluntary, and those without EIT status would be allowed to do the same work as those with EIT status.

- **"EIT as a Pre-Requisite":** would be more complex to operationalize and would work best for CEAB graduates in need of experience. Many individuals (e.g. those who are licensed in another Canadian jurisdiction or international applicants who are ready for licensure) would be exempted from this program. Program exclusions could also result in the conferring of benefits to one group of applicants to the disadvantage of others (e.g. title and status for job applications).

- **RPLC considered**: whether the EIT designation could be linked to a licence type, but the idea did not gain traction at committee. RPLC also discussed applicability to Limited Licence (LL) holders and decided not to expand the scope of the policy proposal at this time as the circumstances and needs of LL holders are significantly different than what an EIT program would address.

Recommendation

The "EIT as a Pre-Requisite" option appears to be less workable as an option than the "EIT as a Pathway" option. The drawbacks of this option include the multiple categories of prospective licensure applicants that would necessarily be exempted from the requirement and the possibility of creating a disadvantage for some individuals (such as non-CEAB graduates) who would not receive the program benefits of title and status.

Further, a pre-requisite program would be a regulatory program that restricts access to the licence and is likely not justifiable under a risk-based approach based on the findings of the April 2024 policy impact analysis and at a time when "red tape reduction" is a strategic focus. This is especially the case as, unlike other mandatory internship programs such as medical residency or articling, the program would not confer any additional rights to practise to program participants vis-à-vis non-participants.

For these reasons, staff recommend that Council endorse the "EIT as a Pathway" option and direct the development of such a program.

Next Steps

Based on Council's decision regarding a policy direction for a revised EIT program, a detailed program proposal, including a cost analysis, further stakeholder consultation, and a high level implementation plan will be brought to RPLC in June for review. It is anticipated that the final program proposal will be brought to Council at its June meeting for approval and subsequent submission to the Ministry of the Attorney General. Given that the program would require changes to the *Professional Engineers Act*, the timeline following submission to the Ministry is uncertain, potentially 2-3 years.

Prepared By: Policy Staff

Engineering Intern (EIT) Program Options – March 2025

Principles and Values for an EIT Program as developed by Council in November 2024:

- Fair, including non-traditional, pathways to licensure
- Minimum eligibility requirements (e.g., academic qualifications)
- Win-win scenarios that benefit everyone involved
- Grounded in legal and ethical practice

- Clarity of the path to licensure; accessibility
- Continuous improvement
- Enhancement of public safety
- Demonstrating an ongoing effort to seek licensure
- Based on PEO's principles

Overview

Both options presented in the table below were developed based on research findings, including feedback received during consultation. Two program options are proposed: 1) EIT as a pathway to meeting the experiential requirements for licensure while demonstrating commitment to the profession, and 2) EIT as a prerequisite for licensure.

A conscious effort is made in this document to avoid using the terms "voluntary" and "mandatory," as the consultation revealed that these terms can be ambiguous.

The options have significant overlap; however, some program elements differ between the two as delineated below. Rationale and key considerations are provided under each element.

#	Program Type	EIT as a Pathway	EIT as a Pre-Requisite for Licensure
1	Description	• "EIT as a Pathway" means that the EIT program would be one path by which a participant can demonstrate commitment to the profession and meet the experiential requirement for licensure. • It would be a structured program that supports participants in gaining relevant experience on their way to licensure. • Registration in the program is elective; however, the program requirements would be required.	• "EIT as a Pre-Requisite for Licensure" means that all individuals seeking a P.Eng licence would be required to complete this program, with the following exceptions: ○ Applicants who hold a licence in another Canadian jurisdiction ○ International applicants who are ready/eligible to apply for licensure ○ CEAB graduates who gained experience outside of Ontario

			o CEAB graduates who gained their experience in Ontario before the new EIT program came into effect
			• "EIT as a Pre-Requisite" works well for CEAB graduates who require experience to meet the experience requirement for licensure.
			• Consider whether individuals who have sufficient experience to apply for licensure but wish to gain more experience and access EIT program benefits before applying should be permitted into the program.

Rationale/Considerations

o The main structural difference between program options is whether the program is one path to meeting the experiential requirement for licensure, or whether it is a pre-requisite for licensure. Staff have accounted for research and the results of stakeholder engagement to suggest what the programs could look like; however, it should be noted that there are program elements that have not been included here that could also be incorporated.

o Council's Principles and Values for an EIT program move away from a completely voluntary program and in the direction of a program with a regulatory purpose.

o Many stakeholders expressed a preference for a 'mandatory' program, meaning an EIT program that has mandatory requirements, or, for some, where the EIT program is a required pre-licensure program (or even a licence type itself).

o Any EIT program will need to account for the various pathways by which people seek and gain licensure (including internationally and interprovincially) and ensure that the program does not introduce an unfair barrier to licensure or have a discriminatory impact on any group.

		EIT as a Pathway	EIT as a Pre-Requisite
2	**Title & Registration Type**	• The previous name would be used: EIT; Engineering Intern; Engineer in Training.	• The previous name would be used: EIT; Engineering Intern; Engineer in Training.

Rationale/Considerations

Consultations held with current and former EITs in 2024 showed that the use of the title was perceived as the main value of the EIT program. This perception was confirmed by the focus groups, particularly employers. Thus, a protected title should be a part of any EIT program to enhance the value of the program.

As the *Professional Engineers Act* (the Act) confers title protection on those with "engineering intern" status, the Act would need to be amended to allow for title use and protection for either program option. Please see section 4 for further detail.

RPLC considered whether the EIT designation could be linked to a licence type, but the idea did not gain traction at committee.

If EIT remains a designation, we do not anticipate any issues with interprovincial transfers. An EIT in Ontario will be able to transfer to another Canadian jurisdiction, and vice versa.

		EIT as a Pathway	EIT as a Pre-Requisite
3	**Regulatory/Public Interest Purpose**	Yes	Yes

Rationale/Considerations

Both these programs would have a regulatory/public interest purpose, which would help PEO fulfill its public interest mandate.

		EIT as a Pathway	EIT as a Pre-Requisite
4	**Act or Regulation Changes**	Yes	Yes

Rationale/Considerations

Both programs would require changes to the *Professional Engineers Act* and the regulations.

Section 40 (3.2) of the Act establishes an offence where a person who is not an engineering intern under section 20.1 uses the term "engineering intern" or "stagiaire en ingénierie", "EIT" or "SI", or any other term that will lead to the belief that they are an engineering intern. Under section 20.1 of the Act, for someone to be accepted by the Registrar as an "engineering intern," they must make a request to become one at the time they apply for a licence.

Due to the requirement that a licensure application decision be made in six months (three months as of July 1st) under the *Fair Access to Regulated Professions and Compulsory Trades Act* regime, a program in which individuals are meant to gain experiential qualifications for licensure is untenable if they are to be considered "engineering interns" or if the associated titles are to be used as part of the program.

Given that title use is perceived by stakeholders as the main value of the EIT program, a revised pathway or a pre-requisite EIT program would require amendment to the Act (along with the regulation and bylaws).

The length of time it would take to change the Act is uncertain, potentially 2-3 years.

		EIT as a Pathway	EIT as a Pre-Requisite
5	**Requirements for Program Entry**	• Application fee (waive licensing application fee as an incentive to join the program) • Met academic requirements for P.Eng • Successful completion of the NPPE • Frontload good character requirement so that the full good character validation would not be required at the application for licensure stage (other than a disclosure if anything has changed).	• Application fee (waive licensing application fee as an incentive to join the program) • Met academic requirements for P.Eng • Successful completion of the NPPE • Frontload good character requirement so that the full good character validation would not be required at the application for licensure stage (other than a disclosure if anything has changed).

Rationale/Considerations

Both program types would have the same requirements for program entry. Frontloading these requirements at the entry to EIT stage would speed up the processing of program participants' applications for licensure as verification/validation would not need to be done. This would be a benefit for both program participants and PEO.

The requirement to meet the academic criteria, along with frontloading the NPPE and good character requirements, will streamline the EIT and licensure application processes, especially if EIT is offered as a pre-requisite for licensure. If the academics, NPPE, and good character are reviewed and validated at the EIT application stage, the only remaining requirement to be validated at the licensing stage is the experience requirement. This is particularly valuable given the provincial government's pressure to expedite the licensing process across all regulated professions.

Having an EIT program application fee that counts toward the licensure application creates value for EIT participants which would be especially important if it was a "pathway" program. This continuity also offers a clear path and progression to licensure.

The academic requirement may create unfairness for non-CEAB grads because of the current confirmatory exam system if it delayed entry into an EIT program (and accessing its benefits). The confirmatory exam system is currently under review.

		EIT as a Pathway	EIT as a Pre-Requisite

6	**Program Components**	• **Annual fee**
		• **Annual check-in** to track progression toward licensure based on milestones and provide appropriate support based on where a program participant is on their licensure journey.
		    o Declaration of work toward licensure (Y/N type questionnaire to maintain a touchpoint)
		    o Continued good character
		
		• **Structured support** toward completion of competency requirements (an 'experiential curriculum' tied to the Competency-Based Assessment)
		
		• **Ethical conduct**
		
		• **Duties/Expectations of employers**
		    o Safe work and learning environment and fair labour practices
			• **Annual fee**
			• **Annual check-in** to track progression toward licensure based on milestones and provide appropriate support based on where a program participant is on their licensure journey.
			    o Declaration of work toward licensure (Y/N type questionnaire to maintain a touchpoint)
			    o Continued good character
			
			• **Structured support** toward completion of competency requirements (an 'experiential curriculum' tied to the Competency-Based Assessment)
			
			• **Ethical conduct**
			
			• **Duties/Expectations of employers**
			    o Safe work and learning environment and fair labour practices

Rationale/Considerations
    Annual Fee
An annual fee would help fund the administration of the program, to help ensure that it has a meaningful structure and programming. Financial barriers and equitable access to the program should be considered when Council sets the fees.

    Annual Check-In/Reporting
There would be an annual check-in that would be used to maintain a touchpoint with program participants and allow them to track progression toward licensure based on milestones. It would also allow for reporting such as 'good character,' to streamline the application for the

professional engineering licence. This is based on feedback from the vast majority of respondents across all stakeholder groups, who indicated that an annual check-in is essential for ensuring ongoing support and alignment with licensure requirements. The details will be determined at a later date.

Structure

Stakeholders indicated they wanted a program with structure that would support program participants on their journey to licensure. This structure should be closely connected to the requirements of the Competency-Based Assessment to support progression toward meeting the competencies.

Duties/Expectations

Both programs would impose duties on the EIT participant. One concern with the previous iteration of the voluntary EIT program was that it established rights for EIT participants but did not have responsibilities beyond the payment of an annual fee. Establishing minimum requirements will enhance the value of the program by demonstrating that EIT participants are subject to a certain standard. Ensuring the requirements are 'right touch' (i.e. as minimal as required to enhance value, to have a regulatory purpose, etc.) will ensure the duties of the EIT participant do not represent a barrier or a 'con' for program participation for the "pathway" option. Subjecting EIT participants to an ethical conduct duty is what is proposed for both program types.

Stakeholders shared concerns about EITs receiving proper support and oversight, given the vulnerable status they may have as EITs in workplaces. With this in mind, the program will incorporate expectations that employers provide a safe work and learning environment, and fair labour practices. Enforcement with respect to employers (and whether these can rise to the level of duties) would need to be explored.

		EIT as a Pathway	EIT as a Pre-Requisite
7	**Program Length**	- No minimum duration - Maximum: - Six years - Extension would be available to ensure equitable access (e.g. parental leave, illness, disability)	- No minimum duration - Maximum: - Six years - Extension would be available to ensure equitable access (e.g. parental leave, illness, disability)

Rationale/Considerations

The main consideration driving program length is a desire to ensure that the EIT program supports progression toward licensure as a P.Eng, and that it is not used as an alternative to licensure as a P.Eng. This sentiment was shared nearly unanimously by participants across all stakeholder groups. As such, a maximum duration for the program is proposed to make it time-bound.

In determining the maximum length of the program, we considered tying it to time-based experience. However, given discussions across Canada, including in Ontario, about reducing or removing time-based requirements entirely and replacing them with Competency Based Assessment (CBA) alone, we decided to propose six years based on research showing it takes 3-4 years to successfully complete CBA and adding extra time to allow for flexibility, including for non-traditional career paths.

There is no minimum duration so as to avoid the imposition of barriers on CEAB graduates who have already completed 12 months in their program (as they are currently able to under PEO's time-based assessment system), as well as to avoid barriers for those with out-of-province engineering experience, and for non-CEAB graduates who have some experience.

Stakeholders wanted those with non-traditional paths into engineering to be able to benefit from an EIT program, and so flexibility was built into the design. Stakeholders also raised equity and ensuring fair access and treatment within the program for those who take breaks from their progression toward licensure to have children/be a caregiver or because of illness/disability.

			EIT as a Pathway	EIT as a Pre-Requisite
8	**Regulatory Oversight and Accountabilities**		• Administrative (i.e. can suspend or remove from program for non-payment of fee or failure to complete an annual check-in) • Accountability for EIT duties that would include a fair and legally defensible procedure (PEO's existing complaints and discipline process) including possible reinstatement following removal	• Administrative (i.e. can suspend or remove from program for non-payment of fee or failure to complete an annual check-in) • Accountability for EIT duties that would include a fair and legally defensible procedure (PEO's existing complaints and discipline process) including possible reinstatement following removal

Rationale/Considerations
Stakeholders generally expressed a need for transparent regulatory oversight of those participating in the program, and the ability to hold program participants accountable where necessary for ethical breaches.

Many consultation participants expressed the view that the current complaints and discipline process should not apply to EITs, on the grounds that it is unfair to hold them to the same standard as P.Eng holders. To clarify, EIT accountability would be only with respect to the ethical and other standards established specifically for EIT participants. If EITs are subject to the existing complaints and discipline processes, they will not be held to the same standard as P.Eng licence holders. Instead, EITs will be held accountable only for breaches of duties that apply to them.

In other words, the primary distinction lies in the scope of accountabilities and duties assigned to EITs, rather than the process by which accountability is enforced. For example, an EIT would likely not be held accountable for an engineering error, as their work is conducted under the supervision of a P.Eng. In such cases, it is the professional engineer who has signed off on the work who would be held responsible. However, any complaint/report received about EIT would go through the existing complaints and discipline processes. This will ensure that EIT participants who face the possibility of sanctions for alleged breaches of EIT-specific requirements benefit from a procedurally fair process and decision-making by a specialized committee (i.e., Complaints Committee) and a tribunal (i.e., Discipline Committee) that are trained on relevant issues and the standards that apply specifically to EITs (and not P.Engs).

Other Canadian regulators who hold their EITs (or individuals holding a similar status in the context of non-engineering professions) accountable for misconduct or ethical violations rely on their established complaints and discipline processes.

		EIT as a Pathway	EIT as a Pre-Requisite
9	Benefits	• EIT fee reduces licensure application fee. • Frontloading requirements results in a streamlined licensure process. • Use of a protected title. • Recognition of a certain level of competency in, and a professional commitment to, engineering. • Support to start and complete a CBA record (online program) – could include a review of milestones. • Advisory services on ethical/professional questions. • Enrollment in the program likely enhances employability, career advancement, and earning potential.	• EIT fee reduces licensure application fee. • Frontloading requirements results in a streamlined licensure process. • Use of a protected title • Recognition of a certain level of competency in, and a professional commitment to, engineering. • Support to start and complete a CBA record (online program) – could include a review of milestones. • Advisory services on ethical/professional questions. • Enrollment in the program likely enhances employability, career advancement, and earning potential.

- Expectations for employers who work with EIT (i.e. safe workplace and fair labour practices). - Mentorship (this aspect is voluntary) - Structured program - details will be determined at a later date. - Availability of an online portal with a roster of mentors and mentees, allowing for easy pairing based on shared professional interests, skills, and goals to ensure a meaningful, productive relationship. - Mentorship could be offered in conjunction with the Chapters - Must ensure equitable access to mentorship. - Mentor differs from employment supervisor. - Workshops on topics in engineering regulation. - Insurance discounts and access to affinity programs. - Chapter participation (voting privileges). - Networking opportunities.	- Expectations for employers who work with EIT (i.e. safe workplace and fair labour practices). - Mentorship (this aspect is voluntary) - Structured program - details will be determined at a later date. - Availability of an online portal with a roster of mentors and mentees, allowing for easy pairing based on shared professional interests, skills, and goals to ensure a meaningful, productive relationship. - Mentorship could be offered in conjunction with the Chapters - Must ensure equitable access to mentorship. - Mentor differs from employment supervisor. - Workshops on topics in engineering regulation. - Insurance discounts and access to affinity programs. - Chapter participation (voting privileges). - Networking opportunities.

Rationale/Considerations

"Value" is a word that has been heard often in the EIT program consultations. Value to the public, to the profession, to the program participant, as well as to other stakeholders such as employers and universities has been considered.

Public
A major value to the public of both program types is that they are transparent regulatory programs that support those who wish to practise professional engineering. They assist participants in achieving licensure, hold them to certain standards, and play a key role in the development of their professional identities.

Profession

Both program types would provide support to those seeking to join the profession and provide clear paths to licensure. Both would create a pool of qualified individuals from which practitioners could hire. The programs would also create mentorship opportunities, strengthening connections in the engineering community.

Program Participant

The value of the programs would be the title and status, as well as structured support on the path to licensure. For the "pathway" program, this value would need to be attractive enough to draw participants (especially given that there are requirements for entry into the program and to remain in the program). The pre-requisite program would require less apparent 'value' as it would be mandatory. Value also needs to be considered in terms of those who are CEAB graduates, those who are non-CEAB graduates, and those whose career trajectories have been non-traditional.

Employers

The value to employers is having a pool of qualified individuals who have met the engineering regulator's academic and other requirements and who are subject to a certain standard by the regulator. The existence of a structured program also helps reassure employers that the EIT program participant is on the right track to gaining the required competencies.

		EIT as a Pathway	EIT as a Pre-Requisite
10	**Resources**	• Significant and ongoing investment in outreach efforts to encourage participation and communicate the value of the program. • Operational capacity: additional human resources would be required in the External Relations, Licensing, Regulatory Compliance, Customer Service, IT, and Communications departments. Other resources may be identified depending on the elements of the program. For example, additional human resources may be required, depending on what the mentorship element of the program looks like. • IT investment: An online portal is needed to support the online portfolio and the mentorship program and facilitate annual check-in.	• Significant communication resources and outreach will be needed before and during the launch. Once the program is implemented, there will be less need for promotion since participation is mandatory. Engagement efforts will primarily focus on education and communicating program elements. • Operational capacity: additional human resources would be required in the External Relations, Licensing, Regulatory Compliance, Customer Service, IT, and Communications departments. Other resources may be identified depending on the elements of the program. For example, additional human resources may be

		required, depending on what the mentorship element of the program looks like. • IT investment: An online portal is needed to support the online portfolio and the mentorship program and facilitate annual check-in.

Rationale/Considerations

A cost analysis will be conducted once Council decides on a program direction.

Other Considerations

PEO will need to consider:

- How to deal with "legacy" EITs.

- How the future EIT program fits in with potential changes to academic qualification (e.g., confirmatory exams, MRAs) and experiential qualification (i.e. time-based requirement).

EIT Accountabilities Among Engineering Regulators in Other Jurisdictions and Professional Regulators in Ontario

Summary

Engineering Regulators

- Most EIT programs are voluntary; Saskatchewan and Quebec's are mandatory.
- All Canadian EIT programs have an academic requirement, a good character requirement and require proof of identity.
- U.S. EIT programs require completion of the NCEES Fundamentals of Engineering exam.
- Most EIT programs have a time limit of 5-8 years; BC, MB, PEI, YK, Pennsylvania and California do not have a time limit.
- Most EIT programs do not have any progress or reporting requirements. However, BC requires contact information and employer confirmation as well as answering good-character-related questions, NS requires a mentor to submit regular experience records and NWT/NT requires an annual ethics declaration.
- Five Canadian regulators require EITs to complete CPD; six do not (internationally: NZ does; Pennsylvania and California do not).
- No jurisdiction exempts EITs from their Code of Ethics. However, some do not mention EITs within the context of their Code of Ethics or lack an enforcement mechanism to penalize violations.
- EITs are subject to discipline in most jurisdictions, but not in NB or NL.
- All jurisdictions will remove EITs for non-payment of fees.
- Most, but not all, jurisdictions have a provision for removing EITs for disciplinary reasons.

Ontario Professional Regulators

- CPAs have the only mandatory EIT-like status
- In addition to academic requirements for EIT-equivalent positions, other requirements include completed exams, training appointments, signed contracts with supervisors, one or more character references, a police background check, a criminal and discipline record check, English or French fluency, eligibility to work in Canada, an internet connection and no undischarged bankruptcies
- Pharmacists require interns to report where they are working, and psychologists must have regular appraisals submitted by supervisors
- Pharmacists, lawyers, surveyors, architects and geoscientists have a time limit ranging from 2-4 years. Accountants are the outlier with a 10-year limit

- Psychologists and accountants have certain exams that must be completed within a certain timeframe
- Psychologists are the only regulator with a CPD requirement for their version of EITs
- The EIT equivalent for doctors, pharmacists, psychologists, and accountants are subject to discipline; the equivalents for surveyors, architects and geoscientists are not
- Many regulators have students/applicants get experience through a practicum during their academic training. As such, there is nothing comparable to a formal EIT license or status. They are just students.

Engineering Regulators

All EIT programs include an academic requirement, a good character requirement and proof of identity. Any additional requirements will be listed in the applicable jurisdiction.

Canadian engineer regulators also allow EITs to apply the academic qualifications review undertaken for their EIT application to be applied to their licence application.

<u>British Columbia</u>

- Academic credentials may have to be reviewed for a second time if EITs choose to apply to a different discipline for their licence
- No time limit
- EITs have to annually confirm their contact information and employer information as well as answering good-character-related questions
- No CPD requirement
- Code of Ethics applies to EITs
- EITs are subject to discipline with smaller penalties than those for a full licence holder
- EITS can be removed for disciplinary reasons

<u>Alberta</u>

- If an MIT is not active when they apply for their licence, they will be subject to another academic review with additional requirements that may not have been imposed during the first review. The rationale in these cases is that the secondary academic review is completely independent of the first and thus, can assign additional requirements that the initial reviewers may not have thought were necessary.
- Six-year limit with possible two-year extension
- No reporting or progress requirements

- No CPD requirement
- Code of Ethics applies to MITs
- EITs are subject to discipline
- EITs can be removed for disciplinary reasons

Saskatchewan

- EIT program is mandatory unless applicant is already a registered engineer in another jurisdiction
- If an applicant already has sufficient experience to qualify for a licence, the EIT application acts as a review of their academic credentials. This applies to CEAB and internationally-trained applicants.
- Seven-year limit with possible one-year extension
- CPD requirement
- Code of Ethics applies to EITs
- EITs are subject to discipline
- EITs can be removed for failure of good character as determined by the APEGS guideline. Good character violations are processed through the complaints and discipline process.

Manitoba

- No reporting or progress requirements
- No time limit
- CPD requirement
- Code of Ethics applies to interns
- Interns are subject to discipline
- Interns can be removed as a result of a disciplinary ruling

Quebec

- CPI (candidate à la profession d'ingénieur) program is mandatory unless the applicant is already a registered engineer or has an engineering degree from France (in some cases)
- CPI program includes a Quebec-specific theoretical exam
- Completion of the program requires at least two years
- CPI program creates a de facto two-year Quebec experience requirement for applicants who do not already have a licence. This applies to both CEAB and non-EAB applicants.
- Five-year limit
- No reporting or progress requirements
- No CPD requirement
- Code of Ethics applies to candidates

- Other regulations do not apply to CPI, including record keeping, professional liability insurance and continuing education
- CPI are subject to discipline
- OIQ cannot sanction a person for acts committed as a CPI if they have subsequently received a full license

New Brunswick

- Must be a resident of NB
- Must speak English or French
- Five-year limit with possible extensions for special circumstances
- No reporting or progress requirements
- APEGNB is discussing a new policy to monitor CBA progress
- No CPD requirement
- Code of Ethics applies to MITs in theory, but may not happen in practice
- Not subject to discipline
- No removal provision

PEI

- Must be a resident of PEI
- Must register for online CBA Program to have work experience assessed
- No time limit
- CPD requirement
- Code of Ethics applies to EITs
- Eligible for the same discipline measure as full license holders

Nova Scotia

- Experience records must be signed and submitted to a *Mentor* at six-month intervals
- Five-year limit with potential extensions for special circumstances
- No CPD requirement
- Subject to discipline
- EITs can be removed through the discipline process

Newfoundland and Labrador

- MITs have to complete good character questions annually - Have you, in the past year:
  - been convicted of an offence under the provisions of the Criminal Code of Canada or a similar penal statute of another country?

- other than an administrative suspension for non-completion of renewal requirements, been suspended, disqualified, or disciplined in any way as a member of any professional organization?
- Six-year limit
- No CPD requirement
- MITs cannot be disciplined

Yukon

- APEGA acts as academic reviewer
- No time limit
- CPD requirement
- Subject to the Code of Ethics
- Subject to discipline
- May have their status cancelled due to discipline

NWT/Nunavut

- APEGA acts as academic reviewer
- MIT application includes a registration essay about how their professional practice in the Northwest Territories and Nunavut will differ from a practice in other jurisdictions
- Annual professional ethics declaration
- Six-year time limit, can be extended at the discretion of council
- CPD requirement
- Subject to the Code of Ethics
- Subject to discipline
- MITs can be removed for conduct unbecoming

Pennsylvania

- Must complete the NCEES FE Exam
- No time limit
- No CPD requirement
- Subject to discipline
- Can be stripped of EIT certification due to discipline

California

- Must complete the NCEES FE Exam
- Cannot have committed any disqualifying acts or crimes,
- Work experience can be an acceptable substitute for academic credentials

- Does not have verify eligibility beyond applicant statement
- No reporting or progress requirements
- No time limit
- No CPD requirement
- Subject to discipline
- EIT can be revoked for professional misconduct

New Zealand

- License is not required for many engineering activities
- There is a membership status called Emerging Professionals
- Five-year limit for Emerging Professionals
- CPD requirement
- Subject to the Code of Ethics
- Subject to discipline
- Emerging Professionals may be removed for disciplinary reasons

Australia

- Nothing comparable to an EIT program or position

Ontario Professional Regulators

Physicians and Surgeons

- Residency is broadly equivalent to EIT status
- Residency is mandatory for new students
- Academic requirements and training appointment from Ontario medical school
- Must hold Post Graduate Certificate of Registration during residencies
- Residencies are primarily run by medical schools
- Reporting requirements are set by medical schools
- No time limit on holding the Certificate
- CPD not required by regulators; may be required by medical schools
- Subject to discipline
- Removal policies are set by medical schools

Dentists

- Nothing comparable to EIT

Pharmacists

- Intern status to somewhat comparable to EIT
- Pharmacists do not have an experience requirement; intern status is for people who still need to complete exams or for international students who need to complete CBA
- Academic requirements and police background check
- Two-year limit
- Interns must report where they are working
- No CPD requirement
- Subject to Code of Ethics
- Subject to discipline

Psychologists

- New psychologists get a licence for supervised practice until they have 1,500 hours of experience
- New students cannot obtain the required experience without this license
- Academic requirements, complete various exams, good character based on written guidelines, criminal and discipline record check, English or French fluency, and eligible to work in Canada
- Two supervisors required for supervised practice
- Supervisors must submit regular appraisals
- Two-year limit
- Certain exams must be completed with a year of receiving a licence for supervised practice
- Subject to CPD
  Subject to discipline
- Can lose certificate according to regular discipline procedures

Teachers

- Experience requirements are part of the education process
- As such, there is nothing comparable to an EIT status

Early Childhood Educators

- There is nothing comparable to an EIT status

Social Workers and Social Service Workers

- There is nothing comparable to an EIT status

Lawyers

- Lawyers participate in articling or a Law Practice Program
- Completion of one of these programs is mandatory
- Academic requirements, good character requirement based on review process
- Articling placements last 8-10 months
- The Law Practice Program includes four months of classwork and a four-month work placement
- All licensing requirements must be completed in three years
- No CPD requirement
- Rules of Professional Conduct apply to candidates
- Candidates can be removed from the licensing process for disciplinary violations

CPA

- CPA Student status is broadly comparable to EIT
- It is mandatory because applicants can only sign up for certain licence requirements if they have registered as CPA students
- Students are not members of CPA Ontario
- Academic requirement, good character, not undischarged bankruptcies, have internet connection
- Ten-year limit with the option to request an extension
- No reporting or progress requirements
- There are requirements that have to be met at the six and seven-year mark
- Subject to a distinct Student Code of Conduct
- Subject to discipline
- Can be deregistered for three-time failure of modules or exams, incomplete student requirements by the prescribed deadlines, or breaching academic and student codes of conduct

HR Professionals

- Nothing comparable to EIT
- There is a distinction between CHRPs who dop not have an experience requirement and CHRLs who do. However, CHRPs are full members of HRPA and there is no difference in practice rights.

<u>Veterinarians</u>

- In transition between two different pieces of governing legislation

<u>Surveyors</u>

- Articling Student
- Successful academic review → employment by OLS member → articling workshop plus two references → articling contract → approval by committee
- Alternative CBA approval process for people who don't use the articling process
- Four-year limit with possible one-year extension
- No reporting or progress requirements
- No CPD requirement
- Code of Ethics does not apply
- Not subject to discipline
- No removal process
- All character decisions are made by the employer

<u>Architects</u>

- Internship in Architecture Program
- Architecture degree and CACB certificate required
- Experience towards a licence only counts in the IAP. Therefore, it is effectively mandatory for new students.
- No time limit, but interns pay full dues after five years
- No reporting or progress requirements
- No CPD requirement
- Not subject to discipline
- Can be removed for lack of good character which is not defined in writing

<u>Geoscientists</u>

- GIT program is very similar to EIT
- Four-year degree, proof of ID, good character and a character reference to become GIT
- Six-year limit with possible two-year extension
- No reporting or progress requirement
- No CPD requirement
- Not subject to discipline
- GITs may be removed for unprofessional conduct

EIT Engagement Statistics

Focus Groups

Stakeholder	Outreach sent	Participation (Total)*	Participation (%)*
Employers (4 meetings)	87 (organizations) 112 (individuals)	21 (organizations) 42 (individuals)	24% 37.5%
Engineering Professional associations (1 meeting)	14 (associations) 14 (individuals)	10 (associations) 10 (individuals)	71% 71%
Students Associations-ESSCO (1 meeting)	15 (associations) 15 (individuals)	6 (associations) 6 (individuals)	40%
Engineering Deans of Ontario** (1 meeting)	15 (organizations) 15 (individuals)	15 (organizations) 15 (individuals)	100%
SSAG (1 meeting)	14 (individuals)	10 (individuals)	71%
Internal PEO Stakeholders (2 meetings)	24 (individuals)	18 (individuals)	62.5%
PEO Chapters*** (3 meetings)	N/A	N/A	N/A
Total (13 meetings)	131 (organizations) 194 (individuals)	42 (organizations) 101 (individuals)	32% 52%

*may include individuals and organizations who were forwarded meeting invitations despite not being invited directly by us

** engagement conducted in external pre-organized meeting

*** no attendance data available

E-Blast and Website

Stakeholder	Outreach sent	Participation (Total)*	Participation (%) *
P. Engs and Current EITs	~93,000	192	~0.20%

*as of Feb 28th, 2025

EIT Consultation: SSAG Meeting – February 22, 2024

Theme 1: Benefits and Value:
- Focus group participants shared that the program provides benefits across several key areas, including mentorship, support for non-traditional engineers, and clear pathways to licensure. Many noted that the program is valuable to employers who link benefits to EIT status, which in turn strengthens the regulatory framework as more engineers become licensed. Participants emphasized that the program is in the public interest, as it encourages licensure and helps maintain high standards within the engineering profession. Additionally, several participants highlighted the value of chapters in organizing groups of like-minded EITs, enabling them to connect with mentors and better understand the licensure process. While the PEO's role in mentorship was seen as limited, the informal mentorship structure provided by the chapters was regarded as a significant strength of the previous program that could be built upon.
- Some participants noted that the EIT title holds significant value, particularly when it is used to differentiate interns in the job market. There was agreement that the title itself could help EITs secure specific job opportunities, as employers often view it as a sign that they are on the path to full licensure. However, others raised the point that if the title and its benefits were perceived as too limited or burdensome, individuals might opt out of pursuing the EIT program altogether
- The debate around mandatory vs. voluntary participation was mixed. Some favored mandatory participation for better support, while others preferred voluntary involvement to avoid creating barriers. There was a general consensus that the program should provide flexibility and tangible benefits for individuals.

Theme 2: Eligibility criteria and duration
- In discussing eligibility criteria for the EIT program, several key considerations emerged. Participants largely agreed that academic qualifications should remain a central requirement. As one participant noted, having a reasonable chance of success based on academic preparation ensures that EITs are equipped with foundational knowledge. Additionally, the importance of practical experience was emphasized, with a strong consensus that EITs must be employed in the field of engineering and work under supervision. Without this practical application, the EIT designation would have limited value. There were also discussions about the possibility of adjusting when candidates can take the Professional Practice Examination (PPE), with some suggesting it could be written prior to the application process. Furthermore, there was a recommendation for systems like Manitoba's ABC exam, which assesses applicants' knowledge of local regulations and ethical standards. This model could be used to ensure EITs understand the local professional landscape beyond their academic credentials.
- The duration of the EIT program sparked significant debate. Many participants suggested that there should be clear milestones, like a maximum time allowed within the program, to encourage progress toward full licensure. A suggestion was made to assess the EIT's progress after a certain number of years, potentially five years, to ensure that candidates are not stagnant in the program. There was concern that without a clear structure or timeline, candidates might remain in the program without making significant progress. On the other hand, participants also noted the need for flexibility, acknowledging that life events (such as parental leave) may cause delays. As one participant pointed out, their own time away from the field for parental leave was not always factored into the program's duration requirements, suggesting that some flexibility should be built into the timeline.

Theme 3: Mentorship and gaining professional experience

- Participants stressed the importance of structured mentorship to support EITs' professional growth. A positive example was shared of an environmental engineer at Acom, where structured training and mentorship empowered the intern with skills and confidence. However, mentorship experiences vary greatly across employers, with larger companies providing more support. To ensure all interns receive necessary guidance, it was suggested that mentorship opportunities be integrated into the broader EIT program, possibly with access to discounted or free training to foster development.
- Most participants felt that a structured mentorship program should not replace the EIT program but instead be an additional component. While mentorship is beneficial, it should be flexible enough to accommodate job changes or department transfers without hindering progress toward licensure. The idea of decoupling mentorship from a single employer or mentor was emphasized. Additionally, participants recommended offering training for mentors to ensure they provide effective guidance and consistent support for EITs, especially in companies where mentorship is informal.
- The level of accountability that employers should have over engineering interns was discussed in relation to both supervision and progress monitoring. There was consensus that employers play a critical role in ensuring that EITs are engaged in meaningful, supervised engineering work. Without appropriate supervision, participants agreed that the EIT program would lose its purpose. One suggestion was to introduce a system of regular assessments where employers check in on EITs' progress, ensuring that the intern is not only gaining experience but also advancing toward licensure. Additionally, participants highlighted that employers should be more accountable in providing mentorship and guidance to EITs, particularly as they navigate the licensure process.

Theme 4: Oversight and accountability
- Feedback from the focus group indicates strong support for applying the Code of Ethics to engineering interns, as it is crucial for maintaining the integrity and reputation of the engineering profession. Participants emphasized that ethical behavior is vital, and that PEO should have the authority to hold engineering interns accountable for misconduct, especially given the potential for serious issues, like the Simon Wu case, to tarnish the profession's image. Participants believe that regulatory oversight should extend to interns to ensure accountability and protect the public interest.
- The focus group expressed that engineering interns should be subject to a different disciplinary process than fully licensed engineers, recognizing that interns are still in a learning phase. However, they agreed that accountability is still necessary. A few participants pointed out the importance of establishing due process that allows interns to dispute disciplinary actions, while also acknowledging that serious misconduct should have consequences, such as revoking an intern's status. The group felt that this distinction would maintain fairness while ensuring ethical behavior is still prioritized.
- Participants in the focus group highlighted that employers should take on significant accountability for mentoring and guiding engineering interns. Employers were seen as having a responsibility to ensure interns are working within the ethical framework of the profession, providing appropriate supervision and training. The focus group also emphasized that employers should foster environments where interns can develop professionally and ethically, while ensuring interns are aware of and adhere to the PEO's standards. However, the responsibility should not entirely shift away from the intern's individual commitment to maintaining ethical conduct.

Theme 5: Graduated Licence Program:

- The participants had mixed views on a graduated licence model. Some felt it could make licensure more accessible to students and recent graduates, but others believed it wouldn't address the underlying issue of graduates not pursuing licensure, particularly as many are attracted to high-paying jobs that don't require it, reducing its perceived value early in their careers.
- The participants discussed differentiating licensure levels, like in accounting, allowing engineers to hold titles such as "registered engineer" while limiting their scope of practice until fully licensed. This model could help recognize the contributions of engineers who aren't yet fully licensed.
- Finally, the participants highlighted that the high-paying, non-licensure roles offered to graduates, especially in large consulting firms, discourage pursuing licensure. While the graduated licence model could provide a less intimidating path, the participants stressed that addressing broader issues like employer engagement and raising awareness of the licensure process is essential for increasing licensure rates among engineering graduates.
- Participants emphasized the role employers play in encouraging licensure, including clarifying the difference between EITs and licence holder engineers and promoting licensure as part of career development. Some noted that many EITs already do work typically reserved for licence holders engineers but without the benefits that come with full licensure.

EIT Consultation: Student Associations Meeting – January 24, 2025

Theme 1: Benefits and Value:

- Focus group participants identified various perceived benefits of the program, including the use of the EIT title, an advantage when seeking a job, and ability to work under a licensed engineer to obtain supervised hours. It was noted that the EIT program is also valuable for employers, who are able to retain talent during the time that it takes for a trainee to become a P.Eng, which provides an ease of the pathway through mentorship and support.
- It was emphasized that for certain disciplines requiring a lot of stamping and reviewing of drawings, such as civil engineering, the EIT program is crucial. However, this is not the case for other disciplines where a P.Eng may not be required by law. There was an expression of the lack of benefits and value for those in certain fields who are unable to gain access to direct mentorship, particularly in fields where professional engineer designations are not necessary, such as software. There is a need for a pathway for these individuals.
- Participants also expressed value in the interchangeability of the EIT designation within different regulators through different provinces, since most regulators have retained their EIT programs, which has caused students to go elsewhere after graduation due to the interoperability with other regulators
- In terms of whether the program should be made mandatory or not, there was quite a clear consensus from the group that such a program should be voluntary. It was reiterated that Flexibility is needed in such a program to ensure that students are able to change fields or meet the requirement after gaining a significant amount of experience. A mandatory requirement to go through the program would be a barrier for those who already have all of the experience needed. Participants also placed importance on the low barrier of entry as a mechanism of 'getting one's foot in the door' and also having an opportunity to determine if licensure is for

them. The flexibility to change one's mind to pursue or not to pursue licensure through a voluntary EIT program prevailed as an important theme.

Theme 2: Eligibility criteria and duration
- There was a clear consensus that only those intending to pursue a professional engineer license at some point should be the ones able to gain access to the EIT program. Those who do not have a probable path to licensure should not be allowed to pursue the program as it orients the program as an alternative to pursuing licensure rather than a steppingstone to it. It was also noted that those who are in the EIT program should be practicing engineering actively. It was emphasized that a new program needs to be easier to understand than the previous one, and it needs to be clear what the benefits are.
- There was much discussion about moving the requirement to complete the professional practice exam prior to being ready to apply for licensure. Participants expressed a desire for the exam to be earlier on in the application process, as they would have recently completed the engineering law course. In terms of other general requirements for a potential EIT program, it was expressed that most should be the same as requirements for licensure (CEAB equivalent program etc.).
- Participants were not able to grant an exact answer on how long such a program should last or be available but agreed that EITs should be removed from the program once eligible for licensure and should not be able to stay an EIT forever. Eligibility for the program should be dependent on whether an applicant is ready for licensure or not and licensure should be required after this point. Those who already have the work experience should not be eligible because they would have already completed that component of the licensure requirements.

Theme 3: Mentorship and gaining professional experience
- Participants greatly emphasized the positive impacts and value of a mentor. It was noted that a direct supervisor may not necessarily be the best mentor, and the importance of an external mentor was echoed several times. Participants expressed that having access to a formal engineering mentor to ask questions would be a great incentive for joining the program.
- Variability in the structure of various university engineering programs was discussed as a source of a lack of standardization for internship, experience, and mentorship opportunities.
- One participant noted that the statistic regarding the very low number of EITs that participate in an experience review or licensure assistance program may indicate that individuals did not feel engaged in the previous program and that a structured mentorship may encourage individuals to feel engaged and pursue licensure under the support of a mentor. It was stressed that a mentorship program should not replace the EIT program but should be adjacent to it.

Theme 4: Oversight and accountability
- Participants unanimously agreed that the Code of Ethics should apply to engineering interns because being in the program should be indicative of an intent to become a professional engineer, and therefore carry the same standards professional engineers are held to. It was highlighted that, especially if the ethics exam became a pre-licensure requirement, EITs should be subject to the code of ethics as they would have already passed the ethics exam.
- There was discussion about the pathway to licensure for those in academics, particularly regarding whether research should count as engineering experience as those who do pursue the academic pathway and a Master's or PhD are not licensed to teach under CAB standards for engineering courses under the current system.

Theme 5: Graduated Licence Program:
- Focus group participants acknowledged that they may not be the target audience of the question surrounding their personal thoughts on pursuing licensure, since many of them are in fields where there is little or no added benefit to obtain a license as a result of industrial exemptions in Ontario. One participant with a background in automotive engineering noted that their supervisor had told them that they don't care if they have a license or not, while another said that the only reason they would get a license is if they pursued consulting. It was reiterated that the designation does not make sense for many industries, which are currently in need of higher standards as their dangers can be equally as concerning as that which exist in the fields that require a P.Eng.
- Another participant planning to pursue graduate studies expressed interest in the professional engineer designation for the flexibility in employment opportunities, but also shared concerns that pursuing the P.Eng right after graduation would mean further putting off the ability to gain a career and reliable salary, effectively 'going back to the broke student lifestyle'.
- Participants noted that the graduated licensing system became more prevalent when the EIT designation was taken away and roles that were formerly called EIT have now just simply been renamed. There was a focus on getting employers and students to care about the professional engineer designation through incentives.

EIT Consultation: Deans Focus Group - January 25, 2025

Theme 1: Benefits and Value
- Focus group participants highlighted that the program offers a multitude of benefits that extend beyond just skill acquisition. Many felt it significantly enhanced their professional skill sets, making them more competitive in the job market.
- Participants emphasized personal growth as another essential outcome, noting how the program encourages individuals to embrace new challenges and gain deeper insights into their fields of expertise.
- Networking opportunities were frequently mentioned as a key advantage, with participants expressing that the program facilitates connections with industry leaders, peers, and potential employers. Such interactions can pave the way for future collaborations and job offers.
- Additionally, several individuals reported a boost in their confidence and a more straightforward career trajectory stemming from their involvement in the program.
- There was a consensus among participants regarding the importance of fostering a supportive environment that encourages continual learning and professional development. While some suggested that structured mentorship could further enhance the program's offerings, many appreciated the existing informal networks that allow participants to connect and share experiences, viewing them as a substantial strength to build upon.

Theme 2: Eligibility Criteria and Duration
- In considering eligibility criteria, it was highlighted that educational qualifications, including specific degree programs or certifications, are essential for entry into the program. Additionally, relevant work or volunteer experience in the field was emphasized as a key factor in ensuring participants are adequately prepared for the program's challenges.
- Age requirements emerged as another factor that may be imposed depending on the specific nature of the program. Participants discussed the importance of setting these requirements to align with the goals and expectations of the program, ensuring the candidates are suited to its demands.

- Participants also discussed the duration of the program, noting that it typically spans several months to a year, with variations based on the complexity and depth of the training involved. The consensus was that this time frame provides ample opportunity for participants to immerse themselves in the curriculum, develop their skills, and gain the hands-on experience necessary to thrive in the field.

Theme 3: Mentorship and Gaining Professional Experience
- Participants emphasized the critical role of mentorship within the program, noting that pairing each participant with experienced professionals is key to providing guidance, support, and industry insights. It was highlighted that such mentorship ensures participants receive practical knowledge and advice, helping them navigate the industry's challenges more effectively.
- Many participants agreed that mentorship should offer personalized advice and constructive feedback to support participants' career growth. This individualized approach allows for tailored guidance that helps participants stay on track and make informed decisions about their professional journeys.
- Hands-on experience was identified as an essential part of the program, with participants gaining valuable skills through practical projects, internships, and collaborative efforts. These experiences allow participants to apply their theoretical knowledge in real-world contexts, enhancing their understanding of the industry and preparing them for future roles.
- Participants noted that combining mentorship with hands-on experience is crucial for developing key skills. In addition to fostering personal growth, this approach also provides opportunities to build lasting connections within the industry, creating a network of support and collaboration for participants as they progress in their careers.

Theme 4: Oversight and Accountability
- Feedback from participants highlighted the importance of having strong oversight mechanisms in place to ensure that all participants consistently demonstrate a high level of commitment and performance. The group agreed that clear and structured evaluations are crucial for maintaining standards throughout the program.
- Regular evaluations, such as progress assessments, feedback sessions, and performance reviews, were recognized as practical tools for tracking participants' growth. These assessments help identify areas for improvement and provide opportunities to refine skills, ensuring that participants remain on track and meet their goals.
- Participants emphasized that a strong accountability framework is essential for reinforcing the program's standards. This framework ensures that participants stay aligned with the program's expectations. It helps them set and achieve both personal and professional goals in a structured way.
- The group also discussed the program's commitment to fostering a learning and development-friendly environment. Transparency and support are key components that help create an atmosphere where participants feel empowered to grow and succeed personally and professionally.

Theme 5: Graduated Licence Program
- Participants noted the value of a structured approach in the Graduated Licence Program, emphasizing how it helps them build skills progressively. This method ensures they gain the necessary competencies for more senior roles while preparing them for greater responsibilities.

- The phased design of the program allows participants to demonstrate their abilities at different stages, with each level offering opportunities to showcase progress and confidence as they tackle more complex tasks. This structure ensures they are ready to take on more significant professional challenges.
- The combination of theoretical learning and hands-on experience in each phase was recognized as a crucial program element. Participants agreed that this approach provides them with the practical skills and knowledge required to succeed in their future careers.
- The program's ability to equip participants with essential workforce skills while fostering a sense of accomplishment through milestone achievements was highlighted. Participants emphasized how reaching these milestones reinforces their dedication to professional growth and validates their progress throughout the program.

EIT Consultation: Internal PEO Focus Groups – January 27 & 28, 2025

Theme 1: Benefits and Value:
- Participants primarily expressed concerns about the previous program during this discussion, citing a lack of program benefits and value due to misconceptions and unclear purpose.
- Some participants felt the tie to experience requirement for licensure was necessary, and questioned the purpose of such a program otherwise. The mentorship aspect of the program was highlighted as valuable.
- There was a strong sentiment that the purpose of the program has been very unclear in the past, sparking discussion about the role of a regulator and whether an EIT program is a nonregulatory function. The importance of providing this education and clarity to applicants and program participants was stressed. Participants highlighted a need for clarity in the advantages of joining the EIT program and how access to certain resources (such as job portals) should differ from that of a non-EIT.
- Feedback reflected the need for greater support for non-CEAB applicants, and a more clearly mapped process that would support for people from when they begin the program to the end when they gain licensure, with different support mechanisms existing at each stage.
- Focus group participants echoed a strong consensus for a voluntary program, noting that a mandatory program may deter some individuals from pursuing licensure. It was noted that, in contrast to some other regulated professions, there are complex fields in engineering.
- It was emphasized that the program cannot be made mandatory if it is tied to experience, and there was discussion about reducing the 48 months of experience, as this is excessive compared to other professional bodies' requirements. There was an expression of concern for the barriers to access, fairness issues, and potentially onerous Act and Regulation changes that would follow a mandatory program.

Theme 2: Eligibility criteria and duration
- There were mixed views regarding potential eligibility criteria. Some participants felt that the EIT program should begin once someone gets their engineering degree, while others felt that one should have an engineering degree and also complete NPPE before being admitted into the program. The potential for denying or delisting someone from the program if they fail the NPPE was also suggested. Another participant suggested that one year of work experience in an engineering field, as well as an education in engineering, would be a sufficient requirement to gain access to the program. Feedback indicated that it was felt that not just anybody should be

allowed to be an EIT and requiring them to practice in an engineering environment to be eligible for the program is reasonable.

- There were varying opinions on an exact duration of time that a person should be allowed to remain in the program, though it remained a consensus that registration as an EIT should come with commitment to completing licensing requirements within a defined time frame, progress should be measurable, and the participant progress must be properly measured by the regulator. Participant answers regarding a suggested duration ranged from two to eight years. On average, most participants recommended 5 to 6 years maximum to account for the necessary time to complete all program and licensure requirements (including the 48 months of experience). One participant suggested that the time requirement in the EIT program should be tied to time-based experience requirements, which are set to be discussed on a higher level over time. Some participants felt that once an EIT has reached the maximum number of years in the program, they should have to re-register or re-qualify for admission as an EIT.
- Several participants felt that the EIT program would not make sense without supervision from a licensed engineer, so that this time can count towards their 48 months of experience. Here it was found that there is an opportunity to merge the experience requirement time frame with the EIT program.
- There were fairness and access concerns about requiring someone to practice under supervision in order to become an EIT, as this would mean they would already have to be employed.
- Participants diverged on the matter of whether the NPPE should be a first step before the program or a last step after the program. Those advocating for a front load noted that this process had the potential to filter out those who are not truly serious about gaining the designation. Others cited that front loading the NPPE could pose a barrier to entry, as the exam regards ethics issues which may not necessarily be relevant to someone who is relying on the program to liaise with professional engineers.

Theme 3: Mentorship and gaining professional experience
- There was discussion regarding a structured experiential component tied to mentorship, which would require that the program be mandatory to eliminate barriers to entry and access for international applicants who would lose out on opportunities of exposure. Others agreed that a mentorship program should be structured with expected milestones that the EIT should achieve over a specified period of time. There was also a suggestion that a mentorship program become a new and separate program dedicated only to EIT's as an exclusive experience within the program.
- There was a consensus that mentorship is a very valuable aspect that should remain part of the EIT program. Some cited an opportunity for licensed engineers to sign up to become a mentor with PEO. The group identified that incentives are needed for engineers to want to become mentors, noting that CPD hours should be marketed by PEAK to garner interest from license holders to become mentors.
- Participants also noted an opportunity to further collaborate and structure the program with Chapters as the mentorship component gives many of them a sense of purpose. It was emphasized that PEO should ensure that it makes very clear the distinction between mentorship and supervision.

Theme 4: Oversight and accountability
- There was much discussion on the topic of accountability levels that an EIT should be held to. Perhaps the most prevailing theme was a consensus that an EIT should not be held to the same

degree as a practitioner. While the idea of an EIT being subject to the code of ethics was favorable, many felt that an EIT should not be wrapped into the process that is specifically for professional engineers, and rather that the supervising professional engineer is who should be taking responsibility for mistakes.

- The group identified a need for clarity in the interconnection between PEO's roles and the employer's role in administering the program. There has apparently been some confusion about whether the industry or regulator is responsible for overseeing and organizing the elements of the program. PEO should be wary of the types of professional roles that an EIT would be allowed to fulfill in order to qualify during the working time of the program. Participants highlighted a need to work closely with employers and industries during program development in order to foster consistency as some industries are creating their own requirements for their own EIT programs.
- There was a suggestion of an alternative, middle ground method of regulating EITs, which is to impose an ethical responsibility linked to good character, where a supervisor can comment on the EIT's character.

Theme 5: Graduated Licence Program:
- Feedback from the group showed support for a staged program. PEO would be encouraged to exercise cautiousness about what each stage is called so people do not misuse the engineer title.
- In the case of a graduated program, it was thought to be better to give the option that they enroll in the program only after degree completion. The importance of flexibility during a graduated license program was stressed, with the ability to switch paths if someone changes their mind.
- It was noted that, oftentimes, varying levels of responsibility exist for EITs, with some taking on entry level positions and others management level. In this case, a graduated program would be beneficial, as the level of responsibility the EIT holds in their employment can count in a level/point system and ultimately be used as a predictor of how they will fare during CBA.
- It was reiterated that the engineering industry has differences and challenges that may not exist in other industries, and in order to maintain fairness and consistency, a graduated licensing program would be helpful. There was a brief discussion on the necessity of being licensed, as many Professionals choose to pursue the license but do not really need it or actually stamp any work.

EIT Consultation: Employers Meeting I – February 7, 2025

Theme 1: Benefits and Value:
- Participants shared that they have found that, while EITs are fond of the title that comes with being a part of the program, they have little interest in using its other benefits. There was also an idea that the EIT was its own membership or license, and once an applicants obtained this, they appeared content with the use of this title rather than that of P.Eng title. Might have delayed applicants in getting licensed.
- It was noted that the previous programs' ability to provide a sense of belonging, networking opportunities, and membership to Chapters was valued. Many participants expressed a high value in the program's experience review component, and there was an emphasis on the value of a performance review being annual to assist with CBA.
- Many of the participants shared that they were internationally educated themselves, which offered a unique lens in diversity of opinion. It was echoed several times that there is a need for

more support for international graduates, with an emphasis on clarity as a new program may be confusing for an international graduate. Participants expressed a desire for a well mapped-out program, with end dates and deadlines to guide in achieving milestones. Feedback indicated that many participants felt that, in the past, PEO has not played a strong enough supporting role, not provided the guidance and deadlines that have been needed for program success. Those enrolled in a future program would benefit from a more active role from the regulator, as EITs don't know who to contact when they are in need of support.

- Overall, there was a strong acknowledgment of the value in an EIT program, and participants cited that they perceive the title as advantageous in the job market and believe that an EIT has an overall better understanding of the licensing process than a non-EIT. The group noted that seeing an EIT designation on an international resume would indicate to the employer that the applicant is more serious about becoming licensed, or perhaps on the right track to licensure.

- One participant felt that having the EIT program be separate from the licensing process was causing challenges with processing times as it pertains to the 6-month timeframe, and that the EIT program should instead become a part of the licensing process.

- A prevailing theme of the discussion was the importance of educational requirements being met at the time of enrollment in the program. Participants shared instances of EITs they had hired being unable to achieve licensure due to failure to pass the NPPE or meet other educational requirements after the employer has invested a substantial amount of time and work into their licensure process.

- The group had mixed reviews on whether the program should be made mandatory or voluntary. Most felt it should be mandatory to improve uptake and add structure to the licensing process for a clearer pathway. Participants expressed a need for the EIT program to be rebranded as the first step to licensure. One participant even suggested that, once the NPPE is written, there is an auto-registration into the EIT program. To ensure experiential equity, it was suggested that there be an EIT stream for CEAB graduates and another for internationally educated graduates.

Theme 2: Eligibility criteria and duration
- The need for a standardization of knowledge and educational requirements for program entry was stressed. The group felt that education should be a prerequisite for program entry, and that if the EIT program were mandatory, it would provide more opportunities for those who are internationally educated to gain experience. Participants also agreed that meeting educational requirements should be a condition to be EIT, and that not just anyone should be able to become one. The program could also provide an idea of how long it might take them to get licensed and whether they need more education. It was suggested that PEO offer resources exclusively to EITs so they can determine if their credentials are equivalent Employers expressed challenges in making determinations about educational equivalency, which is more difficult when the educaiton is not from Canada. They expressed a need for PEO to have a standard that is tied into eligibility requirement.

- There was a strong consensus that the NPPE should be a prerequisite to gaining access to the program. Many echoed this by stating that the NPPE should be completed right away after graduation, and one participant shared that an employee of theirs was not even allowed to register for the NPPE until 4 years of experience was achieved.

- Many felt that only those who have met their academics, gained an understanding ethics and professional conduct, and are working towards their P.Eng. under the supervision of a P.Eng should be granted access to the program. The need for program value was reiterated – one participant felt that there was no point in joining when they were seeking licensure, as they

were already gaining experience at their current job, had a mentor and would have had to pay additional fees.
- The idea of implementing a mandatory program that is optional for highly experienced or internationally educated individuals was discussed.
- Participants felt that employment as criteria is impractical and should not be prerequisite, as the purpose of the EIT program for many is to help them get their foot in door for employment
- The group agreed that there needs to be a deadline on the amount of time someone is allowed to be a part of the program. Some felt that the EIT program should be viewed as a probationary period to becoming a P.Eng.

Theme 3: Mentorship and gaining professional experience
- Participants noted that some internal mentorship programs exist among employers. There was a consensus that in a prospective mentorship program, an EIT's supervisor's name should be on file which can aid in the process of verifying experience.
- Participants stressed the need for milestones that can measure an EIT's progress, which would make it much easier for a supervisor to be consistent. Other participants echoed a need for consistency and structure in the program so supervisors can follow a structure already established by PEO. The need for a structured mentorship program with deadlines, goals and advisors. This would also enable program participants to understand exactly what they need to do as part of the employment.
- The need for clarity surrounding how the EIT program fits into the licensure pathway was highlighted many times. One participant suggested the creation of a flowchart of sorts, showing a clear pathway that would include an order of tasks of tasks for applicants to complete, respectively, graduation with a Bachelor of Engineering, completion of the NPPE, enrollment in the EIT program, a four-year experience period, then, finally, licensure.
- There was a concern that the lack of an EIT program could have disproportionate effects on equity seeking groups and cause discrepancies in opportunities
- One participant presented an idea to create an 'EIT job board' listing all EITs and their basic info to promote them to employers as an easy way to identify prospective hires and allow the employers to reach out.

Theme 4: Oversight and accountability
- Many participants shared that they have their own business conduct guidelines at their respective companies, and that PEO should also have its own regulatory form of transparent, well-identified guidelines for EITs. Employers felt that, since they must exercise accountability for their own staff, it is fair to assume that an EIT is bound by a conduct structure as well
- Employers noted that they already do annual reviews where they discuss a licensing timeline, and this should be integrated into the program. There was a concern for hiring a person who has an EIT designation but ends up being unable to get licensed. Participants expressed a need for PEO to be as invested in their licensure pathway and process as their employer is by regularly checking in on them and seeing that experience lines up with competencies. The hiring of an EIT is regarded as filling the position of a P.Eng, due to the expectation that they will soon be licensed.
- Participants expressed that they regard an EIT designation as a regulatory designation, like a P.Eng or Limited licence. They felt that it would add more value to the designation if there were

more set and defined requirements like prior completion of the NPPE or other academic criteria. EIT designations were thought to shows an understanding of what PEO is, would be more valuable to know they plan to get licensed and in what timeframe rather than indefinitely

- There was further support for the front loading of the NPPE, also to mitigate liability issues in ethics and professional practice.

Theme 5: Graduated Licence Program:

- During this section, the group identified areas for improvement regarding challenges with EITs moving forward in the system, which would need to be addressed when considering elements of a graduated model. They noted that the licensure of internationally educated individuals is often hindered due to wait times because reviewing paperwork takes so long. It should be noted that this was an issue in the legacy system but has been mitigated under the new licensing process.
- Participants discussed the turnaround time for gaining access to information for reviews and getting the approval to write technical examinations, which can take months or even years when applicants have studied and been ready to write. The group identified timeline and review cycles as a big issue in the past.

EIT Consultation: Ontario Government – February 12, 2025

Theme 1: Benefits and Value:

- Focus group participants shared that the program provides benefits across several key areas, including the ability to gain validated experience early or periodically to know if one is going down right path, and prior vetting from PEO allowing the employer to avoid completing their own potentially arbitrary assessment of the education
- There was a push for a mandatory program, and it was noted that people didnt likely take opportunity to participate because it wasn't mandatory, and that making the program mandatory would allow consistency across Canada. A mandatory program would allow for mentorship and exposure to opportunities on a more consistent basis rather than just for a select few who happened to know about the program
- Some felt that the requirement to be employed in the field of engineering as a prerequisite to becoming an EIT is a barrier to entry. If the EIT designation is an aid to seek to getting employment, it's counterintuitive. However, making the program mandatory but then also requiring employment as a prerequisite would create unfair barriers
- There was a high value placed in the EIT title. It was felt that the designation shows dedication to pursuing licensure, and that the person has graduated from an accredited school

Theme 2: Eligibility criteria and duration

- There was discussion regarding reducing the requirement to practice under supervision, which could be brought back to two years
- Participants felt it would be helpful if there were a requirement for EITs to successfully complete the NPPE before enrolling in the program, as passing this would show knowledge of good ethics and morals
- It was noted that EITs still represent PEO by using the title, so ensuring good ethics and morals should be a mandatory requirement through completion of the NPPE in advance of program entry

Theme 3: Mentorship and gaining professional experience
- The group echoed a strong desire for a greater level of guidance, support and leadership from PEO. There was a call for more guidance, clear milestones, and a framework from PEO so people can get an idea of where they are in their progress with more established checkpoints from PEO. There was also a call for more consistency in the milestones that are expected in the program for licensure rather than relying on what their company expects of them.
- The group expressed a confusion in the past regarding terminology, specifically for mentors versus supervisors. As a supervisor one should follow the regulatory requirements of PEO, while a mentor should be a different person who one can have more candid conversations with and informal learning opportunities. The supervisory standard has in the past been unclear and there have been problems when the mentor is also the supervisor if there are differences of opinion.
- Participants felt very strongly about the inconsistencies between employers and how this affects the EIT experience. EITs are often doing the jobs of full engineers and the workload is very vastly different between EIT jobs. Separate standards that differ from PEO's are also being established at companies, which is creating confusion. Often times when there are not sufficient recruitment practices, EITs are working in conditions without proper supervision or someone else signing off on their work.
- PEO should be providing support with mentorship depending on how large or small employers are and how many EITs are employed in the organization. It would be helpful to formalize the requirements of mentorship and provide smaller organizations that have few employees with experienced as mentors as they may need additional assistance from PEO, which could perhaps be in the form of a matchup assigned from a different organization.
- PEO needs to provide greater clarity and oversight to determine whether a supervisor is taking responsibility for the work, how many kinds of jobs an EIT is doing and of what nature, and whether they are receiving enough training and support

Theme 4: Oversight and accountability
- There was a widespread agreement that EITs should be held responsible for ethical lapses such as conflict of interest but shouldn't be held accountable for something like incompetence as the role of an EIT is supposed to be to learn. It was noted that an EIT should already know about ethics because they should have taken an ethics course in university for their engineering degree.
- Participants felt that EITs should not be subject to the same disciplinary process as licensed engineers because their work is being supervised by a licensed engineer and the P.eng should assume all liability for their work
- The group discussed a need for a better look at how the program is administered at different employers. Suggestions for this included auditing the administration of the EIT Program for employers of major companies, and gaining a better understanding of how EIT's are allocated work and how mistakes are handled and corrected. This conversation led to discussion regarding a need for oversight on the licensed practitioners who are overseeing EITs, which included a conversation about qualification of licensed engineers to be supervisors and mentors - just because someone is licensed may not necessarily mean they are qualified to mentor and teach someone else. The group felt that the person taking responsibility for the EIT's work should be just as much overseen as the EIT themself.
- A combination of EIT program with PEAK was suggested and there was support for this idea.

Theme 5: Graduated Licence Program:

- One participant felt that a graduated licensing program would not be effective if there are plans to shorten the number of years of required experience though in the context of a four-year program this would work, and having some checkpoints along the way would be helpful
- The group showed support for a graduated licensing program and felt it would help to clarify expectations.

<div align="center"><u>**EIT Consultation: Employers Meeting II – February 14, 2025**</u></div>

Theme 1: Benefits and Value:
- Focus group participants shared that they felt the program should be made voluntary, with academic verification exiting as part of entry requirements. employers found it important and helpful that PEO validates this in advance.
- There was an emphasis on maintaining the annual review component

Theme 2: Eligibility criteria and duration
- Many felt that they didn't agree with the previous structure that allowed people to be in the program for 10+ years. Given that a minimum of 4 years of experience is needed for licensure, it was felt that a maximum allowance of four years in the program was a bit tight, but it should definitely not be indefinite. One suggested a maximum time limit of six years.
- There was a consensus that participants of the program should write the NPPE as they are applying for the EIT program
- Suggestions for the new program included milestones and checkpoints to licensure with regular check- ins, an annual review process (which needs greater support from PEO), and a requirement for references
- The program should be reoriented to position EIT as not just a designation but a logical pathway to licensure

Theme 3: Mentorship and gaining professional experience
- While the value of mentorship was a shared sentiment, there were mixed views on whether PEO should administer such a program. Some felt that PEO shouldn't have a mentorship program because employers do this already, and that this would be too onerous because engineering field is too varied. It was suggested that employers' existing mentorship programs should be tied to PEO's potential mentorship program.
- It was agreed that there should be use of the annual review for supervising engineers comments
- Participants felt that there should be ways for employers to look for EITs who are seeking employment, and possibly an EIT job bord to connect them, which includes their experience profiles
- The group also discussed incorporating EITs into PEAK

Theme 4: Oversight and accountability
- The group felt that PEO should have jurisdiction over EITs as the title makes them a representative of PEO, though when discussing penalties it was felt that discretion should be used. Penalties should not be the same as that which is applied to the P.Eng title, but EITs should be under regulatory process completely and also have a modified complaints process.

Theme 5: Graduated Licence Program:

- The feedback indicated support for a milestone checkup every few years during a potential graduated licensing program
- There was an expression of a need for more leadership from PEO. Suggestions included sessions from PEO designed for EITs only, better understanding of PEO processes, better and clearer program structure, increased supports for coordination between engineering employers, consistency in training, and better communication about changes to the program and ways to best benefit from it. One of the most echoed sentiments was a need for PEO to provide resources to employers to support their EIT employees.

EIT Consultation: Employers III Meeting – February 18, 2025

Theme 1: Benefits and Value:
- Participants stressed that the mentorship program was highly valued, and the prior vetting process from PEO was helpful as an EIT designation was like a confirmation of meeting academics. Providing guidance for their experience record was also valued as a component of the program, thought this feature was underused.
- The group did not feel the program should be made mandatory
- Participants agreed that a new program should definitely have a collaborative aspect with universities for graduates to understand the value and benefits of the EIT program and training for prospective program participants about competency-based assessment
- More guidance and information is needed from PEO to get people familiar with the process and exactly how it can lead to licensure
- Value in the EIT title was also discussed. "If they have it on their resume it looks more professional", one noted. The lack of an existing EIT title under the current regime where the old program has been removed now makes it difficult for employers to perceive dedication towards licensure. This also means a person cannot register under any title until full licensure over four years.

Theme 2: Eligibility criteria and duration
- Opinions diverged when discussing the program duration. Some felt that the four-year timeframe should be applied to the EIT program as it is reasonable and shouldn't be any longer or shorter. A few stated that they were not sure exactly what the timeline should be but agreed there should be a timeline based on the criteria that must be met and how much time is needed to meet those criteria. An eight-year maximum time limit in the program was also suggested. Another felt that rather than any prescribed duration, an EIT should be allowed to remain in the program as long as they can show evidence that they are continuing to progress towards licensure and what stages they're at.
- A prescribed period of time to complete the NPPE was breifly discussed. One participant suggested a requirement to complete the NPPE within two years of becoming an EIT.

Theme 3: Mentorship and gaining professional experience
- The group agreed that mentorship is valuable, and that having a mentor allows them to be coached on what experience counts as many EIT's do not know this. One participant suspected that many EIT's do not seek licensure because they do not believe that the experience that they have gotten would count towards licensure.

- One participant felt strongly that the PEO mentorship program is good as is, and noted that many organizations have their own independent mentorship programs as well which is why some may not be utilizing the mentorship program that PEO offers.

Theme 4: Oversight and accountability
- One employer noted that their company's EITs are given a choice of whether they would like to be subject to the oversight of PEO or to that of the company. This is the source of some level of inconsistency
- Employers emphasized that they personally assume accountability of making sure that they're doing everything that they can to ensure people have their exams completed, attain the four years of experience, and are on the pathway to licensure
- There was a consensus that, in order to make the EIT program something of substance PEO should have some oversight, but this should be focused more on education than discipline, and that the discipline process should be different than for license holders. There is value in using the EIT program as a way for a person to demonstrate good standing.
- Some showed support for the code of ethics being applicable to EITs – the sooner they are subject to the code of ethics the sooner they will be on the path to understanding what it's like to be a fully licensed engineer
- Some level of peak incorporation was suggested

Theme 5: Graduated Licence Program:
- Participants supported the idea of the graduated program. They noted that there would need to be clear milestones on the different stages, which would help to keep the individual on track, especially considering that four years is a long time for someone not to have checkpoints.
- The EIT program should be source of guidance to both employers and EITs, rather than relying on what the organization has in place which may not necessarily be aligned with what PEO needs for someone to get licensure. This would also allow for more awareness of the process and consistency from the mentors.

EIT Consultation: East and West Region Chapters Focus Group – February 12, 2025

Theme 1: Benefits and Value
- Participants highlighted that the program offers substantial benefits beyond skill acquisition, particularly in enhancing career prospects and employability.
- Personal growth was emphasized, as the program encourages challenges and deeper insights into professional fields.
- Networking opportunities with industry leaders, peers, and potential employers were considered a major advantage, potentially leading to job offers and collaborations.
- Many participants reported increased confidence and a more straightforward career path due to their involvement in the program.
- There was broad agreement on the value of a supportive environment that fosters continuous learning. Some participants suggested adding structured mentorship to enhance the program, while others found existing informal networks valuable.

Theme 2: Eligibility Criteria and Duration
- Entry into the program is contingent upon specific educational qualifications and relevant work or volunteer experience to ensure participants are well-prepared.

- Age requirements may be applicable depending on the program's nature, aligning with its goals and expectations.
- The program typically spans several months to a year, with variations based on the depth of training, providing sufficient time for skills development and practical experience.

Theme 3: Mentorship and Gaining Professional Experience
- Participants stressed the importance of structured mentorship, where experienced professionals provide guidance, support, and industry insights.
- Personalized mentorship was key to career growth, offering tailored advice and feedback.
- Hands-on experience through practical projects, internships, and collaborative efforts was crucial for applying theoretical knowledge.
- A combination of mentorship and hands-on experience helps develop essential skills, fosters personal growth, and builds long-term industry connections.

Theme 4: Oversight and Accountability
- Strong oversight mechanisms are needed to ensure commitment and performance consistency among participants.
- Regular evaluations, progress assessments, and feedback sessions were recognized as essential for tracking growth and identifying areas for improvement.
- A structured accountability framework was proposed to reinforce program standards and help participants set and achieve career goals.
- Transparency and support were highlighted as crucial to creating a learning-focused, professional development-friendly environment.

Theme 5: Graduated Licence Program
- Participants saw the Graduated Licence Program's structured approach as somewhat beneficial in progressively developing skills.
- The phased design ensures that participants demonstrate their abilities at different stages, reinforcing progress and confidence as they take on more complex tasks.
- The blend of theoretical learning and practical experience at each phase was recognized as essential to career success.
- Achieving milestones within the program fosters a sense of accomplishment and validates participants' progress.

EIT Consultation: Eastern and Northern Focus Groups – February 18, 2025

Theme 1: Benefits and Value
- Focus group participants highlighted that the program offers numerous benefits beyond skill acquisition. It enhances professional competencies, making individuals more competitive in the job market.
- Personal growth was also emphasized, with participants noting how the program encourages embracing challenges and gaining deeper insights into their fields.
- Networking opportunities were frequently mentioned, as the program facilitates connections with industry leaders, peers, and potential employers.
- Many participants also reported increased confidence and a more straightforward career trajectory.

- There was consensus on the value of fostering a supportive learning environment, with some advocating for structured mentorship to enhance the program's offerings further.

Theme 2: Eligibility Criteria and Duration
- Educational qualifications, relevant work or volunteer experience, and specific degree programs were highlighted as key eligibility criteria.
- Some programs may impose age requirements to ensure alignment with expectations and objectives.
- The program generally spans several months to a year, allowing participants sufficient time to immerse themselves in the curriculum, develop skills, and gain hands-on experience necessary for success in the field.

Theme 3: Mentorship and Gaining Professional Experience
- Mentorship was identified as a critical component, with experienced professionals providing guidance, support, and industry insights. Personalized advice and constructive feedback were emphasized as essential for career growth.
- Hands-on experience through projects, internships, and collaboration was highlighted as invaluable in applying theoretical knowledge to real-world contexts. The combination of mentorship and practical experience was vital for skill development and building lasting industry connections.

Theme 4: Oversight and Accountability
- Participants underscored the importance of strong oversight mechanisms to maintain high-performance standards. Regular evaluations, such as progress assessments and feedback sessions, were identified as practical tools for tracking growth and identifying areas for improvement.
- A structured accountability framework was essential for reinforcing program standards and ensuring participants remain aligned with expectations. Transparency and support were highlighted as key factors in creating an environment conducive to learning and professional development.

Theme 5: Graduated Licence Program
- The structured, phased approach of the Graduated Licence Program was seen as beneficial in progressively building skills and preparing participants for more senior roles. Each program level provides opportunities to demonstrate progress and gain confidence in handling complex tasks.
- Integrating theoretical learning with hands-on experience was recognized as a crucial element, equipping participants with practical skills for career success. Reaching milestones within the program reinforces dedication to professional growth and validates participants' achievements.

EIT Consultation: Western Regional Focus Groups – February 13, 2025

Theme 1: Benefits and Value
- Participants emphasized the significant benefits of the program, particularly its role in supporting early-career engineers through mentorship and networking opportunities.
- Many highlighted the importance of the program in fostering professional growth by providing avenues to engage with industry professionals and develop leadership skills.

- The ability to participate in the chapter executive was seen as a key advantage, helping individuals build management and communication skills.
- Some participants noted that the program previously lacked sufficient outreach, making it difficult for individuals to access its full benefits.
- The experience review component was appreciated, as it provided guidance on meeting licensing requirements.

Theme 2: Eligibility Criteria and Duration
- There was consensus that the program should be accessible to those who have met the academic requirements or are on track to complete them.
- Some participants suggested that a defined timeline for participation could help ensure progression towards full licensure.
- The need for a clear communication strategy regarding eligibility requirements was emphasized to prevent misunderstandings.

Theme 3: Mentorship and Gaining Professional Experience
- The mentorship component was widely regarded as essential, with participants advocating for a structured mentorship program to provide consistent guidance.
- Many felt that mentorship should include personalized feedback and career development support.
- Hands-on experience through networking events, seminars, and industry collaboration was seen as a valuable feature that should be retained and expanded.
- Participants suggested integrating structured professional development sessions to complement mentorship efforts.

Theme 4: Oversight and Accountability
- Participants discussed the importance of ensuring accountability within the program, suggesting regular progress reviews to track participants' engagement and career advancement.
- Some recommended more transparency in program offerings and clearer guidelines on how participants could utilize available resources.
- It was noted that structured evaluations could enhance participant success and better align expectations with program goals.

Theme 5: Graduated License Program
- Participants advocated for maintaining the program as a voluntary initiative while improving its value proposition to encourage participation.
- There were suggestions to implement a tiered structure, allowing participants to progress through different levels based on experience and professional development milestones.
- Participants highlighted the need for improved communication and outreach strategies to ensure that individuals fully understand and utilize program benefits.
- A stronger connection between the program and the licensure process was suggested, with a streamlined experience review that could contribute directly to licensure approval.
- Overall, there was strong support for revamping the program with enhanced mentorship, clearer eligibility guidelines, and better integration with the licensing process.

EIT Consultation: Professional Associations – February 19, 2025

Theme 1: Benefits and Value:
- Overall, participants felt that there should be a time frame for how long people are allowed to be in the program and when they must apply for their license.
- There was an expression of a need for greater clarity of information from PEO. Eligibility for being an EIT does not mean eligibility to be licensed, and this has been unclear in the past; when someone finds out that they are not eligible for licensure after they have become an EIT, many prefer to just stay in the program instead of telling their employer. A need for structure and perception of value for the annual experience review was raised in terms of information offered online, and an underfilling of information about the annual experience review on the website. Participants also cited a desire for consistency in how the program is recognized by employers.
- Participants emphasized that they valued PEO's vetting process of EITs and emphasized that new requirements include that the person meets academic requirements. It was noted that, from an employer perspective, it is assumed that PEO has already vetted EITs and the reason they don't have their license yet is simply due to lack of experience opportunity, but that they have met the academic requirements. One participant shared that their biggest perceived benefit of the program is the EIT title during job search. Participants felt that being a part of the EIT program shows a value and interest in becoming licensed. The importance for a new program to be viewed as a licensure program rather than a membership program was stressed.
- Participants felt that the EIT program should be mandatory for the first year with an ability to opt out after that, at which point they should be asked about their experience in the program.

Theme 2: Eligibility criteria and duration
- Participants noted that the EIT program was previously designed as some of a membership because people liked the title more than the ability to make efficient use of the program benefits as a form of license
- It was agreed that someone should be employed in engineering during EIT so that it serves as a pathway to licensure
- The group had mixed views on the sort of eligibility criteria that a new program should include. There was a debate on the sort of program requirements should exist prior to entering the program as some felt a lessening of barriers and requirements for enrollment in the program would encourage more people to enroll ultimately helping them to determine what their career will look like
- It was suggested that there should be a focus on targeting those coming directly from university
- One participant felt strongly that asking people to have a job in engineering before becoming an EIT is totally unfair, and that the EIT program should be a way for people to get their foot in the door. There was a concern that this would create an exclusive class of people who can get licensed through the EIT program, while others are left behind

Theme 3: Mentorship and gaining professional experience
- The group agreed that getting field experience is one of the biggest challenges and mentorship is very valuableit was noted that mentorship has the potential to be very helpful during the work from home era where people are not getting in person hands on experience
- Some felt that mentorship should be mandatory for at least some portion of a person's EIT career thoguh a majority agreed that mandatory, structured mentorship should be part of the

EIT program. One participant cited a study that showed that those who are mentored are more successful than those who are not.
- Participants fully endorsed the idea of a structured mentorship program as a component of the EIT program
- Participants stressed the value of mentorship programs for newcomers with a lot of experience, to enable bridging to Canadian engineering practice standards and codes

Theme 4: Oversight and accountability
- Feedback included calls for the EIT program to be enriched with a connection to the PEAK program
- There was an agreement that there needs to be some kind of accountability for those in the program. Many felt that PEO should seek ethical jurisdiction over EIT's, and that there should be similar ethical responsibilities between P.Eng and EIT to ensure that everyone operating with some affiliation with PEO is operating with ethics
- The NPPE should be a prerequisite to program entry
- The code of ethics should be modified for EIT but it should apply in some respect however the disciplinary process should not because they are working under a supervisor. A direct application of the disciplinary process probably wouldn't be appropriate but a lighter touch of it would be. Consequently, there should be accountabilities from the supervising engineer

Theme 5: Graduated Licence Program:
- The group supported the graduated licensure program and felt that it made sense in the context of the EIT program. There was a strong support for a staged milestones and a clear pathway to get from EIT to licensure
- One participant noted that their company used to use PEO EIT System to verify the eligibility of someone taking part in a program they offer at their company, this has since created challenges
- Participants noted that employers value and encourage licensure, and that there is value for the professional identity of an EIT
- It was highlighted that in a new program there needs to be a clearly illustrated pathway from graduation to licensure, and an emphasis on simplicity and ease of understanding

EIT Consultation: Website Responses – March 3, 2025

Program Benefits and Value
- Several respondents emphasized that the EIT program provides a structured path to licensure, offering mentorship and experience review opportunities.
- Some suggested that the program should remain voluntary, allowing flexibility for those who meet licensure requirements independently.
- Others argued for a mandatory EIT program to ensure standardization and uphold engineering ethics and professional standards.
- Concerns were raised regarding the program's effectiveness, citing statistics indicating a lower licensure completion rate for EITs than non-EITs.

Eligibility Criteria and Regulatory Oversight
- There was consensus that academic requirements should be a prerequisite for EIT designation.

- Some advocated including non-CEAB graduates and internationally trained engineers, with additional training and mentorship opportunities to bridge knowledge gaps.
- Ethical standards and adherence to the PEO Code of Ethics were deemed essential for EITs, and recommendations were made for mandatory ethics exams before licensure.
- Employers should be accountable for providing mentorship and ensuring that EITs gain relevant experience under a licensed engineer.

Gaining Professional Experience
- Many respondents emphasized that practical problem-solving, teamwork, communication, and adaptability to Canadian engineering standards are the most valued competencies for EITs.
- Structured mentorship programs, including regular progress reviews, competency assessments, and designated mentors, were recommended.
- Some proposed that mentorship hours should be counted as part of professional development for licensed engineers.

Barriers to Licensure and Recommendations for Improvement
- The lack of uniformity in licensure requirements across provinces was highlighted as a significant barrier and calls for inter-provincial alignment were made.
- Internationally trained engineers face difficulties meeting experience and technical exam requirements; a more flexible approach was suggested.
- Several respondents proposed reducing the 48-month experience requirement to 24 months to encourage more engineering graduates to pursue licensure.
- A structured internship program funded by the government or industry partnerships was suggested to better support EITs and new graduates.

Conclusion
Overall, the feedback indicates strong support for reinstating the EIT program with improvements to mentorship, training, and regulatory alignment. While some advocate for a mandatory program, others stress the importance of flexibility. Addressing barriers for internationally trained engineers and ensuring that the program enhances professional development are key areas for improvement. Policymakers should consider these insights to refine the EIT program for better effectiveness and accessibility.

Information Note (Discussion if required) – Tribunal Activity Report

Agenda Item No.	C-568-8.1
Purpose	To update Council about the activities of the Tribunal Office and related Committees
Strategic/Regulatory Focus	*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).*
Motion	*Not applicable*
Attachments	*None*

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
CRC: Council has been presented with a report from the Complaints Review Councillor (CRC) under separate cover in the In Camera materials. All CRC reports are privately provided for Council to consider.

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

Hearing Days (Full hearing days) in 2025

Committee Name	Jan	Feb	March
Discipline	2	1	0
Registration	2	0	0
Totals	4	1	0

Pre-Hearing/Settlement Conferences held in 2025

Committee Name	Jan	Feb	March
Discipline	0	0	0
Registration	0	2	1
Totals	0	2	1

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

Discipline Committee

The Discipline Committee as a whole, committed to providing a written Decision and Reasons Document within 30 (thirty) days of the last day of the hearing. Sometimes the complexity of the issues requires additional time.

Decisions released since the last meeting of Council: 2
Two decisions and reasons were provided within an average time of **31.5 days** between the final day of the hearing and the release of the Decision and Reasons.

New referrals since the last meeting of Council: 3
The Discipline Committee received 3 new referrals in March of 2025.

General Information

The adjudicators that volounteer through the DIC take their role seriously. At the end of 2022, the Committee agreed to the 30 day time limit for delivery of Decisions and Reasons. The Committee has done their best to ensure that they complete their deliberations and write the Decision and Reasons as soon as is practicable.

Average Time from receipt of the referral to delivery of the Decision and Reasons
2021 – 427 days
2022 – 294 days
2023 – 330 days
2024 – 237 days

Occasionally it takes longer where the matter is complex or there are multiple parties, but the DIC's commitment to ongoing improvement remains.

Council has facilitated this process by appointing new members as requested, ensuring a good balance between Professional Engineers and members of the public, and supporting more easily accessible virtual hearings.

Virtual hearings allow all the parties, regardless of location, to participate in the same manner.

Regular training for the committee members by ILC and the opportunity for the Committee as a whole to meet and discuss best practices once or twice a year supports continuous improvement.

Registration Committee

Requests for hearings to date in 2025: 12

Seeking alternate pathways for licence: 8
8/12 applicants are working with PEO and Licencing to try the Competency Based Assessment (CBA) pathway to licensure.

Decisions: 0
No new decisions have been released.

568th Council Meeting – April 4, 2025

Decision Note – Engineers Canada: Candidate for President-Elect

Agenda Item No.	C-568-9.1
Purpose	To consider extending the term of Marisa Sterling, P.Eng., as Ontario Director on the board of Engineers Canada (EC), enabling her to run for the position of President-Elect in the 2025 EC election.
Strategic/Regulatory Focus	Governance
Motion	That Council agrees to re-nominate Marisa Sterling, P.Eng., to serve a further one-year term from 2027 to 2028 as an Engineers Canada director from Ontario conditional on her being chosen as President-Elect at the May 2025 EC Board Meeting. *[Simple majority threshold]*
Attachments	Appendix A: Excerpts from Engineers Canada Bylaw and Board Policy Manual

Summary

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

This briefing note addresses the request to extend the term of Marisa Sterling, P.Eng., as Ontario Director on the board of EC to enable her to seek election as President-Elect of Engineers Canada. As is the case at PEO, an individual who becomes President of EC must first serve a year as President-Elect and then, after their term as President, must be willing and eligible to serve as Past-President, making this a three-year commitment. Ms. Sterling's current term as an EC director will end in 2027. Hence a one-year extension of Ms. Sterling's term would be necessary for her to be eligible for the President-Elect election in May 2025.

Subject to Council's approval of the motion and if she is successful in becoming the EC President-Elect, Ms. Sterling's term on the EC Board will end at the May 2028 AMM.

Public Interest Rationale

N/A.

Background

PEO, as a member organization within EC, nominates individuals to serve as Directors on the Engineers Canada Board. Marisa Sterling serves as one of five Directors from Ontario, nominated by PEO. Her current term is scheduled to expire in May 2027. She has indicated interest in being a candidate for the President-Elect position on the Engineers Canada Board of Directors. The Engineers Canada Board will choose its next President-Elect at its May 2025 meeting.

As a Director, Ms. Sterling is eligible to run for President-Elect. This is a role that would see her serve as President-Elect in 2025-2026, President in 2026-2027, and Past-President in 2027-2028. This eligibility is outlined in both EC's Bylaw (section 4.6[3]) and Board Policy Manual (section 6.13.2). Applicable areas are <mark>highlighted</mark> in the excerpts provided at **Appendix A**. To facilitate meeting one of the eligibility criteria,

Council is asked to commit to nominating Ms. Sterling for an extended term, allowing her to stand for election, contingent on her being chosen as President-Elect.

That is, if the proposed motion passes, and if she succeeds in becoming President-Elect of the EC Board and is re-elected as a Director by the EC members at the 2027 AMM, Ms. Sterling's term on the EC Board would end at EC's May 2028 Annual Meeting of Members.

If she is not successful, in accordance with EC's rules, Ms. Sterling would have the option to run for President-Elect in 2026. Again, this is conditional on her receiving Council's nomination for an extended term on the EC board. If she forgoes this option, her term would end as currently scheduled, at the 2027 EC AMM.

Considerations

- As a significant contributor to Engineers Canada, PEO benefits from having its licence holders who are familiar with the work of PEO serve in leadership positions at EC.

- Historically, similar extensions were granted to previous Ontario Directors, including Nancy Hill (2022), Chris Roney (2015), and Catherine Karakatsanis (2011), to enable them to seek the President-Elect position.

- At its February meeting each year, PEO Council selects one or more nominee(s) to the EC Board of Directors. With respect to the availability of positions in the coming years:
  - Two candidates, Roydon Fraser, P.Eng. and Christopher Chahine, P.Eng., have been previously nominated to serve three-year terms on the EC board, starting in 2025.
  - In 2026 there will be one vacancy, regardless of whether or not this motion succeeds and Ms. Sterling is chosen as President-Elect.
  - In 2027, because the term extension being considered for Ms. Sterling is subject to her actually being chosen as President-Elect, there will be either one or two vacancies.
  - In 2028 there will be either two or three vacancies, again depending upon whether Ms. Sterling is successful in her bid to be EC President-Elect in 2025.

- We have been advised by EC that this motion is essential to enable Ms. Sterling to seek election as President-Elect.

Stakeholder Engagement

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

Next Steps

- If the motion is approved, Marisa Sterling will file her consent to stand for the position of President-Elect with the Chair of the Engineers Canada Nominating Committee.
- She will stand for election to the position of President-Elect at the May 2025 Board Meeting of Engineers Canada, held in conjunction with the Annual Meeting of Members.
- If successful, Ms. Sterling will serve the balance of her current term and then be considered re-nominated by PEO for a further one (1) year, serving as Past-President of EC in 2027-2028.
- If unsuccessful, Ms. Sterling's term as Director will end as planned in May 2027 (subject to an expression of interest to stand for President-Elect in 2026). She will no longer be eligible to run for EC Director, as she will have completed two 3-year terms.

Prepared by: Secretariat Staff

Appendix A
Excerpts from Engineers Canada Bylaw and Board Policy Manual

Excerpt from EC's Bylaw

4.6 Term Limits

(1) Directors shall be elected to the Board for a term of three (3) years.

(2) No Director may be elected to the Board for more than two (2) terms, or a lifetime maximum of six (6) years.

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

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

Excerpt from EC's Board Policy Manual

6.13 President-Elect nomination and election process

6.13.2 Eligibility

(1) To serve as the President-Elect, a Director shall:
    a) have been nominated to serve as a Director by their Regulator for the ensuing three years; or,
    b) subject to being elected or acclaimed, as the case may be, to the office of President-Elect, obtain a written commitment from their Regulator to nominate them for election as a Director for an additional period to enable them to serve as President-Elect, followed by terms as President and then Past President; and,
    c) for Directors in their second term, have a minimum of one (1) year remaining in their term of office.

(2) All candidates for election shall provide, as part of their nomination:
    a) A declaration of interest form (Appendix A); and,
    b) A curriculum vitae that will be provided to the Board.

(3) All documents must be submitted within the time period set by the Past President, which shall be a minimum of four weeks in advance of the spring Board meeting.

Decision Note – Councillor Items

Agenda Item Number	C-568-9.2
Purpose	To field questions from Council during the open session.
Strategic/Regulatory Focus	
Motion	None required
Attachments	