Confirmation of Notice and Quorum

Agenda Item Number	C-572-1.1
Purpose	Secretariat to confirm notice and quorum of the meeting.

Confirmation Note – Approval of Agenda

Agenda Item Number	C-572-1.2
Purpose	To approve the agenda for the meeting.
Motion	(simple majority) That: a) The agenda, as presented to the meeting at C-572-1.2, Appendix A, be approved; and b) The Chair be authorized to suspend the regular order of business.
Attachments	Appendix A – 572nd 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

C-572-1.2
Appendix A

Draft AGENDA

572nd Meeting of the Council of Professional Engineers Ontario
Friday, September 26, 2025 / 8:30 am – 5:00 pm / Lunch 12:00 – 12:45 pm
In-Person Meeting: Hilton Mississauga/Meadowvale, 6750 Mississauga Road, Graydon D Room, Mississauga
Virtual Option: Zoom details are provided via Outlook calendar invitation and Diligent Boards

SUMMARY OF TIMINGS	
8:30 am	**CALL TO ORDER – Formal Public Meeting Begins**
10:20–10:30 am	Approximate time of break
12:00–12:45 pm	Lunch
3:00–3:10 pm	Approximate time of break
5:00 pm	**Meeting concludes**

	ITEM	Spokesperson	Type	Time
1.	**OPENING**	**Spokesperson**	**Type**	**Time**
1.1	WELCOME AND CALL TO ORDER ○ Confirmation of Notice and Quorum ○ Acknowledgement of Attendees (Council, Staff, and Guests) ○ Other Announcements	Chair	Confirmation	8:30
1.2	APPROVAL OF AGENDA	Chair	Confirmation	
1.3	DECLARATION OF CONFLICTS OF INTEREST: Disclosure of Councillor conflicts, if any	Chair	Exception	
2.	**CONSENT AGENDA**	**Spokesperson**	**Type**	**Time**
Councillors may request that an item be removed from the Consent Agenda for discussion.				
2.1	OPEN SESSION MINUTES – 570 and 571 COUNCIL MEETINGS	Chair	Decision	8:40
2.2	CONSULTING ENGINEER DESIGNATION APPLICATIONS a) Approving b) Declining	J. Vera Director, Licensing	Decision	
2.3	CHANGES TO 2025 STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LIST	J. Schembri Director, Volunteer Engagement		

ITEM		Spokesperson	Type	Time
	a) Approval of Committee Membership Changes b) Committee Membership Changes		Decision Information	
2.4	GUIDELINES REVIEW: REPORT AND RECOMMENDATIONS	Councillor Hilborn RPLC Chair	Decision	
2.5	USE OF ARTIFICIAL INTELLIGENCE (AI) IN ENGINEERING PRACTICE: RECOMMENDED APPROACH	Councillor Hilborn RPLC Chair	Decision	
2.6	APPOINTMENT TO GOVERNANCE AND NOMINATNG COMMITTEE	Councillor MacFarlane GNC Chair	Decision	
2.7	2026-2027 COUNCIL AND COMMITTEE CALENDAR	M. Solakhyan Director, Governance	Decision	
2.8	COUNCIL EVALUATION PLAN	Councillor MacFarlane GNC Chair	Information	
2.9	REGIONAL COUNCILLORS COMMITTEE (RCC) REPORT	Councillor Chiddle RCC Chair	Information	
2.10	STAFF REPORT ON MEMBER SUBMISSIONS TO 2025 ANNUAL GENERAL MEETING	M. Solakhyan Director, Governance	Information	
2.11	CPD STAKEHOLDER ENGAGEMENT STRATEGY AND MILESTONES	Councillor Hilborn RPLC Chair	Information	
3.	**EXECUTIVE & STRATEGIC REPORTS**	**Spokesperson**	**Type**	**Time**
3.1	PRESIDENT'S REPORT	Chair	Information	8:45
3.2	CEO/REGISTRAR'S REPORT - 2026 Operational Plan	CEO/Registrar Quaglietta	Information	8:55
4.	**AUDIT AND FINANCE COMMITTEE ITEMS**	**Spokesperson**	**Type**	**Time**
AFC Summary Report at Tab 4 in Diligent Boards				
4.1	2026 DRAFT OPERATING AND CAPITAL BUDGETS	Councillor Cutler AFC Chair	Discussion	9:15
4.2	REVISED EXPENSE REIMBURSEMENT POLICY	Councillor Cutler AFC Chair	Decision	9:35
5.	**GOVERNANCE AND NOMINATING COMMITTEE ITEMS**	**Spokesperson**	**Type**	**Time**
GNC Summary Report at Tab 5 in Diligent Boards				
5.1	ORIENTATION COURSE FOR CANDIDATES FOR ELECTION	Councillor MacFarlane GNC Chair	Decision	9:55
5.2	ANNUAL GENERAL MEETING PLANNING FOR 2026	Councillor MacFarlane GNC Chair	Decision	

	ITEM	Spokesperson	Type	Time
5.3	VISION STATEMENT	Councillor MacFarlane GNC Chair	Decision	
6	**HUMAN RESOURCES AND COMPENSATION COMMITTEE ITEMS**	**Spokesperson**	**Type**	**Time**
HRCC Summary Report at Tab 6 in Diligent Boards				
7	**REGULATORY POLICY AND LEGISLATION COMMITTEE ITEMS**			
RPLC Summary Report at Tab 7 in Diligent Boards				
7.1	ENGINEERING INTERN (EIT) PROGRAM: OUTSTANDING POLICY QUESTIONS	Councillor Hilborn RPLC Chair	Decision	11:10
7.2	OBLIGATION TO COOPERATE	Councillor Hilborn RPLC Chair	Decision	
LUNCH: 12:00-12:45				
8	**REGULATORY ITEMS**			
8.1	TRIBUNAL ACTIVITY REPORT	N. Brown Legal Counsel & Director, Tribunals	Information	12:45
8.2	REPORT FROM DISCIPLINE COMMITTEE (DIC)	W. Turnbull DIC Chair	Information	12:50
9	**OTHER ITEMS**			
9.1	ENGINEERS CANADA DIRECTORS' REPORT	A. Arenja Ontario Director	Information	1:00
9.2	ENGINEERS CANADA PROJECT UPDATE: REALIZING FUTURES OF ENGINEERING ACCREDITATION (FEA)	T. Hubley (VP, Regulatory Affairs) & M. Warken (Manager, Accreditation & CEAB Secretary)	Presentation	1:10
9.3	COUNCILLOR QUESTIONS • Clarifying the Interpretation and Application of Sections 3(2) and 29 of Regulation 941	President-Elect Notash	Discussion	1:45
9.4	MOTION TO MOVE IN CAMERA	Chair	Decision	2:00
BREAK AND PUBLIC OPEN SESSION MEETING CONCLUDES				
10	**IN CAMERA CONSENT AGENDA**	**Spokesperson**	**Type**	**Time**
10.1	IN CAMERA MINUTES – 570 and 571 COUNCIL MEETINGS	Chair	Decision	Est 2:05
10.2	RE-APPOINTMENTS OF CHIEF ELECTIONS OFFICER AND CHIEF ELECTIONS AGENT	Councillor MacFarlane GNC Chair	Decision	

ITEM		Spokesperson	Type	Time
10.3	EXECUTIVE COMMITTEE REPORT	Chair	Information	
10.4	LEGAL UPDATE	D. Abrahams VP, Policy & Governance and Chief Legal Officer	Information	
11 IN CAMERA ITEMS		**Spokesperson**	**Type**	**Time**
11.1	COUNCIL CULTURE REVIEW	D. Weiss President, Weiss International Ltd.	Information/ Presentation	2:10
11.2	GOVERNMENT LIAISON PROGRAM UPDATE	B. Lamb Senior Consultant, Wellington Advocacy	Information/ Presentation	3:00
11.3	DATA PROTECTION POLICY UPDATE	D. Smith Director, External Relations	Decision	3:30
11.4	FARPACTA AND APPLICATION ASSESSMENT TIMELINES: SEALED REGULATION	Councillor Hilborn RPLC Chair	Decision	3:45
11.5	COUNCILLOR ITEMS • Notice of Motion for Reconsideration	Councillor MacFarlane	Discussion	3:50
11.6	PEO'S ANTI-WORKPLACE VIOLENCE AND HARRASMENT POLICY: Council to receive violations, if any	Chair	Exception	
11.7	IN CAMERA DIALOGUE WITH CEO/REGISTRAR	Chair	Discussion	4:10
11.8	IN CAMERA DIALOGUE WITHOUT CEO/REGISTRAR	Chair	Discussion	4:40
COUNCIL MEETING ENDS: 5:00 PM				

NEXT MEETINGS/EVENTS

AFC Nov 5, 2025 Mar 18, 2026	**GNC** Nov 13, 2025 Feb 3, 2026	**HRCC** Nov 7, 2025 Feb 5, 2026	**RPLC** Nov 12, 2025 Feb 5, 2026
Council Meetings Nov 28, 2025 Feb 20, 2026	**Order of Honour** Sep 26, 2025 at 6:00 pm	**Volunteer Symposium** Sep 27, 2025 at 8:00 am	

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 and the Council Decision Log. These can be discussed at the meeting if a Councillor asks to address a specific item. Material submitted/anticipated as of September 19, 2025 are as follows:

AFC Approved Minutes (June 2, 2025); GNC Approved Minutes (June 4, 2025); RPLC Approved Minutes (June 6, 2025); and Council Decision Log.

Exception Note – Conflicts of Interest

Agenda Item Number	C-572-1.3
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-572-2.0
Purpose	To approve items in the Consent agenda.
Motion	(simple majority) That the Consent Agenda, as presented to the meeting at C-572-2.0 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-570 and C-571
2.2 CEDC Applications
2.3 Changes to 2025 Statutory and Regulatory Committees' Membership List
    a) Decisions for Approval
2.4 Guidelines Review: Report and Recommendations
2.5 Use of AI in Engineering Practice: Recommended Approach
2.6 Appointments to Governance and Nominating Committee
2.7 2026-2027 Council and Committee Calendar
2.8 Council Evaluation Plan
2.9 RCC Report
2.10 Staff Report on 2025 AGM Member Submissions
2.11 CPD Stakeholder Engagement Strategy and Milestones

Prepared By: Secretariat

Decision Note - Open Session Minutes – 570th and 571st Council Meetings

Agenda Item No.	C-572-2.1
Purpose	To record that the minutes of the open session of the 570th and 571st meetings of Council accurately reflect the business transacted at those meetings.
Strategic/Regulatory Focus	Governance
Motion	1. That the minutes of the 570th meeting of Council, held June 20, 2025, as presented to the meeting at C-572-2.1, Appendix A, accurately reflect the business transacted at this meeting. 2. That the minutes of the 571st meeting of Council, held July 3, 2025, as presented to the meeting at C-572-2.1, Appendix B, accurately reflect the business transacted at this meeting.
Attachments	Appendix A – Minutes C-570 Appendix B – Minutes C-571

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 570th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at 40 Sheppard Avenue West, 8th Floor, Toronto on Friday, June 20, 2025, at 8:30 am

Present:

(In-Person) G. Wowchuk, P.Eng., Past President and Council Chair
F. Saghezchi, P.Eng., President
L. Notash, P.Eng., President-elect, P.Eng.
S. A. Khan, P.Eng., Vice President (elected)
C. Chiddle, P. Eng., Eastern Region Councillor
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee
S. Decloux, P. Eng., Councillor-at-Large
A. Dryland, CET, Lieutenant Governor-in-Council Appointee
H. Ehtemam, P.Eng., East Central Region Councillor
A. Elshaer, P.Eng., Northern Region Councillor
V. Hilborn, P.Eng., Western Region Councillor
P. Klink, P.Eng., Councillor-at-Large
N. Lwin, P.Eng., East Central Region Councillor
S. MacFarlane, P.Eng., Western Region Councillor
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee
A. Naassan, P.Eng., Lieutenant Governor-in-Council Appointee
R. Panesar, P.Eng., West Central Region Councillor
R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee
L. Roberge, P.Eng., Northern Region Councillor
U. Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee
P. Shankar, P.Eng., West Central Region Councillor
S. J. Shi, P.Eng., Eastern Region Councillor
S. Sung, Lieutenant Governor-in-Council Appointee

Present: (Virtual) R. Walker, P.Eng., Vice President (appointed) and Councillor-at-Large

Regrets: 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
D. Sikkema, Chief People Officer (to minute 12890)
N. Shah, Senior Director, Finance (to minute 12890)
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. Anowar, Council and Committee Coordinator (Secretariat)
G. Pedregosa, 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):
D. Sikkema, Chief People Officer (from minute 12893)
N. Shah, Senior Director, Finance (from minute 12891)
N. Brown, Director, Tribunals and Legal Counsel
A. Kwiatkowski, Director, Digital Transformation & Information Technology
J. Schembri, Director, Volunteer Engagement

Guests (In-Person):
D. Carnegie, President and Chair, Ontario Society of Professional Engineers (OSPE)
J. Dimitriu, P.Eng., Chair, Academic Requirement Committee (ARC)
T. Kirkby, P. Eng., Ontario Director, Engineers Canada
J. Lee, P.Eng., Vice-Chair, ARC
L. Lukinuk, Parliamentary Services
S. Perruzza, CEO, OSPE
D. Roukema, CEO, MDR Strategy Group

Guests (Virtual):
C. Chahine, P.Eng., Ontario Director, Engineers Canada
S. Cameron, Counsel, Ministry of the Attorney General
P. Rizcallah, P.Eng., CEO, Engineers Canada
M. Sterling, P.Eng., Ontario Director, Engineers Canada
D. Weiss, President and CEO, Weiss International Ltd.

Council convened at 8:30 am on Friday, June 20, 2025.

CALL TO ORDER

Notice having been given and a quorum being present, the Chair called the meeting to order at 8:30 a.m. and made procedural announcements related to the conduct of the meeting. The Chair welcomed Andrew Naassan, Lieutenant-Governor-in-Council appointee effective June 5, 2025. Councillor Naassan thanked the Chair and presented his credentials and experience.

12875 – APPROVAL OF AGENDA

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

- Item 2.3 to be removed from the Consent Agenda to be discussed after the approval of the remaining items in the section; and
- Item 3.4 to be moved to the in camera session.

Moved by Councillor Klink, seconded by Councillor Elshaer:

That:
a) The agenda, as presented to the meeting at C-570-2, Appendix A be approved as amended; and
b) the Chair be authorized to suspend the regular order of business.

CARRIED
Unanimous consent

For: 22	**Against: 0**	**Abstain: 1**	**Absent: 2**
C. Chiddle		G. Wowchuk	F. Saghezchi
L. Cutler			S. Schelske
S. Decloux			
A. Dryland			

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

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

12876 – DECLARATION OF CONFLICTS OF INTEREST

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

12877 – CONSENT AGENDA

The Council Chair reviewed the Consent Agenda.

Moved by Councillor Klink, seconded by Councillor Shi:

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

2.1 Open Session Minutes C-568 and C-569 Meetings

2.2 CEDC Applications

2.4 Changes to 2025 Statutory and Regulatory Committees' Membership List
a) Decisions for Approval
b) Other Changes

CARRIED
Unanimous Consent

For: 22	**Against: 0**	**Abstain: 1**	**Absent: 2**
C. Chiddle		G. Wowchuk	F. Saghezchi
L. Cutler			S. Schelske
S. Decloux			
A. Dryland			
S. H. Ehtemam			

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

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

12878 – COUNCIL REMUNERATION FRAMEWORK & COMPETENCY-BASED NOMINATIONS: ACTION PLAN

Council reviewed a high-level Action Plan which highlights key milestones, deliverables, and associated financial implications for the Council remuneration, initially directed by Council at the start of February 2023, with a direction in February 2025 to develop a competitive remuneration structure.

Staff presented an initial overview of the timeline and financial implications of a future council remuneration framework.

[F. Saghezchi joined the meeting at 8:40 am]

Council's discussion is summarized below.

There was discussion regarding the potential to develop a temporary remuneration program while the framework is being developed, which could potentially attract more candidates in the upcoming 2026 election. It was noted that work on a temporary program would be premature and is dependent on direction from Council regarding one of the proposed pillars in the 2026-2030 strategic plan related to enhancing governance structures.

There was discussion regarding the potential financial implications of Council remuneration, including the possibility of remuneration for other volunteers who serve on PEO's statutory committees. Staff raised that currently some lay members on tribunals and statutory committees are remunerated based on competency; however, Council in the past has made the decision not to remunerate PEO volunteers who sit on these committees. It was noted that discussions on remuneration for other volunteers at PEO could be explored once the initial phase related to Council is complete. It was also raised by the staff that any financial implications will be reviewed by the Audit and Finance Committee as part of the budgeting process.

Moved by Councillor Roberge, seconded by Councillor Elshaer:

That Council endorses the high-level Action Plan and acknowledges the associated financial implications, which will inform the development of the final Council remuneration framework and a competency-based nominations process.

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

CARRIED
Unanimous consent

For: 23	**Against: 0**	**Abstain: 1**	**Absent: 1**
C. Chiddle		G. Wowchuk	S. Schelske
L. Cutler			
S. Decloux			
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
F. Saghezchi			
U. Senaratne			
P. Shankar			
S. Shi			
S. Sung			
R. Walker			

Council discussed a new motion related to the issue of remuneration for members of statutory committees.

Moved by Councillor Prudhomme, seconded by Councillor Chiddle:

That Council directs staff to review the issue of remuneration for members of statutory committees, and to provide a preliminary report to Council through the appropriate Governance Committees not later than the end of the 2025-2026 Council term.

CARRIED
Unanimous consent

For: 23	**Against: 0**	**Abstain: 1**	**Absent: 1**
C. Chiddle		G. Wowchuk	S. Schelske
L. Cutler			
S. Decloux			
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			

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
F. Saghezchi
U. Senaratne
P. Shankar
S. Shi
S. Sung
R. Walker

12879 – PRESIDENT'S REPORT

President Saghezchi noted that since the last Council meeting in May, he has attended several events on PEO's behalf, including:

- Ontario Association of Architects (OAA) conference in Ottawa, for discussions on best practices regarding the Continuing Professional Development (CPD) programs of PEO and OAA.

- 30x30 Summit at the end of May, which emphasized the critical role women play in the engineering profession.

- Engineers Canada Annual Meeting in Vancouver for discussions with other presidents from engineering regulators across the country to discuss several topics which included interprovincial mobility and harmonization for the profession, the use of artificial intelligence in engineering, and the future of licensing in Canada.

12880 – CEO/REGISTRAR'S REPORT

CEO/Registrar Quaglietta acknowledged PEO's 103rd anniversary this month in regulating professional engineering in the province of Ontario, as well as the celebration of National Volunteer Week at the end of April 2025, recognizing over 900 volunteers at PEO who continue to contribute to PEO's success.

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

- The CEO/Registrar thanked Council for a productive May workshop and for providing input and feedback for PEO's 2026-2030 Strategic Plan, being recommended for Council's approval at today's Council meeting.

- Updates on the recently passed Bill 2, *Protect Ontario Through Free Trade Within Canada Act,* by the Provincial Government, which include various measures to boost interprovincial trade and facilitate mobility by fostering mutual recognition of qualifications across provinces. This will have implications for PEO's current licence transfer process, which requires full registration before practice can begin. PEO is actively preparing for anticipated changes, with the goal to respond effectively while upholding its public-protection mandate.

- In May, PEO endorsed the National Statement of Collaboration at the Engineers Canada's Spring Meeting and Annual Meeting of Members, reaffirming PEO's joint commitment to improving mobility for engineers, enhancing public safety, and increasing regulatory efficiency.

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

- The CEO/Registrar congratulated the organization's Communications team for being nominated as a finalist in the National Magazine Awards on a piece about a mega wastewater and sewage project in Toronto's downtown core.

- As of June 2025, PEO had a total of 16,576 P.Eng. legacy applicants. This is a major reduction from the approximate 34,000 applications in July 2024. Fourteen percent of the applications are awaiting assessment from PEO while 86% are awaiting the applicant to write an examination.

- With respect to the FARPACTA-compliant process, 20,340 prospective applicants who have started a P.Eng. application, with 19% being CEAB graduates, 66% being non-CEAB graduates, and the remaining applicants currently being reviewed by PEO.

- As of May 2025, 86% of individuals have started their PEAK requirements and 75% have completed their first two PEAK elements. PEO continues to send regular reminders to individuals with incomplete PEAK requirements to help licence holders comply and avoid an administrative suspension for non-compliance.

- The CEO/Registrar provided an update on ensuring licensing is in line with the Anti-Racism and Equity (ARE) Code. The EDI team delivered four sessions to 76 volunteer and chapter members with positive feedback. Since April, the EDI team has delivered training sessions to all PEO staff in three out of four divisions with 100% of participants gaining new insights and recommending this training to other colleagues.

- There was an update of the Governance Scorecard related to the 30x30 target objectives and recognizing the difficulty of meeting 30% of females in the engineering profession by 2030. The CEO/Registrar provided an update on discussions from the Engineers Canada Spring Meeting, as well as the striking of two working groups on finding tactical ways of promoting females in engineering and expanding the group to other marginalized individuals. It was further raised that although that goal has fallen short, PEO has been able to license a record number of females since CEO/Registrar Quaglietta joined in 2023, and thanked Council for their commitment in keeping the 30x30 indicator on the Governance Scorecard.

- Key data points and updates on areas of the business were highlighted, including:
    - Status of operational plan and association projects/initiatives;
    - pre-licensing outreach data from the external relations team.
    - remissions and resignations;
    - customer service metrics and inquiry resolutions; and
    - revenue and expenses for the three months ending March 31, 2025

The CEO/Registrar and staff provided additional information and answered questions on the current legacy applicants and FARPACTA inventory management plan; details on an upcoming public confidence study which was raised from a recent communications audit; pre-licensing outreach and stakeholder engagement; and further information of the revised Ontario Regulation 61/65 which was recently published in May 2025.

12881 – 2026-2030 STRATEGIC PLAN

Daniel Roukema from MDR Strategy Group presented the proposed 2026-2030 PEO Strategic, summarizing how it was developed with an intensive stakeholder engagement process consisting of academia, retired professional engineers, and relevant Ontario regulators and strategic advisors. Roukema also thanked Council for their input throughout the process and for a successful May workshop to finalize and gather feedback before the draft plan was presented to Council. The 2026-2030 Strategic Plan includes three strategic pillars of: i) Effective and Relevant Regulation; ii) Governance Advancement; and iii) Organizational Excellence. Each pillar is supported by clear goals with two to three objectives for the organization to focus on. Once approved by Council, PEO staff will

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

develop an operational plan aligned with the 2026-2030 strategic plan for effective implementation, which will be presented to Council in September.

D. Roukema answered questions from Councillors related to the stakeholder engagement portion, noting that all stakeholder engagement and input has now concluded. Councillors thanked MDR Strategy Group for their work and noted that the May Workshop was insightful, gave Councillors ample opportunity to provide feedback, and was conducted effectively.

Moved by Councillor Chiddle, seconded by Councillor Mandel:

1. That Council approves the 2026–2030 Strategic Plan as presented at Appendix A, including the strategic pillars of Effective and Relevant Regulation, Governance Advancement, and Organizational Excellence, together with the goals and objectives set out under each pillar.

2. That Council directs the CEO/Registrar to develop an operational plan aligned with the 2026–2030 Strategic Plan to support its effective implementation and to share the operational plan with Council at its September 2025 meeting.

3. That Council directs the CEO/Registrar to develop an appropriate budget as part of the regular annual budgeting process, beginning with the 2026 fiscal year and continuing each year for the duration of the strategic plan, to support its implementation.

CARRIED
Unanimous consent

For: 23	**Against: 0**	**Abstain: 1**	**Absent: 1**
C. Chiddle		G. Wowchuk	S. Schelske
L. Cutler			
S. Decloux			
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
F. Saghezchi			
U. Senaratne			
P. Shankar			
S. Shi			
S. Sung			
R. Walker			

[D. Roukema left the meeting at 9:50 am]

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

12882 – AUDIT AND FINANCE COMMITTEE WORK PLAN FOR 2025-2026

AFC Chair, Councillor Cutler, presented the proposed 2025-2026 AFC work plan, including an overview of priority items and topics organized by committee meeting and the associated Council meeting date. The 2025-2026 work plan consists of the annual review of PEO's budget, audit, and investments; issues related to cybersecurity; and anticipated additional costs from recent legislative changes.

It was noted that the draft budget will be presented for initial review at the September Council meeting, and that there will be an opportunity for Councillors to review the budget and submit feedback to staff at that time, before the final budget is approved by Council in November.

At the June 2, 2025 AFC meeting the committee reviewed the Expense Reimbursement Policy and staff will present proposed changes to the policy at the AFC's September meeting.

Moved by Councillor Cutler, seconded by Councillor Khan:

That the Work Plan for the Audit and Finance Committee, as submitted to the meeting at C-570-4.1, Appendix A, be approved.

CARRIED
Unanimous consent

For: 23	**Against: 0**	**Abstain: 1**	**Absent: 1**
C. Chiddle		G. Wowchuk	S. Schelske
L. Cutler			
S. Decloux			
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
F. Saghezchi			
U. Senaratne			
P. Shankar			
S. Shi			
S. Sung			
R. Walker			

12883 – 2025 BUDGET UPDATE

AFC Chair, Councillor Cutler, provided an update on the current 2025 Budget. In addition, it was noted that staff presented the AFC with a briefing as to an unfavorable variance in the salaries and benefit line of the budget year to date due to an omission in the budgeting for staff health benefits. It was assured by the Chair that PEO remains in a strong financial position and continues to maintain strong auditing and financial control processes in place. Staff also conducted a process review and are implementing additional controls to further strengthen the internal

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

financial and budgeting process. The AFC Chair noted that the committee is confident that the interventions outlined by staff will serve to mitigate further risks.

12884 – GOVERNANCE AND NOMINATING COMMITTEE WORK PLAN FOR 2025-2026

GNC Chair, Councillor MacFarlane, presented the proposed 2025-2026 GNC work plan, including an overview of priority items and topics organized by committee meeting and associated Council meeting date. Highlights of the proposed work plan include the Council Remuneration Framework, a new orientation course for candidates in future elections, and reviewing the mandate and scope of the Regional Councillor Committee (RCC).

The GNC Chair answered questions related to the upcoming 2026 AGM as well as work that will be done this Fall related to one of the governance pillar in the strategic plan.

Moved by Councillor MacFarlane, seconded by Councillor Klink:

That the Work Plan for the Governance and Nominating Committee, as submitted to the meeting at C-570-5.1, Appendix A, be approved.

CARRIED
Unanimous consent

For: 23	**Against: 0**	**Abstain: 1**	**Absent: 1**
C. Chiddle		G. Wowchuk	S. Schelske
L. Cutler			
S. Decloux			
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
F. Saghezchi			
U. Senaratne			
P. Shankar			
S. Shi			
S. Sung			
R. Walker			

12885 – APPROVAL OF THE 2026 ELECTION DOCUMENTS

PEO Council Elections are held annually in accordance with sections 2 through 26 of regulation 941 under *The Professional Engineers Act* (the General Regulation). Each year at its June meeting, Council approves the Nomination and Voting Procedures, Election Publicity Procedures, and Nomination Forms for the following year's election. Once approved, these documents are amended where required and incorporated into the Council Election Guide. Additionally, Section 13 of the General Regulation requires Council to annually appoint the Regional Election and Search Committees (REC) and the Chairs for each region.

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

Council reviewed and considered a draft version of the procedures and forms for the 2026 election that the Governance and Nominating Committee (GNC) reviewed at its June 4, 2025 meeting. The GNC proposed two changes related to the election documents:

1) In alignment with the new eligibility criteria, a series of self-declaration questions has been incorporated into the Nomination Acceptance Form. GNC members generally supported a self-declaration-only approach, rather than requiring candidates to undergo background checks, while reserving the right to conduct such checks if necessary.

2) Exploration to find alternatives to the traditional all-candidates meeting format due to low participation rates and limited engagement impact. GNC recommends discontinuing the current format and expressed support for increased Chapter and regional engagement during the location. Chapters could incorporate election-focused sessions into events to encourage dialogue and voter participation and potentially allow pre-recorded video submissions as part of the election procedures.

Chair MacFarlane noted that the GNC generally supported the use of prerecorded videos, and that staff will develop an implementation plan guided by principles of fairness and equity to encourage submissions that will be of a consistent quality. Staff provided further clarification for the nomination forms regarding the mandatory training candidates must complete, the material review period before candidate material is published, and that the role of the Central Election and Search Committee in encouraging members to run for Council.

Staff also answered questions related to candidates' expense claims for travel, noting that there is a budget for each specific position and for each candidate, and noting that candidates running for the President-elect, Vice-President, and Councillor-at-Large positions are eligible for travel expense claims for travelling to different regions.

Moved by Councillor MacFarlane, seconded by Councillor Dryland:

That Council, with respect to the 2026 Council election:
a) approves the 2026 Nomination and Voting Procedures, as presented to the meeting at C-570-5.1, Appendix A;
b) approves the 2026 Election Publicity Procedures, as presented to the meeting at C-570-5.1, Appendix B;
c) approves the 2026 Nomination Form as presented to the meeting at C-570-5.1, Appendix C;
d) approves the 2026 Nomination Acceptance Forms for President-Elect, Vice President, Councillor-at-Large, and Regional Councillor as presented to the meeting at C-570-5.1, Appendix D;
e) appoints the Regional Election and Search Committees (RESC) for each Region; and
f) appoints the Junior Regional Councillor in each Region (Nanda Lwin, P.Eng.; Susan MacFarlane, P.Eng.; Ravinder Panesar, P.Eng.; Luc Roberge, P.Eng.; and Susan Jingmiao Shi, P.Eng.) as Chair of the RESC for their Region.

CARRIED
Unanimous consent

For: 23	**Against: 0**	**Abstain: 1**	**Absent: 1**
C. Chiddle		G. Wowchuk	S. Schelske
L. Cutler			
S. Decloux			
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S. A. Khan			
P. Klink			

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

12886 – COMMUNICATIONS POLICIES REVIEW

Council considered a proposal for revised Communications and Media Relations and Social Media Policies. The proposed Communication Policies aim to reflect the media and technological communication realities of the present day.

The Director of Communications highlighted changes to the policies related to the authorized spokesperson to speak on behalf of PEO, the social media policy that is related to guidelines for PEO's communication staff on managing PEO's social media channels, and moving the Councillor Code of Conduct from the Communication and Media Policy to now be part of PEO's Governance Manual.

Councillors discussed how a dedicated spokesperson would be selected for those occasions when PEO needs to have public-facing communications. Staff also noted that anyone selected as a dedicated spokesperson for the organization will routinely receive media training to be prepared prior to speaking publicly on behalf of PEO.

Moved by Councillor MacFarlane, seconded by Councillor Senaratne:

That Council approves the changes to the Communications and Media Relations Policy and additions to the Governance Manual as presented at C-570-5.3, Appendices A and B.

CARRIED

For: 22	**Against: 1**	**Abstain: 1**	**Absent: 1**
C. Chiddle	F. Saghezchi	G. Wowchuk	S. Schelske
L. Cutler			
S. Decloux			
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			

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

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

[S. Decloux left the meeting at 11:00 am]

12887 – COUNCILLOR SUBMISSION: AMENDMENT TO THE SPECIAL RULES OF ORDER

The GNC Chair presented a Councillor Submission to amend the Special Rules of Order for PEO Council. The amendment asks to add a clause for the Chair to ensure that both views are presented during debate before a "motion to call the question" can be raised. This submission was introduced to the GNC for Council consideration after an item on the floor at the May Council meeting was called to question in the middle of debate.

Councillors raised that, whether or not there has been sufficient debate on an item, Councillors should have the privilege to "call the question" on an item, and it is up to Council to decide if a "call to question" is deemed appropriate or if further debate is needed at the time. The Parliamentarian provided further information that, within the current rules of order of PEO Council, the Chair is not obligated to accept a "call to question" motion if they feel that the views of the minority have not fully been recognized.

Councillors also discussed the importance of ensuring that all perspectives are heard and encouraged the Chair to use discretion to ensure that all sides and input are heard when discussing an item.

Staff reminded Council that, in accordance with the bylaws, amendments to the Special Rules of Order require a two-thirds majority to carry.

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

That Council approves an addition to the Special Rules of Order, with immediate effect, to add the clause: "Before a motion to call the question can be moved, the Chair must ensure that views from both sides of the debate on the main motion are heard, where there are views on both sides," and directs the CEO/Registrar to amend the Special Rules of Order to reflect the change.

DEFEATED

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

For: 3	Against: 18	Abstain: 2	Absent: 2
L. Notash	C. Chiddle	G. Wowchuk	S. Decloux
R. Panesar	L. Cutler	P. Shankar	S. Schelske
F. Saghezchi	A. Dryland		
	S. H Ehtemam		
	A. Elshaer		
	V. Hilborn		
	S. A. Khan		
	P. Klink		
	N. Lwin		
	S. MacFarlane		
	P. Mandel		
	A. Naassan		
	R. Prudhomme		
	L. Roberge		
	U. Senaratne		
	S. Shi		
	S. Sung		
	R. Walker		

12888 – 2025-2026 HUMAN RESOURCES AND COMPENSATION COMMITTEE WORK PLAN

HRCC Chair, Councillor Roberge, presented the proposed 2025-2026 HRCC work plan including an overview of priority items and topics organized by committee meeting and the associated Council meeting date. It was noted that the overarching responsibility of HRCC is to oversee the employment relationship with the CEO/Registrar, including the areas of goal setting and performance evaluation. It was noted that members of HRCC are encouraged to check in more frequently with the CEO/Registrar to ensure targets and objectives are being met.

Moved by Councillor Roberge, seconded by Councillor Dryland:

That the Work Plan for the Human Resources and Compensation Committee, as submitted to the meeting at C-570-6.1, Appendix A, be approved.

CARRIED
Unanimous consent

For: 22	Against: 0	Abstain: 1	Absent: 2
C. Chiddle		G. Wowchuk	S. Decloux
L. Cutler			S. Schelske
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			

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

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

12889 – 2025-2026 REGULATORY POLICY AND LEGISLATION COMMITTEE WORK PLAN

RPLC Chair, Councillor Hilborn, presented the proposed 2025-2026 RPLC work plan including an overview of priority items and topics organized by committee meeting and the associated Council meeting date. It was noted that the work plan is flexible and that items can be added, deleted, or moved throughout the year according to changing business priorities. It was noted this year's work plan is extremely full and that adding items to the work plan may take away resources, which may delay other priorities currently on the work plan.

Moved by Councillor Hilborn, seconded by Councillor Klink:

That the Work Plan for the Regulatory Policy and Legislation Committee, as submitted to the meeting at C-570-7.1, Appendix A, be approved.

CARRIED
Unanimous consent

For: 22	**Against: 0**	**Abstain: 1**	**Absent: 2**
C. Chiddle		G. Wowchuk	S. Decloux
L. Cutler			S. Schelske
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
F. Saghezchi			
U. Senaratne			
P. Shankar			
S. Shi			
S. Sung			
R. Walker			

12890 – ENGINEERING INTERN (EIT) PROGRAM: FINAL PROPOSAL

After setting a policy direction at its April 2025 meeting, Council directed RPLC to bring a detailed Engineering Intern (EIT) Program proposal with a high-level action plan and stakeholder consultation to its June 2025 meeting. RPLC Chair, Councillor Hilborn, presented a detailed "EIT 2.0" program proposal which included feedback from stakeholders and consultation with the Strategic Stakeholder Advisory Group.

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

It was noted at the June RPLC meeting that there was general agreement that the new program should be a pre-licensure program, ensuring that the program would be time-bound. It was also raised by staff that the program should not exceed 6 years, based on research showing that it takes 3-4 years to complete the Competency Based Assessment and allowing two extra years for flexibility. Council would have the ability to set a policy around extensions or potential pauses on the program length for equity-related reasons.

Further clarification was provided to Council on how RPLC will review how the program will administer potential extensions, fees related to the EIT program, and ethical conduct requirements. It was noted that RPLC and Councillors will have further opportunities for discussion and feedback in the fall, while PEO staff works with the Ministry of the Attorney General to prepare changes to the Professional Engineers Act to implement Council's policy direction for EIT 2.0.

Moved by Councillor Hilborn, seconded by Councillor Chiddle:

That Council endorses the establishment of the EIT 2.0 program detailed at C-570-7.2, Appendix A.

CARRIED
Unanimous consent
(simple majority required)

For: 22	**Against: 0**	**Abstain: 1**	**Absent: 2**
C. Chiddle		G. Wowchuk	S. Decloux
L. Cutler			S. Schelske
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
F. Saghezchi			
U. Senaratne			
P. Shankar			
S. Shi			
S. Sung			
R. Walker			

Moved by Councillor Hilborn, seconded by Councillor Chiddle:

That Council directs staff to work with the Ministry of the Attorney General to prepare changes to the Professional Engineers Act and regulations as set out at C-570-7.2, Appendix B in order to implement Council's policy direction for EIT 2.0.

CARRIED
Unanimous consent
(2/3 majority required)

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: 2	Absent: 2
C. Chiddle		V. Hilborn	S. Decloux
L. Cutler		G. Wowchuk	S. Schelske
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
F. Saghezchi			
U. Senaratne			
P. Shankar			
S. Shi			
S. Sung			
R. Walker			

[K. Praljak, M. Rusek, N. Shah, D. Sikkema, and R. Walker left the meeting at 12:00 pm]

12891 – FARPACTA AND APPLICATION ASSESSMENT TIMELINES

[S. Decloux and N. Shah re-joined the meeting at 1:00 pm]

The RPLC Chair presented regulation amendments proposed in response to changes to the *Fair Access to Regulated Professions and Compulsory Trade Act* (FARPACTA). This will ensure that PEO is up-to-date and compliant with the current requirements. FARPACTA was recently amended by the Provincial Government to require that registration decisions in 90% of cases be processed within three months as opposed to six months. Council is presented with two proposed changes to PEO's Regulation 941 that are intended to ensure compliance with FARPACTA:

1. PEO would seek to remove provisions in the regulation that allow P.Eng. licence or limited licence (LL) applicants a two-year timeframe for completion of the National Professional Practice Examination (NPPE). The NPPE would need to be successfully completed before an application was accepted by PEO.

2. Secondly, PEO would allow for optional, rather than mandatory, referral of LL applications to the Academic Requirement Committee (ARC). In accordance with subsection 18(3) and 14(4)(a) of the *Professional Engineers Act (*Act), an LL applicant, like a P.Eng. applicant, has the right to request a referral to ARC This provision will remain unchanged.

It was also noted that the Academic Requirements Committee (ARC) was informed of these proposed changes at its May 2025 meeting, and afterwards the ARC Chair provided written feedback on the proposal that was included in the Council package.

Moved by Councillor Hilborn, seconded by Councillor Chiddle:

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

That Council approves the changes to the licensing regulations presented at Appendix A and directs staff to work with the Ministry of the Attorney General to make amendments to Regulation 941 as anticipated by clause 9 of subsection 7(1) of the Professional Engineers Act.

CARRIED

For: 20	**Against: 1**	**Abstain: 2**	**Absent: 2**
C. Chiddle	F. Saghezchi	V. Hilborn	S. Decloux
L. Cutler		G. Wowchuk	S. Schelske
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
U. Senaratne			
P. Shankar			
S. Shi			
S. Sung			
R. Walker			

12892 – REVIEW OF CONTINUING PROFESSIONAL DEVELOPMENT (CPD) PROGRAM

The RPLC Chair presented a motion based on discussion and Council feedback at the June 19 Plenary to continue a commitment to PEO's Continuing Professional Development (CPD) Program. Based on the Plenary discussion, the motion also directs the CEO/Registrar to initiate targeted engagement with relevant stakeholders to ensure inclusive and comprehensive feedback on re-evaluating the CPD Program, including defining who the program applies to, potential exemptions or extensions, and reviewing enforcement and compliance protocols.

Original Motion

1. That Council reaffirms its commitment to mandatory continuing professional development (CPD) as an ongoing licensing requirement.

2. That Council reaffirms its commitment to administering the existing mandatory CPD program in accordance with current regulations, while the review of the program is in progress.

3. That Council directs the CEO/Registrar to initiate targeted engagement with relevant stakeholders to ensure inclusive and comprehensive input into the re-evaluation of the CPD program, including defining who the program applies to, identifying any potential exemptions or extensions, and reviewing the enforcement and compliance process.

4. That Council directs the Regulatory Policy and Legislation Committee (RPLC) to provide a policy proposal to Council no later than the end of the 2025-2026 Council term.

The Parliamentarian identified that use of the terms "reaffirm" or "commit" in the motion would suggest that the CPD program, in the event the motion fails, could lead to the potential cancellation of the program. Thus, the

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

Parliamentarian recommended that "Whereas" clauses be used for lines 1 and 2 of the original motion as a preamble to avoid administrative and legislative risk while confirming Council's commitment to the CPD Program.

Council considered the Parliamentarian's advice and discussed an amendment to the motion.

Moved by Councillor Hilborn, seconded by Councillor Elshaer:

That Council approves the inclusion of the term "Whereas" in the motion, where applicable.

CARRIED

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

Amended Motion

Moved by Councillor Hilborn, seconded by Councillor Elshaer:

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

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

Now therefore be it resolved that:

1. Council directs the CEO/Registrar to initiate targeted engagement with relevant stakeholders to ensure inclusive and comprehensive input into the re-evaluation of the CPD program, including defining who the program applies to, identifying any potential exemptions or extensions, and reviewing the enforcement and compliance process, and

2. Council directs the Regulatory Policy and Legislation Committee (RPLC) to provide a policy proposal to Council no later than the end of the 2025-2026 Council term.

CARRIED
Unanimous consent

For: 22	Against: 0	Abstain: 1	Absent: 2
C. Chiddle		G. Wowchuk	S. Schelske
L. Cutler			R. Walker
A. Dryland			
S. Decloux			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			

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

F. Saghezchi
U. Senaratne
P. Shankar
S. Shi
S. Sung

12893 – TRIBUNAL ACTIVITY REPORT

Council reviewed the Tribunal Activity Report. No questions were raised. The Chief Legal Officer updated Council that the Chairs of the Discipline Committee and the Registration Committee are planning to provide Council an update on recent activity and their function at a future Council meeting in the Fall.

[D. Sikkema re-joined the meeting at 1:30 pm]

12894 – 2024 ANNUAL REPORT: ACADEMIC REQUIREMENTS COMMITTEE (ARC)

The Chair and Vice-Chair of the Academic Requirements Committee presented the committee's 2024 Annual Report which includes a detailed activity report, volunteer recognition, recent accomplishments, and future opportunities.

The ARC Chair discussed the change in ARC activity and operations due to changes resulting from compliance with FARPACTA. It was suggested that PEO continue to reassess and refine its licensure process to ensure fairness is maintained and that there is no increased risk to public safety.

The ARC Chair and Vice-Chair answered questions from Councillors related to further clarifications on how outcome-based assessments are currently evaluated and current timelines related to processing the remaining legacy files, noting most of them will be processed by the end of 2025.

12895 – ENGINEERS CANADA DIRECTORS' REPORT

Engineers Canada (EC) Director, M. Sterling, presented the April to May 2025 Directors update. It was announced that a director from New Brunswick has been elected to be the President for Engineers Canada for the 2026-2027 term. Directors also noted Engineers Canada's recommitment to the 30x30 program and is working to create corporate partnerships with other organizations with similar goals in promoting equity in the profession.

With respect to the FEA, Engineers Canada have received feedback from the Engineering Deans in Ontario that the current accreditation program is unsatisfactory and requires an update. Engineers Canada also stated that the program is not flexible to evolving curriculum at universities. Currently, Engineers Canada is working on creating a new minimum academic standard and competency profile for applicants, also noting there are currently no plans for a national exam as part of the accreditation process. Further updates on FEA will be presented to PEO Council in September.

[R. Walker returned to the meeting at 2:09 pm]

Engineers Canada also noted that it recently launched a national advertising campaign promoting engineering, which garnered over 278 million social media impressions across the country.

12896 – ENGINEERS CANADA GOVERNANCE REVIEW UPDATE

P. Rizcallah, CEO of Engineers Canada, announced that the organization will be undertaking a Governance Review with four primary focuses:

- Board Processes and Competencies

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

- Roles, operation of standing committees, and direct report
- Voting procedures at Engineers Canada Board and Members' Meeting
- Observers' rights at Board meetings

Councillors were encouraged to participate and provide feedback during EC's Governance Review, which will impact on how EC will function in the future. Invitations to consultation sessions and surveys will be issued in the coming months, with the sharing of results from the first consultations being presented in October 2025.

[J. Dimitriu and J. Lee left the meeting at 2:30 pm]

12897 – VISIONING FOR RELEVANCE: NEXT STEPS

President-elect Notash introduced an exceptional item per Section 8.4(b) of the Special Rules to discuss and give direction to PEO staff on the status of the Visioning for Relevance project, a Council-led initiative to produce a vision statement for the membership and Council to approve. It was noted that the motion brought forward at the conclusion of the project was defeated at the November 2024 Council meeting and that the current Vision Statement in the Strategic Plan is incomplete.

Notwithstanding the motion's defeat, Council acknowledged the considerable resources put towards developing the draft Visioning Statements considered by Council. Staff noted that the work that was done up to November 2024 is not lost and the results from all the consultations and feedback have been retained.

Council also discussed its anticipated workload for this term, as outlined in the governance committee work plans considered and approved earlier in the meeting and noted the need to remain focused on those priorities and initiatives.

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

That Council directs the CEO/Registrar to review the four draft vision statements and their associated interpretive documents, and to propose a vision statement(s) for the Governance and Nominating Committee to recommend for Council's consideration by the end of the 2025-2026 Council term.

For: 21	**Against: 0**	**Abstain: 3**	**Absent: 1**
C. Chiddle		L. Cutler	S. Schelske
A. Dryland		S. H. Ehtemam	
S. Decloux		G. Wowchuk	
A. Elshaer			
V. Hilborn			
S. A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
F. Saghezchi			
U. Senaratne			
P. Shankar			

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

S. Shi
S. Sung
R. Walker

12898 – COUNCILLOR QUESTIONS

No issues were raised for discussion.

12899 – MOTION TO MOVE IN CAMERA

Moved by Councillor Ehtemam, seconded by Councillor Shi:

That Council move in camera at 3:00 pm.

CARRIED
Unanimous consent

For: 23	**Against: 0**	**Abstain: 1**	**Absent: 1**
C. Chiddle		G. Wowchuk	S. Schelske
L. Cutler			
S. Decloux			
A. Dryland			
S. H. Ehtemam			
A. Elshaer			
V. Hilborn			
S.A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
L. Notash			
R. Panesar			
R. Prudhomme			
L. Roberge			
F. Saghezchi			
U. Senaratne			
P. Shankar			
S. Shi			
S. Sung			
R. Walker			

12900 – CENTRAL ELECTION AND SEARCH COMMITTEE MATTERS

The following motion was moved from in camera into open session.

Moved by Councillor Chiddle, seconded by Councillor Roberge:

1. **That Council appoints Suresh Khanal, P.Eng., Mostafa Khosravyelhossaini, P.Eng., Bhargav Pandya, P.Eng., and Mohammad Semnani, P.Eng. as additional members of the 2025-2026 Central Election and Search Committee, for a membership term of 1 year (June 2025 to June 2026);**

2. That Council appoints Marcia Lim, P.Eng. as an additional member of the 2024-2025 Central Election and Search Committee, for a membership term of 2 years (June 2025 to June 2027);

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

3. That Council appoints Gregory P. Wowchuk, P.Eng., Chair of the 2025-2026 CESC; and

4. That the motions above be moved into open session.

CARRIED WITH CONSENT AGENDA
Unanimous consent

There being no further business, the meeting concluded at approximately 5:40 pm.

These minutes consist of 23 pages and minutes 12875 to 12900 inclusive.

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

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

MINUTES

The 571st MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a virtual meeting held via Zoom Videoconference on Thursday, July 3, 2025, at 6:00 pm

Present: G. Wowchuk, P.Eng., Council Chair and Past President
F. Saghezchi, P.Eng., President (minutes 12905 and 12906 only)
S. A. Khan, P.Eng., Vice President (elected)
R. Walker, P.Eng., Vice President (appointed, effective at minute 12866) and Councillor-at-Large
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee
S. Decloux, P. Eng., Councillor-at-Large
A. Dryland, CET, Lieutenant Governor-in-Council Appointee
H. Ehtemam, P.Eng., East Central Region Councillor
A. Elshaer, P.Eng., Northern Region Councillor
P. Klink, P. Eng., Councillor-at-Large
N. Lwin, P.Eng., East Central Region Councillor
S. MacFarlane, P.Eng., Western Region Councillor
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee
R. Panesar, P.Eng., West Central Region Councillor
R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee
L. Roberge, P.Eng., Northern Region Councillor
S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee
U. Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee
P. Shankar, P.Eng., West Central Region Councillor
S. J. Shi, P.Eng., Eastern Region Councillor
S. Sung, Lieutenant Governor-in-Council Appointee

Regrets: C. Chiddle, P. Eng., Eastern Region Councillor
V. Hilborn, P.Eng., Western Region Councillor
L. Notash, P.Eng., President-elect, P.Eng.

Staff: J. Quaglietta, P.Eng., CEO/Registrar
D. Abrahams, Vice-President (VP), Policy & Governance and Chief Legal Officer

Guest: B. Kates, Legal Counsel, WeirFoulds LLP

Council convened at 6:06 pm on Thursday, July 3, 2025.

CALL TO ORDER

Notice having been given and a quorum being present, the Chair called the meeting to order at 6:06 p.m. and made procedural announcements related to the conduct of the meeting.

12905 – APPROVAL OF AGENDA

The Chair reviewed the draft agenda.

Moved by Councillor Senaratne, seconded by Councillor Walker:

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

That:
a) The agenda, as presented to the meeting at C-571-2, be approved as presented; and
b) the Chair be authorized to suspend the regular order of business.

CARRIED
Unanimous consent

For (21)	Against (0)	Abstain (1)	Absent (3)
L. Cutler		G. Wowchuk	C. Chiddle
S. Decloux			V. Hilborn
A. Dryland			L. Notash
S. H. Ehtemam			
A. Elshaer			
S.A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
R. Panesar			
R. Prudhomme			
L. Roberge			
F. Saghezchi			
S. Schelske			
U. Senaratne			
P. Shankar			
S.J. Shi			
S. Sung			
R. Walker			

12906 – MOTION TO MOVE IN CAMERA

Moved by Councillor Mandel, seconded by Councillor Walker:

That Council move in camera at 6:10 pm.

CARRIED
Unanimous Consent

For (21)	Against (0)	Abstain (1)	Absent (3)
L. Cutler		G. Wowchuk	C. Chiddle
S. Decloux			V. Hilborn
A. Dryland			L. Notash
S. H. Ehtemam			
A. Elshaer			
S.A. Khan			
P. Klink			
N. Lwin			
S. MacFarlane			
P. Mandel			
A. Naassan			
R. Panesar			

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

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

12907 – RETURN TO OPEN SESSION

Council returned to open session at 9:15 pm.

There being no further business, the meeting concluded at 9:15 pm.

These minutes consist of 3 pages and minutes 12905 to 12907 inclusive.

_____

Gregory P. Wowchuk, P.Eng., Chair

Decision Note – Consulting Engineer Designation Applications

Agenda Item Number	C-572-2.2a)
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 C-572-2.2a), Appendix A, Section 1. 2. That Council approve the applications for redesignation as Consulting Engineer as set out in C-572-2.2a), Appendix A, Section 2.
Attachments	Appendix A – Report of the Consulting Engineer Designation Committee Appendix B – Legal Implications

Summary
The Consulting Engineer Designation Committee submits the following recommendations to Council. All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on August 28, 2025.

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

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

Considerations

Examinations

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

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

Designation Requirements

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

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

Stakeholder Engagement

Not applicable.

Recommendation(s)

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

Next Steps

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

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

C-572-2.2a
Appendix A

To the 571st 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 **6** 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	Abrera, Brent	CDCD Engineering Limited	100116388
1.2	Baldwin, James	Ainley Group	100199953
1.3	Campana, Jean-Paul	Kalos Engineering Inc.	100138224
1.4	Froese, Amanda	GEI Consultants Canada Ltd.	100044355
1.5	Sgoifo, Adrian	FORZA Corp.	100088023
1.6	Todeila, Adrian	NORR	100049250

2. **The Committee has reviewed the following applications for REDESIGNATION** and recommends to Council that these **23** 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	Andronowski, Maximilian	Andronowski & Associates Ltd.	1085018
2.2	Azizi, Mohammad	Emtron Inc.	100157648
2.3	Blakey, Steven	Jp2g Consultants Inc.	4130506
2.4	Bolivar, Bryan	Skelton Brumwell & Associates Inc.	100017673
2.5	Buckrell, Miles	IFAB Engineering Partners	90220880
2.6	Burgess, Denise	Comcor Environmental Limited	90563446
2.7	Burn, Geoffrey	GEI Consultants Canada Ltd	6145015
2.8	Cairns, Stephen	A2S Consulting Engineers	90563222
2.9	Caldwell, Neil	Jp2g Consultants Inc.	90328311
2.10	Clark, John (Jay)	Skelton Brumwell & Associates Inc.	8474603
2.11	DeVries, Ryan	B. M. Ross and Associates Ltd	100183886

2.12	Dwight, Andrea	Blue Sky Energy Engineering & Consulting Inc	90366659
2.13	Ensuncho, Lucila	Masongsong Associates Engineering Limited	100086571
2.14	Galas, Mark	Lawrence, Flemming & Associates Limited	15366503
2.15	Jain, Dinesh	Jain Sustainability Consultants	21671011
2.16	Little, Steven	Able Engineering Inc	90485830
2.17	Lonergan, Michael	Lonergan Engineering Inc.	100152751
2.18	Mitchell, Gerald	Peto MacCallum Ltd	32057507
2.19	Palin, Christopher	CPE Structural Consultants Ltd	100055726
2.20	Savoldelli, Mauro	Edilesse Ltd.	40808503
2.21	Shad, Houshang	Shad & Associates Inc.	100014014
2.22	Tang, Bernadette (Renee)	CPE Structural Consultants Limited	100070345
2.23	Vis, Jonathan	EMS-Tech Inc.	100182572

C-572-2.2a
Appendix B

CONSULTING ENGINEER DESIGNATION APPLICATIONS

Legal Implications/Authority

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

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

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

Decision Note – Consulting Engineer Designation Applications

Agenda Item Number	C-572-2.2b)
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 declines the applications for redesignation as a Consulting Engineer, as presented to the meeting at C-571-2.2b), Appendix A, Sections 1 and 2.
Attachments	Appendix A – Report of the Consulting Engineer Designation Committee Appendix B – Legal Implications Appendix C – Interpretive Guideline

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 September 4, 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.

Definition of "Primarily Engaged"
The Interpretive Guideline, which includes the definition of "Primarily Engaged" (clause 6 and along with clauses 1, 3, 5, and 9 of the attached Appendix C), as noted in Section 60 of Regulation 941, made under the Professional Engineer's Act, is interpreted as "the member's main employment is the delivery of Professional Engineering Services to the public as a consultant."

Reasons to Refuse
Reasons for refusal to designate or redesignate are outlined in the Interpretative Guideline (clause 11 of the attached Appendix C) and listed below:

- Not primarily engaged as per Section 56(1)(b), Section 57(2)(b) and Section 60.
- Lacks the two years continuous and most recent experience on a certificate of authorization or equivalent.
- Lacks the necessary experience as per Section 56(1)(c) and 57(2)(c) at a level sufficiently senior to demonstrate business experience.
- Inadequate or incomplete information and references.
- Unsatisfactory reference.

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. The motion for a declined application does not need to be brought into the open session.

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

C-571

Appendix A

To the 571st Meeting of the Council of
Professional Engineers Ontario

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

1. The Committee has considered the following application for **REDESIGNATION** and recommends that the application be **DECLINED.**

The CEDC recommends to the Council of the Association that Mr. Ahmad's application for designation be DECLINED because the applicant does not meet the requirement for redesignation, specifically in relation to independent practice as outlined in Section 57(2)(b) and Section 60 of Regulation 941 made under the Professional Engineers Act.

#	P.Eng.	Company Name	Licence #
1.1	Ahmad, Hafiz	Orbit Engineering Limited	100101997

2. The Committee has considered the following application for **REDESIGNATION** and recommends that the application be **DECLINED.**

#	P.Eng.	Company Name	Licence #
2.1	Vickerman, Granville	V.M.E. Technologies Inc.	48122501

The CEDC recommends to the Council of the Association that Mr. Vickerman's application for designation be DECLINED because the applicant does not meet the requirement for redesignation, specifically in relation to professional engineering experience as outlined in Section 57(2)(c) of Regulation 941 made under the Professional Engineers Act.

CONSULTING ENGINEER DESIGNATION APPLICATIONS

Legal Implications/Authority

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

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

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

C-571

Appendix C

INTERPRETIVE GUIDELINE

101-40 Sheppard Avenue West
Toronto, ON M2N 6K9
Tel: 416 224-1100
800 339-3716
Fax: 416 224-8168

www.peo.on.ca
Enforcement Hotline:
416 224 9528 Ext. 1444

Interpretive Guideline

Update Adopted by the
Consulting Engineer Designation Committee
At their meeting on 23rd day of October, 2014
Chair: Eric Nejat, P. Eng.

1. An applicant for designation must be currently in independent practice in Canada, i.e., offering and/or providing professional engineering services on an arms-length basis. Example: design/build contractors/engineers may not meet this requirement.

2. Provided an applicant for designation complies with Sections 56 and 60 of the Regulations, then the applicant need not reside in Ontario. If no services have been provided in Canada during the most recent two years, the candidate may be required to provide proof of having offered services, such as advertisements, proposals, or contact letters.

3. An applicant for designation must have been continuously engaged in independent practice in Canada over the last two years. The committee can recommend to council that it consider granting designation where the candidate has less than two years in independent practice. Reasons must be given for such a recommendation. A career change into independent practice after many years of engineering and business experience at senior levels in industry and/or previous experience in independent practice may qualify the applicant for consideration with less than two years of independent practice.

   The matter of independent practice may be established when there is evidence that the applicant holds a certificate of authorization from any Canadian Province. For applicants having licensure in Quebec (where no certificates of authorization exist), the resume may be used to establish the extent of independent practice. Unless the applicant indicates an intention to work in a consulting engineering firm holding a certificate of authorization, the designation shall be issued on the condition that the applicant is named on a certificate of authorization issued by PEO.

4. An applicant for designation who has been employed on a full time basis with holders of a Certificate of Authorization and has been listed thereon for the two most recent years may be considered.

5. The two years of experience in independent practice required under Section 56(1)(b) may be considered as part of the overall five years required by Section 56(1)(c). This experience must demonstrate technical and business skill satisfactory to the committee supported by references and/or interviews. Experience is to be verified by 3 professional engineers of which at least one should be a Designated Consulting Engineer. Four references will be required if there is no Consulting Engineer Designation reference of which one must be licenced in Ontario.

6. "Primarily Engaged" as noted in Section 60 of Regulation 941, made under the Professional Engineer's Act is interpreted as "the member's main employment is the delivery of Professional Engineering Services to the public as a consultant."

7. The applicant's experience in independent practice need not necessarily be gained in a consulting firm. Such exceptions may include Research and Development organizations, and service-oriented units of industrial firms.

8. Applicants who are essentially government employees or who work exclusively for government on an employment contract basis are not considered to be in independent practice.

9. Contracting and design/build do not constitute "independent practice" with respect to a firm and the granting of permission to use the title "Consulting Engineers"; or a variation thereof would be inappropriate. Further, any version which suggests the firm has superior skills will be disallowed, including "Consulting Professional Engineers".

10. An applicant for redesignation whose employer is a Canadian firm should be considered even though he may at the time of application be doing the bulk of his work outside Canada.

11. Reasons for refusal to designate or redesignate an applicant may include:

- Not primarily engaged as per Section 56(1)(b) and Section 60
- Lacks the two years continuous and most recent experience on a certificate of authorization or equivalent.
- Lacks the necessary experience as per Section 56(1)(c) and 57(2)(c) at a level sufficiently senior to demonstrate business experience.
- Inadequate or incomplete information and references.
- Unsatisfactory reference.

12. Professional and character references must have known the applicant for at least two years.

C-572-2.2b
Appendix A

To the 571st Meeting of the Council of
Professional Engineers Ontario

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

1. The Committee has considered the following application for **REDESIGNATION** and recommends that the application be **DECLINED.**

The CEDC recommends to the Council of the Association that Mr. Ahmad's application for designation be DECLINED because the applicant does not meet the requirement for redesignation, specifically in relation to independent practice as outlined in Section 57(2)(b) and Section 60 of Regulation 941 made under the Professional Engineers Act.

#	P.Eng.	Company Name	Licence #
1.1	Ahmad, Hafiz	Orbit Engineering Limited	100101997

2. The Committee has considered the following application for **REDESIGNATION** and recommends that the application be **DECLINED.**

#	P.Eng.	Company Name	Licence #
2.1	Vickerman, Granville	V.M.E. Technologies Inc.	48122501

The CEDC recommends to the Council of the Association that Mr. Vickerman's application for designation be DECLINED because the applicant does not meet the requirement for redesignation, specifically in relation to professional engineering experience as outlined in Section 57(2)(c) of Regulation 941 made under the Professional Engineers Act.

CONSULTING ENGINEER DESIGNATION APPLICATIONS

Legal Implications/Authority

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

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

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

C-572-2.2b
Appendix C

INTERPRETIVE GUIDELINE

101-40 Sheppard Avenue West
Toronto, ON M2N 6K9
Tel: 416 224-1100
800 339-3716
Fax: 416 224-8168

www.peo.on.ca
Enforcement Hotline:
416 224 9528 Ext. 1444

Interpretive Guideline

Update Adopted by the
Consulting Engineer Designation Committee
At their meeting on 23rd day of October, 2014
Chair: Eric Nejat, P. Eng.

1. An applicant for designation must be currently in independent practice in Canada, i.e., offering and/or providing professional engineering services on an arms-length basis. Example: design/build contractors/engineers may not meet this requirement.

2. Provided an applicant for designation complies with Sections 56 and 60 of the Regulations, then the applicant need not reside in Ontario. If no services have been provided in Canada during the most recent two years, the candidate may be required to provide proof of having offered services, such as advertisements, proposals, or contact letters.

3. An applicant for designation must have been continuously engaged in independent practice in Canada over the last two years. The committee can recommend to council that it consider granting designation where the candidate has less than two years in independent practice. Reasons must be given for such a recommendation. A career change into independent practice after many years of engineering and business experience at senior levels in industry and/or previous experience in independent practice may qualify the applicant for consideration with less than two years of independent practice.

   The matter of independent practice may be established when there is evidence that the applicant holds a certificate of authorization from any Canadian Province. For applicants having licensure in Quebec (where no certificates of authorization exist), the resume may be used to establish the extent of independent practice. Unless the applicant indicates an intention to work in a consulting engineering firm holding a certificate of authorization, the designation shall be issued on the condition that the applicant is named on a certificate of authorization issued by PEO.

4. An applicant for designation who has been employed on a full time basis with holders of a Certificate of Authorization and has been listed thereon for the two most recent years may be considered.

5. The two years of experience in independent practice required under Section 56(1)(b) may be considered as part of the overall five years required by Section 56(1)(c). This experience must demonstrate technical and business skill satisfactory to the committee supported by references and/or interviews. Experience is to be verified by 3 professional engineers of which at least one should be a Designated Consulting Engineer. Four references will be required if there is no Consulting Engineer Designation reference of which one must be licenced in Ontario.

6. "Primarily Engaged" as noted in Section 60 of Regulation 941, made under the Professional Engineer's Act is interpreted as "the member's main employment is the delivery of Professional Engineering Services to the public as a consultant."

7. The applicant's experience in independent practice need not necessarily be gained in a consulting firm. Such exceptions may include Research and Development organizations, and service-oriented units of industrial firms.

8. Applicants who are essentially government employees or who work exclusively for government on an employment contract basis are not considered to be in independent practice.

9. Contracting and design/build do not constitute "independent practice" with respect to a firm and the granting of permission to use the title "Consulting Engineers"; or a variation thereof would be inappropriate. Further, any version which suggests the firm has superior skills will be disallowed, including "Consulting Professional Engineers".

10. An applicant for redesignation whose employer is a Canadian firm should be considered even though he may at the time of application be doing the bulk of his work outside Canada.

11. Reasons for refusal to designate or redesignate an applicant may include:

- Not primarily engaged as per Section 56(1)(b) and Section 60
- Lacks the two years continuous and most recent experience on a certificate of authorization or equivalent.
- Lacks the necessary experience as per Section 56(1)(c) and 57(2)(c) at a level sufficiently senior to demonstrate business experience.
- Inadequate or incomplete information and references.
- Unsatisfactory reference.

12. Professional and character references must have known the applicant for at least two years.

Decision Note – Approval of Committee Membership Changes

Agenda Item Number	C-572-2.3(a)
Purpose	To bring forward committee membership changes requiring Council approval
Strategic/Regulatory Focus	Committee membership to support PEO's regulatory focus
Motion	That Council approve the changes to Committee Membership as presented

Summary

Council is asked to approve committee changes.

Public Interest Rationale

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

Background

Council has the responsibility for ensuring that the committees required in the PEA (s. 10) are continued so they can do the work of governing the profession and protecting the public in accordance with PEO's principal object "to regulate the practice of professional engineering and to govern…in order that the public interest may be served and protected".

Per the PEA, members of any committee reporting to Council must be approved by Council. The Order of Honour and Selection Committee (OSC) is a committee that reports to Council, and their members require Council approval.

Next Steps

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

New Committee Members:

First/Last Name	Dates	Committee / Task Force
Lui Tai	August 2025 - Present	Order of Honour Selection Committee (OSC)
Sharon (Shengdi) Chen	August 2025 - Present	Order of Honour Selection Committee (OSC)
Angela Scott	Spring 2026	Order of Honour Selection Committee (OSC)

Prepared By: Volunteer Engagement

Information Note – Committee Membership Changes

Agenda Item No.	C-572-2.3(b)
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/New members:

First/Last Name	Service Dates	Committee / Task Force
Albert Conforzi, LL.B	2021 – June 2025	Complaints Committee (COC)
*James Little, J.D., B.Eng.	July 2025 – Present	Complaints Committee (COC)
*Dr. William Tape, Ph.D., P.E., P. Eng., C.A.H.P.	July 2025 - Present	Complaints Committee (COC)

*Members James Little and William Tape have been approved by the Attorney General (AG) and have begun their terms on the Complaints Committee as of August 2025.

Prepared By: Volunteer Engagement

Decision Note – Review of PEO Guidelines: Key Findings and Recommendations

Agenda Item No.	C-572-2.4
Purpose	To provide Council with a report presenting the results of the review of PEO professional guidelines, along with recommendations to address identified areas for improvement.
Strategic/Regulatory Focus	Regulatory
Motion	That Council approves the recommendations outlined in the "Review of PEO Guidelines: Key Findings and Recommendations" report at Appendix A and direct staff to implement them. **(simple majority)**
Attachments	Appendix A: Key Findings and Recommendations

Summary
Over the past year, staff have comprehensively reviewed PEO's practice guidelines. Many appear to be quite outdated. Some are overly lengthy. Generally, they do not seem designed to meet licence holders' evolving needs. It is also clear from the review that updates to the Code of Ethics are essential before guideline revisions can be fully effective. Staff work to date supports the development of a new approach to address regulatory gaps, maintain up-to-date guidance, and ensure documents are responsive to professional and industry developments. Staff's report presents the findings, explains the rationale for the proposed shift, and offers recommendations for consideration and approval.

Public Interest Rationale
PEO's public protection mandate includes establishing and maintaining standards of knowledge, skill, professional practice, and ethics, and providing guidance to help licence holders meet these standards.

Background
Staff conducted a high-level but extensive review of all PEO guidelines, that included targeted stakeholder consultations, a literature review on regulatory best practices, and an analysis of practice inquiries data.

Considerations
Based on the findings from the guidelines review presented in the attached report (**Appendix A**), the following key points are highlighted:

- A comprehensive review of the Code of Ethics is necessary to define enforceable expectations and provide a strong foundation for all subsequent guideline updates. The Code of Ethics has remained largely aspirational, focusing on high-level ideals rather than enforceable standards, and has not been comprehensively updated to reflect evolving professional and societal expectations.
- Feedback from practice advisory data and a 2024 licence holder survey indicates that PEO's guidelines are often not helpful when guidance is needed, as some documents are lengthy, overly technical, and difficult to navigate, highlighting the need for clear and accessible guidance.
- Many of PEO's guidelines interpret external legislation and technical standards, an approach uncommon among regulators.

Stakeholder Engagement
As noted in the report, staff conducted targeted consultations with licence holders, complemented by analysis of practice inquiries data. Further engagement with licence holders, PEO advisory groups, and other key stakeholders, including employers, government ministries, and engineering regulators, will continue to inform the work done to inform Council's decision-making.

Recommendations
- Conduct a comprehensive review of the Code of Ethics to enhance and clarify language and define enforceable expectations.
- Develop a plan for all guidelines once the revised Code of Ethics is finalized, identifying updates, consolidations, or removals; consult relevant ministries regarding guidance on external legislation.
- Post a clear disclaimer indicating guidelines are under review and licence holders must rely on applicable legislation and standards to guide their decision making.
- Survey licence holders to determine preferred guidance formats to ensure usability and accessibility.
- Implement formal maintenance processes, including fixed review cycles and integration of practice advisory, complaints, and discipline data.

Next Steps
Implement the recommendations

Prepared By: Policy team

C-572-2.4
Appendix A

Review of PEO Guidelines: Key Findings and Recommendations

1. Introduction

The purpose of this report is to provide an overview of the guidelines review undertaken by staff and to present a new approach to their development and review to ensure that PEO's guidance documents remain relevant, effective, and aligned with both the principles of good regulation, industry standards, and the evolving needs of the profession.

In 2024–2025, the Regulatory Policy and Legislation Committee (RPLC) was asked to review and make recommendations regarding six practice guidelines. As the review progressed, it became clear that a guideline-by-guideline approach would not capture the linkages and recurring themes across the documents. The documents contain multiple cross-references, overlap on similar issues, and need to be considered together to ensure overall consistency, alignment, and usability. A more holistic review of all PEO guidelines was therefore conducted.

The review was carried out by staff and included targeted stakeholder consultations, a literature review on best practices in regulation, and an in-depth analysis of PEO's practice inquiries data. As a result, many guidelines were found to be outdated, overly lengthy, and not providing the guidance that licence holders actually seek. In addition to these findings, and consistent with the Policy Development Framework (which emphasizes risk assessment and early identification of issues in regulatory tools), staff identified areas for improvement that extend beyond the guidelines themselves. Notably, the Code of Ethics requires updates before guideline revisions can be fully effective.

These findings necessitate the development of a new approach: one that can more effectively address regulatory gaps and support the development of guidelines in a way that enables PEO to keep its guidance documents up-to-date, responsive to the needs of the profession and industry developments and informed by data from both the complaints and practice advisory functions.

To this end, staff recommend that a comprehensive review of the Code of Ethics be undertaken in order to define enforceable expectations and provide a strong foundation for all subsequent guideline updates. Once the revised Code of Ethics is finalized, staff will develop a plan for reviewing all guidelines, including identifying necessary updates, consolidations, or removals, and consulting with relevant ministries to ensure alignment with external legislation.

This report outlines the findings that led to the development of the new approach, presents the rationale for this proposed shift, and provides a set of recommendations for consideration by RPLC and Council.

2. Historical Context

Historically, the development of new guidelines or updates to existing ones was typically triggered by formal requests, both internal and external, and did not systematically take into account PEO's complaints and discipline data or practice advisory data to identify patterns indicating where guidance was necessary. Once a guideline was identified for development or revision, the process involved several stages of review and approval, supported a subcommittee of volunteers. Assembling the subcommittee and completing its work, along with subsequent reviews, often extended over several years. At the time, there was no formal process in place for ongoing revision or scheduled updates.
This historical approach, while thorough, created several challenges:

- Guidelines that referenced external legislation, technical codes, and policies often became outdated soon after publication.
- The review cycle was infrequent; PEO did not consistently engage in proactive or cyclical reviews, and several guidelines had not been updated since the 1990s.
- Guidelines were often developed reactively, in response to isolated needs or incidents, rather than as part of a comprehensive regulatory framework informed by complaints, discipline, or practice advisory data.
- The process relied heavily on volunteer expertise, which limited broad representation from the profession and affected responsiveness to evolving needs.

3. Practice Advisory Data, Licence Holder Survey, and Literature Review

3.1. Insights from Practice Advisory Data

A review of practice inquiries received since 2020 reveals consistent trends that provide insight into the regulatory information practitioners most frequently seek. On average, PEO receives approximately 385 inquiries annually, with the number approaching 400 in 2024. The top recurring themes include the use of title, the use of seal, and the need for a Certificate of Authorization. Additional common topics include questions related to the definition of "practising," particularly in the context of mandatory CPD requirements. Inquiries related to the 2018 guideline *Assuming Responsibility and Supervising Engineering Work* have also increased in recent years.

Notably, of the 1,950 inquiries reviewed, only 17 (less than 1%) pertained to specific industries or areas of engineering practice. Moreover, responses to these inquiries were typically handled independently from any guidelines, as the documents themselves lacked relevant or applicable content.

The information below reflects trends identified through PEO's practice advisory service, including direct conversations via phone and email between licence holders and practice advisors:

- Existing guidelines are often outdated, overly broad, or misaligned with real-world questions. Many inquiries reflect a need for timely and practical guidance, especially in areas related to professionalism and conduct. However, the documents available are often too vague or technical to apply easily in practice.
- Foundational documents such as the Code of Ethics and the professional misconduct provisions in regulation lack sufficient detail. Licence holders have expressed that these documents do not clearly articulate what is expected of them in day-to-day professional conduct, leading to uncertainty about their responsibilities and ethical obligations.
- Licence holders find current regulatory information dispersed and difficult to navigate. Ethical, procedural, and technical requirements are spread across various documents, which contributes to confusion about obligations among both licence holders and the public.
- PEO's current approach to guidelines is not agile enough to keep pace with the evolving regulatory landscape. As engineering practice continues to shift in response to technological, social, and regulatory change, PEO lacks a responsive framework that reflects present and future realities.

- The format, length, and language of existing guidelines limit their usability. Licence holders report that the guidelines are unnecessarily long, overly technical, and lack clear structure, making them difficult to interpret or apply in practice.

3.2. Licence Holder Survey Results

In June 2024, an online survey was conducted to assess how licence holders engage with existing guidance materials, including practice guidelines, standards, and bulletins. The survey was sent to 85,402 licence holders and received 1,348 responses (1.6% response rate).

Key findings include:

- Many respondents were unaware of PEO's practice advisory service or the free subscription to receive guidelines. While this may seem a communication issue, qualitative responses (combined with the very low number of document "clicks") indicate a broader issue: PEO's guidance is not sufficiently visible or perceived as useful. Respondents noted that, if relevant, up-to-date guidance were readily accessible and clearly linked to their day-to-day work, they would be more likely to use it.
- Respondents highlighted a need for greater alignment with current legislation, regulatory requirements, and engineering realities. They called for clearer guidance rooted in the *Professional Engineers Act* and regulations made under it.
- Respondents also highlighted the need for improved structure and clarity, including better formatting, the use of plain language, and clearer organization.

These results support the need for a shift in guideline development to enhance clarity, legal grounding, relevance, and usability for practitioners.

3.3. Literature Review Results

Regulatory literature and best practice consistently emphasize that effective professional regulation depends on clear, enforceable standards[1]. These standards are typically articulated through rules of professional conduct, codes of ethics, or minimum standards of competence. They address issues of conduct and professionalism, which lie at the core of what professional regulators are mandated to uphold. Without a firm standards-based foundation, guidance risks drifting into vague advice that undermines both accountability and professional discretion.

Guidance, in turn, plays a distinct but complementary role. Unlike standards, guidance is not enforceable, nor is it intended to prescribe exactly how professionals should carry out technical work. Instead, guidance illustrates how standards may be applied in practice, particularly in complex or ambiguous situations where professional judgment is required. Effective guidance uses real life examples and scenarios to demonstrate how principles of conduct can be upheld, providing practitioners with a reference point while maintaining professional discretion.

[1] Relevant literature includes regulatory scholars such as Julia Black and organizations that set regulatory standards, including the Organisation for Economic Co-operation and Development and the Professional Standards Authority.

This model is consistently applied among Canadian regulators. For example:

- Engineers and Geoscientists of British Columbia (EGBC) grounds its framework in a mandatory Code of Ethics and supplements it with comprehensive guidance using practical examples.[2]
- The Association of Professional Engineering and Geoscientists of Alberta (APEGA) follows a similar model, with an enforceable Code of Ethics supported by interpretive guidelines.[3]
- The Law Society of Ontario (LSO) anchors its framework in the Rules of Professional Conduct, complemented by the commentary section within these rules which provides practical explanations, examples, and context to help lawyers understand and apply the specific legal principles and standards outlined in the rules.[4]
- Similar to the LSO, Chartered Professional Accountants of Ontario (CPA) has a principles-based enforceable Code of Professional Conduct and uses commentary and scenarios to illustrate the application of these principles across diverse practice settings.[5]
- The College of Nurses of Ontario (CNO) defines clear ethical expectations in its Code of Conduct that consists of seven principles of professional and ethical conduct along with other related standards of practice that are enforceable (e.g., Confidentiality; Documentation), while practice guidance explains how these expectations apply in patient care.[6]
- The College of Physicians and Surgeons of Ontario (CPSO) provides Essentials of Medical Professionalism which sets out CPSO's expectations related to professional ethics and articulates the values and duties at the core of medical practice[7]. These enforceable standards are complemented by guidance on professional behaviour in clinical and non-clinical contexts.

Where regulators provide guidance, it generally focuses on interpreting legislation and regulations or standards of practice that are specific to their profession, areas in which the regulator is in a position to offer authoritative interpretation. It is unusual for regulators to provide guidance on external legislation. When this does occur, it is typically limited to a handful of key statutes where application in a professional context is particularly relevant. In these cases, guidance is kept current and supported with examples that help practitioners understand how the legislation applies within their specific professional context.

4. PEO's Approach and Areas for Improvement

PEO's approach differs from recognized best practices in regulation, as well as from the approaches taken by other regulators, in three fundamental ways:

---

[2] EGBC, Code of Ethics and Guide to the Code of Ethics: https://www.egbc.ca/complaints-discipline/code-of-ethics/code-of-ethics

[3] APEGA, Code of Ethics and Guideline: https://www.apega.ca/docs/default-source/pdfs/standards-guidelines/ethical-practice.pdf?sfvrsn=78261e0b_16

[4] LSO, Rules of Professional Conduct: https://lso.ca/about-lso/legislation-rules/rules-of-professional-conduct

[5] CPA Ontario, Code of Professional Conduct: https://assets.cpaontario.ca/members/regulations-guidance/pdfs/CPA-Ontario-Code-of-professional-conduct.pdf

[6] CNO, Code of Conduct: https://www.cno.org/Assets/CNO/Documents/Standard-and-Learning/Practice-Standards/49040_code-of-conduct.pdf

[7] CPSO, Essentials of Medical Professionalism: https://www.cpso.on.ca/getmedia/399589f2-fd5c-45f1-9cff-8ce43ce29e4f/Essentials_of_Medical_Professionalism.pdf

1. PEO has not developed enforceable standards of professional and ethical conduct. While PEO has a Code of Ethics, this was developed primarily as an aspirational statement of professional expectations - the regulation stipulates that a violation of the Code of Ethics alone does not constitute professional misconduct[8]. In practice, expectations for professional behaviour for PEO's licence holders are articulated mainly through professional misconduct provisions, which focus on what licence holders should *not* do rather than defining the positive standards expected of its licence holders and holders of certificates of authorization. This approach is unusual. Professional misconduct regulations serve a distinct role: they define unacceptable behaviour and provide a legal basis for discipline, rather than establishing the positive obligations of professional practice. By contrast, a Code of Ethics (also known as rules of professional conduct, professional standards, or standards of ethics) articulates positive obligations that define the day-to-day duties owed to the public, clients, employers, other professionals, and the regulator.

   PEO's Code of Ethics itself has remained largely unchanged since its development. While minor amendments have been made, it has not undergone a comprehensive review informed by licence holders to ensure it reflects the profession's expectations and keeps pace with shifting societal values.

2. In the absence of enforceable positive standards, PEO developed detailed guidelines intended to guide professional judgment. However, as discussed above, evidence from licence holders indicates that these guidelines are difficult to apply in complex or evolving situations because the underlying expectations are not clearly established. This creates uncertainty for practitioners and limits regulatory clarity.

3. PEO has multiple professional guidelines that extend beyond its profession-specific statute and provide guidance on external legislation, including on technical standards. This is a key distinction: unlike most regulators, PEO offers interpretation in areas where another regulatory body or agency is generally better positioned to provide guidance. This approach can create confusion and potential complications, as practitioners may be uncertain about which guidance takes precedence. The problem is exacerbated by the fact that these multi-page guidelines, containing numerous references and links to external legislation, regulations, and standards, are not reviewed regularly, and without ongoing consultation with engineers specializing in these areas, they cannot be reliably kept up to date.

Ultimately, PEO's approach, anchored in a non-enforceable Code of Ethics and supported by prescriptive guidelines, does not provide the same clarity and effectiveness seen in other regulatory models. As evidenced by practice advisory data and feedback from licence holders, this approach creates uncertainty for practitioners and limits their understanding of the expectations that apply to them.

5. Recommendations

To address the areas for improvement identified in PEO's current approach and to align with leading regulatory practice, the following priority actions are recommended for Council's direction:

Recommendation 1

Conduct a comprehensive review of the Code of Ethics to clearly define enforceable expectations and enhance and clarify its language. This review will be conducted in

[8] Subsection 72(2) at paragraph g of Regulation 941.

close consultation with the profession and key stakeholders, with proposed revisions brought forward to RPLC and Council as soon as practicable. Periodic updates will be provided to the RPLC during the review. Given the urgency of this work, staff aims to present initial recommendations for changes, informed by comprehensive stakeholder feedback, by the end of the 2025–2026 Council term.

The Code of Ethics is already under review. Council directed staff in September 2024 to assess whether PEO's regulatory measures (including the Code of Ethics) adequately address human rights issues and to recommend improvements where appropriate. This recommendation to conduct a comprehensive review of the Code of Ethics can be undertaken in parallel with this existing review, allowing both initiatives to be coordinated and implemented together as part of a single project.

Recommendation 2

Once the revised Code of Ethics is finalized, present a plan for all existing guidelines, identifying which ones should be updated, consolidated, or rescinded. While a review of all guidelines has already been completed, final recommendation should be presented after the Code of Ethics has been updated. For guidelines interpreting legislation or regulations outside the *Professional Engineers Act* and its regulations, staff will collaborate with the responsible ministry to assess necessity. Among engineering regulators, EGBC appears to be the only one with a similar approach to developing external guidelines. Further consultations with EGBC will be undertaken to understand how they maintain this guidance and whether they face challenges comparable to those in Ontario.

Recommendation 3

Post a clear disclaimer on PEO's website indicating that the guidelines are under review and may not reflect the most current information. Licence holders should rely on relevant legislation, standards, and other applicable rules. This will clarify expectations for practitioners and reduce the risk of relying on outdated or conflicting guidance, particularly in areas where government agencies or other bodies have primary jurisdiction.

Recommendation 4

Survey licence holders to understand preferred formats for guidance (e.g., short example-based, detailed advisory, digital tools) to ensure guidance is accessible, user-friendly, and effective in supporting professional judgment.

Recommendation 5

Develop a formal process to maintain guideline currency and ensure they are aligned with the needs of the profession. This includes establishing fixed review cycles (e.g., every three years) and integrating data from practice advisory, complaints, and discipline to inform guideline updates and the development of new guidance.

Decision Note – Use of Artificial Intelligence (AI) in Professional Practice: Recommended Approach

Agenda Item No.	C-572-2.5
Purpose	For Council to consider the recommendations on the proposed approach for using artificial intelligence (AI) in professional practice.
Strategic/ Regulatory Focus	Regulatory Policy
Motion	That PEO adopts the Practice Advisory on the Use of Artificial Intelligence (AI) developed by Engineers and Geoscientists British Columbia (EGBC) as guidance for licence holders on the use of AI in professional practice, while continuing to monitor developments in this area to inform any appropriate future regulatory measures. (**simple majority**)
Attachments	Appendix A: EGBC Practice Advisory: Use of Artificial Intelligence (AI) in Professional Practice

Summary
Like all regulators, PEO is considering how best to address the ethical use of AI in professional practice. The landscape for AI is changing rapidly, in many areas of human activity. At this stage, it is recommended that developments continue to be monitored very closely to inform any potential future regulatory action. For the time being, the existing duties of competence and ethical conduct can be deemed sufficient, albeit with additional guidance provided to support professional judgment representing the most appropriate approach. Further developments in AI as it pertains to the practice of engineering will continue to be assessed, proactively, as well as in relation to complaints and inquiries from stakeholders, and Council will receive periodic updates when it is meaningful to provide them.

Public Interest Rationale
Monitoring AI in engineering serves the public interest by ensuring PEO can uphold and continuously develop professional standards and guidelines, in line with its public protection mandate.

Background
Professional regulators, governments, and organizations across Canada and abroad have been monitoring developments in AI to understand how its use should be governed. Professional regulators, in particular, are actively monitoring the use of AI in practice to better understand potential risks, including impacts on professional competence, public safety, and ethical obligations. This monitoring also informs whether regulatory measures or interventions are necessary to mitigate these risks effectively, while avoiding unnecessary burdens on the regulated community.

Engineers and Geoscientists British Columbia (EGBC) was the first engineering regulator to issue a practice advisory on AI in professional practice (**Appendix A**). Other guidance includes the Government of Canada's Guide on the Use of Generative Artificial Intelligence, various professional regulators' guidance (including the Law Society of Ontario, which received significant attention in the regulatory community), and Engineers Canada's Artificial Intelligence in Engineering Technology for Autonomous and Connected Vehicles position statement, which addresses AI more broadly while focusing on specific applications in connected and autonomous vehicle technologies.

Council has identified AI as a key emerging issue, and the Regulatory Policy and Legislation Committee (RPLC) has included it in its workplan to review and recommend an appropriate approach for PEO.

Considerations

As noted above, AI is an emerging area with limited precedent for regulation. Evidence from governments and regulators in Canada and internationally shows that most organizations initially rely on guidance rather than enforceable rules, reflecting uncertainty about appropriate regulatory responses. While recognized risks include errors, public safety impacts, potential ethical breaches, and impacts on professional competence and decision-making, there is currently insufficient evidence about the specific nature of these risks to justify formal regulatory intervention at this stage.

PEO's policy development framework requires that regulatory action be proportionate to risk. In this context, the existing Code of Ethics and professional misconduct provisions already address AI use: licence holders must maintain competence across all areas of practice (this includes using AI responsibly) and act in good faith in the public interest (this includes ensuring that AI applications do not compromise safety, welfare, or ethical obligations). At this stage, providing guidance rather than imposing enforceable rules represents the most proportionate response, allowing PEO to monitor developments and gather additional evidence before considering regulatory intervention.

This approach aligns with practices undertaken by other regulators addressing emerging technologies. For example, the Council on Licensure, Enforcement and Regulation (CLEAR), an international association of regulators and regulatory professionals, has conducted research on the role of regulators in addressing ethical challenges posed by emerging technologies, including AI. CLEAR's findings emphasize a proactive, principle-based approach: regulators provide guidance on ethical use, encourage practitioners to critically reflect on risks and limitations, and monitor emerging risks. This flexible approach supports proportionate regulatory action.

Stakeholder Engagement

All national engineering regulators (through the Engineers Canada CEO group) have been actively discussing AI, highlighting the importance of collaboration and resource-sharing. These discussions address both the regulatory implications for practitioners and how organizations themselves should ethically and effectively implement AI internally. There is broad agreement that the EGBC guideline provides an adequate reference for engineering regulators, while ongoing monitoring of technological developments will determine whether regulatory intervention in the form of an enforceable standard may be warranted based on identified risks.

Recommendation(s)

1. Adopt EGBC Guideline for licence holders: Staff's review confirms it is a strong resource, relevant in both BC and Ontario. A preamble will clarify it is guidance only, and licence holders must continue to meet obligations under the Code of Ethics, professional misconduct provisions in the regulation, and employer policies. Additional guidance will be developed to help licence holders understand how generative AI intersects with their professional obligations (e.g., duty of competence). The Law Society's approach is simple and provides a clear, practical framework for helping licence holders navigate emerging technologies while remaining compliant with their existing ethical and professional responsibilities.
2. Integrate AI into Code of Ethics review: Roll the issue of AI regulation into the ongoing Code of Ethics review (this item will be discussed separately at the September Council meeting). There is some emerging evidence that areas of focus that may require specific regulatory intervention (i.e.,

enforceable standard) include professional competence (using AI only within knowledge, skills, and competence), ethical implementation (ensuring AI is developed and applied ethically), and transparency and accountability (ensuring AI systems are secure and risks are appropriately managed by professionals).

3. Survey licence holders: Assess how AI is being used in engineering practice and the associated risks to determine whether further guidance or a formal standard is needed.

4. Monitor practice inquiries and complaints/report: Track AI-related inquiries and complaints/reports to identify emerging risks or gaps in guidance.

Next Steps

If approved by Council, proceed with implementing the recommendations.

Prepared By: Policy Team

ENGINEERS & GEOSCIENTISTS BRITISH COLUMBIA

PRACTICE ADVISORY

USE OF ARTIFICIAL INTELLIGENCE (AI) IN PROFESSIONAL PRACTICE

Version 1.0, Published November 22, 2024

This practice advisory has been issued for professional registrants of Engineers and Geoscientists BC (engineering/geoscience professionals) to provide guidance on using Artificial Intelligence (AI) appropriately in their professional activities or work. It discusses the fact that engineering/geoscience professionals remain professionally responsible for their work even when it is generated by or includes AI output. It also discusses items to consider when using AI or when incorporating it into engineering and geoscience activities or work, including how to remain in compliance with quality management requirements while using AI.

This practice advisory is aimed towards engineering/geoscience professionals who use or interact with third-party AI-based systems and tools; it does not address the development or design of AI-based systems and tools by engineering/geoscience professionals. The guidance given in this practice advisory is broadly applicable to any system that uses AI in some capacity, including historical, conventional, and novel AI methods and systems.

Additionally, this practice advisory does not discuss the appropriateness of the use of AI-based systems and tools in engineering/geoscience work, but instead discusses the responsibility of the professional to consider the risks and legal implications associated with such use. It is paramount that, when using AI, engineering/geoscience professionals consider their ability to meet the documented checking, direct supervision, document retention, and independent review quality management requirements, as outlined in the Engineers and Geoscientists BC Bylaws and discussed below. Engineering/geoscience professionals must also practice only in those areas where their training and ability make them professionally competent, as per Principle 2 of the Engineers and Geoscientists BC's Code of Ethics (Engineers and Geoscientists BC 2021). This ethical duty applies not only to the use of AI, but also the ability to recognize and mitigate risks associated with its use.

The following are examples of how an engineering/geoscience professional might use or incorporate AI into their professional work:

- **Text and Image Generation/Recognition** – AI can both produce and recognize text and images based on inputted data.
- **Design and Modelling** – AI can optimize design and modelling by using generative algorithms and simulations that are based on specified constraints and objectives. This can enhance the entire design process, from ideation to implementation.

- **Predictive Maintenance** – AI can anticipate and therefore prevent failures in facilities and equipment, which results in optimized operation, reduced downtime, and improved performance.
- **Quality Control and Inspection** – AI can identify and classify defects, anomalies, or deviations from desired specifications using visual automation.
- **Process Optimization** – AI can analyze data and identify patterns to improve efficiency and reduce waste in several applications, such as supply chain management and energy consumption.
- **Summarization** – AI can summarize large volumes of text or information from one or more sources. For example, AI could summarize text from several sources on the Internet.

AI's rapid advancement and expanding use has resulted in increased questions about how an engineering/geoscience professional can use AI-based systems and tools responsibly within their practice. This includes how to meet the regulatory requirements set out by the *Professional Governance Act, Engineering and Geoscientists Regulation,* and Engineers and Geoscientists BC Bylaws.

BACKGROUND

WHAT IS ARTIFICIAL INTELLIGENCE (AI)?

AI is a term that is used to broadly describe the ability of computers or machines to simulate or mimic characteristics of human intelligence to perform tasks that include a combination of perceiving, reasoning, learning, problem solving, and decision-making (European Union 2024) (Stuart Russel 2010) (Government of Canada 2023).

Within the scope of AI, a wide range of methods and types exist. Historically, "expert systems" consisting of complex and well-defined rule sets were considered AI. Presently, AI often involves aspects of machine learning (ML), where the AI learns or identifies patterns from large training data sets that are specific to the problem domain. A common use of the ML method is classifying inputs into categories. For example, the AI elements of the perception systems in semi-autonomous/ autonomous vehicles are trained to classify surrounding objects based on data sets consisting of images and videos of pedestrians, vehicles, cyclists, and similar objects.

As of writing, generative AI (GAI) is a novel type of AI that has received recent significant public recognition. GAI processes data from human users and can generate new textual, visual, or audio content based on a prompt from a human. Large Language Models (LLMs) allow a GAI system to predict the next word in a sequence, when given the words that have come before. It is important to note that, like the generation of AI and ML models that came before, LLMs are statistical in nature and can only predict the most likely output based on the data they were trained from. OpenAI's ChatGPT and Microsoft's Copilot products are two examples of GAI-based systems that are both widely available and have received significant attention from the broader public.

OVERVIEW OF TYPES OF AI

Many different categorizations and levels of autonomy are available for AI-based systems and tools. As these categorizations can become quite complex, for the purpose of this practice advisory, the following two types are discussed: Static AI and Dynamic AI. The key difference between Static and Dynamic AI is whether the AI's behaviour changes or evolves over time, in response to the inputs it receives from its environment. Since the behaviour of Dynamic AI can change over time, it can pose unique challenges in terms of risk management.

- **Static AI** does not change over time. Static AI systems are trained and tested in a controlled environment, and then locked against modifications before being deployed. Once the model is trained, repeatedly providing identical inputs will result in the model producing identical outputs. However, the model may be sensitive to minor changes in inputs that could cause unexpectedly large changes in outputs.
- **Dynamic AI** can adapt, learn, and evolve over time. Therefore, the output may change based on new learnings, and thus the results may vary from use-to-use and over time.

PROFESSIONAL PRACTICE

RISK, RISK ASSESSMENT, AND RISK MANAGEMENT

Engineering/geoscience professionals are required to hold paramount the safety, health, and welfare of the public, including the protection of the environment and the promotion of health and safety within the workplace, as per Principle 1 of the Code of Ethics (Engineers and Geoscientists BC 2021). When using AI-based systems as a tool, engineering/geoscience professionals must assess, understand, and manage or mitigate the harm that AI-based systems and tools can potentially cause, either directly or indirectly.

There is currently much uncertainty surrounding the potential risks of using AI-based systems and tools in professional work including the protection of private information, the intellectual property of an AI output, civil liability, and the risk factors mentioned below. It is critical that engineering/geoscience professionals understand these risks — including any unintended consequences (see the section below on Risk Considerations) — so that those risks can be managed or mitigated. The risks associated with AI-based systems and tools differ and are unique from traditional software risks, as outlined in Appendix B of the Artificial Intelligence Risk Management Framework (National Institute of Standards and Technology, 2023). Therefore, if an engineering/geoscience professional intends to use an AI-based system or tool, they should understand and remain familiar with how it is intended to function, exercise their professional and ethical judgment on a continuing basis as per the Code of Ethics (Engineers and Geoscientists BC 2021), and understand that they remain professionally responsible their work even when it is generated by or includes AI output.

If an engineering/geoscience professional is not competent by training or experience to identify the risks associated with the use of AI-based systems and tools in their professional practice (see Principle 2 of the Code of Ethics [Engineers and Geoscientists BC 2021]), then those systems and tools should not be used. If an engineering/geoscience professional determines they can appropriately identify the risks and moves forward with use of the AI-based system or tool, they

should remain open to managing and mitigating those risks collaboratively with appropriately qualified experts (for example, by seeking legal advice on whether the AI-based system's license agreement is compatible with any confidentiality or non-disclosure provisions governing the professional work).

Per Engineers and Geoscientists BC Bylaws, a documented risk assessment must be completed for all professional activities or work. As part of the risk assessment, an engineering/geoscience professional is expected to identify hazards, consequences, severity of the consequences, likelihood of the consequences, and level of risk. For hazards that have been identified, the engineering/geoscience professional is expected to mitigate those risks, where applicable, in their professional activities. A multidisciplinary approach to risk management may be appropriate, as risks can arise outside of the scope of engineering or geoscience. A resource for completing a risk assessment can be found in Appendix B of the *Guide to The Standard for Documented Independent Review of High-Risk Professional Activities or Work* (Engineers and Geoscientists BC 2023a).

RISK FACTORS

Engineering/geoscience professionals must understand the inherent risks when using AI in their professional practice. These include the following:

- **Biases** – Biases can occur and be amplified in AI-based systems and tools, which can result in inaccurate decisions or results. Biases can include computation and statistical biases, and human-cognitive biases.
    - Computational and statistical bias can occur in datasets and algorithm processes. This type of bias stems from systematic errors, which are caused by non-representative samples being used for the AI training process. Alternately, the systematic errors may be due to a misunderstanding of the underlying processes and mechanisms that may result in AI being trained with survivorship bias, which is a logical error that occurs when the AI concentrates on entities that pass a selection process, while overlooking those that do not.
    - Human-cognitive bias can occur when humans use and trust the information given by AI-based systems and tools to make decisions or fill in missing information. For example, some users might trust the output of an AI-based system or tool more than their own knowledge or judgement, even if there is no basis for that trust in the AI-based system or tool in question.
- **Trustworthiness** – Trustworthy AI-based systems and tools are those that have had their risks managed or mitigated to a level considered acceptable by interested parties. The Artificial Intelligence Risk Management Framework (National Institute of Standards and Technology, 2023) defines trustworthy AI-based systems and tools as those without harmful bias and that have characteristics that are valid, reliable, safe, secure, resilient, accountable, transparent, explainable, interpretable, privacy-enhanced, and fair. It should be noted that trustworthiness is specific to the context of its use (i.e., an AI-based system or tool may be considered trustworthy in one application, but not in another).
- **Transparency, explainability, and interpretability** – For many AI-based systems and tools, it can be hard for humans to understand the process that the system or tool took to produce an output, or the output cannot be interpreted in the context of its designed functional purposes.

Transparency, explainability, and interpretability are distinct characteristics that support each other and can help humans understand the process of an AI based system or tool.

Trustworthy AI: Managing the Risks of Artificial Intelligence (National Institute of Standards and Technology, 2024) defines these terms as follows. Transparency reflects the extent to which information about an AI system and its outputs is available to individuals interacting with such a system. Explainability refers to a representation of the mechanisms underlying an AI systems' operation. Interpretability refers to the meaning of AI systems' output in the context of their designed functional purposes (National Institute of Standards and Technology 2024).

Engineering/geoscience professionals remain responsible for their work that incorporates or is based on AI output. Where the work engages the safety, health and welfare of the public, including the protection of the environment and the promotion of health and safety in the workplace, transparency, explainability and interpretability are of great importance. Engineering and geoscience professionals should not use or rely on AI outputs for projects involving safety or environmental risks unless they understand the underlying processes and reasoning behind the AI system's output.

- **Lack of repeatability** – This refers to the inability to replicate or reproduce results from AI-based systems. Some AI systems may produce differences in outputs even when identical or very similar inputs are used, which can lead to an inability to replicate or reproduce results from AI-based systems and tools. Changes in versions of the AI-based system or tool can also lead to differing results.
- **Confidentiality and privacy** – AI-based systems and tools may be controlled by third parties. By using AI-based software, confidential information may become owned or accessible to a third-party. In addition, the data that is uploaded to an AI-based systems or tool may be used to further train the AI model, leading to other AI users having access to the original user's confidential information.
- **AI hallucinations** – AI hallucinations occur when an output of a generative AI model appears to be plausible but turns out to be factually incorrect, inaccurate to the inputs, or otherwise nonsensical (Ji et al. 2023). Engineering/geoscience professionals remain responsible for their work product and can face professional consequences for work product containing AI hallucinations.
- **Human dependence on AI** – Overreliance on AI can risk diminishing creativity, critical thinking, and human intuition. This emphasizes the importance of maintaining a balance between AI assistance and human cognitive capabilities.
- **Privacy & Intellectual Property** - AI-based systems and tools can be trained using a wide variety of data, which may include private information, copyrighted or trademarked material, intellectual property, or other information that is owned by another entity. Therefore, work product generated by AI may inappropriately use or reproduce content without appropriate permissions or rights to do so. Advice on these potential risks is beyond what Engineers and Geoscientists BC can provide, and Engineering/geoscience professionals using AI should seek their own legal advice where appropriate.

RISK CONSIDERATIONS

When assessing the level of risk involved with the use of AI-based systems or tools in professional activities or work, an engineering/geoscience professional should consider the following questions:

- How is the output of the AI being used?

    - Is the output being used as a support tool or aid that can be further verified or checked? Or is it being used as a decision-making tool or leading to decision-making functions where full verification of the output of the AI prior to making a decision is not possible (e.g., assigning an assessment score for a large data set)?
    - What is the risk to the public, property, economic interests, public welfare, or the environment, should the output of the AI data be incorrect or otherwise flawed? (Engineers Canada 2016)
    - What is the risk to the safety, health, and welfare of the public, including the protection of the environment and the promotion of health and safety in the workplace?
    - Am I comfortable taking full professional responsibility for all of my work that incorporates or is based on AI output?
- Does the AI exhibit dynamic characteristics that impact the repeatability of the results it produces?
- What is the data the AI was trained on and how could this influence the output? Are there errors or biases in the trained data that could affect the results?
- Who retains ownership of the output data, considering that input data may belong to the owner of the AI, while ownership rights for trained data may be shared or subject to confidentiality agreements?
- Are the engineering/geoscience professionals using the AI competent in the area the AI is operating and could they have produced the same result using conventional/traditional methods?
- Has the AI been validated by the organization providing the AI service and are the results available to be reviewed prior to being relied upon for engineering or geoscience decisions?
- Can the results of the AI be validated for the specific application and use of AI? Consider the following questions:
    - What does validation look like for the specific application?
    - How often is validation needed?
    - Who is qualified to undertake the validation?

In general, the use of an AI-based system or tool during professional activities and work should be approached with caution and different considerations should be taken into account when the work is generated directly by an engineering/geoscience professional. As such, additional mitigation or management strategies will likely be required (e.g., additional checking, independent review, audits, and continuous monitoring and evaluation to ensure performance).

QUALITY MANAGEMENT

When using an AI-based system or tool in their work, engineering/geoscience professionals are responsible for meeting the intent of Engineers and Geoscientists BC's quality management requirements during all phases of the work, per Engineers and Geoscientists BC Bylaw 7.3. To do this, engineering/geoscience professionals and firms must establish, maintain, and follow documented quality management processes.

When using AI-based systems or tools in professional activities and work, both engineering/geoscience professionals and firms have considerations that should be taken into account in relation to quality management.

DIRECT SUPERVISION

To comply with the requirement for direct supervision when delegating professional activities, engineering/geoscience professionals must be aware of and be actively involved in the work of subordinates before they take professional responsibility for the work. If the use of AI-based systems or tools is within the delegated work, the engineering/geoscience professional taking professional responsibility for the work must apply the same standard of care as if they were using the AI-based system or tool themselves. Engineering/geoscience professionals must be aware that they are ultimately responsible for all of their work.

DOCUMENTED CHECKS

For documented checks, a process like the one laid out in Section 3.3.3 of the *Guide to the Standard for Documented Checks of Engineering and Geoscience Work* (Engineers and Geoscientists BC 2023b) can be used. This process is for documented checks for design software:

> "Calculations performed using design software or spreadsheets can only be as accurate as the software, spreadsheet, or Input Data used. Ideally, the software should be validated periodically by using it to perform a known design calculation, such as one included in a textbook exercise or confirmed in past work. Alternatively, the software can be validated against a hand calculation. It is imperative to keep a record or log of when the validation was last conducted, by whom, and what, if any, corrective action was needed."

For the use of AI-based systems and tools, the following documented checks may also be required:

- Noting the make and version of the AI-based system or tool used.
- Developing a range of test cases and running the data through the AI-based system or tool, noting the outputs and the results generated.
- Recording the input data and outputs for the validation and verification process.
- For dynamic AI, considering that outputs may need to be validated with each use.

This list is not exhaustive. Depending on the outcome of the risk assessment, additional documented checks may also be required.

RETENTION OF PROJECT DOCUMENTATION

When an AI-based system or tool is used, appropriate project documentation must be maintained and retained. The level of project documentation will depend on the extent to which the AI-based system or tool has been used in a project. For example, if AI is used to assist with written content for a report (e.g., grammar or paragraph structure) and this content is then reviewed by an engineering/geoscience professional, this may not need documentation. However, if AI is used to generate results for a report or to make design decisions, then its use must be documented to the same extent as if an engineering/geoscience professional had researched the sources or completed the calculations themselves, as the responsibility for the work product rests entirely with the engineering/geoscience professional regardless of whether AI-based systems or tools are used. Records must be retained and preserved for a minimum of 10 years after the end of a project or 10 years after a document used in continuing work is no longer in use.

HIGH-RISK PROFESSIONAL ACTIVITIES AND WORK

Bylaw 7.3.6 outlines the requirement for independent reviews of high-risk professional activities or work. The risk factors and considerations outlined above should factor into risk assessments when AI is utilized for engineering/geoscience activities or work. If the result of the risk assessment is that the work is deemed high-risk, then an independent review is required and must be undertaken by a separate engineering/geoscience professional. Further information on this requirement can be found in the *Guide to The Standard for Documented Independent Review of High-Risk Professional Activities or Work* (Engineers and Geoscientists BC 2023a).

FIRM CONSIDERATIONS

Firms should consider implementing a robust set of internal policies and procedures in order to enhance their organization's AI governance, with special consideration given to the quality management requirements outlined above.

As AI technology and the legislative framework surrounding it are both evolving rapidly, any engineering/geoscience firm using AI-based systems or tools should be familiar with the technology and how it is intended to function, and maintain their familiarity with these systems and tools. Firms also need to be familiar with the contract or end-user license agreement governing their use of an AI product. Firms should also consider providing proficiency training for their employees for any AI-based systems or tools that they deploy.

In 2023, ISO/IEC published *ISO/IEC 42001:2023 Information technology – Artificial intelligence – Management system* (ISO/IEC 2023), which specifies the requirements and provides guidance for establishing, implementing, maintaining, and continually improving an AI management system within the context of an organization. This standard may be of use for firms navigating the use of AI within their organization.

OTHER CONSIDERATIONS

DISCLOSURE ON THE USE OF AI

At this point in time, Engineers and Geoscientists BC does not have explicit requirements on the disclosure of the use of AI-based systems and tools. There are, however, requirements around documented risk assessments (see Section 7 of Engineers and Geoscientists BC Bylaws). Where there are risks associated with the use of AI-based systems and tools in professional work, those risks must be assessed and documented, and consideration should be given to sharing those risks with the client.

Engineering/geoscience professionals must also be aware of other disclosure requirements, such as those identified in a contract and by legislation, and adhere to Principle 13 of the Code of Ethics (Engineers and Geoscientists BC 2021) by conducting themselves with fairness, courtesy, and good faith towards clients, colleagues, and others.

ENVIRONMENTAL AND EQUITY IMPACTS

AI-based systems and tools may have an environmental impact due to the energy consumption required for their operation. Depending on how they are developed and trained, they may also have

environmental, equity, fairness, and inclusivity biases. Engineering/geoscience professionals are encouraged to consider this when selecting and using an AI-based system or tool.

RELATED DOCUMENTS AND REFERENCES

Engineers Canada. 2016. Professional practice in software engineering. [accessed: 2024 June 27]. https://engineerscanada.ca/public-policy/issue-statements/professional-practice-in-software-engineering

Engineers and Geoscientists BC. Code of Ethics. [accessed: 2024 July 8]. https://www.egbc.ca/complaints-discipline/code-of-ethics/code-of-ethics

Engineers and Geoscientists BC. Legislation & Bylaws [accessed: 2024 July 8] https://www.egbc.ca/About/Governance/Legislation-Bylaws

Engineers and Geoscientists BC. 2023b. Quality Management Guides – Guide to the Standard for Documented Checks of Engineering and Geoscience Work. Version 3.0. Burnaby, BC: Engineers and Geoscientists BC. [accessed: 2024 June 27]. https://www.egbc.ca/Practice-Resources/Individual-Practice/Quality-Management-Guides

Engineers and Geoscientists BC. 2023a. Quality Management Guides – Guide to the Standard for Independent Review of High-Risk Professional Activities or Work. Version 2.0. Burnaby, BC: Engineers and Geoscientists BC. [accessed: 2024 June 27]. https://www.egbc.ca/Practice-Resources/Individual-Practice/Quality-Management-Guides

European Union. 2024. EU Artificial Intelligence Act. [accessed: 2024 June 27]. https://artificialintelligenceact.eu/

Government of Canada. 2023. Directive on Automated Decision-Making. [accessed: 2024 June 27]. https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32592#appA.

International Standards Organization. 2023. ISO/IEC 42001:2023 Information technology – Artificial intelligence – Management system. Edition 1.0. [accessed: 2024 June 27]. https://www.iso.org/standard/81230.html

International Standards Organization. 2023. ISO/IEC 23894:2023 Information technology — Artificial intelligence — Guidance on risk management. Edition 1.0. [accessed: 2024 June 27]. https://www.iso.org/standard/77304.html

International Standards Organization. 2022. ISO/IEC 23053:2022 Framework for Artificial Intelligence (AI) Systems Using Machine Learning (ML). Edition 1.0. [accessed: 2024 June 27]. https://www.iso.org/standard/74438.html

Ji Z., Lee N., Frieske R., Yu T., Su D., Xu Y., Ishii E., Bang Y.J, Madotto A., and Fung P. 2023. Survey of Hallucination in Natural Language Generation. ACM Computing Surveys. Volume 55, Issue 12, Article 248. 38 pp. [accessed: 2024 June 27]. https://doi.org/10.1145/3571730.

National Institute of Standards and Technology. 2023. Artificial Intelligence Risk Management Framework (AI RMF 1.0). [accessed: 2024 July 8]. https://nvlpubs.nist.gov/nistpubs/ai/NIST.AI.100-1.pdf

National Institute of Standards and Technology. 2024. Trustworthy AI: Managing the Risks of Artificial Intelligence. [accessed: 2024, September 18]. https://www.nist.gov/speech-testimony/trustworthy-ai-managing-risks-artificial-intelligence

Stuart Russell, P. N. (2010). Artificial Intelligence, A Modern Approach. Upper Saddle River, NJ: Prentice Hall.

VERSION HISTORY

VERSION NUMBER	PUBLISHED DATE	DESCRIPTION OF CHANGES
1.0	November 22, 2024	Initial version.

Decision Note – Appointment to GNC

Item	C-572-2.6
Purpose	Appointment of Andrew Naassan to the Governance and Nominating Committee
Strategic/Regulatory Focus	Governance
Motion	That Council approves the appointment of Andrew Naassan, P.Eng., to the Governance and Nominating Committee for the remainder of the 2025-2026 Council term.
Attachments	None

Summary

Council is asked to appoint Andrew Naassan to the Governance and Nominating Committee (GNC) for the remainder for the 2025-2026 Council term.

Public Interest Rationale

N/A

Background

At its May 2, 2025 meeting, Council made appointments to its four governance committees for the 2025-2026 term. On June 5, 20254, Andrew Naassan, P.Eng., was appointed to PEO Council by the Lieutenant Governor. At his orientation meeting on August 14 with PEO staff, Mr. Naassan expressed an interest in being appointed to the GNC.

At its September 9, 2025 meeting, the GNC recommended that Andrew Naassan be appointed to the committee.

Considerations

Appointing Mr. Naassan to a governance committee will afford him the opportunity to be a fully participating member of Council.

Stakeholder Engagement

N/A

Recommendation

That Council appoint Andrew Naassan to the GNC for the remainder of the 2025-2026 term.

Next Steps

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

Prepared By: Secretariat Team

Decision Note – 2026-2027 Council and Committee Calendar

Item	C-572-2.7
Purpose	To propose a 2026-2027 calendar of meetings and other events for PEO Council, governance committees, and the Regional Councillors Committee.
Strategic/Regulatory Focus	Governance
Motion	**That Council approves the proposed *2026-2027 Calendar of Council and Governance Committee Meetings and Events*, included at C-572-2.7, Appendix A, subject to quorum requirements and availability of Councillors with respect to specific meetings.**
Attachments	Appendix A: 2026-2027 Calendar of Council and Committee Meetings and Events (Draft)

Summary

Council is asked to approve the proposed 2026-2027 calendar of meetings and other events for PEO Council, governance committees, and the Regional Councillors Committee. The proposed calendar takes into consideration factors such as operational effectiveness; availability of information for PEO elections; prioritizing regular business hours for most meetings; the understanding that meetings and events may need to be re-scheduled; and necessary and/or appropriate spacing between meetings, statutory and other holidays/events, and proximity to long weekends.

Public Interest Rationale

N/A

Background

At its March 31, 2023 meeting, Council agreed to an approach for scheduling Council and committee meetings and events 6-8 months in advance of the new term. The new approach was implemented beginning with the *2024-2025 Calendar of Council and Governance Committee Meetings and Events*, and continued the following year when Council approved the 2025-2026 calendar at its September 2024 meeting. The approved calendar was posted on the website and was available as information for candidates in the 2025 election cycle.

Considerations

Operational Effectiveness

Planning and scheduling 6-8 months before the start of a term supports operational effectiveness and provides clarity as to the meetings and events that will happen in each Council term, including:

- allows PEO to proactively manage its calendar rather than conducting multiple polls on a regular basis to find mutually agreeable dates, given the diverse priorities of councillors both within and outside of PEO.

- allows other areas of PEO business to schedule their meetings and events to either align or avoid conflicting with the Council and governance committee schedule.

- provides meeting participants and other interested attendees the opportunity to schedule placeholder invitations in their individual calendars until such time official invitations are issued by PEO's Secretariat team.

Further, many organizations that require PEO presence, (Engineers Canada, for example), set their meetings and events well in advance due to the necessity of coordinating the availability of attendees, who must participate in these events.

Since the implementation of a fixed calendar for Council and committee meetings, staff have observed the same or improved attendance at committee meetings.

Supporting Election Information and Communication
Planning and scheduling 6-8 months before the start of a Council term also means that those standing for election will know, in general, how much time they need to commit to PEO Council activities and what those are.

Regular Business Hours and Right to Disconnect Policy
It is proposed that meetings be scheduled Monday-Friday during regular business hours (morning and afternoon). This practice is in alignment with that of 22 Canadian Engineering Regulators, other regulators in Ontario, and engineering partner organizations which all, apart from one, conduct their regularly scheduled meetings Monday to Friday during morning and afternoon business hours. Further, this practice complies with PEO's *Right to Disconnect Policy*, which supports each employee in disconnecting from work outside of their normal working hours, subject to reasonable exceptions.

Re-scheduling if Required
Once committee appointments are made at Council's kick-off meeting (typically early May), calendar invitations will follow within, roughly, the next two weeks. If it becomes apparent that quorum will not be reached, meetings and events will be re-scheduled and participants consulted via an online poll.

Appropriate Intervals
The proposed calendar has been developed to factor in reasonable and necessary and/or appropriate spacing and intervals between meetings and events, statutory and other holidays/events, and proximity to long weekends.

Kick-off Meeting Alignment with AGM
In response to Council feedback, it is proposed that Council's kick-off meeting for the term take place the same day as the AGM, in the afternoon. This streamlines the schedule, makes best use of councillors' time, and eliminates the need for a standalone kick-off meeting a few days after the AGM.

The table below provides an overview of key dates being proposed. Details are set out at **Appendix A**.

Governance Committee Meetings	Corresponding Council Meeting	RCC Meetings	Council Orientation	Annual General Meeting
April 15, 2026[1]	April 25, 2026 (Kick-off, post-AGM)	July 13, 2026 Oct 21, 2026 Mar 8, 2027	May 29, 2026	April 25, 2026 May 1, 2027
June 2-5, 2026	June 19, 2026			
September 9-15, 2026	October 2, 2026			
November 3-10, 2026	November 27, 2026			
January 22-28, 2027	February 12, 2027			
March 5-12, 2027	April 2, 2027 (Close-off)			

[1] GNC meeting already scheduled as part of the approved 2025-2026 calendar.

Governance Committee Meetings	Corresponding Council Meeting	RCC Meetings	Council Orientation	Annual General Meeting
April 15, 2027	May 1, 2027 (Kick-off, post-AGM)			

Stakeholder Engagement

A jurisdictional scan of 22 Canadian Engineering Regulators, other regulators in Ontario, and engineering partner organizations was conducted in August 2024.

Recommendation

That Council approve the proposed *2026-2027 Calendar of Council and Governance Committee Meetings and Events (Draft)*, subject to quorum requirements and availability of Councillors with respect to specific meetings.

Next Steps

- Pending Council approval, make the calendar available on the relevant parts of the PEO website.

Prepared by: Secretariat Team

DRAFT -
For Council Approval on
Sep 26, 2025

C-572-2.7
Appendix A

Professional Engineers Ontario

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

2026-2027 Calendar of Council and Committee Meetings and Events[1]

AFC=Audit & Finance Committee; GNC=Governance & Nominating Committee;
HRCC=Human Resources & Compensation Committee; RPLC=Regulatory Policy & Legislation Committee

Committees & Council	Apr/May 2026	June 2026	Jul/Aug 2026	Sep 2026	Oct 2026	Nov 2026
AFC Meetings		Kick-off: June 3 9:00 am-12:00 pm		Sep 9 9:00 am-12:00 pm		Nov 3 9:00 am-12:00 pm
GNC Meetings		Kick-off: June 2 9:00 am-12:00 pm		Sep 15 1:00-4:00 pm		Nov 4 9:00 am-12:00 pm
HRCC Meetings		Kick-off: June 5 9:00 am-12:00 pm (Hybrid)		Sep 11 9:00 am-12:00 pm		Nov 6 9:00 am-12:00 pm (Hybrid)
RPLC Meetings		Kick-off: June 3 1:00-4:00 pm		Sep 10 9:00 am-12:00 pm		Nov 10 9:00 am-12:00 pm
Regional Councillors Committee (RCC) Meetings			July 13 9:00 am-2:00 pm		Oct 21 9:00 am-2:00 pm	
Council Meetings	Kick-off Apr 25, afternoon (Time TBD)[2]	June 19, 8:30 am			Oct 2, 8:30 am	Nov 27, 8:30 am
Other Meetings/Events	Annual General Meeting (AGM) Apr 25 (morning) Council Orientation May 29				Order of Honour Oct 2 (evening) Volunteer Symposium Oct 3	

[1] All meetings are virtual unless otherwise indicated
[2] Includes Council vote to select RCC Chair

DRAFT -
For Council Approval on
Sep 26, 2025

Professional Engineers
Ontario

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

Committees & Council	Dec 2026	Jan 2027	Feb 2027	Mar 2027	Apr 2027	May 2027
AFC Meetings				Mar 12 9:00 am-12:00 pm		
GNC Meetings		Jan 26 9:00 am-12:00 pm		Mar 5 9:00 am-12:00 pm	Apr 15 9:00 am-12:00 pm	
HRCC Meetings		Jan 22 9:00-11:00 am				
RPLC Meetings		Jan 28 9:00 am-12:00 pm		Mar 10 9:00 am-12:00 pm		
RCC Meetings				Mar 8 9:00 am-2:00 pm		
Council Meetings			Feb 12, 8:30 am		Transition/ Close-off Apr 2, 8:30 am	2027-2028 Kick-off May 1 (afternoon) Time TBD
Other Meetings/Events						AGM May 1 (morning) Council Orientation May 21

Information Briefing Note – Council Evaluation Plan

Item	C-572-2.8
Purpose	For Council to receive a proposed plan for the implementation of the Council Evaluation Framework. This is a discussion item, as the framework and approach were already approved by Council.
Strategic/Regulatory Focus	Governance
Motion	N/A
Attachments	Appendix A: Multi-Year Council Evaluation Plan

Summary
This briefing note presents a proposed multi-year plan for Council evaluations, developed by Watson Board Advisors (Watson) and aligned with the framework approved by Council in February 2025.

Public Interest Rationale
Implementing an effective Council evaluation framework provides a structured, evidence-based way to assess governance practices and performance.

Background
As part of PEO's 2023–2025 strategic goal of continuous governance enhancement, Council approved the development of a Council evaluation framework. Following a competitive RFP process, Watson was retained to design the framework through document reviews, surveys, focus groups, and expert consultation. The resulting Council Evaluation Framework Report (including the multi-year approach, tools, etc.) were endorsed by Council in February 2025.

Considerations
As approved by Council, the proposed plan by Watson (Appendix A) sets out a multi-year approach that embeds evaluation as a regular part of Council's governance cycle. This approach was presented to Council in February, and the attached plan simply provides additional detail, including timelines and specific steps in the process.

In anticipation of this work, Council has already budgeted for the related expenditure in its 2025 budget. Remaining costs will be included in the 2026 budget and subsequent budgets as part of Council's regular governance cycle.

Next Steps
- Work with Watson to prepare for Year 1 evaluation activities for the 2025–2026 Council term.
- Launch the first Council evaluation in December 2025.
- Provide analysis and a report to Council before the end of the 2025–2026 term.

Prepared By: Secretariat Team

Watson
Board Advisors

PROPOSAL

Professional Engineers Ontario Multi-Year Council Evaluation Proposal

July 2025

Learning and Considerations

Watson supported PEO through the development of its Council evaluation framework which also included a Councillor feedback process. This framework was adopted by the PEO Board in February 2025. Overall, we were pleased with both the outcomes and the overall process of working with PEO. As we look to deepen our work with you, we are also committed to continuous improvement.

We identified some reflections during the framework development process which will help inform our approach to the implementation of the Council evaluations. These are identified below:

PEO's Councillors are generally interested in evidence-based recommendations based on leading practices and the approach taken by comparator organizations. Our recommendations will be informed by our contextual knowledge of PEO as well as our research on leading practices.

The size and diversity of Council means there may not always be consensus in the perceptions of Council effectiveness. Our reporting will seek to highlight a diversity of perspectives while also bringing in leading practices to help guide enhancement opportunities.

There are divergent views on the role of Councillors (e.g., some view Councillors as "representatives of constituents") and the focus of PEO (e.g., PEO is a regulator, not an association). Our reporting and focus will continue to align with the objectives and purpose of PEO and its Council.

There is skepticism from some members of Councillors about the value of Council evaluation. We will be sensitive to this skepticism and maintain a focus on demonstrating how evaluations can be supportive and future-focused.

Multi-Year Council Evaluation Framework

The roadmap below outlines the implementation of PEO's Council Evaluation Framework from 2025 to 2029. At the end of each year, we will have a project debrief to identify learnings to be carried forward to the following year's process.

	Year one 2025-26	**Year two** 2026-27	**Year three** 2027-28	**Year four** 2028-29
	A high-level survey across all areas of Council effectiveness to **build comfort with the process**	A **deeper, more comprehensive review** includes input from Council and the CEO	**Focus on priority areas** and get more depth through interviews. Introduce self-assessments.	A **thorough evaluation plus peer feedback** supports reflection and concludes the four-year cycle
	Broad & Light	Broad & Deep	Targeted & Deep + Self-assessment	Broad & Deep + Peer Feedback
Scope	• All areas of Council effectiveness • High-level questioning	• All areas of Council effectiveness • In-depth questioning	• Priority areas of Council effectiveness • Councillor self-assessment	• All areas of Council effectiveness • Councillor self-assessment • Councillor peer feedback
Methods	• Survey with a mix of qualitative and quantitative questioning • Light-touch approach • Only Councillors to participate	• Survey with a mix of qualitative and quantitative questioning • More in-depth questions • Councillors and CEO to participate	• Targeted survey focused on specific areas of effectiveness • 30min focused interviews • Councillor self-assessment survey	• Comprehensive survey • 60min comprehensive interviews • Councillor self-assessment survey • Qualitative peer feedback interviews
Deliverables	• Detailed project plan • Council evaluation survey • Council evaluation report	• Detailed project plan • Council evaluation survey • Council evaluation report	• Detailed project plan • Council evaluation survey • Councillor self-assessment survey • Council evaluation interview guide • Council evaluation report • Councillor self-assessment summary report	• Detailed project plan • Council evaluation survey • Councillor self-assessment survey • Peer feedback survey • Council evaluation interview guide • Council evaluation report • Individual and summary Councillor feedback reports

Year One – Broad & Light

The first year provides initial findings into Council effectiveness through a high-level survey focused on Council as a whole. This light-touch approach helps to building comfort and trust with evaluation as a tool of continuous improvement.

Year one 2025-26 | **Year two** 2026-27 | **Year three** 2027-28 | **Year four** 2028-29

	Key Activities	Timeline
Project initiation	• Hold kick-off meeting with the PEO Project Team to confirm scope and cadence • Hold individual 30min early input meetings with the Council Chair, GNC Chair, and CEO to explore context relevant to the engagement and any areas of sensitivity • Prepare a detailed project plan outlining scope, meeting cadence, milestones, and responsibilities	Dec 2025
Document review	• Conduct background review and analyze governance documents including but not limited to constating documents, Council and committee policies and Terms of Reference, Council minutes and meeting packages, strategic planning documents, risk register, etc.	Dec 2025 (ongoing)
Participant survey	• Review and update the survey included in the Council evaluation framework • Validate survey with the PEO project team • Distribute the survey to Councillors using an online platform	Jan 2026
Analysis and report drafting	• Analyze insights from our early input meetings, document review, and survey to identify high-level themes • Validate key themes with the PEO project team followed by the Chair and GNC Chair • Prepare a Council evaluation report which includes themes, findings, and recommendations • Review report with the Council Chair and GNC Chair for feedback on emerging themes and early observations	Feb-Mar 2026
Evaluation debrief	• Deliver separate verbal presentations to the GNC and Council (in camera), including facilitated dialogue and discussion on actions and next steps • Conduct project debrief to review evaluation process, identify lessons learned, and identify adjustments for year two	Apr 2026

Year Two – Broad & Deep

A more comprehensive evaluation is conducted through surveys and expanded input from both Council and the CEO. This phase generates deeper insights into governance effectiveness, oversight, and strategic alignment.

Year one 2025-26 | **Year two** 2026-27 | **Year three** 2027-28 | **Year four** 2028-29

	Key Activities	Timeline
Project initiation and document review	• Hold brief touchpoint with the PEO Project Team to reconfirm timeline, scope and any adjustments based on reflections on year one insights • Conduct 30min early input group interview with Council Chair and GNC Chair • Refresh scan of governance materials, with a special focus on updates (i.e., strategic planning documents, risk register) • Update project plan to reflect expanded scope, broader participation and revised evaluation cadence	Dec 2026
Participant survey	• Develop a comprehensive survey, using the year one survey as a foundation, for a more in-depth examination of Council effectiveness • Distribute survey to all Councillors and the CEO using an online platform	Jan 2027
Analysis and report drafting	• Analyze findings from the comprehensive Councillor and CEO survey to identify key themes related to Council effectiveness • Validate key themes with the PEO project team followed by the Chair and GNC Chair • Prepare a Council evaluation report which includes themes, findings, and recommendations as well as year-over-year observations such as noted improvements or ongoing opportunities for enhancement. • Review report with the Council Chair and GNC Chair for feedback on emerging themes and early observation	Feb-Mar 2027
Evaluation debrief	• Deliver separate verbal presentation to the GNC and Council (in camera), including facilitated dialogue and discussion on actions and next steps • Conduct project debrief to assess the comprehensive review process, identify lessons learned, and refine approach for targeted deep dives in year three	Apr 2027

Year Three – Targeted & Deep + Self-assessment

Building on previous findings, year three shifts to a focused review of specific areas through thematic surveys and interviews. Councillor self-assessments are introduced, supporting individual reflection and development.

Year one 2025-26 | **Year two** 2026-27 | **Year three** 2027-28 | **Year four** 2028-29

	Key Activities	Timeline
Project initiation and document review	• Hold kickoff meeting with the PEO Project Team to review year two findings and identify focus areas for Council evaluation • Conduct 30min early input group interview with Council Chair and GNC Chair • Targeted review of governance material relevant to selected themes • Refine project plan to focus on targeted evaluation areas, incorporating interviews and self-assessments into cadence	Dec 2027 (ongoing)
Participant survey	• Design targeted and in-depth survey to probe on specific priority areas identified • Distribute targeted surveys to all Councillors and the CEO using an online platform • Distribute self-assessment survey to Councillors	Jan 2028
Interviews	• Conduct 30min interviews with each Councillor and the CEO on focused topics to develop insight on key issues, expand on survey feedback, probe barriers, and test solutions. • Prepare interview guide with "thought starter" questions to stimulate targeted participants	Jan 2028
Analysis and report drafting	• Synthesize insights from in-depth surveys, targeted interviews and self-assessments to identify key issues in priority areas • Validate key themes with the PEO project team followed by the Chair and GNC Chair • Prepare a Council evaluation report including themes, findings, recommendations and year-over-year observations • Prepare a Councillor self-assessment summary report highlighting aggregated qualitative themes and quantitative analysis (e.g., a heat map) as well as key areas of strengths and opportunities for education and enhancement • Review reports with the Council Chair and GNC Chair for feedback on deep-dive findings and implications for development	Feb-Mar 2028
Evaluation debrief	• Deliver separate verbal presentations to the GNC and Council (in camera), including facilitated dialogue and discussion on actions and next steps • Conduct final debrief to reflect on targeted deep-dive methods and insights, and use them to shape the design of the full evaluation and peer feedback processes in year four	Apr 2028

Year Four – Broad & Deep and Peer Feedback

Combining full Council evaluation with the introduction of qualitative peer feedback among Councillors, this phase culminates in a comprehensive report and individual debriefs, strengthening both governance and team dynamics.

Year one 2025-26 | **Year two** 2026-27 | **Year three** 2027-28 | **Year four** 2028-29

	Key Activities	Timeline
Project initiation and document review	• Hold kickoff meeting with the PEO Project Team to review year three findings and identify focus areas for upcoming comprehensive surveys and broad interviews • Conduct 30min early input group interview with Council Chair and GNC Chair • Refresh scan of any updated governance material (i.e., strategic planning documents, risk register) • Adapt project plan to support full evaluation activities and integration of peer feedback, ensuring alignment with Council priorities	Dec 2028 (ongoing)
Participant survey	• Develop a comprehensive survey by building on year three's evaluation frameworks and adding questions for peer feedback • Provide Councillors with guides on how to provide feedback and reducing bias in peer feedback • Distribute full survey to all Councillors and the CEO using an online platform	Jan 2029
Interviews	• Conduct 60min interviews to supplement survey and peer feedback by providing deeper insight into individual and group dynamics, and help Watson clarify findings and test development-oriented solutions • Prepare interview guide with tailored questions to deepen insights from surveys and peer feedback	Jan 2029
Analysis and report drafting	• Analyze data from comprehensive survey and interviews, self-assessments, and peer feedback to provide a complete view of Council performance • Validate key themes with the PEO project team followed by the Chair and GNC Chair • Prepare a Council evaluation report including themes, findings, recommendations and year-over-year observations • Prepare individual Councillor feedback reports and a Councillor feedback summary report highlighting common themes, strengths, and opportunities for education and enhancement • Review Council evaluation report with the Council Chair and GNC Chair for feedback on key themes and recommendations • Review Councillor feedback reports with the Council Chair and provide support ahead of individual debriefs with each Councillor	Feb-Mar 2029
Evaluation debrief	• Verbal presentation to the GNC and Council (in camera), including facilitated dialogue and discussion on actions and next steps • Conduct final debrief to review the full evaluation process, identify opportunities to strengthen future cycles of ongoing Councillor feedback framework	Apr 2029

Appendix A: Sample Council Evaluation Theme

See below for excerpts from a sample Council effectiveness report. For each major theme, we provide a synthesis of our findings from across the survey and interview data as well as specific excerpts to illustrate the findings. Each theme also includes opportunities for enhancement for your consideration. In addition to the key themes, we also identify practice points which are typically focused and valuable pieces of feedback, but do not have the breadth or depth to be a "theme".

Theme X: Align on mutual expectations for the Council-Management relationship.

Watson noted that, while the Council-Management relationship had made significant improvements in recent years, changes in the Council and Management (e.g., renewal, leadership changes, turnover) will naturally impact dynamics. While the relationship continues to progress, guiding an organization through transformation requires not only a positive relationship, but a resilient one that can withstand challenges and harness its collective strengths to navigate through ambiguity and disruption.

The Council has been relatively effective in actioning the theme from 2023 (Figure X) and Watson believes there is still an opportunity to further strengthen the Council-Management relationship by aligning on mutual expectations (Figure X).

Findings

- Many cited that the Council-Management relationship has continued to improve year-over-year. The relationship is seen to embody communication, collaboration, candour, mutual respect, and professionalism.
- Effective dialogue, including openly sharing ideas and constructively discussing key issues, was frequently cited as a key enabler for improving the relationship.
- While the relationship has improved, certain findings from the 2023 evaluation were raised again in 2024, further signaling an opportunity to be more intentional about mutual expectations.

Figure 1: The Council has effectively actioned the themes from the 2023 Council Evaluation: *Align on mutual expectations for the Council-Management relationship.*

Figure X: Excerpts from "How would you describe the overall quality of the Council-Management working relationship?"

"Significant improvement in [..] the relationship this year"

"Management is at times [..] sensitive to questions."

"Management could use the Council as a thought partner"

Theme X: Align on mutual expectations for the Council-Management relationship.

Findings (Cont.)

- Findings to address include:
  - At times, Management may interpret the Council's comments, questions, or challenges as critical or condescending.
  - Directors want Management to use the Council more as a thought partner. This is particularly important in a resilient relationship, and currently, the Council feels they could be more helpful to Management (Figure X).

Recommendations

1. Facilitate a session with Management to align on mutual expectations for the Council-Management relationship.
2. Continue to build mutual respect and trust in the relationship through open dialogue.
3. Consider alternative ways to provide relationship building opportunities. See Figure X for suggestions.

Figure X: The Council supports organizational resilience by helping Management navigate and find opportunity in all kinds of disruption.

Figure X: Excerpts from "What suggestions do you have to maintain/strengthen the Council-Management relationship?"

"More opportunities to engage in [informal] sessions."

"Interactions outside formal meetings"

"Offsite opportunities [..] to get to know [each other]"

"Keep talking. [..] sharing ideas, [..] learning"

"Continue to discuss the sticky issues"

Appendix B: Councillor Feedback Report Sample

See below for excerpts from a sample Councillor feedback report. Councillor feedback reports provide reflective questions to help the Councillor digest the report, key themes and data points to inspire self-reflection, and guidance on how to enhance their contributions.

Watson
Board Advisors

How will you *shape the future*?

Information Note – Regional Councillors Committee (RCC) Summary Report

Agenda Item No.	C-572-2.9
Purpose	To inform Council of the recent activities of the Regional Councillors Committee.
Strategic/Regulatory Focus	This item is neither regulatory nor governance.
Motion	No motion required
Attachments	Appendix A – RCC Summary Report

Prepared By: Volunteer Engagement

Professional Engineers Ontario

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

Regional Councillors Committee (RCC)

Summary Report to Council

September 26, 2025

1. Committee Meeting Date: July 14, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status[1]
PentaCongress	Chapter Office reviewed feedback from 2025 PentaCongress attendees.	PEO Staff + RCC	Following very positive feedback, RCC and staff concluded to continue with the PentaCongress format in 2026.	Complete
RCC 2025-26 Workplan	A RCC Draft Workplan was reviewed, which included: • Supporting the Governance and Nominating Committee's 2025/2026 workplan item to *hold a generative discussion on whether the current mandate of the RCC continues to align with PEO's governance principles and organizational needs.* • Reviewing and providing additional clarity on Chapter Activities based on Council's 2023 Risk Assessment and 2025 Chapter Activity Visioning Session, including: (1) Networking Activities, (2) Community Outreach, and (3) Common approach to the implementation of activity types across PEO's chapter network • Chapter By-Laws: Complete an analysis on current state and identify opportunities for continued standardization • RCC Standing Workplan Items: Business Arising, Regional Open Issues, RCC Scholarship etc.	PEO Staff + RCC	RCC endorsed proposed workplan as presented.	Complete
Chapter + RCC Finance Update	Chapter Office provided update on YTD spend for all Chapters. RCC was also engaged in discussion on proposed revisions to PEO's Expense Reimbursement Policy.		Staff to incorporate RCC feedback on Expense Reimbursement Policy in relation to chapter expenditures; Staff to continue plans for Engagement with Chapter Volunteers for additional feedback.	Complete

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

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]
Chapter Office Updates	PEO Chapter Office provided updates on operational initiatives underway including: • Enhancement to Chapter mailout platform • Quarterly Emburse (Certify) training sessions for chapter volunteers • Enhancements to Licence Presentation Ceremony registration processes • Streamlining of volunteer training and policy attestation process • Implementation of a centralized email and data storage solution across PEO chapter network • Volunteer Symposium updates	PEO Staff	PEO staff to continue to provide pertinent updates to RCC as PEO continues to enhance engagement activities across PEO's chapter network.	Continue

2. Regional Open Issues

Item/Topic	Regional Open Issue	RCC Update	Status[2]
Communication Mechanisms with Volunteers	**West Central** WCRC moves to request RCC confirm if PEO members without emails on file are being communicated with via mail to meet requirements regarding effective communication per regulatory requirements; and revisit potential for chapters to leverage similar engagement mechanism for PEO members without an email on file for essential chapter communications.	Staff to discuss with Communications to determine best practices on how to send out communications to chapter members, and review feedback with RCC Chair, Co-Chair and the West Central Councillors before resolving this issue.	Remain Open
Chapter Engagement with Students	**West Central** WCRC moves to ask RCC to consider endorsement towards including opportunity for engineering students or graduates to register or consent for PEO to collect contact information to be utilized by the local chapter for involvement **Western** WRC moves to request the creation of graduate mailing lists for each chapter to bridge the gap between graduation and licensure.	Suggestions were provided by Regional Councillors to leverage the current student membership program and for PEO staff who present to universities to promote involvement with chapters and provide students the opportunity to provide their contact information with expressed consent. RCC recommended that the issue remain open and further guidance on the approach be obtained from the CEO/Registrar.	Remain Open
Application Process	**Western** WRC moves for RCC to request PEO's CEO/Registrar to provide chapters more transparency into the legacy application process including the causes of extended review periods and by the end of Q3 2024 to provide an open-forum opportunity for chapter leaders to provide	Issue was closed by the WRC at the last Congress.	Closed

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

	input into strategies to reduce the legacy backlog. RCC recommended to close.		
Compliance Enforcement	**Western** WRC moves that RCC requests information from the CEO/Registrar on how PEO is enforcing P.Eng. professional responsibilities and accountabilities across Ontario to maximize public safety and interest.	There was discussion around the region's explanation that it is difficult to make a complaint against an entire municipality. It was noted that the issue stems from the lack of professional engineers performing technical work at the municipal level, however there needs to be evidence of an effort made to open a complaint before it is brought to the CEO/Registrar.	Closed
RCC Scholarship	**Western** WRC moves to ask RCC to increase the amount for the RCC scholarship for 2026 budget, to at least $3,000 per chapter. RCC recommended to close.	Issue was closed by WRC at the last Congress.	Closed

[2] Green=Recommend Close; Blue=Remain Open

Information Note – Staff Report on Member Submissions to 2025 Annual General Meeting

Item	C-572-2.10
Purpose	To provide a staff report to Council on the member submissions received at the 2025 AGM, as required by the Guide for Member Submissions at the Annual General Meeting.
Strategic/Regulatory Focus	N/A
Motion	N/A
Attachments	None

Summary
Out of the four submissions made at the 2025 Annual General Meeting (AGM), only one submission received a majority of "in favour" votes from licence holders in attendance. The issues raised in this submission, including the proposed review of the Code of Ethics, are already being addressed in the Regulatory Policy and Legislation Committee's (RPLC) 2025–2026 work plan.

Background
At the 2025 PEO Annual General Meeting held on April 26, 2025, members were invited to make submissions on governance, regulatory policy, and other activities of PEO. Of the four submissions received, only the motion related to "The Manhattan Syndrome" submission received a majority "in favour" votes from the licence holders in attendance.

Considerations
The *Professional Engineers Act* does not give either direct or delegated authority to licence holders to manage or administer the affairs of PEO. Licence holder input, including submissions made at the AGM, is important to the work of a self-regulating body. However, motions made at the AGM, while informative, bind neither Council nor the CEO/Registrar.

"The Manhattan Syndrome" submission highlighted perceived gaps in the current Code of Ethics relating to artificial intelligence (AI) and cybersecurity; environmental responsibilities; diversity, equity, and inclusion (DEI); and ethical considerations across varying industries.

The issues raised in the member submission are already being addressed in RPLC's 2025–2026 work plan, including the recommendation to comprehensively review the Code of Ethics to reflect emerging professional and societal expectations. The member submission will be considered as part of this review.

Prepared By: Secretariat Team

Information Note – CPD Stakeholder Engagement Strategy and Milestones

Item	C-572-2.11
Purpose	To update Council on the strategy to solicit comprehensive input from stakeholders on the re-evaluation of PEO's mandatory CPD program.
Strategic/Regulatory Focus	Effective and relevant regulation
Motion	Not applicable
Attachments	Appendix A – Stakeholder Engagement Strategy – September 2025

Summary

Staff is providing the framework and milestone dates for the strategy to engage stakeholders during the Council-directed re-evaluation of PEO's mandatory continuing professional development program. Engagement initiatives will begin in September 2025.

Public Interest Rationale

This initiative supports PEO's strategic goal of modelling excellence in regulating the practice of engineering and governing the profession in order that the public interest be served and protected as well as our objective to enhance stakeholder awareness and confidence in PEO's regulatory effectiveness.

Background

At its meeting on June 20, 2025, Council requested a review of PEO's mandatory continuing professional development (CPD) program, while reaffirming its commitment to mandatory CPD as an ongoing licensing requirement as well as its commitment to administering the existing program in accordance with current regulations, while the review is in progress.

Specifically, Council approved a motion that:

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

Next Steps

Staff will implement the stakeholder engagement plan and provide progress updates to the RPLC and Council as noted in the Stakeholder Engagement Strategy and the RPLC workplan.

Prepared By: External Relations Team

C-572-2.11
Appendix A

Stakeholder Engagement Strategy

Policy Proposal on Mandatory Continuing Professional Development

Overview

At its meeting on June 20, 2025, Council requested a review of PEO's mandatory continuing professional development (CPD) program, while reaffirming its commitment to mandatory CPD as an ongoing licensing requirement as well as its commitment to administering the existing program in accordance with current regulations, while the review is in progress.

Specifically, Council approved a motion that:

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

Engagement Strategy

Stakeholder consultations will be conducted in two phases: Phase 1 will be a discovery exercise from September 2025 to October 2025 to gather information for the purpose of understanding what has worked and hasn't worked, in addition to what PEO's stakeholders believe the key elements and minimum requirements of an effective program could resemble. Phase 2 will be conducted from January 2026 to February 2026 and will involve presenting the Phase 1 findings and a draft program framework to stakeholders for further refinement.

Key Dates

- September 11, 2025—Stakeholder engagement strategy presented to RPLC
- September 2025—Phase 1 consultations begin
- November 28, 2025—Initial findings and key themes shared with Council
- January 2026—Phase 2 consultations begin
- February 5, 2026—Update RPLC on Phase 2 consultations and development of preliminary policy proposal
- February 2026—Draft national CPD framework presented to Engineers Canada's CEO group
- March 11, 2026—Staff to present proposal for the CPD program that incorporates stakeholder input for RPLC approval
- March 27, 2026—Recommendation to Council

Secondary Objective

PEO is also leading the development of a framework for a national CPD program in consultation with the other provincial and territorial engineering regulators. Our internal consultations and those for the national initiative will run concurrently, with PEO's Strategic Stakeholder Advisory Group and Employer Advisor Group consulted on both.

Table 1. Anticipated stakeholder engagement

Stakeholder	Method of Engagement	Engagement Frequency
Provincial/territorial engineering regulators (For national framework initiative)	Virtual focus group for each regulator (note: Maritime regulators will be engaged in a combined focus group)	Once in phase 1 Once in phase 2
PEO Strategic Stakeholder Advisory Group* **Members are primarily engineers drawn from and representing broad constituencies and diverse groups.*	Virtual focus group	Once per phase
PEO Employer Advisory Group* **Members are representatives from engineering firms, engineers managing industrial/manufacturing operations, and human resources professionals responsible for placing engineers.*	Virtual focus group	Once per phase
Licence holders	Survey posted on PEO's website and communicated via email and social media channels	Once per phase *If required in phase 2
PEO Chapters	Virtual focus groups with chapter leaders as needed	Once per phase
Certificate of Authorization holders	Virtual focus groups for C of A holders as needed	Once per phase

Engineering advocacy groups (e.g., OSPE, ACEC-ON, OACETT)	Individual virtual focus groups	Once per phase
Staff from selected Ontario ministries	Virtual focus group for each ministry as needed	Once per phase
Engineering Deans Ontario	Virtual or in-person focus group	Once per phase
Engineering students	Virtual focus groups with student leaders (e.g. ESSCO board and student reps)	Once per phase

Information Note – President's Report

Agenda Item Number	C-572-3.1
Purpose	To inform Council of the recent activities of the President.
Strategic/Regulatory Focus	
Motion	No motion required.
Attachments	

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

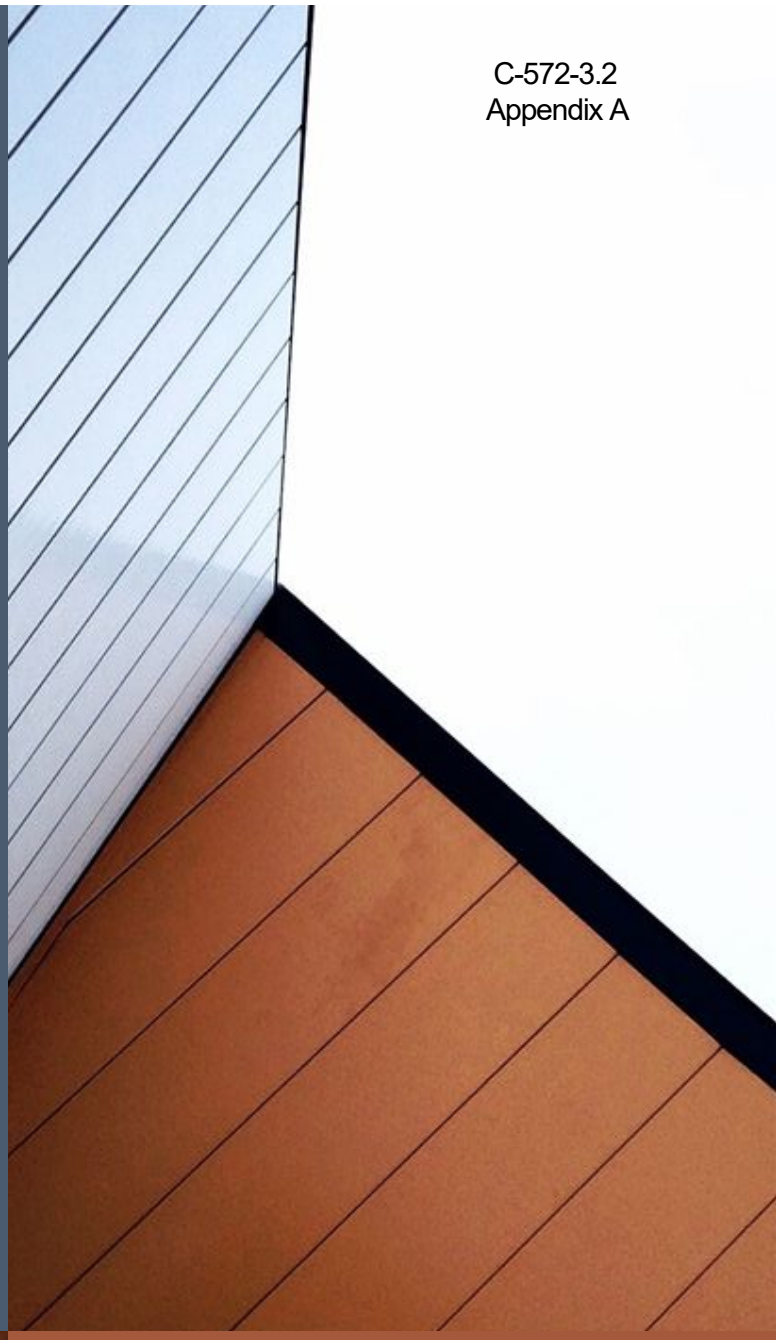
Information Note – CEO/Registrar's Report

Agenda Item Number	C-572-3.2
Purpose	CEO/Registrar Quaglietta will present the CEO/Registrar's Report to Council.
Strategic/Regulatory Focus	
Motion	None
Attachments	Appendix A – CEO/Registrar's Report

C-572-3.2
Appendix A

Professional Engineers
Ontario

CEO/ REGISTRAR'S REPORT



SEPTEMBER 26, **2025**

INTRODUCTION

Since at least 2021, PEO has been an effective partner in government efforts to streamline the licensure in Ontario of both internationally trained and Canadian-certified professionals.

I am therefore pleased to highlight a new, significant milestone achieved by PEO in response to the new 90-day registration decision requirement under the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA). With dedication, collaboration and a commitment to regulatory excellence, staff worked diligently to implement a technical solution for the legislated July 1 deadline. The change now permits prospective applicants to write the National Professional Practice Examination (NPPE) before submitting their licence application.

We are encouraging eligible individuals to take advantage of this new flexibility. Once academic eligibility is confirmed, applicants can book the NPPE at their convenience via PEO's online portal. This approach allows them to prepare on their own timeline, write the exam when ready and retake it if needed, ultimately supporting their success and streamlining the overall application process.

Our efforts were recently recognized by the Office of the Fairness Commissioner (OFC), which featured PEO in its August newsletter as an example of a high-volume regulator leading the way in adopting more flexible and applicant-focused licensing processes. The OFC highlighted PEO's move toward parallel processing—allowing applicants to work on meeting academic and work experience requirements concurrently—with the additional flexibility for the NPPE. These steps improve efficiency and also serve as a model for other regulators working to satisfy FARPACTA requirements.

Supporting Early Engagement

In August, I had the opportunity to speak with Grade 8 girls attending the GE HealthCare STEAM Camp about my engineering journey and the exciting, rewarding futures science, technology, engineering, arts and math (STEAM) can offer. It was a powerful reminder that encouraging a more inclusive profession begins with moments like these.

Inspiring the next generation starts long before university or licensure. It begins with how we engage young students, especially girls, in STEAM. By age six, girls already associate brilliance with boys, discouraging them from pursuing ambitious professions like engineering. However, research, such as that from the University of Wisconsin, makes it clear: Success in math is shaped by culture, not gender. Girls have the same potential as boys. The real challenge is building a world that shows them they do.

While encouraging progress has been made, this study highlights how much more remains to be done to ensure all young minds see engineering as a domain where they not only belong but excel. As Ontario's engineering regulator, PEO has a responsibility to support a profession that reflects the diversity of the public it serves. Creating pathways that welcome everyone into engineering is essential to building a profession that is innovative, resilient and trusted by society.

To further support this ongoing work, PEO is now playing an active role in Engineers Canada's CEO Inclusivity Taskforce, which focuses on defining what a welcoming and inclusive engineering profession truly means in today's context. The taskforce will help to clarify the role regulators play in making that vision a reality. This work goes beyond our shared 30 by 30 goal of increasing the number of newly licensed women in engineering. I look forward to working with this group to identify the systemic barriers to entry and retention. I trust that we will be able to align with our fellow regulators on shared goals, creating a strong foundation for collective action.

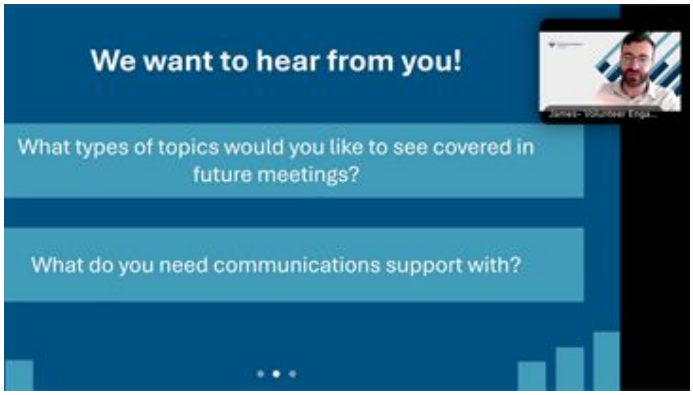
Acknowledging Our History

As we approach the National Day for Truth and Reconciliation on September 30, PEO acknowledges the legacy of residential schools and the need for continued reflection, learning and action. As a regulator, we recognize our role in advancing reconciliation by listening to Indigenous voices both from within the engineering profession and from those whose lives and communities are impacted by engineering work. We must work to ensure our policies and practices—in the context of fulfilling our mandate to regulate the practice of engineering and govern the profession in the public interest—remain fair, respectful and responsive to all communities across Ontario.

At the August all-staff meeting, PEO staff members celebrated their work to implement a solution to enable compliance with the new 90-day registration decision timeline under FARPACTA.

In August, Past President and Council Chair Gregory P. Wowchuk, P.Eng., FEC (left), and Eastern Region Councillor Susan Jingmiao Shi, P.Eng. (right), attended a dedication ceremony unveiling a replica Sons of Martha cairn in Merrickville, ON. The event, hosted by PEO's Thousand Islands Chapter, recognized the historical contributions of Harry F. McLean, who built cairns honouring workers harmed or killed on major engineering projects. The new cairn marks 100 years since the original 1925 monument and the first iron ring ceremony.

In August, Jennifer Quaglietta, MBA, P.Eng., ICD.D, shared her engineering journey with Grade 8 girls attending the GE HealthCare STEAM Camp 2025.



In August, PEO Director of Volunteer Engagement James Schembri and the Communications team hosted the first Communications Community of Practice, an initiative that aims to leverage chapters as a key communication channel for licence holders.

Jennifer Quaglietta (centre) celebrated International Women in Engineering Day at an event hosted by Siemens Canada.

Jennifer Quaglietta (third from right) at the Annual CEO Group Retreat hosted by Engineers Canada that brings together 12 CEOs to learn, share and think about the future.

From left to right: Arun Dixit, P.Eng., PEO vice president of digital transformation and corporate operations; Sandro Perruzza, CEO of the Ontario Society of Professional Engineers (OSPE); Jennifer Quaglietta; Valeria Mueller, OSPE vice president of organizational effectiveness; and Baijul Shukla, OSPE vice president, member experience and corporate strategy, at an event celebrating OSPE's 25th anniversary.

OPERATIONAL PLAN STATUS REPORT

PEO's 2023–2025 Strategic Plan includes 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 the remainder of 2025. As of September, work is progressing on schedule for 10 of these initiatives, with two other initiatives already complete (see Table 1).

Goals	Sub Goals	Activities	Status				Update Provided to Council
			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)					Feb, Apr, Sep '25
	1.2 Review licensing processes; implement changes	1.2.3 Implement mandatory CPD - Phase 3 (auditing)					Sep '25
	1.3. Ensure licensing reflects EDI values	1.3.2 EDI - Phase 2 (best practices implementation)					Apr '25
2. Optimize organizational performance	2.2. Ensure adequate IT; data collection/mgt	2.2.1 Digital transformation roadmap					Feb '25
		2.2.2 Data governance model					Feb '25
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.2 HR high performance team roadmap					June '25
		2.3.4 Communications strategy (value, EDI)					Nov '25
		2.3.5 Modernize budget processes					Nov '25
		2.3.7 Develop Customer Service Model					Jun '25
3. Implement governance improvement program	3.3 Establish metrics for governance performance	3.3.2 Annual assessment council effectiveness					Feb, Nov '25
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.3 Stakeholder engagement session(s)					Sep '25
	4.3. Develop proposed vision for consultation	4.3.1 Draft new vision					
		Status Counts:	0%	0%	83%	17%	

Table 1: Operational Plan Status Report as of September 2025

STRATEGIC SUMMARY:
a high-level overview of PEO's strategic plan that outlines what we will do to achieve our goals over the next five years.

2026–2030 Strategic Summary

PEO's 2026–2030 strategic summary can be found in Appendix A. PEO's 2026–2030 Strategic Plan, as approved by Council at the June 2025 meeting, will be made publicly available on the PEO website following the November 2025 Council meeting.

ANNUAL OPERATIONAL PLAN:
a year-long roadmap that defines activities that will be undertaken to achieve strategic objectives.

2026 Draft Operational Plan

Per Council's direction at the June 2025 meeting, a draft 2026 Operational Plan can be found in Appendix A. An operational plan will be developed each year between 2026 and 2030.

IMPROVING THE LICENSING PROCESS

1.1 Create Fair, Transparent, Accessible and Efficient Application Process

1.1.2 FARPACTA Process (Licensing and Process)

FARPACTA KPIs

As of August 1, PEO is exceeding the current 10-day application review requirement and the 90-day registration decision requirement under FARPACTA. PEO is also meeting the 100 per cent requirement for interprovincial mobility transfer registration decisions within 30 calendar days. For more details on these numbers, please refer to the Governance Scorecard on page 10 of this report.

New FARPACTA Requirements

To comply with FARPACTA timeline changes, and as previously noted, staff implemented a technical solution on July 1, allowing prospective applicants to write the NPPE before applying via PEO's online portal. This solution guarantees PEO's ability to comply with the new 90-day registration decisions by encouraging and facilitating the ability of recent graduates with acceptable degrees from recognized institutions to write the NPPE right after or shortly after graduation. Complete implementation of the pre-application NPPE awaits an amendment to Regulation 941, which is now pending and we anticipate will be in place shortly.

Inventory Management Plan (IMP)

The current legacy applicant inventory is now at 14,692. This is a major reduction from the approximate 34,000 applicants in July 2023. Specifically, 10 per cent of the applications are awaiting assessment from PEO, while 90 per cent are awaiting the applicant to, for example, write an examination (see Table 2).

90 per cent of applications in the Legacy process are awaiting information from the applicants.

STAGES	PERCENTAGE	QUANTITY	NEXT STEPS WITH APPLICANT	NEXT STEPS WITH PEO
Academic assessment queue	2%	259		259
Writing technical examinations	29%	4258	4258	
Writing the NPPE	27%	3907	3907	
Pending validator CBA forms	4%	632	632	
CBA assessment active	5%	791		791
Accumulating experience inactive	30%	4466	4466	
Other	3%	379		379
Total inventory	100%	14,692	13,263	1429
Percentages			90%	10%

Table 2: Stages of Legacy Applicant Inventory

Projections for FARPACTA Applications vs Approvals
PEO's Licensing team continues to closely monitor the number of FARPACTA applications vs approvals. As outlined in Figures 1 and 2, both are showing an increasing trajectory. These numbers help staff plan for the impact to operations, including resource- and budget-related planning.

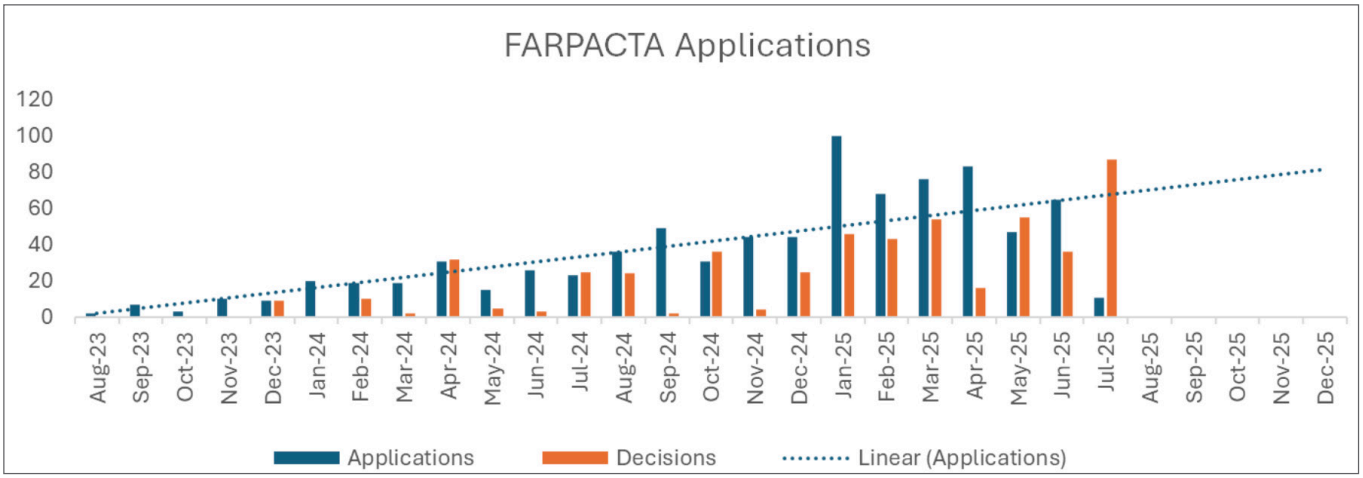


Figure 1: Number of FARPACTA Applications

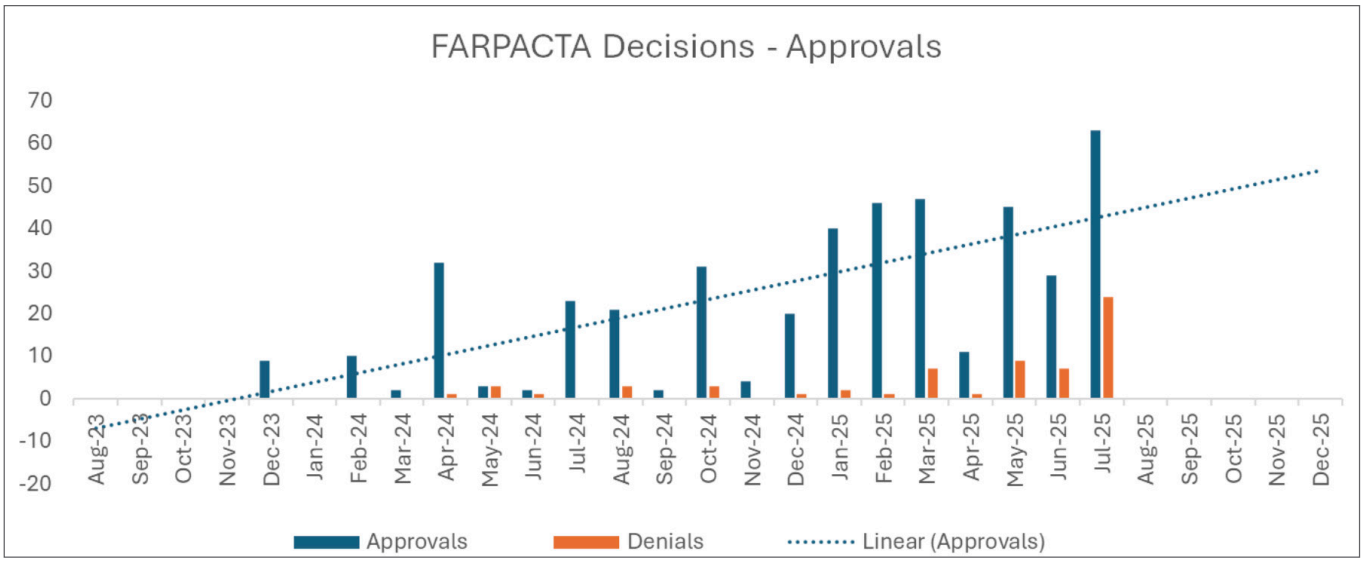


Figure 2: Number of FARPACTA Decisions and Approvals

FARPACTA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS

The Licensing team is monitoring these figures to forecast future application volumes.

PROSPECTIVE APPLICANT STATS	
TOTAL NUMBER OF PROSPECTIVE APPLICANTS WHO STARTED A P.ENG. APPLICATION IN THE PEO PORTAL	22,712
SUBTOTAL PROSPECTIVE APPLICANTS WHO HAVE STARTED THE ACADEMICS SECTION ON THEIR P.ENG. APPLICATION	15,892
SUBTOTAL CEAB GRADUATES	20% (3532/15,892)
SUBTOTAL NON-CEAB GRADUATES ON PEO's RECOGNIZED PROGRAMS LIST (RPL)	66% (11,564/15,892)
SUBTOTAL PERSONS WITH AN EDUCATION PROGRAM THAT IS NOT CEAB-ACCREDITED NOR ON PEO's RPL	14% (2565/15,892)

22,712 Prospective applicants who have started a P.Eng. application

15,892 Prospective applicants who have started the academics section

3532
Total CEAB graduates

CEAB GRADUATES WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	68% (2399/3532)
ACADEMICS COMPLETED	33% (1330/3532)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	1.5% (54/3532)
CBA IN PROGRESS	77% (2718/3532)
GOOD CHARACTER COMPLETED	66% (2339/3532)

11,564
Total non-CEAB graduates with a Recognized Programs List (RPL) degree

NON-CEAB GRADUATES ON THE RECOGNIZED PROGRAM LIST WHO HAVE STARTED THEIR ACADEMICS SECTION	
ID COMPLETED	71% (8229/11,564)
ACADEMICS COMPLETED	2% (246/11,564)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	2% (326/11,564)
CBA IN PROGRESS	51% (5935/11,564)
GOOD CHARACTER COMPLETED	52% (6033/11,564)

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	# OF EXAMS PASSED
PASSED ONE OR MORE CONFIRMATORY EXAMINATION	1111
PASSED ONE CONFIRMATORY EXAMINATION	27% (304/1111)
PASSED TWO CONFIRMATORY EXAMINATIONS	39% (428/1111)
PASSED THREE CONFIRMATORY EXAMINATIONS	7% (73/1111)
PASSED FOUR CONFIRMATORY EXAMINATIONS	28% (306/1111)

The Regulatory Policy and Legislation Committee will be reviewing technical exam requirements, informed by this and other relevant data.

1.3. Ensure Licensing Reflects EDI Values

1.3.2 EDI—Phase 2 (best practices implementation)

Since Council's adoption of the Anti-Racism and Equity (ARE) Code in 2022, a commitment to equity, diversity and inclusion (EDI) has been embedded as a core element of PEO's culture, leadership and strategic direction. This commitment should be apparent in all aspects of our work as an employer, a regulator of a valued profession and an organization with a strong volunteer base. The following highlights showcase the breadth of work that has been completed and the impact it has created.

Training and Development

Six internal sessions on inclusive language, psychological safety and microaggressions were completed, reaching 85–100 staff, with average participant ratings of 4.8/5. Leadership training on inclusive leadership and psychological safety earned perfect scores (5/5), reflecting a strong commitment from our executive leadership team. External EDI training for current volunteers engaged 45–70 participants per session and will be embedded in volunteer onboarding and PEAK in 2026.

Volunteer and Governance

Key developments have included the introduction of EDI training as part of volunteer onboarding. In collaboration with the Regional Councillors Committee (RCC), we have also formalized a standardized Chapter Scholarship Program with an inclusive evaluation matrix.

Engagement and Communication

Events such as the Speakers Series (90 per cent attendance, up to 4.77/5 participant ratings), Coffee Chats and cultural celebrations attracted large numbers of staff, strengthening culture and belonging at PEO. Various EDI-themed articles were featured in our internal newsletter, the *North Star Express*. Externally, equity-focused stories in *Engineering Dimensions* generated an average of 2104 reads. LinkedIn campaigns averaged 299 clicks (the number of clicks on a post) and 5702 impressions (the number of times the content was seen), amplifying visibility.

5702

Average impressions of LinkedIn campaigns related to equity, diversity and inclusion

Policy and Measurement

Policies for the planned new EIT program were updated through an EDI lens to consider factors such as age, Indigenous identities, income bracket and engineering discipline. The Fee Remission Policy is currently under review.

To date, membership demographic data has been collected from 4327 respondents on a purely voluntary basis via PEO's online portal. We anticipate that this will grow now that a more formal communication has been sent to the profession to encourage participation in this initiative, which was part of Council's 2022 ARE code commitment.

Leadership and Collaboration

As noted, PEO is playing an active role in Engineers Canada's CEO Inclusivity Taskforce, which is working to shape a mission statement and advance shared efforts to address barriers within the profession.

4327

Licence holders who have voluntarily shared their demographic data via PEO's online portal

GOVERNANCE SCORECARD

The Governance Scorecard supports organizational oversight, transparency and data-informed decision-making processes. The scorecard reports on 12 quantitative indicators. These are aligned to PEO's core functions of Regulatory Operations, Policy, Strategy and Finance, Talent Management and Corporate Administration.

The September 2025 PEO Governance Scorecard reports on the period of January 1 to July 31. Eight of the indicators are reporting as green for surpassing their target, one indicator is reporting as yellow for having a value between the target and threshold, and one indicator is reporting as red for performing below its threshold. The remaining three indicators are reporting as grey for in-progress and will be reported on following year-end.

Table 3: September 2025 Council Scorecard

Sept 2025 PEO Governance Scorecard - Council Indicators											Reporting Period: Jan to July 2025
#	Indicator Name	Operational Definition	PEO Core Function	Current Status	Desired Direction	2025 Target	2025 Threshold	Reporting Value	Reporting Value Numerator	Reporting Value Denominator	Status Description
1	**Acknowledgment of Complete Applications Within Target (C), (F)**	The number of received P.Eng., Transfers, and Limited Licence applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Regulatory Operations	●	⇧	90%	80%	99.6%	1,156	1,160	PEO surpassed the target for the reporting period.
2	**Registration Decisions Within Target (C), (F) - P.Eng. and Limited Licence**	The number of P.Eng. and Limited Licence applications for whom a registration decision is made within their required timeframe divided by all registration decisions made during the reporting period.	Regulatory Operations	●	⇧	90%	80%	99.1%	329	332	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%	785	785	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 for practising engineers has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report.	Regulatory Operations	●	⇧	85%	75%	81%	59,056	75,582	Licence holders are required to complete their required PEAK elements by the end of the year. The PEAK Program became enforceable in 2024. PEO is launching a pilot for administrative suspensions in Q3 2025.
5	**30x30 Licensure Rate (C)**	The year-to-date number of newly licensed women engineers divided by the total number of newly licensed engineers during the reporting period.	Policy	●	⇧	30%	20.5%	20.2%	530	2,618	The 30 by 30 initiative was promulgated by Engineers Canada as a national goal of raising the percentage of newly licensed women engineers to 30 per cent by the year 2030. PEO supports this effort through Council's commitment to annually track and measure progress toward the 30 by 30 goal.
6	**Updated Standards and Guidelines (C)**	The number of standards, guidelines and policies reviewed during the reporting period divided by the total number of planned reviews for the year.	Policy	●	⇧	90%	70%	100%	5	5	PEO staff surpassed the target and reviewed all standards and guidelines. Initially, 5 reviews were planned in 2025.
7	**Strategic Initiative Completion (C)**	The total number of strategic initiatives completed during the reporting period divided by the total number of strategic initiatives planned for the year.	Finance and Strategy	●	⇧	90%	80%	20%%	2	10	As referenced in the Operational Plan, there are 10 strategic initiatives planned for this year. Several initiatives have started and are progressing on track per their respective workplan.
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%	**As of June 2025:** *-1.84%*	-$324,656	$17,642,250	The 1.84% negative variance in year-to-date actual revenue versus budget is predominantly driven by the timing of renewals.
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%	**As of June 2025:** 6.9%	$790,835	$11,530,726	The 6.86% 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	**As of June 2025:** 461	$41,815,258	$16,432,633	PEO has a strong financial position where the organization possesses cash on hand to sustain its core operations.
10	**Customer Service Experience Rating (C)**	The average user rating for customer service inquiries received during the reporting period. A rating of 10 represents that a user rated their customer service experience as excellent for an inquiry and a 1 represents a poor experience.	Finance and Strategy	●	⇧	6.5	5.5	7.3	N/A	492	PEO surpassed the target for the reporting period. PEO received 492 customer experience surveys and continues to integrate feedback to improve our communications and support process improvements.
11	**Employee Engagement Rate (C)**	The percent of employees who are either engaged or almost engaged as measured by the annual comprehensive employee engagement survey.	Talent Management and Corporate Administration	●	⇧	81.5%	76.5%	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%	1%	2	142	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 Enforcement

The Unlicensed Practice Enforcement team has begun to rely more heavily on internal counsel to handle prosecutions of illegal practice and title violations, rather than retaining external legal firms in all cases. This initiative provides more effective control of cases and evidentiary processes. It also mitigates prosecution-related costs. External counsel are still utilized for complex cases where needed.

PEO has maintained its target goal of reducing median days an unlicensed practice file is open. As of July, this benchmark continues at an average of 60 days.

For the first time in over 15 years, unlicensed practice prosecutions generated significant cost orders against defendants convicted for violating relevant sections of the *Professional Engineers Act* (PEA). The costs collected to date are $5,000 and $6,000 respectively for two unrelated prosecutions. We are developing a framework for collecting additional cost awards potentially worth tens of thousands of dollars if successfully collected in 2026.

Minor open cases	52
Major open cases	112
Closed cases YTD	259
Enforcement files (pre-prosecution) by internal legal counsel	12
Prosecutions by internal legal counsel	5
Pre-prosecutions by external law firm	0
Prosecutions by external law firm	3

Table 4: Number of Unlicensed Practice Enforcement Cases

YTD ending in July, the median time an Unlicensed Practice file was open was 60 days

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

Between January 1 and August 20, 75 new complaints were filed with PEO, and 67 existing complaints were disposed of by the COC (see Figure 3). There are currently 202 active complaint files either being investigated or pending disposition (in the form of a signed decision) by the COC.

202

Active complaint files either being investigated or pending disposition

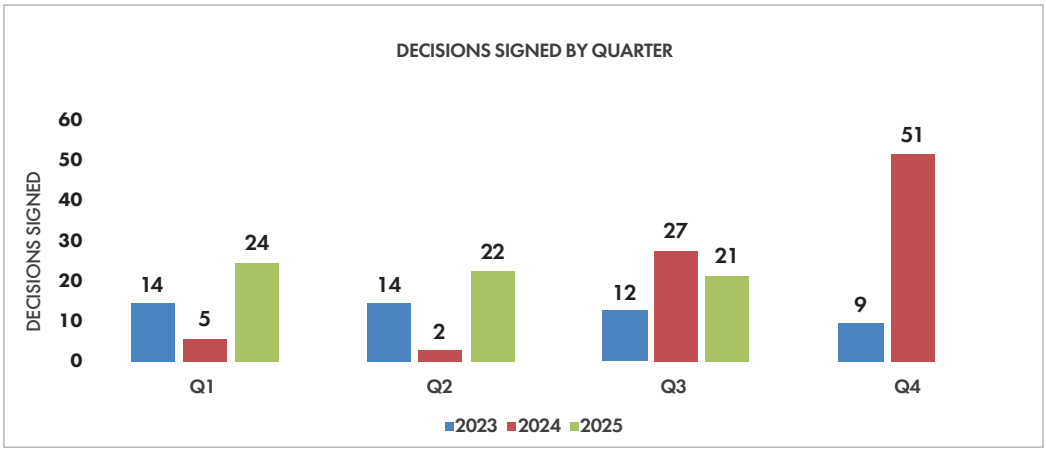


Figure 3: Number of Complaints Decisions Issued by Quarter

Through process improvements and efficiencies, the team has achieved a significant reduction in the average number of days required to investigate and prepare a complaints file for the COC's consideration, and then to complete post-decision processing activities. The current average is 626 days, down from 751 at the end of 2024 (see Figure 4).

626

The average days for complaint file processing, down from 751 at the end of 2024

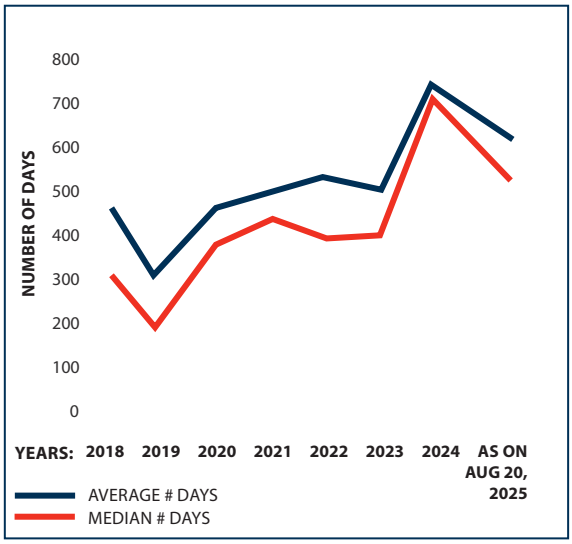


Figure 4: Complaint File Processing Times as of August 20, 2025

Currently, complaints containing allegations of unprofessional conduct by licence holders make up the largest category of complaint types under investigation (approx. 41 per cent of all complaints). Complaints related to technical competence or negligence represent the next largest category (approx. 30 per cent).

Engineers Canada 2024 Annual Discipline and Enforcement Survey

Engineers Canada has shared with PEO the most recent results of its annual survey of Canadian engineering and/or geoscience regulators. Fourteen of the 15 provincial and territorial regulators provided data for the 2024 survey. The complete report is available upon request. Here are some key findings:

- The total national number of complaints filed in 2024 involving licensed practice was 712 (481 in 2023, 519 in 2022).
- The total national number of cases referred for discipline proceedings in 2024 was 61 (76 in 2023, 38 in 2022).
- The total national number of cases involving unlicensed practice or title violations in 2024 was 1154 (1637 in 2023, 1295 in 2022).

Incident Monitoring and Response

PEO is often made aware of incidents throughout Ontario involving structural, systems or other types of potentially engineering-related failures. Our focus is to closely monitor those situations that may represent an increased risk to public safety and where engineering practitioners or certificate of authorization (C of A) holders may be involved. Our standard protocol is to liaise with the municipal, provincial or other agency of immediate jurisdiction to advise them of PEO's mandate as Ontario's regulator of professional engineering. We request additional information as it becomes available. If evidence of negligence or professional misconduct by a licensed engineer, or of illegal engineering practice, is discovered, PEO may invoke its mandate under the PEA to investigate and prosecute those allegations, even in the absence of a formal complaint.

PEAK

PEO has over 90,000 licence holders, and currently about 72,500 of them have mandatory PEAK requirements this year.

As of August 31, 91 per cent of those with 2025 PEAK obligations have started fulfilling the requirements and 82 per cent have already completed their first two elements, which were due by January 31, 2025. This means the remaining 18 per cent (≈ 13,000) are not currently compliant with their first two PEAK elements (see Table 5).

	2024 PEAK AS OF DEC. 31, 2024	2025 PEAK AS OF JAN. 31, 2025	2025 PEAK AS OF AUGUST 31, 2025
REQUIRED TO COMPLETE PEAK	ABOUT 70,000	ABOUT 75,000	ABOUT 72, 500
STARTED PEAK	94%	64%	91%
COMPLETED FIRST TWO ELEMENTS	89%	51%	82%
IN PROGRESS WITH THE FIRST TWO ELEMENTS	5%	12%	9%
NOT YET STARTED	6%	37%	9%

Table 5: Comparative Statistics for the 2024 and 2025 PEAK Years.

82%
Licence holders who have completed their first two 2025 PEAK elements

Licence Suspensions

Licence suspensions for failing to complete the first two elements of PEAK will begin to be applied on November 10, 2025. To continue to support a smooth transition to the mandatory program, suspensions will be applied incrementally, starting with a small and randomly selected group of licence holders who have not completed the first two elements despite being required to do so. This pilot will enable us to test the end-to-end process, identify any gaps and refine our approach based on early insights.

Those identified as being at risk of suspension have started to receive early, specific and multiple alerts via email, robocall and lettermail. Additional methods to contact this group will be employed, as appropriate, and they will be reminded that completing the first two elements should take no more than 60–90 minutes.

A parallel effort to reach a representative sample of those who have not yet started their 2025 PEAK requirements is also underway. The Customer Service team is making calls to the telephone numbers on file with those licence holders, with the goal of reminding them of their PEAK obligations and also collecting insights and feedback, which will help to strengthen the program overall.

NOTICE OF PROPOSALS

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

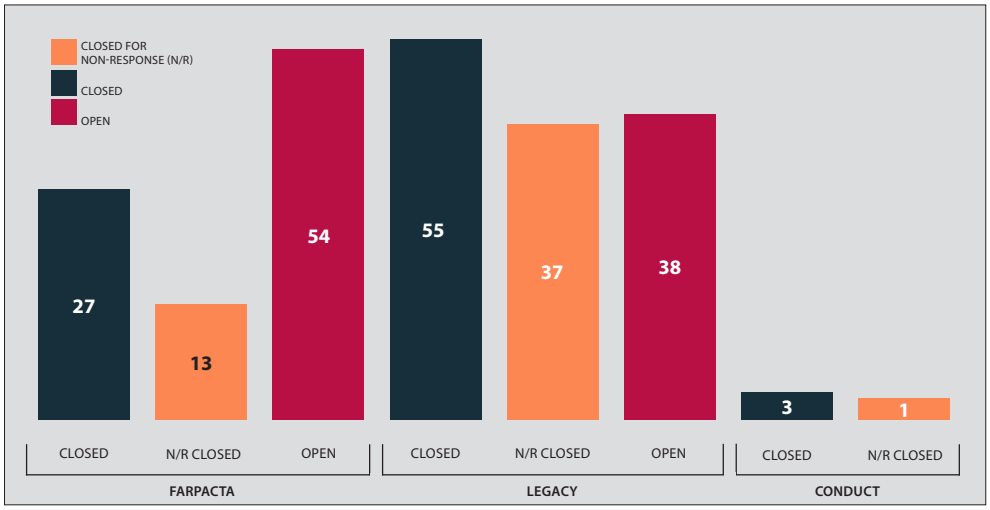


Figure 5: Current Status of REC Cases Since 2023

In June, PEO reported having 14 FARPACTA matters at the REC stage. Since then, PEO has seen a significant increase in the number of FARPACTA NOPs, with 54 open matters (see Figure 5). Legacy NOPs have also increased, with 23 open matters in June increasing to 38 open matters by September. PEO has also closed 33 matters since June.

NOPs are drafted for the registrar's approval by either a lawyer or a licensed paralegal. Figure 6 shows that NOPs requested by July have doubled for Legacy and FARPACTA from 2024. Projected to the end of the year, the numbers will triple for Legacy and FARPACTA. If the expected Inventory Management Plan (IMP) numbers are added, the result is a nine-fold increase. Approximately 90 per cent of all NOPs are issued because an applicant fails to meet the experience requirement for licensure.

REC hearings are handled by a lawyer who appears on the registrar's behalf. On average, 70 per cent of NOPs result in a request for hearing before the REC. In Legacy and FARPACTA alone, we expect that requests for hearings will double 2024's total by the end of the 2025. Two hundred NOPs are expected to be issued under the IMP project. This will likely result in an additional 140 requests for hearing by the end of the year in the IMP Project alone (see Figure 7).

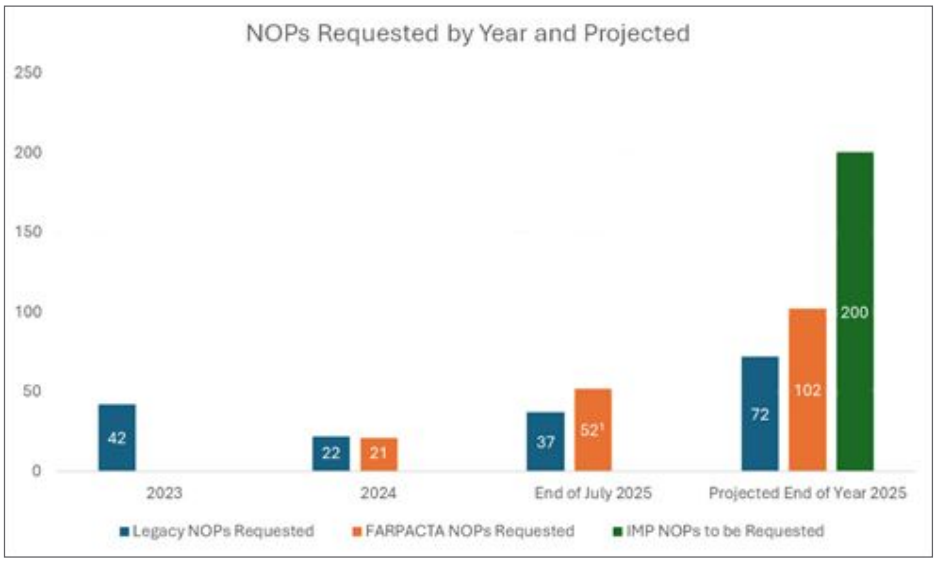


Figure 6: NOPs Requested by Year and Projected

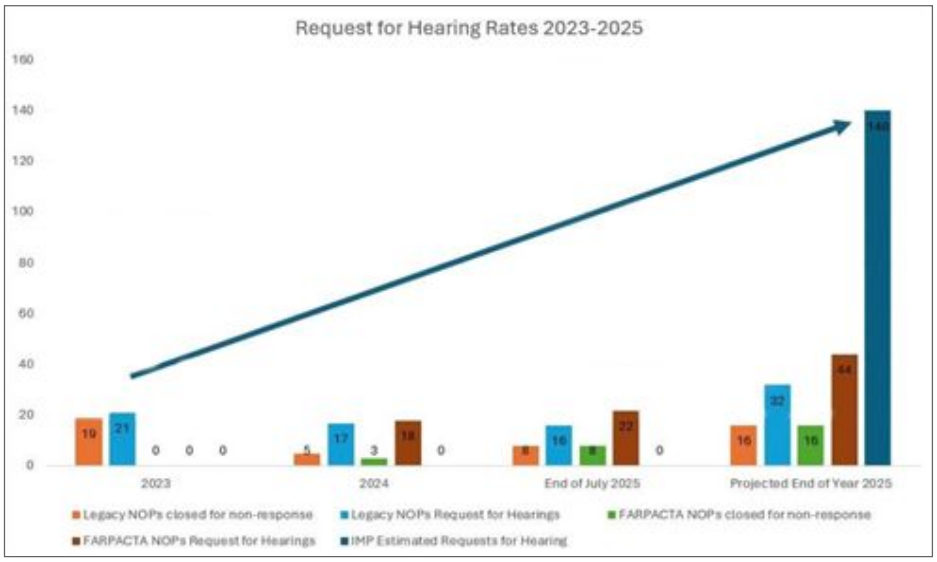


Figure 7: Request for Hearing Rates 2023–2025

140

Anticipated additional requests for hearing in the Inventory Management Plan

FINANCE

For the six months ending June 30, total revenues amounted to $17.3 million, while total expenses were $17.3 million, resulting in an excess of expenses over revenue of $15,926, as shown in Table 6.

Total revenues were $324,656 below budget. This unfavourable variance is primarily due to lower-than-expected revenue from examination and registration fees, as well as the timing of P.Eng. membership dues collection compared to budget assumptions. Despite this variance, we anticipate that P.Eng. membership revenue will slightly exceed the budgeted amount by year-end. Total expenses were favourable to budget by $646,871. This positive variance is primarily driven by lower-than-budgeted spending across several areas, including PEO chapters, purchased services, computer and telephone, legal expenses, Council special projects and strategic initiatives projects.

Accordingly, the deficit of revenue over expenses was favourable to budget by $322,216.

Table 7 shows cash of approximately $5.7 million and an investment portfolio of approximately $36.1 million as of June 30, compared to cash of $9.4 million and an investment portfolio of $30.1 million as of June 30, 2024.

	2025 Actual	2025 Budget	Variance Actual vs Budget
TOTAL REVENUES	**$17,317,594**	**$17,642,250**	**($324,656)**
Operations expenses	$16,694,693	$17,063,376	$368,683
Sp. projects and strategic plan exp	$638,827	$917,016	$278,189
TOTAL EXPENSES	**$17,333,520**	**$17,980,392**	**$646,871**
EXCESS/(DEFICIT) OF REV OVER EXP	**($15,926)**	**($338,142)**	**$322,216**

Table 6: Revenues and Expenses as of June 30, 2025

	2025 Actual	2024 Actual	Variance Actual Vs Actual
Cash	$5,672,029	$9,353,749	($3,681,720)
Other current assets	$826,065	$981,585	($155,520)
Marketable securities	$36,143,229	$30,095,155	$6,048,075
Capital assets	$25,298,690	$26,596,339	($1,297,649)
TOTAL ASSETS	**$67,940,013**	**$67,026,828**	**$913,186**
Current liabilities	$14,899,028	$14,251,954	$647,075
Employee future benefits	$8,428,500	$12,061,100	($3,632,600)
Net assets	$44,612,485	$40,713,774	$3,898,711
TOTAL LIABILITIES & NET ASSETS	**$67,940,013**	**$67,026,828**	**$913,186**

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

Remissions and Resignations
As of June 30, the data in Table 8 shows that the estimated total number of P.Engs in fee remission was approximately 13,534, compared to 13,216 as of the same period in 2024. The number of resignations as of June 30 was estimated to be 504 as compared to 801 resignations as of June 30, 2024. Overall, the estimated total number of P.Engs as of June 30 was 89,469, compared to 88,237 reported on June 30, 2024.

	YTD JUNE 2025	YTD JUNE 2024
Members seeking remission	1606	1934
Total members in fees remission	13,534	13,216
Members resigned	504	801
Total P.Engs	89,469	88,237

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

CUSTOMER SERVICE

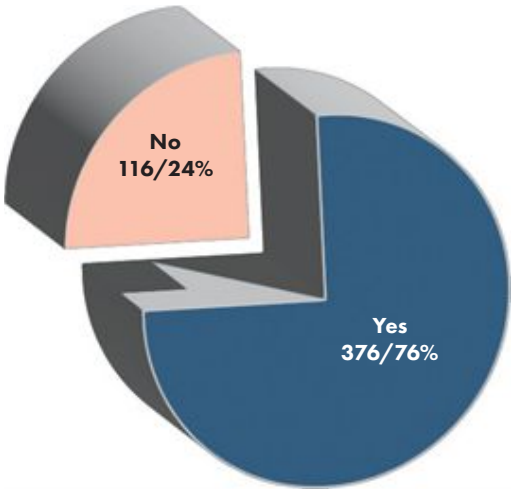
As part of the 2025 Operational Plan, PEO continues to enhance its customer service model with the goal of better supporting licence holder and applicant inquiries. We aim to improve the end-user experience by refining the service delivery of our Level 1 and 2 Customer Service teams.

The feedback on our customer service model continues to be positive, with a current customer experience rating of 7.3 in 2025, as measured on a scale of 1–10 (n=492), as indicated in Figure 8.

Moreover, we continue to incorporate end-user feedback into our communications and processes, such as providing clearer communications for new P.Eng. applicants who applied after July 1, 2025.

As presented in Table 9, the Level 1 Customer Service team supported 14,329 inquiries and maintained a resolution rate of over 90 per cent without forwarding inquiries to specialized support. We have also improved our average inquiry resolution time in 2025 to 2.1 days from 2.5 days.

Was the issue resolved to the user's satisfaction?



How satisfied are users with PEO's response time?

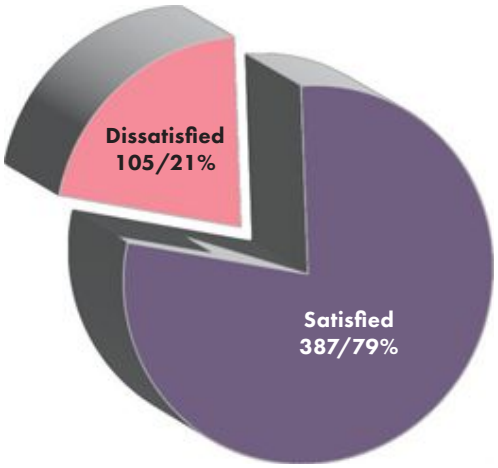


Figure 8: Customer Experience Survey Feedback (January to July)

Planned Improvements Based on Customer Experience Survey Feedback:

1. Continue staff training to support customer service needs
2. Continue to streamline PEAK-related communications
3. Improve self-service capabilities on the PEO website and portal

JANUARY TO JULY CUSTOMER SERVICE SUMMARY

Mode	Inquiries by Mode
Emails	76% (10,808/14,329)
Phone Calls	23% (3340/14,329)
Walk-Ins	<1% (101/14,329)

Customer Service Level 1 Resolution Rate
Level 1 resolution rate = 94% (13,523/14,329)
Level 1 resolution rate by most common topics: **Technical Support Inquiries = 98% (6043/6149)** **PEAK Inquiries = 98% (5050/5108)** **FARPACTA Inquiries = 78% (1155/1503)**

Table 9: Customer Service Summary (January to July)

VOLUNTEER ENGAGEMENT

Chapter Updates

This summer, PEO launched its new Chapter Procedure Manual. The manual was developed by the Chapter Procedure Manual Advisory Group with oversight from the RCC. Stemming from Council's 2023 review of chapter activities, the manual provides clear operational guidance on the role of chapters in supporting PEO's regulatory mandate and ensuring a consistent, equitable experience for volunteers and members. As a living resource, it will continue to evolve through input from chapters, staff and RCC.

The manual was introduced at PEO's first PentaCongress on June 14. Representatives from all chapters were invited to the event, with attendees participating from 33 chapters. The joint format enabled broader engagement and feedback on chapter initiatives, alongside regional breakout sessions. Based on strong participant feedback, RCC has endorsed planning a future PentaCongress in 2026.

To further strengthen collaboration, PEO's Chapter Office and Communications team also launched a new Community of Practice on Chapter Communications. Informed by the communications audit, this initiative leverages chapters as key conduits to licence holders, sharing best practices for email, website, social media and other communication channels.

96%

PentaCongress attendees who said they would attend again

37,332,217

Potential Audience Reach for media coverage that included a mention of Professional Engineers Ontario following the government's "As of Right" announcement on September 1.

EXTERNAL RELATIONS

Stakeholder Engagement on CPD

PEO staff are implementing our engagement strategy to solicit input on the Council-directed re-evaluation of PEO's mandatory continuing professional development (CPD) program. Phase 1 (September–October 2025) will gather feedback on the program's strengths, challenges and opportunities and explore stakeholder views on the essential elements and minimum requirements of an effective program. Initial findings will be presented to Council in November. Phase 2 (January–February 2026) will present those findings and a draft framework for further stakeholder input.

In parallel, PEO is also spearheading engagement on a project of the Chief Executive Officers Group of Engineers Canada to advance a harmonized CPD framework across provinces and territories. Initial consultations with other regulators this fall will focus on establishing consensus on core national requirements, while allowing flexibility for jurisdiction-specific elements.

Employer Advisory Group

In July, PEO's newly formed Employer Advisory Group (EAG) held its inaugural meeting, at which staff reviewed expectations for the new group and upcoming potential stakeholder consultations. As part of PEO's upcoming CPD consultation strategy, the EAG will be consulted in both phases 1 and 2. The new advisory group brings employers into the CPD consultation process, providing vital feedback on policy viability while supporting and promoting compliance with PEO's mandate.

The Terms of Reference for the EAG, as well as our other advisory group, the Strategic Stakeholder Advisory Group, are provided in Appendix B for your reference.

Government Relations

With support from Wellington Advocacy, PEO regularly engages senior government officials to inform policy and ensure awareness of issues affecting engineering regulation.

Ontario has recently signed Memoranda of Understanding (MOUs) with other provinces and territories detailing commitments to harmonize regulations, aiming to boost trade and labour mobility and thereby further develop Canada's economy and infrastructure. Various pieces of legislation have been introduced in Ontario to give effect to these commitments.

PEO is closely monitoring these initiatives and their potential impact on our operations, including:

- *Protect Ontario Through Free Trade Within Canada Act, 2025* (Bill 2): This legislation amends a number of statutes, including the *Ontario Labour Mobility Act, 2009* (OLMA), which already required Ontario regulators to license most regulated professionals from other provinces and territories, essentially accepting their credentials at face value.

  PEO has already had significant success in adhering to existing, accelerated mobility requirements for professional engineers, flowing both from the OLMA and from FARPACTA. The recently amended OLMA extends an "As of Right" model to nearly all regulated professions. In a true "As of Right" model, out-of-province licence holders who satisfy certain requirements are permitted to work in Ontario for six months while applying for licensure. This does not, however, make them licence holders per se.

  PEO has been working to reassure the government that our existing streamlined mobility framework can also satisfy the same policy objective as "As of Right" and is not incompatible with what the government is requiring. The government's objective is to remove unnecessary barriers or delays in the free movement of regulated, skilled professionals from across the country. PEO's goal is to serve the objective of streamlined and accelerated mobility while also continuing to ensure engineers practising in Ontario are fully licensed and subject to oversight.

  The amended *Ontario Labour Mobility Act* and O.Reg. 199/25 (made pursuant to the OLMA) are available online for those who may be interested in understanding the government's approach. We will continue to update Council as discussions continue.

- *Protect Ontario by Building Faster and Smarter Act, 2025* (Bill 17): Grants the Minister of Municipal Affairs and Housing (MMAH) authority to prescribe certified professionals whose reports municipalities must accept in planning applications. We have urged the ministry to exempt technical engineering reports from anticipated restrictions and to maintain municipal discretion to require additional studies to protect safety and infrastructure.

- *Protect Ontario by Unleashing our Economy Act* (Bill 5): Allows creation of special economic zones where companies may be exempt from provincial or municipal requirements. The government has yet to clarify which laws could be overridden, and we are monitoring developments.

We are also awaiting clarification from the MMAH on misinterpretations of recent changes to section 12 of the PEA, which some believe require both an architect and engineer for all large farm buildings. The ministry has confirmed this was not the intent and is considering further communications or amendments.

Government Liaison Program
Since joining us last fall, Wellington has been working closely with PEO staff to better understand the Government Liaison Program (GLP) and its goals. The Wellington team is now in the advanced stages of preparing a strategy for how the GLP can best align with PEO's mandate and reflect best practices for government relations. This strategy will be shared with Council this month and include recommendations for future GLP activities, information flows, messaging practices and training. As we continue to strengthen PEO's presence with Ontario's key decision-makers concerning policy, our aim is to have a strategy in place for the GLP that aligns with current and future government relations considerations.

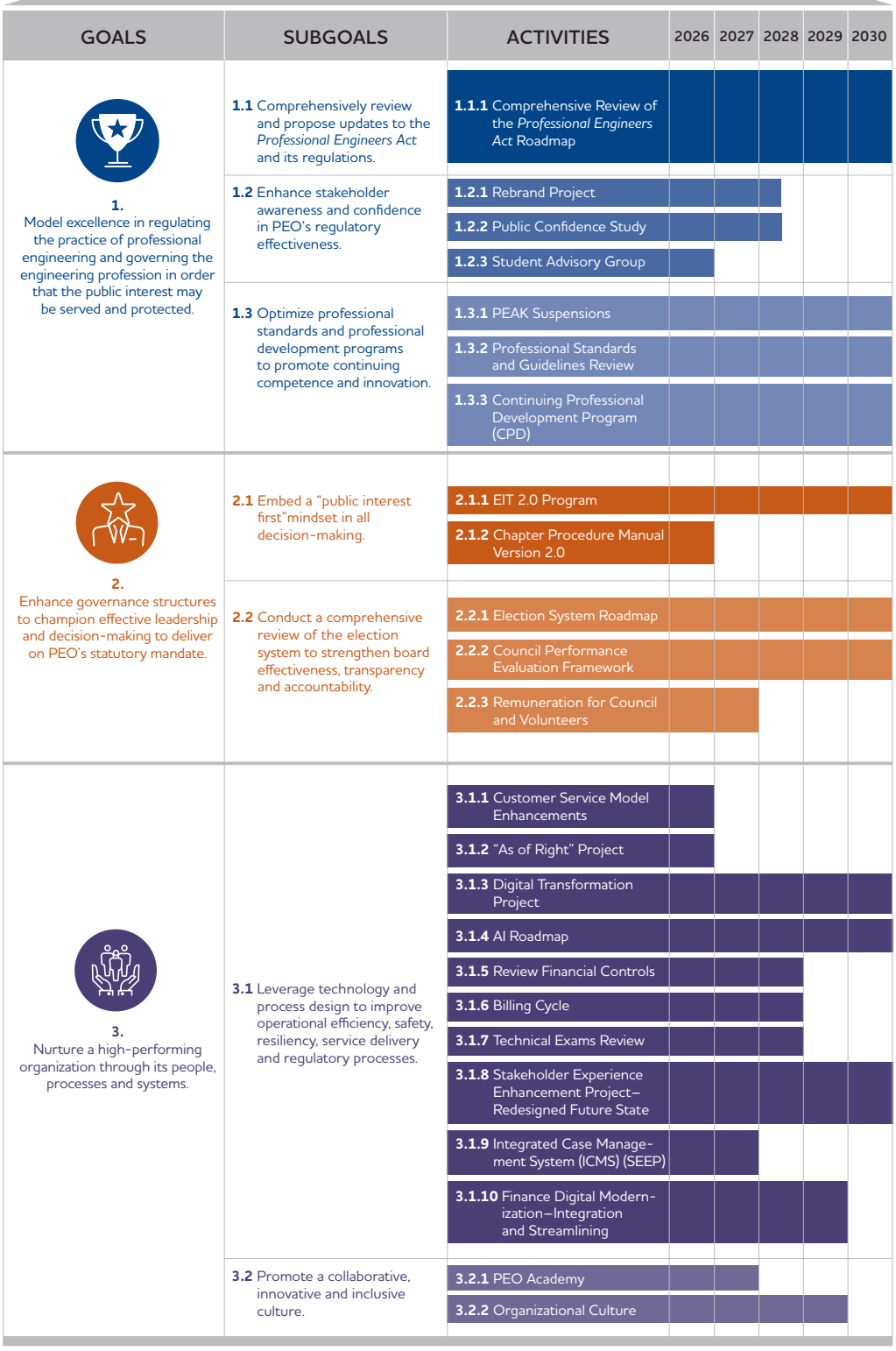
Human Resources
In July, PEO launched its first online learning platform for staff called the PEO Academy. The platform provides access to approximately 150 courses that staff can take at their own pace and are intended to support their professional development and contribute to the success of the organization. As of early September, there have been 382 course enrolments, with 239 courses completed. Staff have spent an aggregate of 713 hours in asynchronous learning environments. This demonstrates an impressive commitment to learning and development.

In addition, staff have now been introduced to updated HR policies and a modernized code of conduct, which will further guide their performance and accomplishments on behalf of PEO. Policies will continue to be revised, as will the employee handbook. All of this helps demonstrate PEO's commitment to being an employer of choice.

We are also looking forward to our engagement survey, which received an excellent and positive response from the vast majority of our employees last year. The survey will launch on October 1, and results will be reported to Council in November. The launch of the engagement survey occurs shortly before the commencement of our Annual Performance and Development Review process, which evaluates individual employee performance against set goals and allows us to provide an objective basis for merit-based salary increases.

APPENDIX A

STRATEGIC SUMMARY 2026–2030



COUNCIL APPROVED 2026-2030 STRATEGY			2026 OPERATIONAL PLAN			
Pillar	**Goal**	**Obj.**	**Obj. #**	**Project Name**	**Description**	**Deliverable**
1. Effective and Relevant Regulation	1. Model excellence in regulating the practice of professional engineering and governing the engineering profession in order that the public interest may be served and protected	1.1 Comprehensively review and propose updates to the Professional Engineers Act and its regulations	1.1.1*	Comprehensive Review of the Professional Engineers Act: Roadmap	A roadmap with timelines to guide the review of the *Professional Engineers Act,* Regulation 941 and by-laws.	Develop and present Council with a package at the November 2026 meeting of Council.
		1.2 Enhance stakeholder awareness and confidence in PEO's regulatory effectiveness	1.2.1	Rebrand Project	A rebrand including development of brand style guide/visual identity and website redevelopment.	Develop new logo, brand style guide, visual identity, and brand narrative. Develop project plan and timeline for website redevelopment project.
			1.2.2	Public Confidence Study	Public Confidence Study research conducted with general public and other external stakeholders; results to inform annual comms/strategic planning and other business operations. Second study being proposed for 2028 ahead of 2026-2030 strategic plan 'reset'.	By Q2 2026, review feedback from Confidence Study and develop action plan.
			1.2.3	Student Advisory Group	Student Advisory Group to provide perspectives of engineering students during stakeholder engagement initiatives.	Create terms of reference, recruit members and integrate group into stakeholder engagement process.
		1.3 Optimize professional standards and professional development programs to promote continuing competence and innovation	1.3.1	PEAK Suspensions	Interfaces and automation to facilitate PEAK's suspension project.	Processes, interfaces and automation to facilitate PEAK's suspension project.
			1.3.2	Professional Standards and Guidelines Review	Since January 2025, a high-level review of remaining guidelines has been underway to support a more strategic and holistic framework. Informed by data from advisory services and emerging issues, the review of all remaining guidelines has identified key concepts that may lead to new or updated professional standards.	Revise existing and develop new standards of professional ethics (including the Code of Ethics and professional misconduct regulation). *Note: This assumes Council approval of the new approach proposed in September 2025.*
			1.3.3*	Continuing Professional Development Program (CPD)	A comprehensive review of the CPD program will be undertaken in the 2025-2026 Council term, building on the guiding principles and direction set by Council during its plenary on June 19, 2025. At its June Council meeting, Council directed the CEO/registrar to bring a policy proposal to Council by the end of this Council term (i.e., end of April 2025).	Review and revise CPD Framework. Finalize and present CPD program proposal to Council by Q4 2026. *Note: This assumes Council approval of the proposed framework by end of 2025-2026 term.*

2. Governance advancement	2. Enhance governance structures to champion effective leadership and decision-making to deliver on PEO's statutory mandate	2.1 Embed a "public interest first" mindset in all decision-making	2.1.1*	EIT 2.0 Program	At its June 2025 meeting, Council approved the transition to a revamped EIT 2.0 program, an initiative designed to replace the current program with a regulatory program that aligns more directly with PEO's core regulatory and public interest mandates. As part of this decision, Council directed staff to work with MAG to propose the necessary amendments to the *Professional Engineers Act* and Regulation 941 to support implementation.	Implement EIT 2.0 program in alignment with Council direction set at its June 2025 meeting.
			2.1.2	Chapter Procedure Manual Version 2.0	Enhance operational efficiency and promote an equitable experience of chapter volunteers and members through further refinement on Chapter Procedure Manual; Version 2.0 (V2) will aim to provide further clarity on budgeting processes.	By Q3 2026, publish Chapter Procedure Manual V2, which will include feedback on the initial version and align to Regional Councillor Committee (RCC) workplan outcomes.
		2.2 Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency, and accountability	2.2.1	Election System Roadmap	A roadmap with timelines to guide the election review.	Present a comprehensive package to Council at the November 2026 Council meeting.
			2.2.2	Council Performance Evaluation Framework	At its February 2025 meeting, Council adopted the recommendations outlined in the Council Evaluation Framework Report prepared by Watson Board Advisors and directed staff to develop an action plan for implementing the recommendations during the 2025–2026 Council term.	Implement a multi-year Council evaluation program as set out in the Council-approved evaluation framework.
			2.2.3	Remuneration for Council and Volunteers	A council remuneration framework to compensate councillors and volunteers on statutory committees for their time spent on PEO affairs.	Implement Council remuneration based on timelines approved by Council in June 2025.

3. Organizational excellence	3. Nurture a high-performing organization through its people, processes, and systems	3.1 Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery, and regulatory processes	3.1.1*	Customer Service Model Enhancements	To enhance existing customer service model to ensure consistent, high-quality customer service delivery across all customer service teams.	Improved reporting and dashboards to advance a data-driven approach to service improvement. Standardized service offerings across Level 1 (L1) and Level 2 (L2) customer service teams.
			3.1.2	"As of Right" Project	Implementation of a technical solution to allow functionality to comply with "As of Right" requirements in the Online Portal for interprovincial transfer applications, including temporary digital seals. Develop and implement standard operating procedures for the "As of Right" pathway for Regulatory Operations team.	Once the regulation is shared, develop an IT and Regulatory Operations plan to implement the framework including business & regulatory requirements. Align new process with all other Policy requirements.
			3.1.3	Digital Transformation Project	Portfolio of projects to deliver on the Digital Transformation Strategy, including: - Data warehouse architecture & PowerBI rollout - Cybersecurity Strengthening - Infrastructure and Application Strengthening and optimization	Refresh Digital Transformation Strategy, including cybersecurity, to achieve National Institute for Standards and Technology (NIST) Cybersecurity Framework (CSF) targets.
			3.1.4	AI Roadmap	To enhance efficiency and drive innovation, create and deliver upon an AI strategy for all staff.	Create an AI strategy and roadmap for delivery based on business needs and identify timelines for implementation.
			3.1.5	Review Financial Controls	Continue to review and update/enhance finance polices as necessary, with emphasis improving internal control frameworks. Each updated policy will be placed on an initial 1 year internal review cycle, and then will be moved to 3 year review cycles going-forward, with Audit and Finance Committee (AFC) consultation for significant changes. 2026: Procurement Policy Credit Card Policy Cash Reserve Policy	Policies updated based on best practice standards and in consultation with internal and external stakeholders as required.
			3.1.6	Billing Cycle	Develop business and project plan to determine feasibility of aligning billing cycle with the PEAK reporting cycle.	Assess the feasibility of aligning billing cycle with the PEAK reporting cycle through implementing a single billing date for license holders.
			3.1.7	Technical Exams Review	Implement Policy recommendation from Council on future of the FARPACTA Examination Program. Review current FARPACTA Examination Program to determine where efficiencies (e.g. outsource vs. internal) and effectiveness (e.g. consolidation of exams), can be improved.	Implement recommendations from Council *Note: This assumes Council approval of the policy proposal in November 2025.* Develop current and future state roadmap, and begin to implement accordingly.
			3.1.8	"One PEO" - Redesigned Future State	A portfolio of projects informed from the 2024 RegOps Lean Review Project, implement joint solutions based on a new redesigned future state. Approved solutions tracked as separate projects on a multi-year project road map.	By Q3 2026, create roadmap with prioritized projects.
			3.1.9	Integrated Case Management System (ICMS) (ONE PEO)	Procure and deploy an electronic integrated case management system (ICMS) to track and help manage PEO's regulatory enforcement files (complaints, investigations, prosecutions, PEAK, unlicensed practice enforcement etc.)	Complete the development of technical and other requirement documentation, issue RFPs, complete vendor contracting.
			3.1.10	Finance Digital Modernization - Integration and Streamlining	Conduct a complete review of finance data architecture and systems to identify, determine and appropriately plan for opportunities to improve finance systems, eliminate manual work, introduce automation, and improve data analytics.	By Q4 2026, develop a business case that illustrates an ideal state for finance processes.
		3.2 Promote a collaborative, innovative, and inclusive culture in alignment with organizational goals	3.2.1	PEO Academy 2.0	Build on the foundational year of the PEO Academy by enhancing and expanding learning programs, streamlining processes, elevating the learner experience and encouraging a robust learning culture.	Introduce a new Leadership Development Program (LDP) and custom PEO content. Engage external experts for support where applicable, strengthen competencies of internal experts to deliver training and monitor and measure the efficacy of programs.
			3.2.2*	Organizational Culture	Strengthen organizational culture by advancing a holistic employee engagement and EDI strategy that fosters connection, inclusion and shared purpose.	Maintain high engagement scores, embed EDI principles into engagement initiatives, act on feedback from staff forums (e.g., surveys, coffee chats), and implement programming that reflects the employee voice. Establish governance structure and enhance guide to ongoing engagement and inclusion efforts.

*Draft CEO/registrar 2026 goal.

NOTE: Objectives not selected for the Performance Review will be presented in the CEO/Registrar's Report throughout the year.

Employer Advisory Group

Terms of Reference

1. Overview

At its meeting in November 2023, PEO Council passed a motion to stand down the Licensing Committee, Enforcement Committee and Professional Standards Committee effective as of December 31, 2023. This was preceded by Council's direction to staff in March 2023 to develop one or more advisory groups to replace these three committees.

These decisions stemmed from the adoption by Council in March 2021 of a series of governance directions to bring clarity to how PEO will use committees in its new governance system. This includes that Council will function through four governance committees charged with performing the due diligence aspects of Council's fiduciary role of control (Governance and Nominating Committee, Regulatory Policy and Legislation Committee, Human Resources and Compensation Committee, and Audit and Finance Committee), and that PEO will use only the regulatory committees mandated by legislation, with mandates as per statute.

In May 2024, the Strategy Stakeholder Advisory Group (SSAG) was established as part of a renewed focus on various forms of engagement, outreach and evidence-gathering to better inform Council policy-making and operational service-delivery. The group is drawn from a wide range of engineering stakeholders and has since provided helpful input, advice and fresh ideas.

It has become clear, however, that at least one group of stakeholders—those who employ engineering graduates and licensed engineers in industry, government and engineering firms—merits a group of its own.

Establishment of a second advisory group—the Employer Advisory Group (EAG)—underlies PEO's commitment to broad, meaningful stakeholder engagement. The EAG acknowledges the varied group of employers that are affected by the decisions and initiatives of the regulator, and the important role they can play in contributing to PEO's mission by serving as a source of input to help us identify trends and plan for the future.

As is the case with the SSAG, the EAG operates as a discussion group and a source of ideas for further consultation, rather than a decision-making body.

2. Purpose

The Employer Advisory Group (EAG) is a critical element of PEO's commitment to enhancing its strategic capabilities through increased engagement with stakeholders. Through the EAG, PEO can gain a better understanding of the relative importance to employers of various aspects of a given strategy or direction. By taking this proactive approach in soliciting employer opinions, decisions by PEO governance committees and Council will be better informed. Through this engagement, EAG members are also able to discuss the ways in which their companies might support PEO and its regulatory mandate.

3. Mandate

The EAG will help ensure that any policies or directions contemplated by PEO are considered from the perspective of employers. It operates as a discussion group and a source of ideas for further consultation, rather than a decision-making body.

The EAG is tasked with commenting on proposed initiatives as well as proposing new initiatives that are within PEO's mandate. A variety of regulatory matters may be considered including, but not limited to:

- Professional practice;
- Licensing and registration;
- Engineering intern program;
- Continuing professional development;
- Unlicensed practice;
- Stakeholder engagement;
- Communications; and
- General regulatory issues.

Work may include:

- Reviewing and/or commenting on draft documents, reports, etc.;
- Engaging subject matter experts as required;
- Facilitating dialogue with key stakeholders;
- Assisting with research initiatives; and
- Providing feedback on recommendations as well as engagement initiatives, such as surveys, focus groups, webinars, etc.

As part of its mandate, the EAG also:

- Provides a link between PEO, employers and industry;
- Helps to ensure PEO stays current with information that is critical to employers as it relates to licensing and engineering practices;
- Serves as a sounding board for proposed and ongoing policies and programs of PEO;
- Shares employer perspectives and expectations as they relate to PEO's mission;
- Identifies trends in employer engagement and recruitment;
- Serves as a resource on employment and contemporary workforce development issues;
- Shares current economic and hiring trends; and
- Identifies employment-related issues that might impact PEO's mandate.

The EAG serves as a key instrument in the development of a more comprehensive and far-reaching engagement process to support broader discussions and well-informed deliberations on significant regulatory issues.

4. Composition
The EAG comprises up to 12 employer volunteers representing a cross-section of engineering firms, engineers managing industrial or manufacturing operations, human resources professionals responsible for placing engineers, and other established professionals involved in recruiting, hiring, deploying and overseeing the work of engineers.

As the EAG functions as an advisory body, it is important that members be drawn from and represent broad constituencies and diverse groups to support PEO's strategic direction as well as the objectives of the Anti-Racism and Equity Code and other measures intended to ensure PEO is an accessible, equitable and effective regulator.

5. Selection
Members should have the skills, knowledge, experience, competencies and attributes to be able to actively contribute to discussions and the fulfilment of the EAG's mandate.

Emphasis in the selection of members will be placed on direct experience with matters affecting the role of employers within the engineering profession in Ontario, with the following skills and attributes being prioritized:

- Understanding of PEO's legislated mandate and a commitment to the values, goals and objectives of PEO;
- Effective communication and problem-solving skills;
- Balanced approach to providing input on suggested recommendations; and
- Appropriate level of involvement within the engineering community to provide valuable input.

Members are solicited and selected by PEO's Director, External Relations, based on the various needs of the advisory group.

6. Term
EAG members will be selected for a two-year term. PEO's Director, External relations may extend the term of an EAG member to implement staggered membership terms and/or to ensure adequate representation of a particular constituency, recognizing that the individual's continued participation is required to continue to provide a well-balanced representation on the EAG.

7. Meetings
The EAG meets as often as required to support the strategic priorities approved by Council or to assist directives to staff from of PEO's governance committees.

Meetings will be held virtually but may on occasion be held in person at PEO's office.

Meetings will be held with or without quorum, and chaired by the Director, External Relations or designate.

Agendas will be developed by staff based on the priorities of PEO, including Council and its governance committees.

8. Expectations of Members

It is the responsibility of all members to abide by the EAG's Terms of Reference and to participate in all related activities in good faith to ensure the effective discharge of the EAG's mandate.

All members shall agree to:

- Attend all meetings, where possible;
- Abide by their signed confidentiality agreement;
- Declare conflicts of interest (perceived or actual) prior to discussions or at any time a conflict of interest or potential conflict of interest arises;
- Not participate as a representative of a specific organization;
- Act in an inclusive and respectful manner at all times;
- Give notice if a meeting conflict arises;
- Be an active participant at all meetings;
- Show a willingness to be open and objective in PEO discussions and to respect the opinions of others even when disagreements occur;
- Declare any potential conflicts of interest related to EAG business;
- Remain positive during PEO discussions;
- Stay focused on agenda items and address these items concisely;
- Prepare in advance for all meetings; and
- Respect the Terms of Reference of the EAG.

Failure to abide by these expectations may result in a member being removed from the EAG. Member conduct will be subject to the Code of Conduct for Council, and any applicable legislative requirements, such as those related to confidentiality and workplace harassment.

9. Decision Making

The EAG is a consultation group and provides an opportunity for its members to identify issues and to provide input on any recommended solutions to identified issues. Comments from the EAG will be considered as input to PEO for review and consideration and may or may not result in action or policy change.

10. Expenses

EAG members serve as volunteers and are not remunerated for their service. Members will be reimbursed for reasonable expenses related to EAG meeting participation as set out in PEO's Expense Reimbursement Policy.

11. Review of Terms of Reference

These Terms of Reference will be reviewed annually or as necessary.

EAG Members 2025-2027

Adekola Oladewa, P.Eng.
Monica Danon-Schaffer
Lisa Doucet, P.Eng.
Sue Fortin
Phil Jones
Sheeba Paul, P.Eng.
Peter Purdy, P.Eng.
Rohan Service, P.Eng.

Strategic Stakeholder Advisory Group

Terms of Reference

1. Overview

At its meeting in November 2023, PEO Council passed a motion to stand down the Licensing Committee, Enforcement Committee and Professional Standards Committee effective as of December 31, 2023. This was preceded by Council's direction to staff in March 2023 to develop an advisory group to replace these three committees.

These decisions stemmed from the adoption by Council in March 2021 of a series of governance directions to bring clarity to how PEO will use committees in its new governance system. This includes that Council will function through four governance committees charged with performing the due diligence aspects of Council's fiduciary role of control (Governance and Nominating Committee, Regulatory Policy and Legislation Committee, Human Resources and Compensation Committee, and Audit and Finance Committee), and that PEO will use only the regulatory committees mandated by legislation, with mandates as per statute.

2. Purpose

The Strategic Stakeholder Advisory Group (SSAG) is a critical element of PEO's commitment to enhancing its strategic capabilities through increased engagement with stakeholders.

It serves as a key instrument in the development of a more comprehensive and far-reaching engagement process to support broader discussions and well-informed deliberations on significant regulatory issues.

The SSAG is managed and supported through PEO's External Relations department.

3. Mandate

The SSAG provides feedback on recommendations for potential strategies and activities related to PEO's regulatory mandate. It also helps to facilitates dialogue with licence and certificate holders, members of the greater engineering community and other stakeholders as required, and helps to ensure that a diversity of stakeholder perspectives is taken into consideration when positions or initiatives are being considered by PEO.

The SSAG is tasked with commenting on proposed initiatives as well as proposing new initiatives that are within PEO's mandate as requested by the Director, External Relations. A variety of regulatory matters may be considered including, but not limited to:

- Professional practice;
- Licensing and registration;
- Continuing professional development;
- Unlicensed practice;
- Stakeholder engagement;
- Communications; and
- General regulatory issues.

Work may include:

- Reviewing and/or commenting on draft documents, reports, etc.;
- Engaging subject matter experts as required;
- Facilitating dialogue with key stakeholders;
- Assisting with research initiatives; and
- Providing feedback on recommendations as well as engagement initiatives, such as surveys, focus groups, webinars, etc.

4. Composition

Ideally, the SSAG will comprise 10 to 20 members selected by PEO's Director, External Relations, with at least half (50%) of the members practising licensed engineers in good standing with PEO.

As the SSAG functions as an advisory body, it is important that members be drawn from and represent broad constituencies and diverse groups to support PEO's strategic direction as well as the objectives of the Anti-Racism and Equity Code and other measures intended to ensure PEO is an accessible, equitable and effective regulator.

5. Selection

Members should have the skills, knowledge, experience, competencies and attributes to be able to actively contribute to discussions and the fulfilment of the SSAG's mandate.

Emphasis in the selection of members will be placed on direct experience with matters affecting the practice of engineering in Ontario and governance of PEO licence and certificate holders, with the following skills and attributes being prioritized:

- Understanding of PEO's legislated mandate and a commitment to the values, goals and objectives of PEO;
- Effective communication and problem-solving skills;
- Interest and ability to address issues and problems of a systemic nature to improve processes and practices;
- Balanced approach to providing input on suggested recommendations; and
- Appropriate level of involvement within the engineering community to provide valuable input.

All applications will be reviewed by staff of PEO's External Relations department with selections being made by the Director, External Relations based on the composition and selection criteria noted in these terms of reference.

6. Term

SSAG members will be selected for a two-year term. PEO's Director, External relations may extend the term of an SSAG member:

- To implement staggered membership terms; and/or
- To ensure adequate representation of a particular constituency, recognizing that the individual's continued participation is required to continue to provide a well-balanced representation on the SSAG.

7. Meetings

The SSAG meets as often as required to support the strategic priorities approved by Council or to assist directives to staff from of PEO's governance committees.

Meetings will be held virtually but may on occasion be held in person at PEO's office.

Meetings will be held with or without quorum, and chaired by the Director, External Relations or designate.

Agendas will be developed by staff based on the priorities of PEO, including Council and its governance committees. Staff will also record meeting minutes.

8. Expectations of Members

By being selected to the SSAG, it is the responsibility of all members to abide by the SSAG's Terms of Reference and to participate in all related activities in good faith to ensure the effective discharge of the SSAG's mandate.

All members shall agree to:

- Attend all meetings, where possible;
- Abide by their signed confidentiality agreement;
- Declare conflicts of interest (perceived or actual) prior to discussions or at any time a conflict of interest or potential conflict of interest arises;
- Not participate as a representative of a specific organization;
- Act in an inclusive and respectful manner at all times;
- Give notice if a meeting conflict arises;
- Be an active participant at all meetings;
- Show a willingness to be open and objective in PEO discussions and to respect the opinions of others even when disagreements occur;
- Declare any potential conflicts of interest related to SSAG business;
- Remain positive during PEO discussions;
- Stay focused on agenda items and address these items concisely;
- Prepare in advance for all meetings; and
- Respect the Terms of Reference of the SSAG.

Failure to abide by these expectations may result in a member being removed from the SSAG. Member conduct will be subject to the Code of Conduct for Council, and any applicable legislative requirements, such as those related to confidentiality and workplace harassment.

9. Decision Making
The SSAG is a consultation group and provides an opportunity for its members to identify issues and to provide input on any recommended solutions to identified issues. Comments from the SSAG will be considered as input to PEO for review and consideration and may or may not result in action or policy change.

10. Expenses
SSAG members serve as volunteers and are not remunerated for their service. Members will be reimbursed for reasonable expenses related to SSAG meeting participation as set out in PEO's Expense Reimbursement Policy.

11. Review of Terms of Reference
These Terms of Reference will be reviewed annually or as necessary.

SSAG Members (2024-2026)
Iad Abdul-Rahman, Ph.D, P.Eng., AME, PMP, PLP
Parisa Bahrami, P.Eng., PMP, MHSc
Sneha Bernard, P.Eng., M.A.Sc., C.E.M.
Mymoon Bhuiyan
Colleen Follis, P.Eng.
Inga Hipsz, MASc, P.Eng.
Dalia Hanna, PhD, P.Eng., PMP
Anil Lal, P.Eng.
Andrew Naassan, P.Eng. (stepped down emoved since appointment to Council)
Stephanie Price, P.Eng.
Joshua Pope, P.Eng.
Joel Primeau, P.Eng., HBDP
Eva Wu, P.Eng.
Kaoru Yajima, P.Eng.

Professional Engineers Ontario

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

Summary Report to Council of the Audit and Finance Committee Activity September 26, 2025

Committee Meeting Date: September 12, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status[1]	Separate Council Agenda Item?
Review of 2026 Draft Operating and Capital Budgets	Committee reviewed, asked questions, and requested additional information with respect to aspects of the draft operating and capital budgets – revenues, expenses, variance analysis.	Staff	For Council feedback at 09/26/2025 meeting Approval at 11/28/2025 Council meeting	Continue	Yes
Review of Licence and Application Fees	The committee reviewed and discussed proposed updates to PEO's fee schedule.	Staff	Review at the 11/05/2025 meeting	Continue	No
Review of Expense Reimbursement Policy	The Committee reviewed and discussed the proposed updates to PEO's Expense Reimbursement Policy.	Staff	Approval at 09/26/2025 Council meeting	Continue	Yes
Quarterly Review of Financial Statements	The committee was provided with financial statements for the quarter ending on June 30, 2025. The committee took the opportunity to engage with staff and discuss various aspects of the financial statements.	Staff	N/A	Complete	No
Cyber Security and Digital Transformation Annual Update (In Camera)	Committee received an update and presentation on PEO's cyber security strategy. The committee took the opportunity to engage with staff and discuss various aspects of cybersecurity relating to virus protection, data deletion, cybersecurity audit, budget and spending, data loss prevention, and AI.	Staff	N/A	Complete	No

Next Committee Meeting: November 5, 2025

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

Information Note – 2026 Draft Budgets

Item	C-572-4.1
Purpose	For Council to review the initial draft of PEO's 2026 budget
Strategic/Regulatory Focus	Governance
Motion	No motion required
Attachments	Appendix A – 2026 Draft Budgets

Summary

In accordance with the Council-approved PEO business planning cycle, the initial draft of PEO's 2026 budget (Appendix A) is being presented to Council for review and input. This consists of PEO's operating, capital, Council special project and strategic plan budgets and includes expenses required to fulfill PEO's regulatory objectives. Feedback from Council will be incorporated into revisions of the 2026 budget, which will be presented to AFC on November 5, 2025 for final review, and to Council with a request for approval at its November 28 2025 meeting.

Public Interest Rationale

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

Background

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

Considerations

Total revenues in 2026 are projected to be $38.8 million and total expenses to sustain operations, including council and strategic project spends are budgeted at $44.5 million, resulting in an anticipated deficit of $5.7 million. Details of the 2026 budget can be seen in **Appendix A – 2026 Draft Budgets**. The 2026 budgeted spend on Council initiatives and strategic plan projects, and Council and committee travel and meals is $3.1 million and $0.7 million, respectively.

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

	2026 Budget[1]	2025 Forecast[2]	2025 Budget[3]
Revenue	38,811	37,965	37,741
Expenses - core operations	40,724	36,586	35,537
(Deficiency)/excess of revenue over expenses	**(1,913)**	**1,379**	**2,204**
Council initiatives and strategic plan projects	3,050	1,459	2,161
Council and committee travel and meals	693	576	489
Deficiency of revenue over expenses	**(5,656)**	**(656)**	**(445)**
Cash & Mkt Securities (Reserve[4])	**34,005**	**39,881**	**39,672**

Revenue

The budgeted 2026 revenue is expected to be $38.8 million. This represents an increase of $0.8 million or 2.2% over the 2025 forecasted revenue. Primary factors contributing to this increase are a $0.5 million increase in P.Eng. revenue, $0.3 million increase in Affinity revenue, $0.2 million increase in funds collected for application, registration, exam, and other fees, and a $0.1 million increase in 40 Sheppard Ave revenue. This is partially offset by a $0.3 million decrease in investment income as a result of lower interest rates and investment returns, in addition to cash reserve utilization.

Expenses

The budgeted 2026 expenses for operations, council and strategic projects are expected to be $44.5 million, compared to a forecast of $38.6 million in 2025. This represents an increase of $5.8 million, or 15.1% as compared to 2025 forecasted expenses. In addition to compounded inflationary pressures, key reasons for the increase are:

- An increase of $2.1 million, or 10.0%, in employee salaries and benefits and retiree and staff future benefits, over the 2025 forecast. This increase includes an additional 8 full-time staff to support continuing expansion of operations, as well as a 9% increase in projected employee benefit costs and a 3.5% global merit increase as recommended by PEO's external consultants. The full-time headcount in 2026 is expected to be 157 vs a budgeted headcount of 149 in 2025.
- An increase of $1.6 million, or 109.0% in council initiatives and strategic plan projects, over the 2025 forecast. This is due to the approval of a new strategic plan with considerable initiatives including EIT 2.0, Continuing Professional Development (PEAK), and Digital Transformation.
- An increase of $0.6 million or 17.9% in purchased services, due to increases in examination costs.
- An increase of $0.4 million, or 17.4% in computers and telephone expenses, due to increased in spend on costs for secure online platforms as well as various service maintenance contracts for software support, network security, server maintenance, etc.
- An increase of $0.3 million, or 64.5% in consultants, due to the addition of costs associated with technical experts for council orientation and meetings, together with the increased use of technical experts in support of complaints and investigations.

[1] This column represents the first draft of PEO's 2026 budget, based on the best available data and estimates as of August, 2024.
[2] The 2025 forecast is as of July 2025, and represents a combination of incurred year-to-date expenses and estimated projections for the remainder of the year.
[3] These amounts represent the totals approved by Council for PEO's 2025 budget.
[4] This amount represents the total reserve, which comprises of cash in the bank and PEO's investment portfolio, which consists of various securities, measured at December 31 of the corresponding year.

- An increase of $0.2 million, or 144.6% in postage and courier expenses, due to associated communications required to members, including an expected increase in Notice of Proposal communications and the ongoing expansion of PEAK.
- An increase of $0.2 million or 24.5% in Engineers Canada fees, as a result of a fee increase from $8/member in 2025 to $10/member in 2026.

Capital improvements for 40 Sheppard
An amount of $0.2 million has been budgeted for capital improvements that are part of Common Area Maintenance (CAM) costs which are recoverable from tenants and recommended by AY (Avison & Young), PEO's property manager. Planned improvements in 2026 include:

- $0.1 million for the ongoing replacement of original heat pumps
- $0.1 million for upgrades to the common area surveillance cameras.

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

Stakeholder Engagement
The initial budget draft will be shared with the AFC and Council in September for feedback, and again in November for its final review and approval.

Recommendation(s)
None – These materials are shared for collaborative dialogue and guidance from AFC and Council.

Next Steps
After incorporating feedback from Council on the 2026 budgets at the September 26 meeting, the budget be presented to Council at its November 28 2025 meeting for final approval.

Prepared By: Finance Team

Professional Engineers Ontario - DRAFT 2026 OPERATING BUDGET

Variance Analysis - 2026 Budget Vs 2025

Reviewed by AFC - Sept 12, 2025

REF. NO	DESCRIPTION	2026 Bud	2025 Fcst	2025 Bud	2024 Act	Variances 2026 Bud Vs 2025 Fcst		2025 Fcst Vs 2025 Bud	
		$	$	$	$	$	%	$	%
	REVENUE	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	P. Eng Revenue	21,677,795	21,227,295	20,999,000	20,555,107	450,500	2.1%	228,295	1.1%
2	Appln, regn, exam and other fees	9,862,156	9,618,276	9,706,197	9,132,582	243,880	2.5%	(87,921)	(0.9)%
3	40 Sheppard Revenue	2,634,087	2,522,501	2,471,235	2,497,490	111,586	4.4%	51,266	2.1%
4	Affinity Revenue	2,631,064	2,338,992	2,299,391	2,079,977	292,072	12.5%	39,601	1.7%
5	Investment income	1,658,528	1,983,376	2,000,000	2,562,263	(324,848)	(16.4)%	(16,624)	(0.8)%
6	Chapter revenues	250,955	206,302	205,405	193,025	44,653	21.6%	897	0.4%
7	Advertising income	96,000	68,696	60,000	43,194	27,305	39.7%	8,696	14.5%
	TOTAL REVENUE	**38,810,585**	**37,965,437**	**37,741,227**	**37,063,639**	**845,148**	**2.2%**	**224,210**	**0.6%**
	EXPENSES - CORE OPERATIONS								
8	Salaries and benefits / Retiree and staff future benefits	22,563,518	20,506,146	19,406,146	17,581,409	(2,057,372)	(10.0)%	(1,100,000)	(5.7)%
9	40 Sheppard expenses	2,129,613	2,060,773	2,086,003	2,043,736	(68,840)	(3.3)%	25,230	1.2%
10	Purchased services	3,895,389	3,303,107	3,194,998	2,877,181	(592,282)	(17.9)%	(108,109)	(3.4)%
11	Computers and telephone	2,398,017	2,043,420	2,622,080	1,765,863	(354,597)	(17.4)%	578,660	22.1%
12	Chapters	1,178,821	1,170,537	1,162,600	1,123,764	(8,284)	(0.7)%	(7,937)	(0.7)%
13	Engineers Canada	995,260	799,422	815,800	809,208	(195,838)	(24.5)%	16,378	2.0%
14	Occupancy costs	1,110,420	1,079,812	1,085,720	928,515	(30,608)	(2.8)%	5,908	0.5%
15	Legal (Corporate, Prosecution & Tribunal)	1,925,500	1,958,521	1,421,000	1,292,780	33,021	1.7%	(537,521)	(37.8)%
16	Transaction fees	822,105	798,230	799,521	767,264	(23,875)	(3.0)%	1,290	0.2%
17	Contract staff	731,824	763,583	619,572	799,457	31,759	4.2%	(144,011)	(23.2)%
18	Amortization	482,422	503,273	476,902	469,312	20,851	4.1%	(26,371)	(5.5)%
19	Professional development	385,975	325,923	397,559	261,982	(60,052)	(18.4)%	71,636	18.0%
20	Volunteer expenses	136,056	119,434	115,477	135,625	(16,622)	(13.9)%	(3,957)	(3.4)%
21	Consultants	777,314	472,496	550,520	657,234	(304,818)	(64.5)%	78,024	14.2%
22	Insurance	152,659	140,543	136,164	128,238	(12,116)	(8.6)%	(4,379)	(3.2)%
23	Postage and courier	341,250	139,509	186,574	98,262	(201,741)	(144.6)%	47,065	25.2%
24	Recognition, grants and awards	119,658	95,043	98,695	99,277	(24,615)	(25.9)%	3,652	3.7%
25	Staff expenses	181,091	106,178	131,070	84,929	(74,913)	(70.6)%	24,893	19.0%
26	Office supplies	189,149	107,149	104,103	84,175	(82,000)	(76.5)%	(3,046)	(2.9)%
27	Advertising	128,700	45,066	45,000	42,572	(83,634)	(185.6)%	(66)	(0.1)%
28	Printing & photocopying	79,238	47,813	81,900	56,439	(31,425)	(65.7)%	34,087	41.6%
	TOTAL EXPENSES - CORE OPERATIONS	**40,723,979**	**36,585,978**	**35,537,405**	**32,107,224**	**(4,138,001)**	**(11.3)%**	**(1,048,573)**	**(3.0)%**
	(DEFICIENCY)/EXCESS OF REV OVER EXP BEFORE UNDERNOTED	**(1,913,394)**	**1,379,459**	**2,203,822**	**4,956,416**	**(3,292,853)**	**(238.7)%**	**(824,363)**	**37.4%**
	EXPENSES - NON CORE OPERATIONS								
29	**Council Initiatives and Strategic Plan Projects**	**3,050,000**	**1,459,438**	**2,160,532**	**3,155,407**	**(1,590,562)**	**(109.0)%**	**701,094**	**32.5%**
30	**Council and Committee Travel and Meals**	**692,911**	**576,091**	**488,583**	**508,688**	**(116,820)**	**(20.3)%**	**(87,508)**	**(17.9)%**
	(DEFICIENCY)/EXCESS OF REVENUE OVER EXPENSES	**(5,656,305)**	**(656,070)**	**(445,293)**	**1,292,321**	**(5,000,235)**	**762.1%**	**(210,777)**	**(47.3)%**

Professional Engineers Ontario - DRAFT 2026 OPERATING BUDGET

Variance Analysis - 2026 Budget Vs 2025 Forecast

Reviewed by AFC - Sept 12, 2025

Ref. No.	Variance Explanation
1	Increase of 2.1 % in P.Eng revenues due to the expected growth in membership.
2	Expected increase in applications and exams.
3	The increase in revenue at 40 Sheppard is primarily due to higher recoverable operating expenses. Additionally, as of June 2025, a new tenant has occupied 2,344 sq. ft., contributing further to the revenue growth
4	Expected affinity revenue from TD Meloche.
5	Expected investment income.
6	Expected cost recoveries from Chapters operations, which will partially offset spend on Chapter activities, as shown in line 12.
7	Advertising revenue is expected to increase, driven by anticipated improvements in market conditions.
8	Increase in salaries and benefits is due to the recruitment of additional FT staff, 3.5% merit increase, and salary adjustments in 2026 based on the recommendation of an external consultant. The total expected full-time staff in 2026 is 157. The budgeted headcount for FY 2025 is 149.
9	Higher 40 Sheppard expenses largely due to higher utilities, property taxes, and security costs.
10	The increase in purchased services is primarily driven by higher exam-related costs, which align with the expected growth in exam revenue, as well as increased hearing-related activity expenses. Additionally, starting in 2026, PEAK—previously categorized as a strategic plan initiative—will be operationalized and recorded as part of PEO's regular operations, contributing to the overall increase.
11	Higher costs for Computers and telephones due to increase in spend on costs for secure online platform, various service maintenance contracts for software support, network security, server maintenance, etc.
12	Slight increase in spend on various Chapter activites in 2026. This spend is partially offset by cost recoveries from activities such as ticket sales which are reflected in Chapter revenues (line 6).
13	The Engineers Canada assessment rate is $8 per member in 2025 and is expected to increase to $10 per member in 2026.
14	Increase occupancy costs mainly due to increase in operating costs.
15	Legal expenses (corporate, prosecution, and tribunal) are expected to decrease slightly, primarily due to expected reduced costs for independent legal counsel supporting registration matters. This decrease is partially offset by expected increased costs for independent legal counsel related to enforcement activities, investigations, etc
16	The increase in transaction fees is primarily driven by the anticipated growth in P.Eng and exam-related revenue. Currently, over 90% of payments are made via credit card, and this trend is expected to continue. Additionally, advertising commission fees are also expected to rise, in line with projected increases in advertising revenue.
17	Expected spend on contract staff higher than budget as additional support added to address Notice of Proposals.
18	Slight decrease in Amortization costs due to some of the capital asset has been fully amortized.
19	Expected spend on Professional Development in 2026.
20	Volunteer expenses for travel accommodation, milleage, and air/train travel, registration etc, in various committee meetings.
21	Consultant expenses include costs related to the Council orientation and meetings, complaints and investigations, human resources initiatives, external stakeholder relations, and technology projects aimed at sustaining and supporting operations.
22	Increase in Insurance costs due to higher premiums for property, errors & omissions/directors & officers insurance.
23	Postage and courier costs are higher in the 2026 budget compared to the 2025 forecast, primarily due to increased postage expenses for member communications related to Notice of Proposals and PEAK. In 2025, PEAK was categorized as a strategic plan initiative, but beginning in 2026, it has been integrated into regular operations, resulting in higher mailing costs.
24	Higher spend on Recognition, grants and awards in 2026 for events and PR items.
25	Increase in spend on Staff business expenses related to travel for in-person attendance at various events, meetings, and regulatory compliance investigations.
26	Increase in spend on office supplies and subscriptions.
27	Increase in advertising expenses due to expected higher spend on corporate communications and recruitments.
28	Higher printing and photocopying costs in the 2026 budget are primarily due to expected increased leasing and usage expenses for photocopying equipment.

Professional Engineers Ontario - DRAFT 2026 OPERATING BUDGET

Council Initiatives and Strategic Plan Projects

Goal	Objective	2026 Budget
1. Model excellence in regulating the practice of professional engineering and governing the engineering profession in order that the public interest may be served and protected	1.1 Comprehensively review and propose updates to the Professional Engineers Act and its regulations	$ 165,000
	1.2 Enhance stakeholder awareness and confidence in PEO's regulatory effectiveness	$ 250,000
	1.3 Optimize professional standards and professional development programs to promote continuing competence and innovation	$ 480,000
2. Enhance governance structures to champion effective leadership and decision-making to deliver on PEO's statutory mandate	2.1 Embed a "public interest first" mindset in all decision-making	$ 864,000
	2.2 Conduct a comprehensive review of the election system to strengthen board effectiveness, transparency, and accountability	$ 224,500
3.1 Nurture a high-performing organization through its people, processes, and systems	3.1 Leverage technology and process design to improve operational efficiency, safety, resiliency, service delivery, and regulatory processes	$ 1,321,000
	3.2 Promote a collaborative, innovative, and inclusive culture in alignment with organizational goals	$ -
Other	HR Related Projects	$ 500,000

Subtotal	$	3,804,500
Assume 20% Carryforward Spending to 2027	$	(754,500)
Total - Council Initiatives, Special Projects, and Strategic Plan	**$**	**3,050,000**

Professional Engineers Ontario

Statement of financial position projection

for the years ending December 31

Reviewed by AFC - Sept 12, 2025

	2024 ACTUAL	2025 FORECAST	2026 BUDGET	2027 PROJECTION	2028 PROJECTION	2029 PROJECTION	2030 PROJECTION
ASSETS							
CURRENT							
Cash	5,476,019	6,067,051	6,067,051	6,067,051	6,067,051	6,067,051	6,067,051
Marketable securities at fair value	35,151,617	35,151,617	30,528,746	24,081,965	17,299,571	9,757,391	596,270
Cash & marketable securities	40,627,636	41,218,668	36,595,797	30,149,016	23,366,621	15,824,441	6,663,320
Accounts receivable	644,398	644,398	644,398	644,398	644,398	644,398	644,398
Prepaid expenses, deposits & other assets	728,041	718,470	705,499	692,528	679,557	666,586	653,615
	42,000,075	42,581,536	37,945,694	31,485,942	24,690,577	17,135,425	7,961,333
Capital assets	25,961,883	24,724,352	23,703,889	23,434,657	22,623,910	21,635,551	21,188,478
Capital assets	25,961,883	24,724,352	23,703,889	23,434,657	22,623,910	21,635,551	21,188,478
	67,961,958	**67,305,888**	**61,649,583**	**54,920,599**	**47,314,487**	**38,770,977**	**29,149,812**
LIABILITIES							
CURRENT							
Accounts payable and accrued liabilities	2,840,552	2,840,552	2,840,552	2,840,552	2,840,552	2,840,552	2,840,552
Fees in advance and deposits	12,064,496	12,064,496	12,064,496	12,064,496	12,064,496	12,064,496	12,064,496
	14,905,048	14,905,048	14,905,048	14,905,048	14,905,048	14,905,048	14,905,048
LONG TERM							
Employee future benefits	8,428,500	8,428,500	8,428,500	8,428,500	8,428,500	8,428,500	8,428,500
	8,428,500	8,428,500	8,428,500	8,428,500	8,428,500	8,428,500	8,428,500
Net Assets	44,628,410	43,972,340	38,316,035	31,587,051	23,980,939	15,437,429	5,816,264
	67,961,958	**67,305,888**	**61,649,583**	**54,920,599**	**47,314,487**	**38,770,977**	**29,149,812**

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

Reviewed by AFC - Sept 12, 2025

	2025	2026	2027	2028	2029	2030
Operating	**FORECAST**	**BUDGET**	**PROJECTION**	**PROJECTION**	**PROJECTION**	**PROJECTION**
Excess (deficit) of revenue over expenses - operations	(656,070)	(5,656,305)	(6,728,984)	(7,606,112)	(8,543,510)	(9,621,165)
Add (deduct) items not affecting cash						
Amortization	1,320,581	1,290,463	1,349,232	1,382,746	1,419,359	1,497,073
Amortization - other assets (leasing)	9,571	12,971	12,971	12,971	12,971	12,971
Total Operating	**674,082**	**(4,352,871)**	**(5,366,781)**	**(6,210,394)**	**(7,111,180)**	**(8,111,121)**
Investing						
Additions to Capital Assets:						
Additions to Building	(83,050)	(220,000)	(1,030,000)	(522,000)	(381,000)	(1,000,000)
Additions to other Capital Assets (F&F, IT, Phone, AV, etc.)	-	(50,000)	(50,000)	(50,000)	(50,000)	(50,000)
Total Investing	(83,050)	(270,000)	(1,080,000)	(572,000)	(431,000)	(1,050,000)
Net Cash Increase/(Decrease) during the year	591,032	(4,622,871)	(6,446,781)	(6,782,394)	(7,542,180)	(9,161,121)
Cash, beginning of year	5,476,019	6,067,051	1,444,180	(5,002,601)	(11,784,996)	(19,327,176)
Cash, end of year	**6,067,051**	**1,444,180**	**(5,002,601)**	**(11,784,996)**	**(19,327,176)**	**(28,488,297)**
Cash/Investments, end of year	**41,218,668**	**36,595,797**	**30,149,016**	**23,366,621**	**15,824,441**	**6,663,320**
Comprised of:						
Cash	6,067,051	6,067,051	6,067,051	6,067,051	6,067,051	6,067,051
Investments	35,151,617	30,528,746	24,081,965	17,299,571	9,757,391	596,270
	41,218,668	**36,595,797**	**30,149,016**	**23,366,621**	**15,824,441**	**6,663,320**

Professional Engineers Ontario

Statement of Projected revenues and expenses

for the years ending December 31

Reviewed by AFC - Sept 12, 2025

	2025 FORECAST	2026 BUDGET	2027 PROJECTION	2028 PROJECTION	2029 PROJECTION	2030 PROJECTION
REVENUE						
P. Eng Revenue	$21,227,295	$21,677,795	$22,328,129	$22,997,973	$23,687,912	$24,398,549
Appln, regn, exam and other fees	9,618,276	9,862,156	10,158,021	10,462,761	10,776,644	11,099,943
40 Sheppard Revenue	2,522,501	2,634,087	2,672,664	2,712,013	2,752,149	2,793,087
Investment income	1,983,376	1,658,528	1,225,281	947,256	646,158	281,879
Advertising income	68,696	96,000	96,720	97,445	98,176	98,913
Chapter revenues	206,302	250,955	258,484	266,238	274,225	282,452
Affinity Revenue	2,338,992	2,631,064	2,709,996	2,791,296	2,875,035	2,961,286
	$37,965,437	**$38,810,585**	**$39,449,294**	**$40,274,982**	**$41,110,299**	**$41,916,109**
EXPENSES						
Salaries and benefits / Retiree and staff future benefits	20,506,146	22,563,518	23,240,424	23,937,636	24,655,766	25,395,438
40 Sheppard expenses	2,060,773	2,129,613	2,213,205	2,272,040	2,324,479	2,408,535
Purchased services	3,303,107	3,895,389	4,090,158	4,294,666	4,509,400	4,734,870
Amortization	503,273	482,422	482,422	482,422	492,422	512,422
Engineers Canada	799,422	995,260	1,094,786	1,149,525	1,207,002	1,267,352
Computers and telephone	2,043,420	2,398,017	2,517,918	2,643,814	2,776,005	2,914,805
Chapters	1,170,537	1,178,821	1,237,762	1,299,650	1,364,633	1,432,865
Occupancy costs	1,079,812	1,110,420	1,143,733	1,178,045	1,213,386	1,249,787
Legal (Corporate, Prosecution & Tribunal)	1,958,521	1,925,500	1,983,265	2,042,763	2,104,046	2,167,167
Transaction fees	798,230	822,105	863,211	906,371	951,690	999,274
Volunteer expenses	119,434	136,056	140,138	144,342	148,672	153,132
Contract staff	763,583	731,824	768,415	806,836	847,178	889,537
Postage and courier	139,509	341,250	358,312	376,228	395,039	414,791
Consultants	472,496	777,314	816,180	856,988	899,838	944,830
Recognition, grants and awards	95,043	119,658	125,641	131,923	138,519	145,445
Professional development	325,923	385,975	405,274	425,538	446,815	469,155
Office supplies	107,149	189,149	198,606	208,537	218,964	229,912
Insurance	140,543	152,659	160,292	168,306	176,722	185,558
Printing & photocopying	47,813	79,238	83,200	87,360	91,728	96,314
Staff expenses	106,178	181,091	190,145	199,652	209,635	220,117
Advertising	45,066	128,700	135,135	141,892	148,986	156,436
	36,585,978	**40,723,979**	**42,248,222**	**43,754,535**	**45,320,922**	**46,987,742**
EXCESS/(DEFICIENCY) OF REVENUE OVER EXPENDITURE before undernoted	**$1,379,459**	**($1,913,394)**	**($2,798,928)**	**($3,479,553)**	**($4,210,623)**	**($5,071,633)**
EXPENSES - NON CORE OPERATIONS	2,035,529	3,742,911	3,930,057	4,126,559	4,332,887	4,549,532
DEFICIENCY OF REVENUE OVER EXPENDITURE	**($656,070)**	**($5,656,305)**	**($6,728,984)**	**($7,606,112)**	**($8,543,510)**	**($9,621,165)**

Council Meeting: September 26 2025

Professional Engineers Ontario

40 Sheppard Ave. - Statement of projected revenues and expenses

for the years ending December 31

Reviewed by AFC - Sept 12, 2025

Description	2025 FORECAST	2026 BUDGET	2027 PROJECTION	2028 PROJECTION	2029 PROJECTION	2030 PROJECTION
Rental income	859,377	890,979	908,799	926,975	945,514	964,424
Operating cost	1,918,632	1,982,704	2,022,358	2,062,805	2,104,061	2,146,142
Property tax	422,801	454,649	454,649	454,649	454,649	454,649
Parking income	141,000	142,950	142,950	142,950	142,950	142,950
Other space rent	108,956	107,625	107,625	107,625	107,625	107,625
TOTAL REVENUE	**3,450,768**	**3,578,907**	**3,636,381**	**3,695,004**	**3,754,799**	**3,815,791**
Less PEO Share of CAM & Tax	928,266	944,820	963,716	982,991	1,002,651	1,022,704
TOTAL REVENUE excluding PEO share of CAM & Tax	**2,522,502**	**2,634,087**	**2,672,664**	**2,712,013**	**2,752,149**	**2,793,087**
Utilities	479,614	494,004	503,884	513,962	524,241	534,726
Property taxes	466,325	480,312	489,918	499,717	509,711	519,905
Amortization	372,717	363,442	370,711	378,125	385,687	393,401
Payroll	156,041	162,609	165,861	169,178	172,562	176,013
Janitorial	257,973	263,629	268,901	274,279	279,765	285,360
Repairs and maintenance	201,168	205,806	209,922	214,121	218,403	222,771
Property management and advisory fees	104,096	107,367	109,514	111,705	113,939	116,217
Road and ground	18,686	19,244	19,629	20,021	20,422	20,830
Administration	49,827	61,315	62,541	63,792	65,068	66,369
Security	332,403	353,003	360,063	367,264	374,610	382,102
Insurance	40,340	38,715	39,490	40,279	41,085	41,907
TOTAL RECOVERABLE EXPENSES	2,479,189	2,549,446	2,600,435	2,652,443	2,705,492	2,759,602
Amortization of building	388,295	388,296	388,296	388,296	388,296	388,296
Amortization of leasing costs	9,571	12,971	12,971	12,971	12,971	12,971
Amortization of non-recov cap	56,296	56,304	107,804	133,904	152,954	202,954
Other non-recoverable expenses	57,078	67,416	67,416	67,416	67,416	67,416
TOTAL OTHER EXPENSES	509,850	524,987	576,487	602,587	621,637	671,637
TOTAL EXPENSES	**2,989,039**	**3,074,433**	**3,176,922**	**3,255,030**	**3,327,129**	**3,431,239**
Less PEO Share of CAM & Tax	928,266	944,820	963,716	982,991	1,002,651	1,022,704
TOTAL EXPENSES excluding PEO share of CAM	**2,060,773**	**2,129,613**	**2,213,205**	**2,272,040**	**2,324,479**	**2,408,535**
NET INCOME	**461,728**	**504,474**	**459,459**	**439,973**	**427,670**	**384,552**

Council Meeting: September 26 2025

Professional Engineers Ontario
5 Year Capital Plan (2026-2030)
Reviewed by AFC - Sept 12, 2025

S. No		Project	2025		2026	2027	2028	2029	2030
			Budget	Forecast	Budget	Budget	Budget	Budget	Budget
	Spend on 40 Sheppard	**40 Sheppard Ave - Recoverable expenses**							
1		New Card Access & Monitoring System	165,000	-					
2		HVAC Replacement		68,000					
3		Ground Floor Lighitng Control System Replacement		15,050					
4		Phased Replacement of Original Heat Pumps	110,000	-	110,000		96,000		
5		Common Area Camera Upgrading			110,000				
6		Sealant Replacement				200,000			
7		Restoration of Pre-cast Cladding				280,000			
8		Exterior Door Repairs Inc. Main Entrance				40,000			
9		Replace Heating Water Circulation Pump/Expansion Pump				30,000			
10		Overhaul Heating Boilers				150,000			
11		BAS Upgrade/Replacement Allowance				300,000			
12		West Side Double Glass Door Replacement				30,000			
13		Restoration of Insulated Glass Units (IGUs)					235,000	235,000	
14		Interior Door Replacement					100,000		
15		Electric Fan Replacement					16,000	16,000	
16		Electrical Distribution Allowance					75,000		
17		Replace Heatpump Loops Pump						130,000	
18		Placeholder - 2030 Building Repairs							1,000,000
		TOTAL - 40 Sheppard Ave - Recoverable expenses	**275,000**	**83,050**	**220,000**	**1,030,000**	**522,000**	**381,000**	**1,000,000**
		PEO Offices and Facilities							
19		Facilities Capital Expenditures and Contingencies	50,000	-	50,000	50,000	50,000	50,000	50,000
		TOTAL PEO Offices and Facilities	**50,000**	**-**	**50,000**	**50,000**	**50,000**	**50,000**	**50,000**
		Total Capital Plan	**325,000**	**83,050**	**270,000**	**1,080,000**	**572,000**	**431,000**	**1,050,000**

Decision Note – Draft Expense Reimbursement Policy

Item	C-572-4.2
Purpose	For a review of proposed updates to PEO's Expense Reimbursement Policy by Council.
Strategic/Regulatory Focus	Governance
Motion	That Council approve the proposed revisions to the PEO Expense Reimbursement Policy, with an effective date of January 1, 2026.
Attachments	Appendix A – Summary of Proposed Changes to Expense Reimbursement Policy Appendix B – Draft Expense Reimbursement Policy – Effective January 1 2026

Summary

Maintenance of policies is an important process to support risk management and ensure adequate financial controls. In support of an ongoing review of all organizational policies, staff have proposed revisions to the Expense Reimbursement Policy, which was last updated in 2021. This policy contains several updates to ensure that rules and principles for the reimbursement of expenses while conducting PEO business continue to be fair and reasonable. The policy also contains updates as part of improving internal control frameworks and as part of mitigating risk of liability associated with PEO's operations. This briefing note intends to inform the process of developing these updates, and summarizes the overall changes made in comparison to the current policy.

Public Interest Rationale

Policies pertaining to the management of expense reimbursements represent one of several important controls available to organizations to support the effective oversight and application of appropriate controls on the organization's finances. These policies are also relied upon to ensure that expense reimbursements are fair and reasonable, and that the overall administration of expense reimbursement is transparent to PEO's stakeholders.

Background

The current Council-approved *Expense Reimbursement Policy* took effect in May 2021, following discussion and guidance from members of the Audit Committee and the Finance Committee. Discussion at the May 2024 Council meeting and June 2024 AFC meeting requested a thorough review of the *Expense Reimbursement Policy*, which was undertaken by staff.

PEO aims to review this policy and other policies related to internal controls on a three-year basis going forward.

Considerations

PEO began the review of its *Expense Reimbursement Policy* with a benchmarking exercise that was presented at the September 2024 AFC meeting, which included a review of expense reimbursement policies of several Canadian engineering regulators in addition to other non-profit organizations. The analysis compared the treatment of meals, travel, and alcohol related expenses, as well as the administration of exceptions and the documentation requirements to support expense claims. PEO also engaged with its insurer to provide guidance on coverage related to alcohol consumption, travel, and events, as part of ensuring that PEO staff and volunteer operations are conducted in manners that ensure insurance coverage remains applicable.

Following this review, an abridged summary of changes is provided in the table below. Please refer to Appendix A for additional information about the proposed changes.

Topic	Abridged summary (Please refer to the Appendix for additional information)
Flights	• **Revision:** Airfare for classes of travel other than economy class requires prior approval from the CEO and must be greater than 4 hours in flying time. • **Revision:** All airfare reservations must be changeable and fully refundable .

Topic	Abridged summary (Please refer to the Appendix for additional information)
Alcohol	• **New:** Alcohol as part of a meal or event only reimbursable with prior approval of CEO. In both cases, a maximum of two beverages applies unless otherwise noted.
Meals	• **Revision:** For meal reimbursements that include more than one attendee, the names of each attendees must be provided with itemized receipts. • **Revision:** For larger events with planned attendance of greater than twenty (20) individuals, a summary of roles or a general description is acceptable. • **Clarification:** For meal reimbursements being made when the itemized receipt is missing, claimants must include in the reimbursement request the name of the restaurant/store from which the purchase was made in order to claim the lower maximum limit for receipt-less claims.
Incidentals	• **Revision:** Reference to the $1,000 threshold will be removed. Instead, common examples will be added to the policy with no overall limit.
Gifts/Recognition	• **New:** Gifts and recognition items cannot include alcohol, gift cards to purchase alcohol, or donations to political or religious entities/organizations.
Adjudication and Reporting	• **Revision:** An *in-camera* summary of the CEO/Registrar's expenses is to be provided to AFC periodically, at least semi-annually. • **New:** An *in-camera* summary of the expenses for the President, and Chair is to be provided to AFC periodically, at least semi-annually. • **New:** Denied expenses for the above three individuals may be adjudicated by the Chair of the Audit and Finance Committee, or designate.

As part of the policy review, a review of maximum thresholds for meal allowances was considered. No changes to these allowances are proposed. Adjustments to these maximums will be revisited in future budget cycles as part of broader considerations around inflation and other operational costs. Changes to organizational practices regarding the meal reimbursement for meetings held virtually has also been deferred pending completion of a review of volunteer remuneration frameworks.

Furthermore, PEO has taken measures to increase awareness around the Expense Reimbursement Policy to its volunteers and to provide additional training on its Emburse expense reimbursement platform. Beginning in 2025, PEO launched quarterly training on Emburse and has conducted two such sessions year-to-date.

Stakeholder Engagement

PEO facilitated several engagement sessions to collect feedback, including:

- A generative discussion on changes to expense reimbursements at the June 2025 AFC meeting.
- A facilitated feedback session in the Chapter Treasurer Community of Practice in July 2025.
- Feedback via two online surveys in July 2025 sent to Chapter Executives and Committee Chairs.
- A review of proposed changes with the Regional Councillors Committee in July 2025.

The feedback from the above discussions is incorporated into the summary of proposed changes in Appendix A and the draft *Expense Reimbursement Policy* noted in Appendix B.

Recommendation

That Council approves the draft *Expense Reimbursement Policy* at its September 26 2025 meeting, with an effective date of January 1, 2026.

Next Steps

To present the draft *Expense Reimbursement Policy* to Council at its September 2025 meeting;
Develop communication plans to support dissemination of the policy as appropriate.

Prepared By: Finance Team

C-572-4.2
Appendix A

Summary of Proposed Changes to Expense Reimbursement Policy

Topic	Current Policy (summarized, not verbatim)	Proposed Change (summarized, not verbatim)

Flights	• Travel by other than economy class:
	  ○ Must have prior approval of CEO.
	  ○ >6 hours flying time.
		(Modification)
		• Travel by other than economy class:
		  ○ Must have prior approval of CEO.
		  ○ >4 hours flying time.
		(New/Addition)
		• Lounge passes reimbursable for >4 hours flying time OR with CEO approval.
		• Reasonable luggage fees reimbursable.
		• Must book refundable/changeable fares.

	Rationale: To provide greater flexibility and convenience during longer trips, and to enable access to lounges which allow for refreshments and productivity. To accommodate certain common flight incidental costs.	
Alcohol	• Not reimbursable travel expense. • May be served at events with prior approval of President/CEO. • Alcohol as part of a meal only reimbursable with prior approval of CEO.	*(Modification)* • Alcohol as part of a meal only reimbursable with prior approval of CEO. • Alcohol as part of an event only reimbursable with prior approval of the CEO. *(New/Addition)* • In both above cases, a maximum of two beverages applies, and should be accompanied by food unless expressly noted during pre-approval. • Chapters will be able to leverage an expedited pre-approval process by identifying events containing alcohol during their annual submission of Chapter Business Plans as part of the budget preparation process.
	Rationale: To manage risk of PEO liability associated with alcohol and to implement guidance on alcohol as provided by PEO's insurance provider for events.	
Meals	• *No current guidance on listing attendees.* • *No current guidance on documentation requirements when missing the itemized receipts.*	*(New/Addition)* • For meal reimbursements that include more than one attendee, such as those for events, the names of each

Topic	Current Policy (summarized, not verbatim)	Proposed Change (summarized, not verbatim)
		attendees must be provided alongside the itemized receipts. • For larger events with planned attendance of greater than twenty (20) individuals, a summary of roles or a general description of the invitees is acceptable in lieu of an attendance listing. *(Clarification)* • For meal reimbursements being made when the itemized receipt is missing, claimants must include in the reimbursement request the name of the restaurant/store from which the purchase was made, as well as a note that they do not have the itemized receipt. Meal reimbursements missing itemized receipts will continue to be subjected to the lower reimbursement rates noted in the policy.
	Rationale: To support transparency and to ensure meal reimbursements are based on actual expenses and properly supported by business rationale.	

Incidentals	• PEO will reimburse up to $1,000 of incidental expenses of goods and services per year.
	• Examples requiring itemized receipts:
	  ○ Laundry, dry cleaning, other hotel services excluding spa/personal care.
	  ○ Internet connections, business centre charges, hotel printing/faxes for urgent business, etc.
	• Examples not requiring itemized receipts:
	  ○ Transit/bus fare during PEO business excluding to/from 40 Sheppard for staff.
	  ○ Long distance phone calls.
	  ○ Gratuities for porter, hotel room services, taxis.
		(Modifications)
		• *PEO will no longer reimburse incidental goods and services, and reference to the $1,000 threshold will be removed. This section will be removed.*
		• *Instead, the following common examples of incidentals will be added to the policy in the appropriate appendices with no overall limit.*
		(New/Addition)
		• Accommodation:
		  ○ Reasonable accommodation incidentals, such as calls within Canada, internet, business centre, urgent printing/faxes will be reimbursed with itemized receipts.
		  ○ Accommodations should be booked using refundable/changeable rate classes, and as such cancellation fees or change fees are not reimbursable.

Topic	Current Policy (summarized, not verbatim)	Proposed Change (summarized, not verbatim)
		○ Reasonable laundry/dry cleaning is permitted with accommodations of 4 or more consecutive nights, with itemized receipts. ○ Reasonable gratuities for hotel porter and hotel room services are reimbursable; itemized receipts not required. • Flights and Train Travel ○ Reasonable luggage fees (1x check-in and 1x carry-on) are reimbursable. ○ Travel should be booked using refundable/changeable fare classes. As such, cancellation/change fees are not reimbursable. • Public Transit ○ Local public transportation, including local buses, local and commuter trains (TTC, GO, etc), hotel/airport shuttles, should be used whenever possible. Itemized receipts are not required. Itemized receipts are required for national trains (Via Rail, Amtrak, etc.) ○ Public transit fares are reimbursable when travelling on PEO business in lieu of mileage. Public transit passes (ie. Monthly or annual passes) are not reimbursable.
	Rationale: To avoid ambiguity on what can be considered an appropriate incidental expense while avoiding having to list examples relevant to categories of expenses contained in other appendices. As well, to eliminate the requirement to track on a by-person basis.	
Gifts/Recognition	• *Gifts/recognition items not referenced in expense policy. However, guidance is provided in chapter manual.* • Alcohol is not a reimbursable expense.	*(New)* • Gifts and recognition items cannot include: ○ Alcohol or gift cards to purchase alcohol. ○ Cash or cash equivalents (Prepaid Debit/Credit Cards). ○ Donations to political or religious entities/organizations.
	Rationale: To avoid taxation issues related to taxable benefits being provided without remittance of T4/T4A slips to recipients. To avoid liability issues related to alcohol, based on recommendations provided by PEO's insurer.	

Topic	Current Policy (summarized, not verbatim)	Proposed Change (summarized, not verbatim)
Adjudication and Reporting	• The President and the CEO/Registrar or their designated representative may on occasion incur expenses which exceed prescribed spending limits due to the requirements of their positions and their roles as official representatives of PEO. • Appeals for denied expenses are overseen by the CEO/Registrar or their delegate. • The CEO/Registrar's (or delegate's) decision is final and binding. • The CEO/Registrar's claims that are denied may be submitted to the Chair of the Audit and Finance Committee (AFC). • A summary of the CEO/Registrar's expenses is to be provided to AFC periodically, at least once annually.	*(Modification)* • *Removed section on expenses which exceed prescribed limits.* • An *in-camera* summary of the CEO/Registrar's expenses is to be provided to AFC periodically, at least semi-annually. *(New)* • An *in-camera* summary of the Chair's and/or President's expenses is to be provided to AFC periodically, at least semi-annually. • Denied expenses for the above three individuals may be adjudicated by the Chair of the Audit and Finance Committee, or a representative designated by the Chair of the Audit and Finance Committee, whose decision is final and binding.
	Rationale: To enable and support greater transparency with respect to the reporting of expenses incurred by key personnel and to provide a mechanism for the oversight of adjudication/appeals for key personnel.	

Professional Engineers Ontario

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

Expense Reimbursement Policy

C-572-4.2
Appendix B

POLICY NAME	Expense Reimbursement Policy			**POLICY NO.**	C-540-2.7
EFFECTIVE DATE	January 1, 2026	**DATE OF LAST REVISION**	May 15, 2021	**VERSION NO.**	0
DISTRIBUTING DEPARTMENT		**DISTRIBUTION PLAN**	PEO Website: PEO Policies PEO Connect: Policies		

APPROVAL PROCESS					
POLICY AUTHOR:	Nikesh Shah, Senior Director, Finance	Signature:		Date:	August 4, 2025
POLICY REVIEWER:	Arun Dixit, Vice President, Digital Transformation and Corporate Operations	Signature:		Date:	August 12, 2025
POLICY APPROVER:	Council	Signature:		Date:	

VERSION HISTORY				
VERSION	**APPROVED BY**	**DESCRIPTION OF CHANGE**	**AUTHOR**	**DATE**
0	*Nikesh Shah*	*Implementation of policy under revised template.*		August 4, 2025

Table of Contents

1 Statement of Principles

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

2 Purpose

The purpose of this policy is to set out fair and reasonable rules and principles for the reimbursement of expenses incurred while conducting PEO business. It also provides a framework of accountability to guide the effective use of resources in the reimbursement of expenses.

3 Application and Scope

This policy sets out the rules for managing travel, accommodation, meals, and other miscellaneous expenses for:

- all current members of PEO Council;
- all current members of PEO committees, working groups, and task forces;
- all current volunteers of PEO Chapters;
- all PEO staff.

The policy includes the following:

- Appendix A: Travel expense reimbursement
- Appendix B: Accommodation expense reimbursement
- Appendix C: Meals expense reimbursement
- Appendix D: Other/miscellaneous reimbursement
- Appendix E: Expense claims appeals procedures

Payment of expenses is limited to covering out-of-pocket expenses incurred and is subject to the limits outlined in this Expense Reimbursement Policy.

Where the Ontario Government pays expenses for Lieutenant Governor in Council-appointed Councillors (i.e., those who are not members of the Association), PEO will reimburse any incremental difference between the actual expense incurred subject to the limits in the Policy and the Ontario Government reimbursement rates.

4 Definitions

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

Accommodation Expense - refers to hotel expenses incurred only for approved attendance at PEO meetings or events where overnight stays are necessary.

Approver - refers to the person with the authority to approve expense claims submitted under this policy (refer to approval authority section)

Authorized External Event - refers to any meeting or event not organized or hosted by PEO and for which prior approval for attendance on PEO's behalf has been provided by the CEO/Registrar , including but not limited to Engineers Canada meetings or events or those of Engineers Canada's constituent members; OSPE events, ACEC-Ontario events, or other events for which prior approval to attend on PEO's behalf has been given.

Chapter Executive - refers to any sitting member of the executive of any of PEO's chapters.

Claimant - refers to any person making an expense claim under this policy.

Councillor - refers to any elected or appointed current member of PEO Council.

Meals – refers to restaurant meals required only while travelling to and from or during approved attendance at PEO meetings or events where the meal is not already provided by the event host. Meals includes take-out meals, or food from either a restaurant or a store that provides ready-to-eat foods. Supplies purchased that are not considered ready-to-eat or are considered for ordinary household use are not eligible as meals and are not reimbursable.

PEO Meeting or Event - refers to any event or meeting hosted or organized by PEO, including PEO Council, committees/task forces meetings, hearings or training sessions, conferences or workshops.

Travel – refers to direct travel by car, train, bus or airplane to and from the home or work location of a PEO Councillor, volunteer or staff member for approved attendance at a PEO event or Authorized External Event.

Volunteer – refers to any volunteer who is currently a member of Council (i.e. Councillor), a PEO committee, task force, working group or chapter executive who is duly elected or appointed and who is not an employee of PEO.

5 Policy Statement

PEO will reimburse its Councillors, volunteers and staff for all reasonable expenses on travel, accommodation, meal and other miscellaneous expenses incurred while conducting PEO business.

6 Allowable Expenses

Expenses for attendance at defined PEO meetings or events, including Authorized External Events, shall be reimbursed as follows:

Travel: All reasonable expenses for travel shall be reimbursed in accordance with Appendix A.

Accommodation: All reasonable expenses for accommodation shall be reimbursed in accordance with Appendix B.

Meals: All reasonable expenses for meals that are not embedded in transportation costs or provided by the event host shall be reimbursed in accordance with Appendix C.

Other/Miscellaneous: Other reasonable expenses for goods and services related to attendance at meetings or events shall be reimbursed in accordance with Appendix D.

Expenses for Authorized External Meetings or Events: Authorization for expenses for attendance at authorized external events must be obtained prior to attending the event.

7 Approval Authority

Approvers are permitted to provide approval only for expenses incurred to conduct PEO business and only for claims that include all appropriate information and supporting documentation.

Approvers will ensure that all charges/expenses are reasonable and within the guidelines of this policy.

Approvers cannot approve their own expenses.

Event approval: Expenses will be reimbursed for attendance at PEO events provided attendance at such events is in accordance with the Attendance at PEO Meetings and Events Policy. Approval of expenses for attendance at Authorized External Events must be obtained from the appropriate approver (see below) prior to attending the event. Such approval is subject to the availability of funds budgeted for this purpose.

Staff expense approval: Expenses must be submitted to the concerned PEO manager or designate for approval.

Volunteers and Councillors: Expenses must be submitted to the concerned staff or committee advisor for approval. Committee advisors will assist volunteers to complete the expense report when necessary.

CEO/Registrar: Expenses are to be approved by the Senior Director, Finance.

A summary of the President's, Council Chair's and CEO/Registrar's expenses is to be provided to the Audit and Finance Committee in-camera at minimum on a semi-annual basis.

8 Submission Of Expenses

Supporting Documentation:

- All appropriate approvals must be obtained before incurring expenses; if no prior approval was obtained, a written explanation indicating why approval was not obtained prior to incurring the expense must be submitted with the claim;
- All original, itemized receipts must be submitted with all claims (credit card statements are not sufficient). When submitting an expense claim electronically, an electronic copy of receipts in Portable Document Format (PDF) is acceptable. It is recommended that original receipts be kept until reimbursement is received.
- If there is no itemized receipt accompanying an expense claim, or the itemized receipt does not include items such as tips and gratuities, a written explanation itemizing the expense along with the reason for the missing receipt/s must be submitted

Submission Process:

- All expense claims must be submitted using the web-based online travel and expense solution Emburse Certify.

Submission Process:

- Expense claims must be submitted within two (2) months of incurring the expense. Claims submitted more than two (2) months after the expense was incurred may only be approved under exceptional circumstances.
- All expenses incurred after October 15 must be submitted no later than January 15th of the following year to meet year-end deadlines. PEO cannot process any expense claims submitted after January 15 for expenses incurred in the previous year.

9 Non-Reimbursable Expenses

Non-reimbursable expenses include but are not limited to:

- Clothing and formal wear
- Personal mobile telephone plans, home telephone plans, or home internet plans
- Air travel insurance coverage
- Entertainment expenses
- Hotel room mini-bar
- Spa charges
- Laundry services except as outlined in Appendix D.
- In-room movies or games
- Personal items (e.g. toothbrush, cosmetics, medication, mouthwash, etc.)
- Personal provisions (e.g. stationery)
- Alcohol or gift cards to purchase alcohol
- Parking or traffic infractions
- Fines and penalties
- Pet care
- Personal professional services
- Prepaid debit/credit cards and other cash equivalents
- Donations to political or religious entities or organizations, etc.
- Other exclusions as listed in this policy and its appendices.

10 Exceptions And Appeal Procedures

See Appendix E. Claims for expenses that are submitted after the set deadlines or are exceptions to, or are outside of this policy, are to be submitted for review and final decision in accordance with Appendix E. Decisions resulting from the appeals process are final.

11 Relevant Policies and Procedures

The Expense Reimbursement Policy is a component of PEO's Internal Control Policies and Procedures.

12 Responsibility

The PEO Finance Department has responsibility for the administration, implementation and communication of all Internal Control Policies including the Expense Reimbursement Policy. All PEO volunteers and PEO staff should be aware of and comply with the policy.

13 Acknowledgement and Agreement

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

Name: _____

Signature: _____

Date: _____

14 Appendix A: Travel Expense Reimbursement

Travel arrangements shall be made well ahead of time, using the most cost-effective mode of transportation.

Air travel

Air travel is permitted if it is the most practical and economical way to travel. Economy (coach) class is the standard option for airline ticket purchase.

Travel by other than economy class must have the prior approval of the CEO/Registrar, or their designate, and may be considered only for flights of a duration of more than four consecutive hours.

Individual lounge passes are reimbursable for flights exceeding 4 hours of flying time, or with prior approval of the CEO/Registrar.

Reasonable luggage fees, such as 1x check-in bag and 1x carry-on bag are reimbursable.

Travellers must book refundable/changeable fares.

Travelers must book as early as possible to secure an economical travel fare.

Any cancellation fees or penalties resulting in no-shows or failure to cancel travel arrangements are the claimant's responsibility and will not be reimbursed, except in cases of emergencies.

Train or Bus travel

Travel by train or bus is permitted when it is the most practical and economic way to travel. Business class tickets for train travel are permitted.

Reasonable luggage fees, such as 1x check-in bag and 1x carry-on bag are reimbursable.

Travellers must book refundable/changeable fares.

Travelers must book as early as possible to secure an economical travel fare.

Any cancellation fees or penalties resulting in no-shows or failure to cancel travel arrangements are the claimant's responsibility and will not be reimbursed, except in cases of emergencies.

Automobile travel

PEO will reimburse expenses incurred using a personal vehicle only by paying the rate per kilometer ("kilometric rate" - see below) in effect at the time of the travel.

When road transportation is the most practical, economical way to travel, the order of preference is:

1. Personal vehicle
    - It is the responsibility of the owner/user of the personal vehicle to carry relevant vehicular insurance and to comply with prevailing vehicle-related laws.
    - PEO will not reimburse any personal vehicle maintenance or repair costs.
    - Gas usage for personal vehicles shall not be reimbursed.

2. Rental vehicle:
    - A rental vehicle may be justified to travel to and from a PEO event only, and where it is more economical than other travel options.
    - Use of mid-sized models or smaller is encouraged.
    - Luxury and sports vehicles are prohibited unless available for the same price as normal vehicles
    - Any exceptions to the above should be documented prior to the rental if possible; and guided by the principle that the rental vehicle chosen is the most economical and practical size, taking into account the business purpose, number of occupants and safety (including weather) conditions.
    - Rental cars must be refueled before returning the car to the rental company. PEO will reimburse such refueling charges.
    - Penalties or extra charges incurred for returning an unrefueled car shall not be reimbursed.
    - Travellers must book refundable/changeable rental car arrangements. Cancellation fees or penalties for no-shows or failure to cancel are the claimant's responsibility and will not be reimbursed, except in cases of emergencies.
    - All PEO volunteers and staff are covered for bodily injury under PEO's travel accident insurance when travelling for PEO-related purposes. The purchase of motor vehicle liability insurance for rental vehicles will be reimbursed.

Vehicle Accident reporting:

- All accidents must be reported immediately to local law enforcement authorities and, in the case of staff, to the immediate supervisor.
- In the case of a rental vehicle, advise the rental car agency and contact the motor vehicle liability insurance provider to initiate the claims process.

Kilometric rate:

- Kilometric rate will be reimbursed at the rates published in the Government of Canada's publication on the applicable year's income tax deduction limits and expense benefit rates, and as subsequently approved and published by PEO.
- PEO does not pay mileage rates for rental vehicles. PEO will only pay mileage rates when the actual method of travel involved a personal vehicle.
- Expense claims must be submitted with distances indicated in kilometers.
- PEO may, from time to time, request proof of kilometers (distance) travelled. Accepted supporting documentation to support proof of distance can include extracts from Google Maps or Apple Maps.
- Excessive distances will require explanation to be reimbursable. Excessive distances without acceptable explanations or excessive distances that result in automobile travel not being the most cost-effective method of transportation will not be reimbursed.

Parking and Tolls

- Reimbursement is provided for necessary and reasonable expenditures on parking, as well as tolls for bridges, ferries, and highways, when necessary.
- Parking and toll claims will be reimbursed when accompanied by original receipts. Costs for leasing Hwy 407 or other paid toll transponders will not be reimbursed.
- There is no reimbursement for traffic or parking violations or related legal fees.

Taxis and Rideshares

- Taxi or rideshare service (eg. Uber/Lyft) usage for travel between home and the airport; and between the airport and hotel is permitted.
- For PEO Staff, taxis or rideshare services may not be used to commute between home and PEO, except under exceptional circumstances; for instance:
    - health or safety considerations indicate it is the best, appropriate option; or
    - transport of work-related assets or inventory; or
    - CEO/Registrar pre-approval.

Public Transit

- Local public transportation, including local buses (TTC, YRT, GO, etc), local and commuter trains (TTC, GO, etc), and event or hotel/airport shuttles, should be used whenever possible. Itemized receipts are not required.
- Itemized receipts are required for national trains (Via Rail, Amtrak, etc.)
- Public transit fares are reimbursable when travelling on PEO business in lieu of mileage. Public transit passes (ie. monthly or annual passes) are not reimbursable.

15 Appendix B: Accommodation Expense Reimbursement

Hotel Accommodation

PEO will reimburse expenses for hotel accommodations only up to the preferred rate at the hotel designated for the meeting or event. Where identified by PEO meeting organizers or authorized external event organizations, claimants should book accommodations at hotels with preferred rates or event rates.

Accommodations should be booked using rate classes that allow for fully refundable cancellations or changes.

Any cancellation fees or penalties resulting from no-shows or failure to cancel accommodations arrangements are the claimant's responsibility and will not be reimbursed, except in cases of emergencies.

Reasonable accommodation incidentals, such as long-distance calls within Canada, internet fees, business centre access fees, costs to conduct urgent PEO business such as printing/fax charges will be reimbursed when supported by itemized receipts.

Reasonable laundry/dry cleaning charges are reimbursable with accommodations of 4 or more consecutive nights when supported by itemized receipts.

Reasonable gratuities for hotel porters and hotel room services are reimbursable. Itemized receipts are not required, but a note from the claimant on gratuities paid should be included on documentation submitted alongside accommodation receipts (ie. Hotel invoice).

Other Accommodation

Volunteers or staff travelling on PEO business may stay at a family member or friend's place. In such cases, a nominal amount of up to $75 per day may be claimed for payment to the host of the traveller.

Supporting documentation for these claims can include a document containing the name of the host, the address, and the dates of stay to facilitate reimbursement to the claimant.

16 Appendix C: Meals Expense Reimbursement

Meals

Only meals that are necessitated by travel schedule will be reimbursed. When more than one meal is claimed for in a day, the maximum can be allocated between all reimbursable meals regardless of what is spent on each meal.

For meal expenses that are submitted with original itemized receipts, the following daily maximum limits which include taxes and gratuities apply:

- Breakfast $25.00 per person
- Lunch $35.00 per person
- Dinner $55.00 per person

Expenses exceeding these limits will not be reimbursed except in exceptional circumstances when expressly pre-approved by the CEO/Registrar.

For meal expenses that include more than one attendee, such as those for events, the names of each attendee must be provided alongside the itemized receipts. For larger events with planned attendance of greater than twenty (20) individuals, a summary of the roles or a general description of the invitees is acceptable in lieu of an attendance listing.

Reimbursement will not be provided for meals consumed when included in the cost of transportation, accommodation, seminars or conferences.

Meal expenses that are missing itemized receipts may be reimbursed and will be subject to the following daily maximum limits which include taxes and gratuity:

- Breakfast $10.00 per person
- Lunch $15.00 per person
- Dinner $20.00 per person

Reimbursement requests for meal expenses missing itemized receipts should reflect actual expenses incurred. Claimants must include the restaurant/store name and a note indicating that the itemized receipt is missing.

En-route meals will only be reimbursed as is necessitated by the travel schedule where an individual resides beyond a 100 km radius from the destination/event.

Meals eaten in lieu of event group meals are not eligible for reimbursement.

Alcohol

Alcohol is not a reimbursable expense. In general, alcohol is not served at events hosted by PEO such as Council meetings, AGMs, Council workshop, etc.

Alcohol as part of a meal is only reimbursable in exceptional circumstances with prior approval of the CEO/Registrar.

CEO/Registrar may provide prior approval of the serving of alcohol at PEO events in exceptional circumstances, such as designated special events, or when appropriate for the purpose of hosting and entertaining others in connection with PEO business.

In any such cases where alcohol is exceptionally approved, a limit of two alcoholic beverages per person applies unless expressly noted during pre-approval, and should be accompanied by food.

17 Appendix D: Other/Miscellaneous Expense Reimbursement

Childcare or care giver expenses

Reasonable childcare or caregiver expenses for volunteers shall be reimbursed up to a limit of $1,500 per year.

Entertainment

If it is necessary and desirable for a PEO Council Chair or CEO/Registrar to host and entertain others in connection with PEO business, PEO will reimburse expenses directly incurred, provided all items are appropriately claimed with an accompanying itemized receipt and the expenses are made with reasonable discretion.

In all instances of hosting, the names and affiliations or titles of all attendees must be included in the expense claim, together with a statement on the purpose of the hosting activity.

Partner Expenses

Where partners have been invited by the PEO Council Chair or CEO/Registrar to attend a PEO meeting or event or authorized external event, PEO will pay reasonable travel and other expenses, in accordance with this policy, for partners of Councillors, volunteers and staff, and invited guests of the Council Chair or of the CEO/Registrar. Unless partners are expressly invited, their expenses will not be covered.

Reasonable in-hotel childcare services will be reimbursed for events where partners have been invited excluding the AGM events and Chapter Leaders Conference.

PEO will not reimburse travel, meal or accommodation expenses for any additional guests.

18 Appendix E: Expense Claim Appeals Procedures

Any staff or volunteer denied a claim for reimbursement for expenses, may email a submission to the CEO/Registrar within 20 days of the notification of denial of the claim, outlining the grounds for appeal. A copy of the denied expense report must be attached.

The CEO/Registrar will review the expense claim and provide a decision within 5-7 days of receiving the appeal.

The decision of the CEO/Registrar is final and binding.

The CEO/Registrar's, the President's, and the Council Chair's claims that are denied may be adjudicated by the Chair of the Audit and Finance Committee, or a designated representative appointed by the Chair of AFC, whose decision is final and binding.

Appeals shall not prevent a partial payment upon request for items that are in compliance with the policy.

Professional Engineers Ontario

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

Summary Report to Council of Governance and Nominating Committee (GNC) Activity September 26, 2025

Committee Meeting Date: September 9, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status[1]	Separate Council Agenda Item?
Orientation Course for Candidates for Election	The committee reviewed the proposed mandatory PEO Orientation Course for Election Candidates that will replace the current *Board Basics* course for the 2026 election. The committee proposed additions to the course related to the role of Councillors and training timelines. The committee recommends the PEO Orientation Course for Elections Candidates be sent to Council after staff has made the changes for the September Council meeting.	Staff	Recommendation to Council for approval on September 26, 2025	Continue	Yes
Annual General Meeting Planning	The committee reviewed a proposed motion related to the 2026 and 2027 Annual General Meeting (AGM) format. The committee recommended "Maintain Status Quo" option, an approach wherein the 2026 AGM would be organized in much the same way as the 2025 AGM, maintaining the hybrid format with pre-reserved registration for Councillors and Chapter leaders. The committee agreed that further feedback from councillors on the format for the 2027 AGM will be discussed at a later date, after the plans for 2026 are decided.	Staff	Recommendation to Council for approval on September 26, 2025	Continue	Yes

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

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?
Council Evaluation Plan	The committee received further information from Watson Board Advisors regarding the multi-year plan for Council evaluations. While the evaluation framework and detailed multi-year schedule had been provided to and reviewed by Council in February 2025, Watson's update offered additional detail on the timelines and specific steps for each of the four years of evaluation.	Staff	Information at September 25, 2025 meeting. Watson will launch the first Council evaluation in December 2025	Continue	Yes
Vision Statement	The committee reviewed the proposed PEO vision statement which Council directed staff to develop based on feedback received from PEO members and stakeholders during the "Visioning for Relevance" initiative in 2023-2024. The committee recommended that the vision statement "***Leading regulation. Inspiring excellence. Thriving communities"*** for Council's approval at the September Council meeting.	Staff	Recommendation to Council for approval on September 26, 2025	Continue	Yes
Recommendation for Appointment to GNC	The GNC recommends that Council appoint Andrew Naassan, P.Eng., to the GNC for the remainder for the 2025-2026 Council term.	Staff	Recommendation to Council for approval on September 26, 2025	Continue	Yes
Applicability and Interpretation of Recent Amendments to Regulation 941	The Committee reviewed an information item regarding certain Director Accountability Framework-related amendments to Regulation 941 and qualification criteria for appointed councillors.	Staff	N/A	Complete	No

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?
	It was noted that PEO does not have authority to set qualification criteria for appointed Councillors, however, the Public Appointments Secretariat has a screening process for candidates that includes disclosure of conflicts of interest.				
Councillor Submission: Roles, Responsibilities, and Expectations – Ex Officios	The committee reviewed a councillor submission related to the expectations for ex-officio members at governance committee meetings. The committee acknowledged the additional time commitment for ex officio members, who are voting members of all four governance committees. Staff noted the operational reasons and importance of scheduling governance committees several months in advance. An opportunity to review the Council and committee calendar and schedule for the following term is provided at the second last Council meeting of the calendar year.	Staff	N/A	Complete	No
Appointment of the Chief Elections Officer and Related Matters (In Camera)	The committee reviewed and approved a recommendation to appoint the Chief Elections Officer and designation of the Official Elections Agent for a three year term.	Staff	Recommendation to Council for approval on September 26, 2025	Continue	Yes

Next Committee Meeting: November 13, 2025

Decision Note – PEO Orientation Course for Election Candidates

Agenda Item No.	C-572-5.1
Purpose	For Council to review the proposed PEO Orientation Course for approval.
Strategic/Regulatory Focus	Governance improvement
Motion	That Council approves the PEO Orientation Course at Appendix A as the "orientation course" contemplated by paragraph 1 of section 9.1 of Regulation 941. **(simple majority)**
Attachments	Appendix A – PEO Orientation Course

Summary
In 2024, Council adopted the completion of an orientation course as an election eligibility criterion. This requirement is found within Regulation 941 at section 9.1, paragraph 1. Council is asked to approve the proposed PEO Orientation Course available at **Appendix A** so that the course can be in place for the 2026 Council election nomination period.

Public Interest Rationale
The completion of an orientation course by election candidates is a good governance tool that supports PEO's fulfilment of its public interest mandate.

Background
As part of its Director Accountability Framework, Council included the completion of an orientation course approved by Council as a qualification to be elected to Council. This requirement is found in Regulation 941 at section 9.1, paragraph 1.

Candidates for election to PEO Council have already been required to complete a "Board Basics" training as part of the nomination process. The proposed PEO Orientation Course would replace Board Basics.

Considerations
Completion of a Council-approved orientation course is required by Regulation 941 for an individual to be elected to PEO Council. The proposed PEO Orientation Course, if approved by Council, would allow candidates to meet this legislative requirement for the 2026 Council election.

The PEO Orientation Course provides an overview of self-regulation, PEO's mandate and legislative framework, the role of Council and committees, the role of the CEO/Registrar and staff, and other relevant topics.

GNC discussed the course at its September 9th meeting and made suggestions for improvement which have been incorporated into the proposed PEO Orientation Course (indicated in red font).

Recommendation
GNC recommends that Council approve the PEO Orientation Course.

Next Steps
Following approval, staff will implement the course for the 2026 Council election.

Prepared By: Policy Staff

C-572-5.1
Appendix A

Professional Engineers Ontario Orientation Course
September 2025

Welcome! We hope you find this Professional Engineers Ontario (PEO) Orientation Course helpful. The aim of this program is to provide a high-level overview of PEO, including the role of its Council.

The PEO Orientation Course is divided into three modules. The first module describes the regulatory role of PEO, as well as the legislative framework that defines it. The second module gives an overview of PEO's Council, including how PEO Council works with the CEO/Registrar to deliver on the organization's mandate. The third module zooms in on the role of Councillor and the responsibilities of those who sit on Council.

Links to useful webpages and resources are provided.

It should take you approximately **[length to be inserted]** to complete, but there is no timeline – please take as much time as you need. Prospective candidates for election to PEO Council must complete the course by **December 31, 2025**.

Upon completion, prospective candidates for election to PEO Council will be asked to **take a screenshot of the final screen and email it to PEO** so that we can make note that you have completed the module.

Course Overview

Module 1: Understanding PEO & Self-Regulation

Learning Objectives

What is PEO?

What is Self-Regulation?

Legislative Framework

PEO's Mandate

PEO's Core Functions

PEO's Core Values

Strategic Plan

Anti-Racism and Equity Code

Module 2: What is Council and What Does it Do?

Learning Objectives

Governance vs. Operations

Council's Role and Responsibilities

Composition of Council and Terms of Office

Committees

Governance Committees

Regulatory Committees

The Role of the President, Chair & CEO/Registrar

The Relationship Between Council, the CEO/Registrar, and Staff

Module 3: The Role and Responsibilities of a Councillor

Learning Objectives

What is the Role of a Councillor?

Fiduciary Duty

Confidentiality

Conflict of Interest

Code of Conduct

Other Policies

Time Commitment Overview

Schedule for 2026-2027 Term

Module 1: Understanding PEO & Self-Regulation

SLIDE

Learning Objectives

Upon completion of this module, you should have an understanding of:

- The purpose, history, and statutory authority of Professional Engineers Ontario (PEO).
- The principles of professional self-regulation.
- The legislative framework that governs PEO's governance and operations, including key documents such as the *Professional Engineers Act*.
- PEO's mandate, core regulatory functions, and the values that guide its work.
- PEO's 2026–2030 Strategic Plan and its key pillars of Effective and Relevant Regulation, Governance Advancement, and Organizational Excellence.
- PEO's commitments in the Anti-Racism and Equity Code.

SLIDE

What is PEO?

- Professional engineering is a self-regulated profession in Ontario.
- Established in 1922, PEO is the licensing and regulatory body for professional engineering in Ontario.
- Created by the *Professional Engineers Act* (the Act), PEO exists to regulate the practice of professional engineering and govern licence, limited licence, temporary licence, and certificate of authorization holders so that the public interest may be served and protected.

SLIDE

What is Self-Regulation?

- The self-regulation model involves the government delegating authority to a profession to effectively regulate the practice of that profession in the public interest. It recognizes that the profession has specialized expertise which enables it to most effectively determine its own regulatory standards and practices that serve and protect the public interest.

- To effectively self-regulate, professions must ensure their regulatory bodies prioritize the public interest over professional interests.

SLIDE

- Self-regulation involves an agreement between society and the profession:
    - Title, status, and exclusive right to practise are granted in exchange for the profession regulating its own members in the public interest, including by ensuring that only those qualified to practise enter the profession, as well as setting and enforcing standards of conduct, competence, and ethics.
- As a self-regulating body, PEO is funded by the profession, primarily through licensing fees.

SLIDE

- Unlike a union or trade association, whose role is to advocate on behalf of the interests of their members, the purpose of self-regulating professions is to serve and protect the public interest.

SLIDE

Legislative Framework

- In overseeing PEO's activities and carrying out its public interest mandate, Council must ensure that PEO (including its Council) abides by relevant statutes, regulations, by-laws and policies.
- Subject to the *Canadian Charter of Rights and Freedoms*, the Ontario *Human Rights Code*, and other legislation such as the *Fair Access to Regulated Professions and Compulsory Trades Act*, the Act is the highest authority governing PEO.
- The Act establishes PEO and grants its authority as the regulatory body for professional engineering in Ontario. The Act establishes a framework for the regulation of engineering professionals and an open and accountable system of self-governance.

SLIDE

- Under the Act, PEO is a corporation without share capital. Council is the governing body and board of directors of PEO, responsible for managing and administering its affairs. Council is required by the Act to appoint a Registrar (the CEO/Registrar) who is responsible for the administration of PEO and reports to Council.
- PEO's operations are carried out by professional staff led by the CEO/Registrar who is directed by, and accountable to, Council.

SLIDE

- The Act also defines the scope of practice for engineering and permits only those licensed by PEO to assume responsibility for engineering work in Ontario.
- Under the Act, registration with PEO allows access to a "restricted title." This means that only those registered with PEO can call themselves "engineer" or "professional engineer" or hold themselves out as someone who is qualified to practise engineering.

SLIDE

- Additional legislation exists under the Act called regulations. These also contribute to the regulation of the engineering profession. Those regulations are Regulation 941 (General) and Regulation 260/08 (Performance Standards).
- The powers, responsibilities and duties of PEO and its Council are described in the Act, as well as in regulations and PEO's by-laws. PEO must exercise its authority and carry out its work within the mandate set by the legislation.

SLIDE

- PEO's regulations are made by Council, subject to the approval of the Ministry of the Attorney General.
- Regulations are laws that are enforceable.
- PEO's by-laws are made by Council. These by-laws are not legislative enactments, but internal rules that govern how PEO operates.
- PEO's governance documents include the Act, Regulations, By-Laws, policies, and the Governance Manual.

SLIDE

PEO's Mandate

- Under the Act, PEO's primary object (i.e. its mandate) is to regulate the practice of professional engineering and to govern holders of licences and certificates of authorization so that the public interest may be served and protected.
- Additional statutory objects include:
    - Establishing standards of knowledge, skill, qualification, practice, and professional ethics.
    - Promoting public awareness of the role of PEO.

SLIDE

PEO's Core Functions

- Core functions of PEO include:
    - Licensing qualified individuals;
    - Investigating complaints;
    - Disciplining holders of licences and/or certificates of authorization found guilty of professional misconduct or incompetence;
    - Enforcing use of title and right to practice; and
    - Developing regulatory standards.

SLIDE

PEO's Core Values

- PEO's core values are intended to inform the behaviour of holders of licences and certificates of authorization, Councillors, staff, committee members and volunteers in their everyday activities and interactions.
- PEO's core values are:
    - Accountability
    - Respect
    - Integrity
    - Professionalism
    - Teamwork
- Transparency is an additional value that is core to PEO's governance and operations.

SLIDE

Strategic Plan

- As the board of PEO, one of Council's key responsibilities is to develop a strategic plan for PEO.
- A strategic plan is an organization's roadmap and defines its direction and priorities in alignment with its mandate.
- In 2025, Council adopted a new Strategic Plan for 2026-2030.

SLIDE

The Strategic Plan's pillars and goals for 2026-2030:

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

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

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

SLIDE

Anti-Racism and Equity Code

- In April 2022, Council adopted the Anti-Racism & Equity (ARE) Code to codify its commitments to advance fairness, human rights, and public interest obligations.
- The ARE Code consists of eight principles and related commentary, serving as a foundation and framework to inform PEO's strategies and actions.
- Council is responsible for ensuring that PEO's strategies, decisions, and operations align with the principles of the ARE Code.

SLIDE

- The eight principles of the ARE Code are:
    - **Measurement**
      For purposes consistent with the *Human Rights Code*, PEO commits to gathering and publicly reporting disaggregated race-based data.
    - **Regulatory processes**
      PEO commits to continuous improvements in all its regulatory processes to foster inclusivity and achieve equity.
    - **Professional obligations**
      PEO commits to reforming rules to reinforce the professional obligations of all licence holders to uphold human rights laws.
    - **Training and influence**
      PEO commits to embedding a human rights culture throughout its organization and its functions.

SLIDE

- **Leadership and sponsorship**
  PEO commits to continuous improvements and adequate resourcing that promote equity and foster inclusivity across all leadership endeavours.

- **Stakeholder engagement | Talent pipeline**
  PEO commits to appropriately engaging with stakeholders, including equity-seeking populations. Engagement will include exploring barriers preventing equitable entry into the profession.

- **Safeguards | accountability**
  PEO commits to embedding measures that directly address racism and discrimination complaints and accountability.

- **Equitable organization**
  PEO commits to leading by example and ensuring equitable hiring and representation.

Module 2: What Is Council & What Does It Do?

SLIDE

Learning Objectives

Upon completion of this module, you should have an understanding of:

- The distinction between governance and operations at PEO, including the respective roles of Council and staff.
- Council's key responsibilities, including setting strategy, approving regulations, and overseeing financial and organizational performance.
- The composition of PEO Council.
- How Council fulfills its mandate through committee work.
- The structure and mandates of PEO's governance and key statutory committees.
- The roles of President, Chair, and CEO/Registrar.
- The relationship between Council, the CEO/Registrar, and staff.

SLIDE

Governance vs. Operations

- "Governance" describes the framework for how an organization is directed and controlled. "Operations" refers to the processes by which an organization performs its day-to-day activities and delivers its services.
- PEO uses a "direction and control" governance model:
    - Council provides strategic direction and oversight.
    - Staff, led by the CEO/Registrar, implement Council's decisions and manage day-to-day operations.

SLIDE

Council's Role and Responsibilities

- As PEO's board of directors and governing body, Council:
    - is responsible for fulfilling PEO's statutory mandate and protecting the public interest;
    - sets strategic priorities and ensures financial oversight;
    - monitors performance and risk;

- delegates responsibility for daily operations to the CEO/Registrar;
- oversees and evaluates the CEO/Registrar; and
- approves regulations and bylaws and evaluates their impact.

SLIDE

Composition of Council and Terms of Office

- Council is composed of both elected and publicly-appointed members.
- A majority of Councillors are professional engineers.
- Lay members of the public also sit on Council.
- Elected and appointed Councillors have equal duties and rights.

SLIDE

Under the Act and Regulation 941, Council consists of:

- 15 elected professional engineers:
  - 1 President-elect (one year term)
  - 1 Vice President (one year term)
  - 3 Councillors-at-Large (two year term)
  - 10 Regional Councillors (two per region, two year term)
- Up to 12 public appointees:
  - 5-7 professional engineers; 3-5 lay members
- Two additional members of Council:
  - President (one year term)
  - Past President (one year term)

SLIDE

Committees

- Committees play a key role in delivering on PEO's mandate.

- The governance model established by Council distinguishes between “governance” committees and “regulatory” committees.
- Governance committees relate to the governance, oversight and direction of PEO as an organization. Regulatory committees relate to core functions of PEO’s mandate as the licensing and regulating body for professional engineering.

SLIDE

Governance Committees

- While Council is the ultimate decision-maker for all governance matters, it has established four governance committees through by-laws to focus on key elements of PEO governance.
- Governance committees have no independent decision-making authority.
- These governance committees comprise solely of members of Council.
- Council may direct governance committees or staff to consider certain issues.
- Items of Council business are generally reviewed and considered by the governance committees first before going to Council for decision.

SLIDE

- There are four governance committees:
    - **Governance and Nominating Committee (GNC)**
        - GNC assists Council in ensuring effective corporate governance, including Council, committee, and Councillor effectiveness. Elections and committee appointments fall within the scope of the GNC.
    - **Regulatory Policy and Legislation Committee (RPLC)**
        - RPLC assists Council in the development, review and revision of legislative changes, regulations, standards, and other policies related to PEO’s regulatory mandate and in identifying regulatory issues to address or monitor and reviewing policy proposals.

SLIDE

    - **Human Resources and Compensation Committee (HRCC)**

        - HRCC assists Council in providing effective oversight of the CEO/Registrar through recruitment, performance management, and compensation review.

    - **Audit and Finance Committee (AFC)**
        - AFC assists Council in gaining reasonable assurances regarding the integrity of PEO's financial reporting and financial management, including audits and controls.

SLIDE

Regulatory Committees

- PEO has committees that are required by statute to perform core functions of PEO's mandate.
- Some examples of these regulatory (or statutory) committees include:
    - **Registration Committee**
        - This committee holds hearings where an applicant faces a licensure refusal, suspension of revocation related to the requirements for registration.

SLIDE

    - **Complaints Committee**
        - A screening committee that considers and investigates complaints made by members of the public or licence holders regarding the conduct or actions of a holder of a licence and/or certificate of authorization.

    - **Discipline Committee**
        - This committee hears and determines allegations of professional misconduct or incompetence.

SLIDE

    - **Academic Requirements Committee**
        - This committee is tasked with assessing the academic qualifications of some applicants, determining whether they meet the academic requirements prescribed by the regulation, and specifying the academic

requirements to be met if the committee determines the applicant does not meet the academic requirements.

- **Experience Requirements Committee**
  - This committee is tasked with assessing the experience qualifications of some applicants, determining whether they meet the experience requirements prescribed by the regulation, and specifying the experience requirements to be met if the committee determines the applicant does not meet the experience requirements.

To learn more about PEO's committees, please click here.

SLIDE

The Role of the President, Chair & CEO/Registrar

- **President**
  - Elected by licence holders.
  - Presides over licence holder meetings such as the AGM, and represents PEO to the public, licence holders, staff, and external stakeholders like Engineers Canada.
- **Chair**
  - Each term, Council elects a Chair.
  - The Chair provides leadership in guiding Council and coordinating its activities to enhance the effectiveness of PEO's governance, oversees Council operations and processes including meetings, and acts as liaison between the Council and the CEO/Registrar.
- **CEO/Registrar**
  - The CEO is the only employee of Council.
  - Manages all operational matters, supports Council decision-making, and represents PEO to government and stakeholders.

SLIDE

The Relationship Between Council, the CEO/Registrar, and Staff

- Councillors and staff members have separate but complementary roles in carrying

out PEO's mandate, and they share the duty to serve the public interest.

- Effective collaboration and communication between Council and PEO management/staff is necessary to achieve good governance.
- At the same time, it is important for both Councillors and staff members to recognize each other's distinct roles and powers. Both contribute significantly to PEO's success.
- Council directs the CEO/Registrar, and only the CEO/Registrar or their delegates can instruct staff to perform work.
- A dedicated Secretariat provides operational support to Council.

Module 3: The Role and Responsibilities of a Councillor

SLIDE

LEARNING OBJECITVES

Upon completion of this module, you should have an understanding of:

- The legal and fiduciary responsibilities of PEO Councillors, including acting in the best interests of PEO, maintaining confidentiality, and avoiding conflicts of interest.
- The expected duties and commitments of a Councillor, including committee participation, public engagement, and ongoing professional development.

- The specific confidentiality obligations under Section 38 of the Act.
- The importance of the Code of Conduct and other PEO policies that govern ethical and respectful conduct.
- The time and resource commitments required for effective Council service.

SLIDE

What is the Role of a Councillor?

- As members of Council, Councillors participate in the Council decision-making process through deliberation and through voting.
- Councillors are expected to prepare for meetings by reviewing materials in advance.
- Councillors are board members; they do not represent any constituencies (for elected members) or the government (for appointed members).
- Councillors take part in governance committee work and are expected to serve actively on any committees to which they have been appointed.

SLIDE

- Regional councillors also serve on the Regional Councillors Committee.
- Councillors are expected to participate in Council meetings, governance committee meetings, and other PEO activities such as the AGM or local functions.
- Ongoing training opportunities are available for Councillors, including a mandatory full-day orientation for new Councillors and anti-racism and equity training as part of ARE Code commitments.

SLIDE

- Appointed lay members of Council receive some remuneration from the government. The elected Councillor role is currently voluntary and not remunerated; however, Council has directed the development of a Council remuneration framework that will see all Councillors remunerated for their Council work.
- Councillors are currently eligible for expense reimbursement for reasonable expenses (such as travel or accommodation) incurred while conducting PEO business, in accordance with the Expense Reimbursement Policy.

SLIDE

Fiduciary Duty

- In exercising their powers and discharging their duties, Councillors are expected to:
    - Act honestly and in good faith in furtherance of PEO's objectives in order that the public interest may be served and protected;
    - Exercise the care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances; and
    - Comply with the Act, regulations, by-laws and any policies adopted by Council.

SLIDE

- These duties are consistent with each Councillor's status as a fiduciary of PEO.
- The fiduciary duty is a legal concept that requires Councillors to conduct themselves with an undivided duty of loyalty, good faith and diligence to act on behalf of PEO and its public interest mandate. The fiduciary duty includes duties to adhere to confidentiality and privacy obligations, and to avoid acting in a conflict of interest.

SLIDE

Confidentiality

- Every person engaged in the administration of the Act, including Councillors and staff, are legally required to keep all information learned in their role strictly confidential, as outlined in Section 38 of the Act (unless sharing is required under rare and specific exceptions set out in the Act).

SLIDE

Conflict of Interest

- As a Councillor, there is an obligation to not let personal or other interests conflict with one's duty to PEO.
- Councillors must follow the Conflict of Interest Policy and disclose any potential or actual conflicts of interest.
- A conflict of interest may be real or perceived, actual or potential, direct or indirect.

SLIDE

Code of Conduct

- Council has adopted a Code of Conduct which applies to Councillors, in recognition of the high standards that are demanded of the position. The Code of Conduct supports effective performance, accountability and a healthy governance culture.
- Violations of the Code of Conduct can result in a range of outcomes, up to and including disqualification from Council.

SLIDE

Other Policies

In addition to the Conflict of Interest Policy and Code of Conduct, Councillors are also subject to:

- Anti Workplace Violence, Harassment and Discrimination Policy
- Safe Disclosure ("Whistleblower") Policy
- Privacy Policy
- Technology Use and Security Policy
- Expense Reimbursement Policy
- Communications and Media Relations Policy

SLIDE

Time Commitment Overview

Councillors can expect the following time commitment (please note, these are estimates and actual time could vary):

- Council meetings: approximately 9 days per year (includes 6 meetings + preparation time).
- Governance committees: approximately 6 days per year.
- Plenaries, AGM, workshops, orientation: roughly 6 days per year.

SLIDE

Regional Councillors have additional responsibilities:

- Regional Councillors Committee meetings: approximately 5 days per year.
- Regional Congresses: 4.5–8 days per year depending on region.
- Chapter engagement: approximately 10 days per year.

SLIDE

Schedule for 2026-2027 Term

[this slide will show relevant dates for the 2006-2027 Council term, to be approved by Council at its September 2025 meeting]

SLIDE

Congratulations! You have reached the end of the PEO Orientation Course.

If you are a prospective candidate for election to PEO Council, **please take a screenshot of this screen and email it to [insert PEO address here]** so that we can make note that you have completed the module.

If you have any questions or comments about this orientation course, please contact us at: **[insert PEO address here].**

Thank you for taking the time to learn more about PEO!

Decision Note – 2026 Annual General Meeting Format

Agenda Item Number	C-572-5.2
Purpose	For Council to approve the format of the 2026 Annual General Meeting
Strategic/Regulatory Focus	Governance
Motion	That Council maintains the hybrid format of the 2026 Annual General Meeting format with pre-reserved registration for Councillors, statutory committee Chairs and Chapter leadership.
Attachments	none

Summary
The AGM has evolved from an in-person format up to 2019, to virtual in 2020 at the onset of the COVID-19 pandemic as well as for 2021-2023, and, most recently, a hybrid model in 2024 and 2025. With volunteer recognition now delivered through the Volunteer Symposium, the GNC reviewed whether the current AGM format and resourcing remain justified. At its September meeting, the GNC considered a number of options and decided to maintain the status quo for the 2026 AGM, with the format of future AGMs to be reviewed as part of the GNC's ongoing workplan.

Public Interest Rationale
N/A

Background
Prior to 2020, the AGM was delivered in-person and paired with volunteer recognition activities such as the Order of Honour Dinner. During the pandemic, the meeting shifted to a fully virtual format, continuing through 2023. Beginning in 2024, the AGM transitioned to a hybrid format, which was also used in 2025. In parallel, volunteer recognition evolved into the Volunteer Symposium, a weekend celebrating volunteers and supporting their skill development. The 2025 event, scheduled for September 26–27, will mark the Symposium's second year.

Historically, expenses for Councillors, Engineer Canada Directors, Statutory Committee Chairs, Chapter Chair and Vice Chairs attending the AGM, including mileage, accommodations, and meals while en-route and on site, were fully covered. Other licence holders participated at their own expense or virtually. The table below presents a detailed cost breakdown of AGM expenses for 2024 and 2025 (hybrid format), along with projected costs for 2026.

AGM Expenses	2024 AGM Attendance: In Person: 115/Online attendance: 264	2025 AGM Attendance: In Person: 132/Online attendance: 289 Waitlist (In person): 89	2026 AGM Projected For: In Person: 200/Online attendance (TBC, capacity 1000)
Council Expenses (accommodations, meals, travel)	$13,685.26	$16,639.67	$25,000
Volunteer Expenses (accommodations, meals, travel)	$36, 415.85	$41, 138.28	$74,000
Meals at the venue (all attendees)	$8,949.00	$27,410.76	$21,000
Venue Rental	$1500.00	Complimentary	$18,000
Streaming Platform	$27, 870.15	$20,000	$20,000
Audio & Visual Expenses	$6,237.60	$6,160	$15,000
Working Staff Expenses	$3,794.07	$1,817.16	$4,000

Total:	**$98,451.93**	**$113,165.87**	**$177,000.00**

With the progression of both events, there is an opportunity to re-examine the scope, format, and resourcing of the AGM to ensure equitable access for all licence holders.

Key Considerations
At its September meeting, GNC was presented with three options for the delivery of the 2026 AGM along with subsequent AGMs.

- **Option 1:** Maintain Status Quo (total cost: $177,000): Continue with the 2024/25 hybrid model, reserving seats for Councillors and volunteers (102 reserved, 98 licence holders, plus 1,000 online). While familiar, this approach has limited rationale: costs have nearly doubled compared to pre-2020, no-show charges add up, and it does not fully reflect that the AGM is intended as a meeting for all licence holders, with no hierarchy among participants. Opening in-person seats to all licence holders would better uphold equity and broaden access.

- **Option 2:** Open Registration for All Licence Holders (total cost: $103,000): Keep the hybrid format but open all in-person spots (175 licence holders plus 25 Councillors, with 1,000 online) on a first-come, first-served basis, with pre-reserved registration for Councillors only. This approach ensures equitable access for all licence holders, reflect the nature of the AGM, reduces costs, and streamlines registration. *This was staff's recommended option for 2026.*

- **Option 3:** Fully Virtual (total cost: $20,000): Transition to a fully virtual AGM platform, with capacity for 1,000+ participants. This approach reduces costs by 80–88% compared to hybrid models, with savings redirected to enhance the virtual experience. It ensures equal access for all licence holders, allows the AGM to be delivered as a conference with learning sessions provided equally for all participants. Participation could count these sessions toward CPD hours, further supporting professional development while maintaining equitable access. *This was staff's recommended option for all post-2026 AGMs.*

During the discussion, the GNC emphasized the importance of maintaining a hybrid format, particularly for the networking opportunities it provides. The committee further noted that it is too late to change the format for the 2026 AGM; instead, the current approach should be maintained for 2026, with a comprehensive review undertaken for subsequent AGMs to ensure the format remains aligned with the purpose of the annual general meeting. In this context, the GNC also indicated that the AGM could be combined with volunteer activities. With respect to the high no-show rate for invited guests (approximately 30 percent), which has led to significant costs for unused accommodations and meals, the GNC suggested that options be developed to address these issues, including measures such as stricter confirmation processes or exploring ways for the invited group to cover these expenses when the attendance was confirmed but the guest did not attend, unless there were extenuating circumstances.

Next Steps:
Based on Council's recommendation, staff will proceed with preparations for the 2026 AGM.

Prepared By: Secretariat Team

Decision Note – Vision Statement

Item	C-572-5.3
Purpose	For Council to review the proposed PEO vision statements for decision.
Strategic/Regulatory Focus	2023–2025 Strategic Plan objective: Refreshing PEO's vision to ensure all stakeholders see relevance and value in PEO
Motion	*That Council approve the vision statement "**Leading regulation. Inspiring excellence. Thriving communities.**" from among the three options developed for consideration.*
Attachments	*Appendix A – Mind Maps for New Statement Options*

Summary
A component of PEO's current strategic plan includes the need to develop a new and revised vision statement that reflects PEO's future vision. PEO's communications team developed three options for Council's consideration:

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

Public Interest Rationale
An updated and relevant vision statement reflects the long-term aspirations of how PEO will protect and serve the public through its governance of the profession.

Background
The Visioning for Relevance initiative began in 2023 under the leadership of former president Roydon Fraser, supported by PEO's external consultant, Crestview Strategy.

In November 2024, Council considered—but did not approve—a motion to circulate four draft vision statements and an interpretive document to licence holders through a non-binding referendum, with the intent of selecting one for Council approval.

In June 2025, Council directed the CEO/Registrar to review the four draft statements and accompanying interpretive document, and to propose one or more revised vision statements for the Governance and Nominating Committee's recommendation to Council before the end of the 2025–2026 term.

Following this direction, PEO staff undertook a three-phase approach.

Phase 1 Initial Development: Building on the foundational work completed by Crestview, PEO's senior leaders and communications team undertook a structured brainstorming process. This exercise involved analyzing the draft statements to extract key terms, organizing them by theme, identifying gaps and refining the language for clarity, impact and relevance.

In reviewing the draft statements, the team considered established concepts such as "trusted," "protecting," "safe," "future" and "embracing change," while also introducing progressive and people-focused ideas including "leader," "evolving" and "communities." This process underscored the importance of clearly articulating PEO's ongoing transformation and its responsibility to respond to society's evolving needs.

Phase 2 Drafting Options: Using these priority terms and themes, staff developed new draft statements that best articulate PEO's long-term aspirations. In shaping these options, the team focused on producing statements that are distinct from our mission statement (which defines our purpose), while keeping them concise, inspirational and future-oriented.

Phase 3 Refinement and Recommendation: The top three draft statements were reviewed by the broader communications team, which provided feedback on language and clarity. Following this review, the team reached consensus on one preferred option to recommend to Council. Appendix A provides the rationale for the chosen keywords in each of the three vision statement options.

At its meeting of September 9, 2025 the Governance and Nominating Committee agreed to recommend that Council approve the vision statement "*Leading regulation. Inspiring excellence. Thriving communities.*"

Considerations

"Leading regulation. Inspiring excellence. Thriving communities." most effectively captures PEO's role and future direction. It is concise and memorable, emphasizing leadership and progressive regulation and highlighting professional excellence and community impact. The statement is intentionally structured in three concise elements to highlight the breadth of PEO's purpose and impact.

- "Leading regulation" positions PEO as a proactive and credible regulator.
- "Inspiring excellence" reflects the high standards expected of the engineering profession, and staff, and the regulator's role in supporting them.
- "Thriving communities" extends the impact of regulation beyond the profession to the public, underscoring PEO's commitment to ensuring engineering continues to benefit and protect society.

Failure to adopt a new vision statement would represent a missed opportunity to position PEO as a proactive, people-focused regulator and to advance its strategic objectives related to consistency, trust, reputation, relevance and value.

Stakeholder Engagement

This work considered the significant stakeholder engagement facilitated by Crestview, which involved extensive discussions and consultations with more than 2000 members in 2023 and 2024, as well as a working group consisting of broad stakeholder representation (PEO, OSPE, OACETT, ESSCO, APEGA, universities).

Recommendation

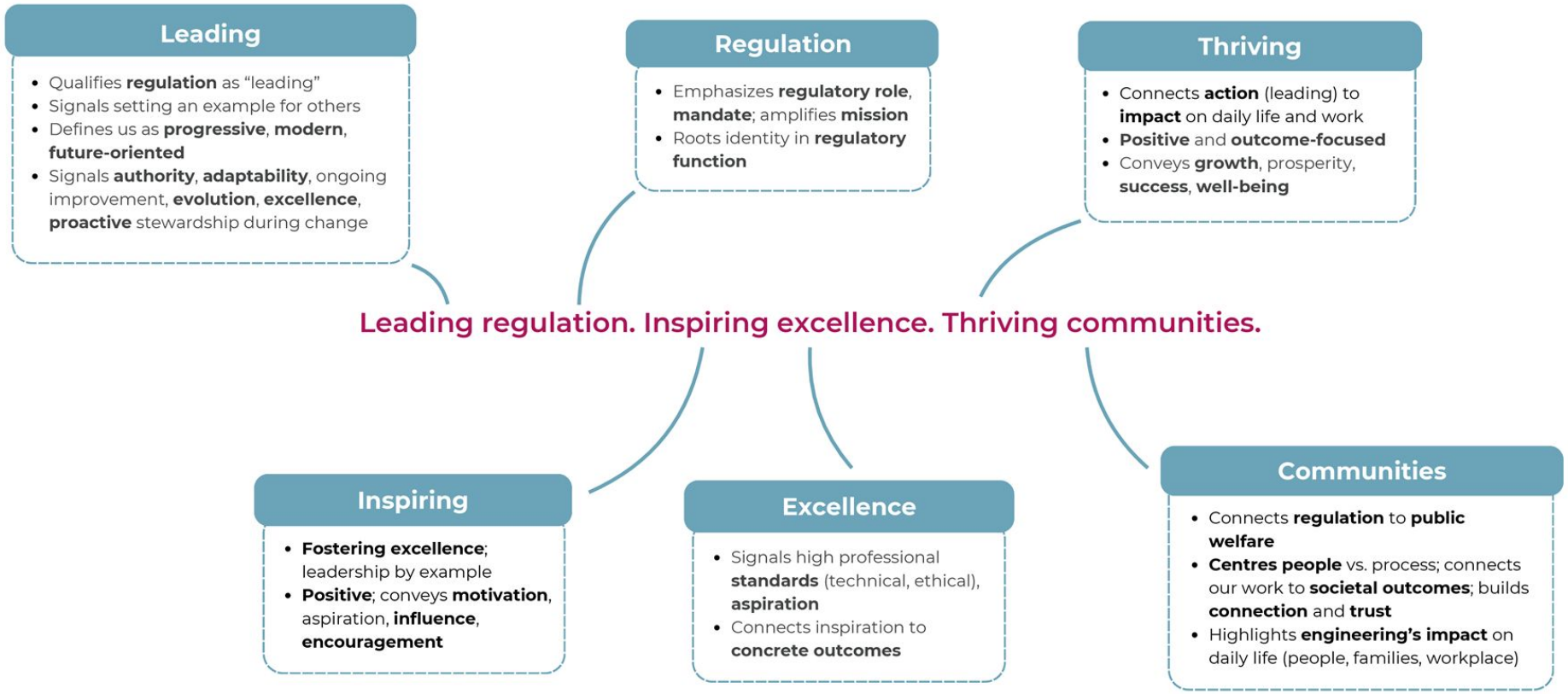
To approve *"Leading regulation. Inspiring excellence. Thriving communities."* as PEO's vision statement.

Next Steps

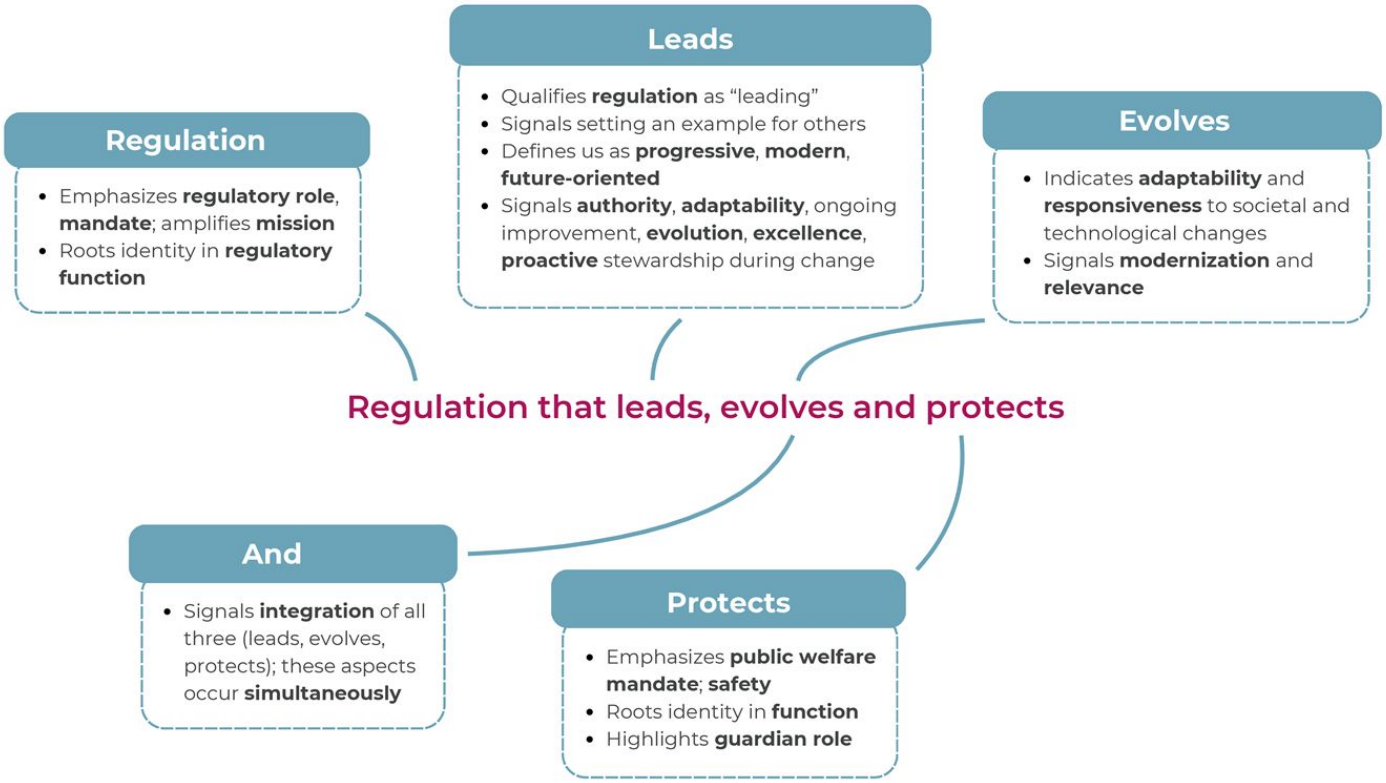
If adopted, the approved vision statement will be incorporated into PEO's strategic and communications materials to guide future decision-making and reinforce organizational identity.

Prepared By: Communications Team

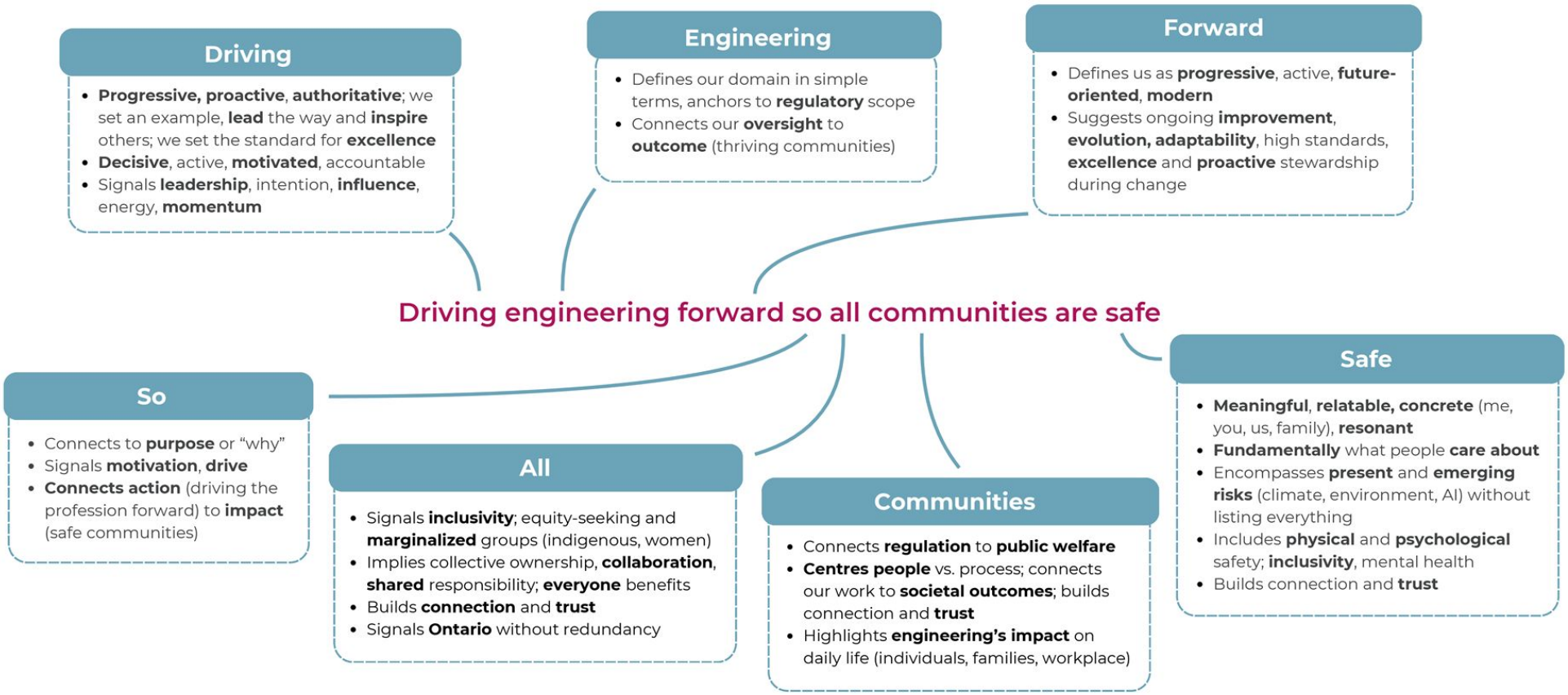
VISION STATEMENT MIND MAP: A



VISION STATEMENT MIND MAP: B



VISION STATEMENT MIND MAP: C



Professional Engineers
Ontario

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

Summary Report to Council of Human Resources and Compensation Committee (HRCC) Activity September 26, 2025

Committee Meeting Date: September 12, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status[1]	Separate Council Agenda Item?
CEO/Registrar Goals for 2026	HRCC reviewed and provided input into the proposed CEO/Registrar performance goals for 2026. As per Council direction, the proposed goals are tied to PEO's regulatory mandate and strategy approved by Council. Committee members were invited to send additional feedback in writing ahead of the next meeting in November.	Staff	The CEO/Registrar will prepare the final draft of the performance goals for final approval at the November 7 HRCC meeting and for final approval at the November 2025 Council meeting	Continue	No

Next Committee Meeting: November 7, 2025

[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

Summary Report to Council of Regulatory Policy and Legislation Committee (RPLC) Activity September 26, 2025

Committee Meeting Date: September 11, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status[1]	Separate Council Agenda Item?
Mutal Recognition Agreements: Presentation by Engineers Canada	Committee members and members of Council heard the presentation by Engineers Canada that provided an overview of the Mutual Recognition Agreements (MRAs) negotiated with international engineering organizations. These agreements facilitate the recognition of academic and professional qualifications for internationally trained engineers, streamlining the licensure process in Canada. The session also highlighted how provincial and territorial regulators use these agreements to assess applicants more efficiently, ensuring consistency and mobility across jurisdictions.	N/A	N/A	Complete	No
Engineering Intern Program: Outstanding Policy Questions	Committee members reviewed and discussed the proposed EIT 2.0 policy directions regarding ethical conduct and program length to consider for recommendation to Council for approval. The ethical conduct policy proposal is consistent with PEO's and other engineering regulators' codes of ethics. The program length policy proposal aims to ensure fairness, equity, and compassion by building in program extensions.	Staff	Council approval on September 26, 2025	Continue	Yes
Guidelines Review: Report and Recommendations	The committee reviewed and discussed the report outlining initial recommendations for addressing gaps in current standards, along with a structured plan for the remaining or new guidelines. A comprehensive review of the Code of Ethics is a priority to define enforceable expectations and provide a strong foundation for all subsequent guideline updates.	Staff	Council approval on September 26, 2025	Continue	Yes

[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?
Obligation to Cooperate	The committee reviewed and discussed the proposed regulation amendments regarding the obligation of holders of licences and/or certificates of authorization to cooperate with PEO.	Staff	Council approval on September 26, 2025	Continue	Yes
Use of Artificial Intelligence (AI) in Engineering Practice: Recommended Approach	The committee discussed the proposal from staff to adopt Practice Advisory on the use of AI developed by Engineers and Geoscientists British Columbia (EGBC) as guidance for licence holders on the use of AI in professional practice, while continuing to monitor developments in this area to inform any appropriate future regulatory measures.	Staff	Council approval on September 26, 2025	Continue	Yes
Review of PEO's Continuing Professional Development (CPD) Program: Stakeholder Engagement Strategy	Committee members reviewed and discussed the proposed framework and milestone dates for the strategy to engage stakeholders during the Council-directed re-evaluation of PEO's mandatory continuing professional development program. Engagement initiatives will begin in September 2025.	Staff	Information to Council on September 26, 2025	Continue	Yes
FARPACTA and Application Assessment Timelines: Sealed Regulation (In Camera)	The committee reviewed the sealed regulation drafted by the Ministry of the Attorney General at Council's request to confirm alignment with Council's direction.	Staff	Council approval on September 26, 2025	Continue	Yes

Next Committee Meeting: November 12, 2025

Decision Note – EIT 2.0 Policy Directions

Agenda Item No.	C-572-7.1
Purpose	For Council to approve policy directions regarding the EIT 2.0 program's ethical conduct requirements and program length.
Strategic/Regulatory Focus	Regulatory
Motion	That Council approves the EIT 2.0 policy directions regarding ethical conduct presented at Appendix A. **(requires simple majority)** That Council approves the EIT 2.0 policy directions regarding program length presented at Appendix B. **(requires simple majority)**
Attachments	Appendix A – EIT 2.0 Policy Direction: Ethical Conduct Requirements Appendix B – EIT 2.0 Policy Direction: Program Length

Summary

Council is presented with two proposed EIT 2.0 policy directions regarding ethical conduct and program length to consider for approval. The ethical conduct policy proposal is consistent with PEO's and other engineering regulators' codes of ethics. The program length policy proposal aims to ensure fairness, equity, and compassion by building in program extensions and allowing the Registrar discretion within the legislative framework and parameters established by Council.

Public Interest Rationale

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

Background

In June 2025, Council endorsed the establishment of the EIT 2.0 program and directed staff to implement it, including working with the Ministry of the Attorney General (MAG) to prepare changes to the *Professional Engineers Act* (Act) and regulations. Staff have begun working with MAG on this initiative.

As part of implementation, Council needs to provide direction regarding two specific areas of policy: the ethical conduct requirement and the program length (including extensions).

Considerations

- Council ought to proceed with developing EIT policy directions in a timely manner as these details will assist MAG in drafting amendments to the Act and ensure PEO is ready for when the opportunity to make Act changes arises.

Ethical Conduct

- The ethical conduct proposal is consistent with the codes of ethics of other Canadian engineering regulators to which engineering interns in those provinces are subject, as well as relevant aspects of the PEO Code of Ethics.
- Engineering interns would be held to a standard appropriate for engineering interns, not the standard expected of professional engineers.

Program Length and Extensions

- A program length of six years reflects the amount of time expected to complete a competency-based assessment (four years) with an additional two years built in for flexibility. It is also consistent with consultation feedback that an EIT program ought to be timebound to ensure participants progress towards licensure. It also falls within the range of Canadian engineering regulators' timebound engineering intern programs (5 to 7 years).

- Providing engineering interns with the opportunity to extend their time in the EIT program is also consistent with the practice of other Canadian engineering regulators. Reasons for which extensions are granted include caregiving responsibilities, health reasons, or an engineering intern actively working toward licensure requiring more experience.

- As not every circumstance can be anticipated in regulation or policy, discretion has been built into this policy direction. While there are specific circumstances that would qualify an engineering intern for a program extension (e.g. illness), the Registrar would also be able to grant extensions on a case-by-case basis to allow for fairness, equity, and compassion, while maintaining program integrity. The aim of EIT 2.0 is to support trainees as they prepare for licensure, and this discretion ensures their individual circumstances will be considered if they wish to continue in the program beyond six years.

- One element of the EIT 2.0 program is the completion of an annual report by participants regarding their progression toward licensure. As data from participants accumulates (for example, around the four-year mark), Council will have the opportunity to adjust program length or program extension parameters based on this information. This data-driven approach will allow Council to remain agile and ensure the policy is responsive to feedback from program participants on whether the program length meets the objectives of the EIT 2.0 program.

- Staff examined whether the program should allow for "pauses" during the six years rather than extensions at the end of the six years. However, this would be more administratively burdensome for both the organization and program participants and would need to be coupled with an extension program regardless for those who require more time at the end.

Stakeholder Engagement

EIT 2.0 consultations showed support for engineering interns being held to an ethical conduct standard tailored to engineering interns. The consultations also showed support for a timebound program with flexibility built in for equitable and other considerations.

Recommendation

That Council approve the proposed EIT policy direction regarding ethical conduct at Appendix A and the proposed EIT policy direction regarding program length at Appendix B.

Next Steps

Following Council's approval, staff will continue to operationalize the EIT 2.0 program, including working with MAG to implement Council's direction.

Prepared By: Policy Staff

C-572-7.1
Appendix A

EIT 2.0 Policy Direction: Ethical Conduct

EIT 2.0 is one pathway by which a prospective licensee can demonstrate commitment to the engineering profession and meet the experiential requirement for licensure as a P.Eng. Those accepted by the Registrar into the program will gain "engineering intern" status for the time they are in the program.

EIT 2.0 will allow program participants to use the titles "engineering intern" and "EIT," and provide other benefits. With these benefits, EIT 2.0 will also impose responsibilities on participants, including being subject to ethical conduct requirements in order that PEO can fulfill its public interest mandate.

Those with engineering intern status will be held to ethical conduct standards that are appropriate for an individual who intends to enter the engineering profession. Adhering to these standards demonstrates a commitment to upholding public trust in the engineering profession.

NB: The below wording is subject to change based on the Ministry's review.

Code of Ethical Conduct for Engineering Interns

An engineering intern shall:

1) Act in good faith in fulfilling and discharging their engineering intern commitments and obligations, including hold paramount the health, safety, and welfare of the public.

2) Conduct themselves with honesty and integrity in their professional activities.

3) Treat colleagues, clients, the public, and others with respect, dignity, and fairness, including refraining from harassment or discrimination.

4) Co-operate with Professional Engineers Ontario's investigations and provide information in a complete, accurate, and timely manner where requested by Professional Engineers Ontario.

5) Protect confidentiality where required to do so in their professional activities.

6) Avoid situations in which there is a real or perceived conflict of interest and ensure conflicts of interest, including perceived conflicts of interest, are properly disclosed and necessary measures are taken to manage the conflict of interest.

7) Comply with applicable regulations, standards, codes, and rules.

8) Report to Professional Engineers Ontario and, if applicable, any other appropriate authority, if the engineering intern, on reasonable and probable grounds, believes that a professional

engineer, engineering intern, or another individual has made decisions or engaged in practices which may be illegal or unethical, or might pose a risk of significant harm to the environment or to the health or safety of the public or a group of people.

C-572-7.1
Appendix B

EIT 2.0 Policy Direction: Program Length

EIT 2.0 is one pathway by which a prospective licensee can show commitment to the engineering profession and meet the experiential requirement for licensure as a P.Eng. Those accepted by the Registrar into the program will gain "engineering intern" status for the time they are in the program.

The program has been designed to account for the various pathways by which people seek and gain professional engineering experience (including internationally and interprovincially), ensuring that it does not introduce an unfair barrier to licensure or have a discriminatory impact on any group. It has also been designed to be timebound to ensure it supports progression into the profession.

These considerations inform Council's policy direction around program length and extensions, which aims to balance the needs of individual engineering interns and the EIT 2.0 program's purpose and objectives.

As regulations and policies cannot capture every circumstance that may arise in individual program extension requests, the Registrar, who will be responsible for administering EIT 2.0, requires discretion with respect to granting program extensions. Their discretionary decision-making would adhere to the legislative framework and would be guided by Council's established parameters.

One element of the EIT 2.0 program is the completion of an annual report by participants regarding their progression toward licensure. As data from participants accumulates (for example, around the four-year mark), Council will have the opportunity to adjust program length or program extension parameters based on this information. This data-driven approach will allow Council to remain agile and ensure the policy is responsive to feedback from program participants on whether the program length meets the objectives of the EIT 2.0 program.

NB: The below wording is subject to change based on the Ministry's review.

Program Length Policy Details

- The program length for EIT 2.0 is six years. An engineering intern cannot take a leave of absence from the program; however, an engineering intern can extend their time in the program with prior approval by the Registrar.

- During the extension period of the program, an engineering intern maintains status, thereby the rights and responsibilities of an engineering intern.

- EIT 2.0 program participants can request an extension to the program and must do so in writing.

- Program extension requests will be evaluated on a case-by-case basis.

- The Registrar may grant a program extension to an engineering intern in the following circumstances:

    - Where required to do so by law, including:

        - As an accommodation under the *Human Rights Code*

    - For equitable reasons, including:
        - Parental responsibilities
        - Illness
        - Caregiving responsibilities

    - On compassionate grounds, including:
        - Bereavement
        - Family crisis
        - Financial hardship

    - Any other reason that does not conflict with the EIT 2.0 program's objectives and PEO's overarching public interest mandate.

- The program extension request process will be confidential, non-punitive, and timely.

- The Registrar's decision to grant or deny a program extension is final.

Decision Note - Obligation to Cooperate

Agenda Item No.	C-572-7.2
Purpose	For Council to review proposed regulation amendments regarding the obligation of holders of licences and/or certificates of authorization to cooperate with PEO.
Strategic/Regulatory Focus	Improve regulatory compliance
Motion	That Council approves the changes to the professional misconduct regulation presented at C-572-7.2, Appendix A, and directs staff to work with the Ministry of the Attorney General to make amendments to Regulation 941 as anticipated by paragraph 21 of subsection 7(1) of the *Professional Engineers Act*. **(requires two-thirds majority)**
Attachments	Appendix A – Proposed Amendments to Regulation 941

Summary

RPLC considered the "Obligation to Cooperate" in November 2024 and September 2025. Regulation amendments that make explicit the obligation of those regulated by PEO to respond to and cooperate with PEO will enhance public trust and ensure transparency, consistency, and effective regulation. RPLC recommends this proposal for approval.

Public Interest Rationale

Explicitly setting out the requirement for holders of licences and/or certificates of authorization to cooperate with their regulator enhances public trust, transparency for the public and persons regulated by PEO, internal consistency, and effective regulation in the public interest.

Background

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

Regulated professionals generally have an implied obligation to respond to their regulator when information is requested, as well as to cooperate with their regulator's investigations. Courts have found that this obligation is fundamental to professional self-regulation and public confidence in it.[1]

Many regulators' legislation or rules explicitly set out these requirements (e.g. the Law Society of Ontario's rule 7.1-1 states "[a] lawyer shall reply promptly and completely to any communication from the Law Society in which a response is requested"). For PEO, this requirement is explicitly stated for Registrar's Investigations,[2] but implied for other types of information requests and investigations.

[1] See *Law Society of Ontario v. Diamond*, 2021 ONCA 255, available at https://canlii.ca/t/jfhjh.

[2] Subsection 33(3) of the *Professional Engineers Act* re: Registrar's Investigations states "No person shall obstruct a person appointed to make an investigation under this section or withhold from him or her or conceal or destroy any books, records, documents or things relevant to the subject-matter of the investigation."

Failure to respond and/or cooperate with a PEO complaints investigation has been found by the Discipline Committee to be professional misconduct under the "disgraceful, dishonourable or unprofessional" basket provision.[3] See, for example: *PEO v. Karugu et al* 2024 ONAPE 8 and *PEO v Riggs et al* 2021 ONAPE 24.[4]

This policy proposal seeks to create an explicit requirement in the regulations that holders of licences and/or certificate of authorizations: 1) co-operate with all types of PEO investigations (not only Registrar's Investigations); and 2) that they provide information in a complete, accurate, and timely manner where requested by PEO. This would be done by setting out in Regulation 941 that failing to do either is professional misconduct.

Considerations

- **Effective Regulation**
  - The principle of self-regulation carries an implied duty to cooperate. The integrity of an investigation and the effectiveness of PEO's ability to regulate in the public interest is undermined if professionals are allowed to obstruct investigations or fail to provide information required to govern them.

- **Public Trust and Transparency**
  - Stating these obligations clearly in legislation (i.e. moving from an implicit to explicit requirement) would promote public trust and transparency by ensuring the public, as well as holders of licences and/or certificates of authorization, know what is expected and the consequences for failing to do so.

- **How would it work?**
  - Not every case of non-responsiveness or failure to cooperate would lead to a discipline finding, and any discipline determination would need to be made by a tribunal with a fair process.
  - Many regulators have created summary processes to deal with lower level misconduct.
  - A professional misconduct finding could occur in rare cases where a lack of response or cooperation obstructs PEO's ability to fulfil its role as a regulator in the public interest.
  - Consequences for failing to comply could range from reprimand to suspension, restrictions on a licence, or not renewing a certificate of authorization.

- **What are others doing?**
  - The jurisdictional scan that accompanied the PIA showed that 8 of the other 11 engineering regulators in Canada (BC, AB, SK, MB, QC, NS, NL, YK) have an explicit

---

Subsection 72(2) paragraph (l) of Regulation 941 sets out as professional misconduct "failure to supply documents or information requested by an investigator acting under section 33 of the Act".

[3] Subsection 72(2) paragraph (j) of Regulation 941: "conduct or an act relevant to the practice of professional engineering that, having regard to all the circumstances, would reasonably be regarded by the engineering profession as disgraceful, dishonourable or unprofessional".

[4] *The Association of Professional Engineers of Ontario (PEO) v Karugu et al*, 2024 ONAPE 8, available at https://canlii.ca/t/k9v82; and *The Association of Professional Engineers of Ontario (PEO) v Riggs et al*, 2021 ONAPE 24, available at https://canlii.ca/t/k4wf9.

requirement to cooperate with investigations, as do other regulated professions in Ontario.

- Among Ontario regulators, the obligation to respond applies to a wide range of areas including disciplinary investigations, practice reviews, incapacity investigations, CPD issues, insolvency issues and all written inquiries.

- **What about self-incrimination and the right to silence?**
  - PEO is required to ensure that its rules and actions are consistent with the *Canadian Charter of Rights and Freedoms* (Charter).
  - Given the regulatory—not criminal—context of this policy proposal, relevant Charter rights are not engaged or infringed by a requirement to cooperate with a regulator's investigation or provide information to a regulator.
  - Courts have found that section 7 (which protects against being deprived of "the right to life, liberty and security of the person"), does not apply to a regulatory body's disciplinary investigations or hearings on the basis that such proceedings do not affect the registrant's "life, liberty and security of the person" for the purposes of this section. Courts have also found that being compelled to testify or provide information to a regulatory body does not infringe section 7.
  - Section 8 of the Charter provides protection against unreasonable search and seizure. Per the courts, these protections are diminished in a regulated environment, as there is a lower expectation of privacy for a practitioner of a profession, especially in relation to the records associated with their practice.
  - Section 11 of the Charter provides certain guarantees to a person "charged with an offence" including the right "not to be compelled to be a witness in proceedings against that person in respect of the offence". Courts have held that a person subject to disciplinary proceedings has not been "charged with an offence", and as such, section 11 protections do not apply.
  - Membership in a profession is elective and a privilege. Courts have consistently distinguished professional regulation on this basis from the criminal context, thereby allowing regulators a broader scope of authority to regulate in the public interest.

Recommendation

RPLC recommends that Council approve this item.

Next Steps

Following Council's approval, staff will prepare a submission to the Ministry of the Attorney General.

Prepared By: Policy Staff

C-572-7.2
Appendix A

PEO Council Policy Direction –
Proposed Amendments to Regulation 941 Regarding the Obligation to Cooperate

The *Professional Engineers Act* (the Act) provides Council with the authority to make regulations that define professional misconduct for the purposes of the Act.[1]

The following amendments to Regulation 941 are proposed to make clear the obligation to respond to and cooperate with PEO that implicitly exists for holders of licences and/or certificates of authorization, and to ensure consistency between matters that arise from Registrar's Investigations and those that arise from complaints from members of the public and licence holders.

NB: The below wording is subject to change based on the Ministry's review.

- Defining professional misconduct as:
    - Failing to co-operate in a PEO investigation.
    - Failing to take reasonable steps to ensure that information requested by PEO is provided in a complete, accurate, and timely manner.

[1] Subsection 7(1) at paragraph 21.

Information Note (Discussion if required) – Tribunal Activity Report

Agenda Iten No.	C-572-8.1
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. The Tribunals office thanks Discipline Committee Chair Warren Turnbull, P. Eng. for attending the Council meeting and updating Council on the work of the DIC

Public Interest Rationale

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

Background

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

Activity Update

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

Hearing Days (Full hearing days) in 2025

Committee Name	Jan	Feb	March	April	May	June	July
Discipline	1	1	0	1	0	9	1
Registration	2	0	0	1	0	1	0
Totals	4	1	0	2	0	10	1

Pre-Hearing/Settlement Conferences held in 2025

Committee Name	Jan	Feb	March	April	May	June	July
Discipline	0	0	0	1	2	2	0
Registration	0	2	1	1	2	1	1
Totals	0	2	1	2	4	3	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: 1 FOR A TOTAL OF 4 IN 2025
The overall average time is **21 days** between the final day of the hearing and the release of the Decision and Reasons in the three matters noted above.

New referrals since the last meeting of Council: 3
The Discipline Committee received three new referrals since June of 2025.

General Information

The adjudicators that volounteer through the DIC take their role seriously. The Committee has done their best to ensure that they complete their deliberations and write the Decision and Reasons as soon as is practicable.

Average Time from receipt of the referral to delivery of the Decision and Reasons
2021 – 427 days
2022 – 294 days
2023 – 330 days
2024 – 237 days
2025 – 179 days (as of July 2025)

Occasionally it takes longer where the matter is complex or there are multiple parties, but the DIC's commitment to ongoing improvement remains.

Council has facilitated this process by appointing new members as requested, ensuring a good balance between Professional Engineers and members of the public, and supporting more easily accessible virtual hearings.

Virtual hearings allow all the parties, regardless of location, to participate in the same manner.

Regular training for the committee members by ILC and the opportunity for the Committee as a whole to meet and discuss best practices once or twice a year supports continuous improvement.

Registration Committee

Requests for hearings to date in 2025: 61

Seeking alternate pathways for licence: 52
52/61 or 85% applicants are working with PEO and Licencing to try the Competency Based Assessment (CBA) pathway to licensure.

Decisions released in 2025: 3

Professional Engineers
Ontario

C-572-8.2

Discipline Committee

September 26, 2025

DIC Update for Council

Warren Turnbull, P. Eng
Chair

Update

- The last time the DIC Chair president reported to Council was in February 2021.
- Since that time, the DIC has:
  - Begun tracking key performance indicators;
  - produced new Rules for the Committee
  - Reduced the amount of time required to go from the referral to the release of the decisions and reasons;
  - Published all decisions on Canlii and in the Directory in accordance with s. 21(1) 3.1 of the *Professional Engineers Act*;
  - created a handbook for people who are self represented;
  - Participated in training; and
  - Recruited new members.

Data

Pre-hearings days

YEAR	number of days
2021 –	8 days
2022 –	15 days
2023 –	5 days
2024 –	13 days
2025 –	9 days (as of Sept. 2025

Hearing days

YEAR	number of days
2021 –	not tracked
2022 –	not tracked
2023 –	not tracked
2024 –	15 days
2025 –	20 days (as of Sept. 2025)

From referral to decision

YEAR	number of days
2021 –	427 days
2022 –	294 days
2023 –	330 days
2024 –	237 days
2025 –	178 days (as of Sept. 2025)

Efficiency

- More than 50% of Discipline matters are resolved by an Agreed Upon Statement of Facts (ASF) and a Joint Submission on Penalty (JSP). This means the parties agreed to the circumstances and penalty.

- On average, in 2025, it takes 21 days from the end of a discipline hearing to the release of the Decision and Reasons. This means the panels are working effectively to communicate outcomes.

DIC Statistics for 2025

- 6 DIC referrals
- 9 Pre-Hearing Conferences
- 7 Matters heard over 20 -days so far this year
- 4 Decision and Reasons released
- 2-Day average for decision distribution
- 12-Day average for publishing on CanLII

Additional text can go here

Q&A

Information Note – Engineers Canada Directors Report

Agenda Item Number	C-572-9.1
Purpose	To provide an update on the activities of Engineers Canada
Strategic/Regulatory Focus	
Motion	
Attachments	Appendix A – Director's Update (En) Appendix B – Director's Update (Fr)

C-572-9.1
Appendix A

Director Update to Council

Governance review

Engineers Canada hired Cosgrove & Co. to facilitate the governance review that is part of the 2025-2029 Strategic Plan. As of mid-September, the consultants had engaged with all 12 Regulators, as well as the Chairs of the Canadian Engineering Accreditation Board (CEAB) and the Canadian Engineering Qualifications Board (CEQB). The CEAB and the CEQB were consulted during the weekend of September 20th and 21st.

A workshop will be held on October 8th to discuss the findings from the first round of consultation sessions. A second round of consultations with the Regulators on potential governance improvements will take place in the winter. Recommendations stemming from the consultations will be presented to the Board and Members for decision in spring 2026.

Realizing the Future of Engineering Accreditation

As part of our Realizing Future of Engineering Accreditation (RFEA) strategic direction, we held an 'Ask me Anything' session where participants could engage with us on this topic. There will also be more opportunities for interest holders to be engaged in RFEA in what we call Education Drop-In Sessions. Additional Education Drop-In Sessions will be on September 29th and October 2nd.

Engineers Canada staff are also providing an update on RFEA to PEO on September 26th.

We selected Research & Evaluation Consulting (RAECON) to support the development of the Full Spectrum Competency Profile (FSCP) Pilot Study (currently in contracting), and we are recruiting members for an Advisory Group to support this work.

We have initiated the work on the Business Case for National Academic Assessments for Non-CEAB Applicants, including starting the work on the environmental scan, identifying commonalities among Regulators, and working on a Statement of Work to hire a legal counsel to provide legal advice to us.

Board meeting

The Engineers Canada Board had its annual strategic workshop in June in Waterton Lakes, Alberta. The Board appointed Directors to its committees and discussed strategies to advance Collaboration and Harmonization and select recommendations from the Futures of Engineering *Path Forward Report*.

Canadian Engineering Accreditation Board (CEAB)

At their June meeting, the CEAB made accreditation decisions. Revisions to the Interpretive statement on curriculum content for options and dual discipline programs are expected to be submitted to CEAB for their approval in September.

CEAB will also be asked to extend the temporary exemption for students going on international exchanges to 2029.

Canadian Engineering Qualifications Board (CEQB)

QB met virtually on July 21 to finalize its proposed 2026 work plan. At the meeting, the committee also discussed and approved a collective response to the FEA Path Forward Report and finalized the general direction for a Guideline on the ethical development and use of groundbreaking technologies.

Marketing results

After a successful two-year national campaign, Engineers Canada, is consulting Regulators on next steps. An initial discussion was held with the CEOG at their July meeting, and another one will follow in October.

30 by 30 results

We are continuing to expand our review of existing Engineers Canada EDI programs through an intersectional lens and evaluate their impact on the overall system.

We have contracted out a new study to understand how we can better measure and report on the culture changes that we are seeing in engineering. We want to better communicate why and how things could and should change in the engineering profession to be inclusive not only of women but also other under-represented and marginalized groups.

We are working with a CEO Inclusivity Task Force to ensure that our work aligns with Regulators' needs.

We also started planning our next national conference, in partnership with APEGA and the Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT).

C-572-9.1
Appendix B

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

Examen de la gouvernance

Ingénieurs Canada a retenu les services de Cosgrove & Co. pour faciliter l'examen du système de gouvernance. À la mi-septembre, l'entreprise avait consulté les douze organismes de réglementation, ainsi que les présidents du Bureau canadien d'agrément des programmes de génie (BCAPG) et du Bureau canadien des conditions d'admission en génie (BCCAG). Les consultations avec le BCAPG et le BCCAG auront lieu en fin de semaine, les 20 et 21 septembre.

Un atelier aura lieu le 8 octobre pour discuter des questions soulevées lors des séances de consultation, ainsi que le début des travaux visant à cerner des solutions potentielles qui seront présentées aux organismes de réglementation aux fins de consultation à l'hiver 2026. Les recommandations provenant des consultations seront présentées au Conseil de direction et aux Membres pour décision au printemps 2026.

Réaliser l'avenir de l'agrément en génie

Dans le cadre de notre orientation stratégique sur l'Avenir de l'agrément en génie, nous avons organisé une séance intitulée « Posez-moi toutes vos questions » au cours de laquelle les participants pouvaient discuter avec nous sur ce sujet.

Il y aura également d'autres occasions pour les parties intéressées de participer à ce que nous appelons des séances de formation libres dans le cadre du projet AAG.

D'autres sessions auront lieu entre le 29 septembre et le 2 octobre. Les employés d'Ingénieurs Canada présenteront une mise à jour sur RAAG à PEO le 26 septembre.

Nous avons choisi Research & Evaluation Consulting (RAECON) pour l'élaboration du projet pilote du Profil de compétences à spectre complet (l'octroi du contrat est en cours), et nous recrutons des membres pour un groupe consultatif afin de soutenir ce travail.

Nous avons également lancé les travaux sur l'analyse de rentabilité des évaluations de la formation universitaire des candidats issus de programmes non agréés par le BCAPG, notamment en amorçant l'analyse contextuelle, en cernant les points communs parmi les organismes de réglementation et en rédigeant un énoncé des travaux visant à embaucher un avocat-conseil qui nous fournira des conseils juridiques.

Réunion du conseil

Le conseil a eu sa retraite stratégique le 16 juin à Waterton Lakes, en Alberta. L'objectif de cette réunion était de nommer des administrateurs et administratrices aux comités du conseil.

Le conseil a aussi discuté de stratégie pour faire avancer la collaboration et l'harmonisation provenant des recommandations du Rapport sur la voie à suivre : Avenir de l'agrément en génie

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

Lors de sa réunion de juin, le BCAPG a pris des décisions d'agrément. Les révisions apportées à

l'Énoncé d'interprétation : Matière des cours dans les options d'un programme et dans les programmes bidisciplinaires devraient être présentées au BCAPG pour approbation en septembre.

On demandera également au BCAPG de reporter la date d'évaluation de l'Exception provisoire pour les étudiants qui participent à des échanges internationaux.

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

Le BCCAG a tenu une réunion virtuelle le 21 juillet afin de finaliser son plan de travail de 2026. À cette réunion, le comité a aussi discuté et approuvé une réponse collective au sujet du Rapport sur la voie à suivre Avenir de l'agrément en génie. Le comité a aussi finalisé l'Orientation générale pour un guide sur le développement et l'utilisation éthiques des technologies d'avant-garde.

Résultats de la campagne de marketing

Après une campagne nationale de deux ans couronnés de succès, Ingénieurs Canada mène des consultations auprès des organismes de réglementation sur les prochaines étapes.

Une première discussion a eu lieu avec le Groupe des chefs de la direction au cours de sa réunion de juillet, et une autre aura lieu en octobre.

Résultats liés à l'initiative 30 en 30

Nous continuons à examiner les programmes d'EDI existants d'Ingénieurs Canada sous l'angle de l'intersectionnalité et à évaluer leur incidence sur l'ensemble du système.

Nous sommes également en train de commander une nouvelle étude pour comprendre comment nous pouvons mieux mesurer les changements de culture que nous constatons dans le domaine du génie et comment en rendre compte. Nous aimerions mieux expliquer pourquoi et comment les choses doivent changer dans la profession d'ingénieur, de sorte qu'elle soit inclusive non seulement pour les femmes, mais aussi pour d'autres groupes sous-représentés et marginalisés.

Nous collaborons avec un groupe de travail des chefs de la direction sur l'inclusion afin de nous assurer que notre travail correspond aux besoins des organismes de réglementation.

Nous avons également commencé à planifier notre prochaine conférence nationale, en collaboration avec l'APEGA et la Coalition canadienne des femmes en sciences, en ingénierie, en métiers et en technologie (CCFSIMT).

Information/Presentation Note – Engineers Canada Project Update: Realizing Futures of Engineering Accreditation (FEA)

Agenda Item Number	C-572-9.2
Purpose	To inform Council of updates to the Engineers Canada FEA project.
Strategic/Regulatory Focus	
Motion	none
Attachments	App A - FEA Path Forward Report App B - FEA Path Forward Report RECOMMENDATIONS App C - FEA Path Forward Report GLOSSARY

T. Hubley (VP, Regulatory Affairs) & M. Warken (Manager, Accreditation & CEAB Secretary) of Engineers Canada have provided the FEA Path Forward Report, Recommendations and Glossary.

A presentation will take place at the September Council meeting.

C-572-9.2
Appendix A

engineerscanada
ingénieurscanada

futures of engineering accreditation

Path Forward Report

Futures of Engineering Accreditation

August 2024
(updated October 2024)

Prepared for: Engineers Canada
Prepared by: Futures of Engineering Accreditation Steering Committee
In partnership with: Coeuraj

COEURAJ

Introduction letter

The Futures of Engineering Accreditation (FEA) Path Forward Report contains the 18 recommendations of the FEA project. The recommendations account for the needs of diverse interest holder groups, all of whom share an interest in a Canadian accreditation system that preserves what makes it exceptional while embracing new opportunities and addressing evolving realities within the Canadian engineering ecosystem.

The FEA Path Forward Report presents a case for change gathered from research and engagement with interest holders and proposes shifts to the accreditation system aimed at addressing the opportunities that were identified throughout these engagements. Readers of this Report will note that some recommendations propose changes to the engineering accreditation system itself, while others describe approaches to support lasting change or to institute baseline evolutions to enable success. By striking this balance, the FEA project aims to establish a way forward that is focused above all on achieving the right outcomes.

The Report's publication is the final deliverable in the Engineers Canada strategic priority 1.1 'Investigate and Validate the Purpose and Scope of Accreditation' and provides a template of possibilities for the move into the next Strategic Plan. Should the Engineers Canada Board decide to proceed by accepting all or some of the recommendations, work remains to develop the details of the proposals and determine how they could be implemented. This work would be carried out through further collaboration with interest holders.

Engineers Canada and the FEA Project Team, including the FEA Project Steering Committee, would like to thank all the people from across the Canadian engineering ecosystem who have contributed to this Report.

Sincerely,
The FEA Project Steering Committee

engineerscanada
ingénieurscanada

Table of Contents

Abbreviations and Acronyms

AinA	Accountability in Accreditation
APEC-EA	Asia-Pacific Economic Cooperation – Engineer Agreement
APEGA	The Association of Professional Engineers and Geoscientists of Alberta
AU	Accreditation Unit
CBA	Competency-based assessment
CEAB	Canadian Engineering Accreditation Board
CEQB	Canadian Engineering Qualifications Board
CPD	Continuing professional development
EDC	Engineering Deans Canada
EIT	Engineer-in-training
FEA	Futures of Engineering Accreditation
FSCP	Full Spectrum Competency Profile
GA	Graduate Attributes
HEI	Higher education institution
IEA	International Engineering Alliance
IPEA	International Professional Engineers Agreement
JTA	Job task analysis
MEL	Measurement, evaluation, and learning
NARL	National Academic Requirement for Licensure

Executive summary

The Futures of Engineering Accreditation (FEA) project is an initiative by Engineers Canada, and part of its 2022-2024 Strategic Plan. The objective of the FEA project is to leverage the insights, perspectives, and expertise of members of the Canadian engineering ecosystem to examine the current accreditation system, understand how it is serving contemporary needs, and consider how it can chart a new path for the future of the engineering profession in Canada.

A pivotal milestone in the FEA project, this Path Forward Report describes the work undertaken since 2021 to investigate and validate the purpose and scope of accreditation. Drawing on the research conducted by the Engineering Education and Benchmarking Task Forces, engagement with interest holders, insights from the Purpose Task Force and the Academic Requirement Task Force, and the Steering Committee's expertise, this Report presents recommendations to the Engineers Canada Board to guide the evolution of the accreditation system. It recommends actionable plans for closing the gaps between the current system and the envisioned future state.

This Path Forward Report is a strategic blueprint for the future of engineering accreditation. It proposes a revised purpose of accreditation and scope statement with associated parameters for a revitalized accreditation system, anchored in a recommendation to transition to a fully outcomes-focused model. The Report also recommends the development of a Full Spectrum Competency Profile (FSCP) to serve as a national framework for assessing all licensure applicants, a subset of which forms a National Academic Requirement for Licensure (NARL). The Report marks the beginning of a transformative journey, the ultimate effects of which remain to be determined. A clear vision has emerged through the years of the FEA project work, although many of the specific implementation details remain to be defined.

The Path Forward Report is broken down as follows:

- The first section includes a list of consolidated recommendations.
- About the FEA project introduces the project, including its objectives, development phases, and key milestones. It also details the collaborative (co-design) approach that has served as the guiding framework for this project. It unpacks five core principles behind this approach, including the concept that people love what they design and own what they create.
- What the future of engineering could look like envisions the potential future landscapes for the profession to prompt reflection on how the engineering ecosystem should evolve.
- Strengths of the current accreditation system explores how these can be leveraged and built upon to inform future system enhancements.
- Purpose of accreditation reflects the work of the Purpose Task Force. It covers the pressing challenges necessitating a system change and outlines the revised purpose and scope statements, as below:

  The purpose of accreditation

  > *Accreditation provides assurance that an engineering program is designed and delivered such that its graduates meet the academic requirements to be licensed as professional engineers in Canada.*

  The scope of accreditation

  > *The accreditation review process includes evaluation of the curriculum as well as those factors which enable the design and delivery of the program, including human and financial resources, the learning environment and facilities, and quality control mechanisms.*

  This section also emphasizes more balance among the three focuses of accreditation: engineering programs, students, and regulators. It proposes design parameters for the future accreditation system, integrates insights from project engagement and research to support the system changes, and provides recommendations for building the envisioned future accreditation system.
- The next section builds on the Academic Requirement Task Force's work to define the Full Spectrum Competency Profile (FSCP) and its potential to promote equitable access to the engineering profession. As a competency framework, the FSCP outlines the essential knowledge, skills, and attributes required for successful engineering practice throughout an engineer's career. Encompassing 34 competencies across eight domains, it spans the entirety of an engineer's career journey, from undergraduate studies through post-graduate experience to post-licensure. To illustrate the progressive nature of competency acquisition, the section also references Miller's Pyramid of Clinical Competence, which maps the learning journey from foundational knowledge ("knows") to expert-level application ("does").

- The National Academic Requirement for Licensure (NARL) focuses on a subset of competencies from the FSCP that engineering graduates should possess at the "knows-how" level of Miller's Pyramid upon program completion. The section includes insights from project engagement research supporting the FSCP, and outlines strategies for refining the FSCP to meet the needs of the accreditation and licensing systems.
- Developing a competency framework outlines how to advance the FSCP using a Job-Task Analysis (JTA) approach.
- The FSCP Pilot Study and its associated Terms of Reference describe a pilot study that will select a subset of the FSCP competencies, develop assessment processes, and make recommendations for future implementations of the FSCP and NARL. To ensure a well-rounded perspective, a diverse working group will be established.
- The implementation approach. This multifaceted section covers essential components to propel the project forward, including:
    - Change management: Strategies to effectively navigate the complexities of such a large-scale transformation.
    - Governance: Principles for evolving towards a more inclusive and accountable model.
    - Core values: To guide implementation of the recommendations in this Path Forward Report.
    - Short-term actions: For early 2025.
    - Long-term actions: For later in 2025 and beyond.

Consolidated recommendations

The complete recommendations appear below. Page references in square brackets indicate where the recommendations can be found in the report.

ACCREDITATION SYSTEM STRENGTHS

1. Identify and strategically integrate the system's current strengths into the future framework. [page 18]

PURPOSE AND SCOPE OF ACCREDITATION

2. Endorse the revised purpose and scope of accreditation statements. [page 23]

DESIGN PARAMETERS FOR THE FUTURE ACCREDITATION SYSTEM

3. Adopt the outlined design parameters as a fundamental framework for the future accreditation system. [page 27]

OUTCOMES

4. Mandate a shift to an outcomes-focused accreditation as a cornerstone for future system change. [page 29]
5. Remove criteria related to the measurement of curriculum content with Accreditation Units (AUs). Focus on Graduate Attributes until a transition to the Full Spectrum Competency Profile can be completed. [page 29]

MINIMUM PATH

6. Retire the concept of the "minimum path". [page 30]

FACULTY LICENSURE

7. Accept some of the recommendations presented by the Canadian Engineering Accreditation Board (CEAB) to address faculty license requirements, including:
    a. The CEAB should endorse the principle that engineering programs must have substantial and meaningful involvement of licensed professionals in the education of future professionals.
    b. The CEAB and visiting teams should interpret existing accreditation criteria related to the role of the professional engineer in the instruction of students in a manner that allows HEIs to have more flexibility with respect to mechanisms to facilitate

substantial and meaningful involvement of licensed professionals in the engineering education process.

c. The CEAB must require Higher Education Institutions (HEIs) to demonstrate that graduates have developed the expected level of understanding of, and commitment to, professionalism.
d. The CEAB remove the Specific AUs criteria and the requirement for the significant design experience to be conducted under the professional responsibility of licensed faculty. [page 31]

8. Explore the development of alternate ways for HEIs to demonstrate that students enrolled in engineering programs have substantial and meaningful involvement with licensed professionals. [page 32]

PROGRAM EXCHANGE

9. Formalize the CEAB's Temporary Exemption for Students Going on International Exchange by permanently integrating its core principles into accreditation policy. [page 33]

EDUCATIONAL CURRICULUM AND LEARNING ENVIRONMENT

10. Evaluate the feasibility of accepting HEI evaluations from provincial quality assurance bodies to streamline CEAB processes while maintaining compliance with the Washington Accord. [page 33]

RETURN ON INVESTMENT

11. Maximize the return on investment for all interest holders by incorporating new core values into the accreditation system, including co-design, collective stewardship, and more representative governance. [page 35]

FULL SPECTRUM COMPETENCY PROFILE (FSCP) PILOT STUDY

12. Initiate a pilot study to evaluate the feasibility of the FSCP according to the proposed Terms of Reference. [page 56]

SUBSTANTIAL EQUIVALENCE

13. Ensure that the FSCP, including the National Academic Requirement for Licensure (NARL), is substantially equivalent to the International Engineering Alliance (IEA) Graduate Attributes and Professional Competencies benchmark. [page 57]

CHANGE MANAGEMENT

14. Establish a dedicated task force to develop a change management plan for the strategic implementation of outcomes-focused accreditation. This plan should encompass the sequence of tactical steps to move from the current state to the desired state and address the potential emotional and psychological experience of change. [page 60]

GOVERNANCE

15. The Engineers Canada Board should establish two distinct bodies in accreditation: a policy body responsible for setting strategic direction, and an operational body focused on execution of policies. [page 61]
16. Establish a new dedicated oversight body for the FSCP. [page 61]

INDUSTRY ENGAGEMENT

17. Establish regular engagement opportunities with industry, leveraging existing mechanisms to gather ongoing feedback and insights. [page 63]

CORE VALUES

18. Adopt the outlined core values to guide implementation of these recommendations. [page 66]

1. About the Futures of Engineering Accreditation

The Futures of Engineering Accreditation (FEA) project is an initiative by Engineers Canada and is part of its 2022-2024 Strategic Plan, specifically to investigate and validate the purpose and scope of accreditation (Strategic Priority 1.1).

The objective of the FEA project is to leverage the insights, perspectives, and expertise of members of the Canadian engineering ecosystem to examine the current accreditation system, understand how it is serving contemporary needs, and consider how it can chart a new path for the future of the engineering profession in Canada.

The strategic priority aimed to bring together the diverse perspectives of the Canadian engineering ecosystem to create an accreditation system that moves everyone forward together. Expected project outcomes included:

1. All interest holders understand the **purpose of accreditation.**
2. Regulators have an **academic requirement for licensure**, applicable to all.
3. Engineers Canada, including the Canadian Engineering Accreditation Board (CEAB) and Canadian Engineering Qualifications Board (CEQB), have **direction to implement systems** aligned with the purpose and the academic requirement for licensure.

This project was undertaken in partnership with Coeuraj, a design and facilitation consultancy. The "project team" included Engineers Canada staff and Coeuraj personnel.

The FEA Steering Committee presents this Path Forward Report to capture the key learning from the project and offer recommendations to the Engineers Canada Board to shape the evolution of the accreditation system in 2025 and beyond.

Project participants

The FEA project engaged a dynamic group of volunteers from across Canada with a range of expertise. Both organized groups and individual contributors from the engineering ecosystem provided invaluable knowledge to inform and guide the project.

Organized groups included:

- Academic Requirement for Licensure Task Force
- Benchmarking Accreditation Task Force
- Engineering Education Task Force
- Purpose of Accreditation Task Force
- Regulator Advisory Group
- FEA Steering Committee

In addition to the organized groups, more than 700 interest holders participated in FEA activities through more than 35 engagements across Canada.[1] Each contributor brought a unique perspective to the project and strengthened the research and insights about the accreditation system.

Project journey

FEA was a multi-year project with different phases. Key activities included:

- Benchmarking the Canadian accreditation system and investigating a minimum academic requirement for licensure.
- Conducting a fundamental review of the current accreditation system and re-examining its purpose in the context of the overall licensure system.
- Gathering the different perspectives of the Canadian engineering ecosystem to shape future evolutions of accreditation to best meet society's needs.
- Delivering this Path Forward Report, which provides direction to Engineers Canada, including the CEAB and the CEQB, on implementing systems aligned with the purpose of accreditation and the academic requirement for licensure. This Report explains the future direction and presents recommendations to close the gaps between the current and envisioned future state.

Figure 1 is the FEA journey which graphically represents the project's progress since 2022. A version of this journey map expanding on the major activities, learnings, and decisions is in Appendix A.

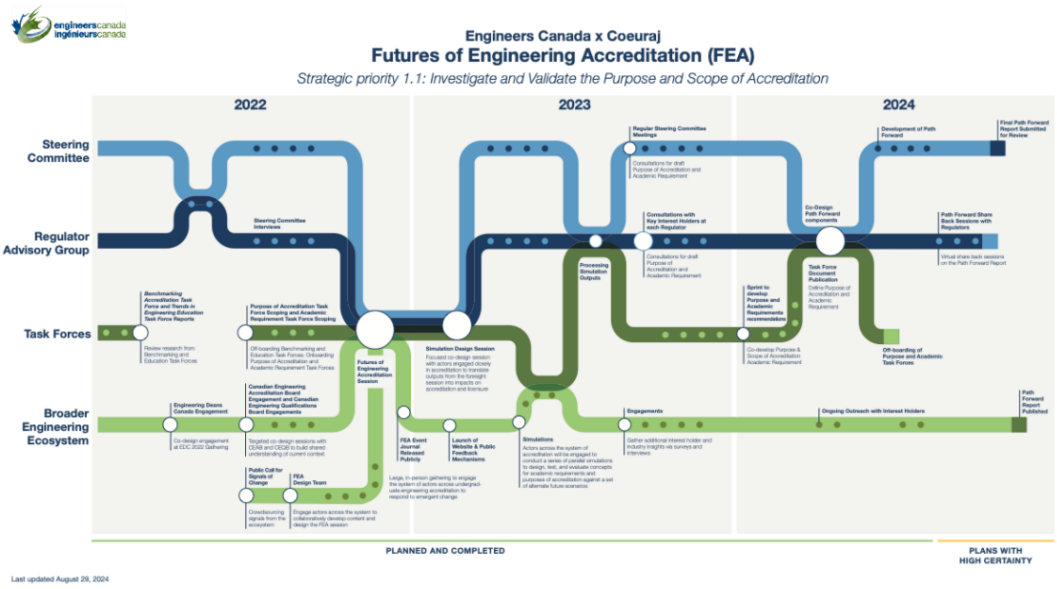


Figure 1: The FEA journey map representing project progress since 2022.

[1] The participation of more than 700 participants does not represent a unique count of individuals, as participants at one event may have participated in others.

The main phases of the project were as follows:

PHASE 1 – RESEARCH

In May 2021, Engineers Canada's members (the engineering regulators) approved a new strategic priority to investigate and validate the purpose and scope of accreditation. To begin this work, members of the engineering ecosystem gathered perspectives on the current context in which the accreditation system functions. The Benchmarking Accreditation Task Force was created to conduct research to compare the Canadian engineering accreditation system with national and international comparators. The Engineering Education Task Force was created to understand current and emerging trends in engineering education. In a workshop with educators and regulators, the current realities of engineering education were explored with those who experience them daily. The two task forces compiled their findings in their respective reports, Benchmarking the Canadian Engineering Accreditation System and Current and Emerging Practices in Engineering Education. The reports were published in March 2022 and subsequently discussed with regulators to set the context for all future work. This upfront work served as the foundation for the project pathway.

PHASE 2 – UNDERSTANDING THE EXISTING SYSTEM

Members of the Canadian engineering ecosystem were engaged to share their unique perspectives, including their experiences and expertise in the overall licensure process and accreditation system.

In May 2022, the project team facilitated a collaborative session with Engineering Deans Canada (EDC) to map out responses to four key questions pertaining to the purpose and scope of accreditation. In September 2022, the project team convened separate meetings with the CEAB and CEQB and collected their perspectives on the purpose and structure of the accreditation system.

In November 2022, the project team hosted more than 70 individuals from the engineering community at a two-day strategic foresight session to imagine "the engineer of the future" and the prerequisites for their success. One of the central messages emerging from the event, as documented in the Foresight Session Event Journal, is that "participants saw a need for engineers who are values-based leaders, who are technically excellent and actively collaborate across disciplines, are mindful of the future, and maintain curiosity and a desire for lifelong learning."

PHASE 3 – INTRODUCING NEW VOICES

Over six weeks during Spring 2023, the FEA project team led a series of virtual simulations, a structured form of brainstorming and exercises which invited 80 participants from the engineering community to explore the accreditation and licensure systems. The simulation experience was designed to bring together a variety of perspectives for envisioning who the engineer of the future is and what they need, and to understand how the systems might react to different purposes of

accreditation and to potential national academic requirements for licensure. The virtual simulations unlocked key learnings about the collective work needed to evolve the engineering accreditation system. The data synthesized from the simulations indicated that:

- Participants are aligned in thinking that accreditation should have a role in the engineering ecosystem to ensure quality control and professional integrity, but it needs significant change to be fit for purpose.
- There is value in having clearly defined, transparent standards for engineering knowledge and competence at a national level. The data also suggests that this requirement should address a general, baseline level of technical knowledge complemented with professional competencies and an understanding of the ethical responsibilities of an engineer.
- The relationship between accreditation and the academic requirement for licensure is not yet clear and requires further work.

The Purpose Task Force and the Academic Requirement Task Force used the data from the virtual simulations to build viable options for the future. In Fall 2023, the project team conducted 13 in-person consultations with regulators, the EDC, the CEAB, and the CEQB to discuss draft concepts for a renewed purpose of accreditation and a national academic requirement for licensure.

Also in late 2023, the project team conducted four interviews with leadership from Canadian accreditation and/or regulatory bodies for the professions of nursing, accounting, and architecture. The findings underscored the shared challenges and approaches among these professions in accrediting programs for interest holders with different needs and objectives, evaluating foreign-trained practitioners, and offering diverse pathways into the profession.

During the same timeframe, the FEA project team launched a survey aimed at actively engaging specific interest holders, including current and former students of CEAB-accredited programs, international engineering graduates, applicants for engineering licensure, and individuals with or without an engineering license working in engineering. Participants were asked to share their insights and experiences related to accreditation, competencies, and the process of obtaining an engineering license in Canada. The survey responses contributed to the ongoing work and validation around development of the purpose of accreditation and a national academic requirement for licensure.

CURRENT PHASE (PHASE 4) – NURTURING AN EMERGENT SYSTEM

Relying on data gathered in previous project phases, in early 2024 the Purpose Task Force and Academic Requirement Task Force worked to define the future purpose of accreditation and a national academic requirement for licensure and created two guiding documents. *The Purpose Task Force document* and *Academic Requirement document* produced in March 2024 served as a springboard for discussion, and the project has advanced significantly since then.

In April 2024, a two-day Path Forward Co-Design Session brought together more than 40 representatives from the CEAB, CEQB, EDC, the Regulator Advisory Group, Engineers Canada Board Directors, and other interest holders. This collaborative session explored the proposed concepts, insights, gaps, and recommendations from the Purpose and Academic Requirement

Task Forces as well as the work done to date. Participants strengthened their collective understanding of potential system changes and provided ideas and guidance to enable implementation.

The collaborative design (co-design) approach

Given how long aspects of the current system have been in place, the diverse individuals within the system, and the uneven success of previous changes to the system, a collaborative design (co-design) approach to transformation was purposely chosen as a methodology for engagement on this project.

Co-design offers a framework for people to come together, explore new ideas and possibilities, and design the solutions that reflect the diverse ways of knowing and being within the system in which they operate. Co-design is a tool that can be very useful in situations where there is a diverse set of perspectives and a requirement for alignment across a varied, and complex, system.

The co-design approach for the FEA project was based on five principles:

1. **People love what they design and own what they create.** Co-design does not rely on "buy-in", instead focusing on active collaboration to foster collective ownership that enables relationships and shared decision-making to have lasting impact.

2. **Requisite variety.** The principle of requisite variety is the notion that addressing complex challenges necessitates a diverse range of perspectives. A co-design approach seeks varied input by fostering collaboration among individuals with different experiences, worldviews, and knowledge systems. This inclusive process ensures that solutions are responsive to the system's complexity and effectively address its challenges.

3. **Design from the future state.** When looking back in time from a place of imagined success, it's easier to focus on what enabled it. When looking to the future from today, barriers tend to dominate the view. A co-design approach shifts the focus to an ideal future and then identifies the necessary steps to bridge the gap.

4. **Embrace conflicts and power differences.** Any group of people working together experience conflict, from families through to large organizations. All organizations have hierarchy, either implicitly or explicitly. Co-design creates a space for participants to embrace conflict and "be tough on the ideas, not on people". Surfacing and working through tension in the system increases trust and builds new relationships.

5. **A different kind of conversation creates different results.** A co-design process takes participants out of their daily contexts and invites them into a new dynamic of interaction. It creates conditions where participants can focus on common interests instead of differences. A scan-focus-act process invites participants to explore new ideas and possibilities without constraint, before refining options into potential solutions.

Throughout the FEA project, the co-design approach considered what the engineer of the future needs to know and do, and how to ensure today's system is moving toward supporting those engineers of the future. Consulting and listening to voices in the system, playing back what was heard, and moving new concepts forward through co-design have created new ways of working, building and re-building relationships in the engineering ecosystem.

THE NEXT PHASE – REALIZING ACCREDITATION AND ACADEMIC ASSESSMENTS IN 2025 AND BEYOND

The Path Forward Report marks a significant milestone in the FEA initiative outlined in Engineers Canada's 2022-2024 Strategic Plan. It is the culmination of more than three years of research, findings, and multiple interactions with diverse interest holders in the Canadian engineering profession and beyond. Drawing on the insights and expertise gleaned from these engagements, it serves as a strategic blueprint for implementing changes to the accreditation system, prioritizing timely and resource-efficient transformation. Leveraging the in-depth understanding of current challenges in the system, the Path Forward Report presents recommendations to chart a course towards the envisioned future state for Canadian engineering accreditation.

This is just the beginning of transformation for the accreditation system. The upcoming Engineers Canada 2025-2029 Strategic Plan includes a strategic direction "Realizing accreditation and academic assessments". Its implementation will employ a co-design approach and be guided by the FEA recommendations, including the definition of the specific steps required to transition the current accreditation system to an outcomes-focused one and exploration of the FSCP as a potential competency framework for the engineering profession.

2. What the future of engineering could look like

Envisioning potential future landscapes for the engineering profession was a critical step at the onset of the FEA project. The Foresight Session conducted in November 2022 was instrumental in developing a shared understanding of the current engineering ecosystem and encouraging critical and creative thinking to explore what the future of engineering in Canada might look like.

During the session, three unique, plausible scenarios for the future were presented. The three scenarios presented a variety of changes that could impact the environment in which engineering is taught, practiced, and regulated.

The first scenario depicted a relatively stable continuation of current trends in the engineering ecosystem, in which Canada remains increasingly urbanized, populous, and multicultural, with rapid technological advancement. The hiring landscape is primarily driven by reputation and skillset, mirroring the status quo. The second scenario presented an engineering ecosystem affected by continuous change, volatility, and instability in the broader environment, where self-regulation has been replaced by a national regulating board and the quality of engineering services has diminished. The third scenario projected a partial defunding of higher education, deregulation for many professions including engineering, and more migration towards northern Canada.

Overall, there was consensus that the engineer of the future would be operating in a complex world of constant and rapid change. The uncertainty and unpredictability of the future would create environmental, social, and political challenges that demand engineers to be:

- Ethical, inclusive, and values-based leaders
- Mindful and aware of their roles in shaping and contributing to the future of humanity
- Fostering collaboration across multidisciplinary teams
- Incurably curious, showing up with creativity and empathy
- Technically excellent and focused on their lifelong learning journeys

Drawing on insights from interest holders regarding future engineering needs, the engineering ecosystem must:

- Diversify pathways to becoming an engineer
- Foster continuous learning and technology adaptation
- Empower engineers to work seamlessly in diverse and multidisciplinary teams
- Engage in cross-disciplinary collaboration
- Instill a culture of collaboration, integrity, and ethical outcomes
- Balance innovation and risk in designs and projects
- Continue to safeguard the public and uphold safety measures

The scenarios and insights of the strategic foresight exercise are intended to help inform and clarify the design of the future engineering system to meet the demands of a rapidly changing world.

3. Strengths of the current accreditation system

Since its creation in 1965, the Canadian engineering education accreditation system has supported Canadian engineering regulators, been recognized as substantially equivalent under international mutual recognition agreements,[2] and has mentored accreditation bodies across the globe. Significant changes in engineering practice and engineering education have occurred over this same period. From technological advancements to the emergence of new and alternative educational delivery methods, the learning context for today's engineers is far different from that of the past.

The FEA project is an evolutionary step for the accreditation system, not a revolutionary overhaul. While the FEA project modernizes accreditation to meet the evolving education setting and profession, the core principles remain strong. Importantly, not everything requires change. The Canadian engineering accreditation system will continue to assess programs through external evaluation and ensure graduates of accredited programs are academically qualified to begin the process for licensure.

Building on the accreditation system's successes and progressive changes since 1965, the FEA project seeks to create a future-proof framework that aligns with evolving societal needs while maintaining the system's credibility. The transformative shift necessitates a deliberate approach.

[2] Specifically, the Washington Accord under the International Engineering Alliance.

A phased implementation can leverage the current system's strengths while seamlessly integrating essential improvements. It ensures a smooth transition that captures the best and maintain continuity of service.

> **Recommendation one for the future direction:**
> **Identify and strategically integrate the current accreditation system's strengths into the envisioned future framework.**

4. Purpose of accreditation

Mandate of the Purpose Task Force

For the accreditation system to successfully evolve, it is essential to critically examine its purpose and determine whether the rationale for accreditation remains valid in the context of emerging realities, or if it requires adaptation.

The Purpose Task Force was mandated to either validate the current purpose of accreditation or establish a revised purpose. The purpose statement is intended to be a foundational statement about why accreditation exists, what it must achieve, and for whom.

The need for change in accreditation

a. Education and pedagogy

Engineering education has changed significantly since accreditation was introduced in 1965. While there have been updates and adaptations since then, most notably with the introduction of Graduate Attributes in 2008, there are widely held perceptions that the accreditation system has not kept pace with the rapid changes in HEIs. As the Current and Emerging Trends in Engineering Education Report noted, trends affecting engineering education include advancements in pedagogical practices, available technologies for instruction (such as the internet and remote learning), ongoing impacts of the COVID-19 pandemic, experiential learning opportunities, and the emergence of new engineering disciplines, especially in niche areas.

b. Perceived rigidity in accreditation criteria

There is a perception that the current accreditation criteria impose a rigid framework which restricts program delivery, overly values outdated forms of teaching (e.g., lectures versus tutorials or laboratories over project-based learning or independent learning), limits instructors' pedagogical choices, and constrains students' ability to select courses of personal interest. This structured approach prioritizes the impartation of technical skills over the cultivation of lifelong skills such as teamwork and collaboration. Consequently, the emphasis on meeting accreditation criteria often

results in a narrow focus on technical proficiency, neglecting the holistic development of students as budding professionals who are charged with mastering their own learning following graduation. Rigid program structures, perceived to be a result of accreditation, make it more challenging to address timely societal issues such as Reconciliation, equity, diversity, and inclusion.

Compared to similar accreditation systems both within and outside of Canada, the engineering industry has less involvement in the Canadian engineering accreditation system. Yet, there is push from industry leaders and the broader engineering community to equip engineering graduates with interdisciplinary skills to keep up with changing engineering practices. These preparations are seen as essential for tackling more complex challenges of the future.

To address the evolving environments, industry demands, and societal impacts, engineering programs are striving to incorporate competencies, non-technical skills, and personalized program delivery paths. However, the current accreditation system was not originally designed to accommodate these changes and has been slower to keep pace with these needs, making it more challenging for HEIs to adjust effectively.

c. Accreditation workload

The Canadian engineering accreditation system is rigorous, and its specific requirements can lead to a demanding workload. The introduction of the Graduate Attributes (GA) criteria in 2008, which are mandatory requirements for Engineers Canada to remain part of the International Engineering Alliance's (IEA) Washington Accord, has increased the workload for the HEIs to prepare for and maintain accreditation, and for the volunteer visiting team members. Some HEIs assumed the introduction of the GA criteria would eliminate the need for input measures – currently measured in Accreditation Units (AUs) – and they continue to suggest that the input measures (AUs) should be de-emphasized or removed altogether. Currently, this results in parallel administrative processes for both input measures, quantified by AUs, and output measures like Graduate Attributes.

Statement of the purpose of accreditation

The Terms of Reference for the Purpose Task Force were to either "validate the current purpose of accreditation or establish a revised purpose".[3]

a. Validating the current purpose of accreditation

The current purpose of accreditation is to:

> *Identify to the member engineering regulators of Engineers Canada those engineering programs whose graduates are academically qualified to begin the process to be licensed as professional engineers in Canada*.[4]

[3] FEA Purpose Task Force Terms of Reference.

[4] Engineers Canada. CEAB 2023 Accreditation Criteria and Procedures, page 6.

The accreditation criteria examine the engineering curriculum (and the continual improvement thereof) as well as processes related to the admission, promotion and graduation, academic advising of students, as well as the overall environment in which the program is delivered.

For engineering regulators this means that graduates of accredited programs are not required to write confirmatory technical examinations; it is accepted that graduates of accredited programs meet the academic qualifications for licensure. This benefits graduates, reducing the time and financial impact of seeking licensure and benefits regulators by streamlining their licensure processes. Applicants seeking licensure without a degree from a CEAB-accredited program usually undergo confirmatory technical examinations.

The patterns of engineering licensure are changing in Canada. There is a declining number of graduates from CEAB-accredited programs who are applying for licensure, and an increasing number of applications from candidates who do not hold CEA-accredited degrees (non-CEAB applicants). The most recently published Membership Report from Engineers Canada estimates that only 44.3 per cent of recent graduates proceeded along the path to licensure.[5] In some Canadian jurisdictions, the number of non-CEAB applicants makes up more than 50 per cent of the applications received.

While regulators have traditionally been seen as the primary beneficiaries of the accreditation system, they now face an increasingly complex operation maintaining objective, transparent, equitable, and fair assessment procedures. Those responsible for delivering engineering programs and their students are also impacted by the accreditation system, yet they often perceive the system as prioritizing the interests of regulators above all others. From an HEI perspective, continuously investing time, energy, and resources into accreditation that ultimately serves fewer and fewer graduates is becoming an increasingly questionable "investment". The expansion of accreditation criteria over time, including areas such as learning environment, have increased workload and are perceived as more difficult to assess. Educators invest significant time, personnel, and dollars into accreditation, and they are wondering if the benefit is worth the cost.

The changing educational context in which accreditation operates, paired with the current narrow purpose statement and seemingly broad accreditation criteria, presents other challenges for HEIs. These challenges include, but are not limited to, recognizing alternative forms of teaching and learning and constraints imposed by the accreditation criteria on the engineering licence status of educators.

While accreditation has traditionally been perceived as a tool to support regulators, there is a growing need for these perceptions to evolve into a broader and more comprehensive framework that fosters co-design, collaboration, and open communication among the various groups within the engineering ecosystem. These genuine partnerships will be fundamental for adapting to the evolving landscape of accreditation and the future of the profession.

[5] Engineers Canada. 2023 National Membership Information, page 7.

Accreditation touches many parties, and their needs and constraints must be considered. In their report, the FEA Benchmarking Task Force identified that the purpose of accreditation statements of comparators included more interest holders and multiple objectives. That Task Force recommended reviewing and considering the breadth of Engineers Canada's current purpose of accreditation. In the Fall 2023 consultations on the potential focus of the purpose of accreditation, interest holders were clear that focusing on one interest holder (regulators or programs or students) is a non-viable option.

Based on findings from the foundational research conducted by the FEA Benchmarking and Engineering Education Task Forces and from consultations with nearly 170 interest holders about what they need and want from accreditation in the future, the Purpose Task Force was not able to validate the current purpose of accreditation.

b. Establishing a revised purpose of accreditation

To address the identified challenges and establish a solid foundation for the future accreditation system, the Purpose Task Force transitioned from validating the current purpose statement to establishing a revised one. The Steering Committee reviewed the revised statement carefully and accepted the following:

The purpose of accreditation

> *Accreditation provides assurance that an engineering program is designed and delivered such that its graduates meet the academic requirements to be licensed as professional engineers in Canada*.

It is important to understand two key points about the terminology in this statement:

1. Firstly, "engineering program" should be interpreted broadly to extend beyond the offerings of traditional undergraduate curricula at an HEI. The term denotes a framework that may include a diverse range of courses, activities, or experiences, strategically designed to achieve specific learning outcomes or objectives.
2. Secondly, the term "academic requirements" encompasses the various educational qualifications that serve as prerequisites for licensure and directly links to the NARL. The Steering Committee deliberately chose this because it reflects the established terminology used in relevant legislation outlining the educational prerequisites for engineers to be licensed.

The revised purpose statement embraces a new approach that recognizes the different needs of engineering programs, the students, and the regulators within the accreditation system and strives to balance their interests without prioritizing one group over another. It also maintains a linkage between accreditation and licensure.

It should be noted that, while the statement as worded has been recommended above for the reasons given, they also recognize that the continued evolution of the accreditation system because of future phases of the FEA project may require additional modifications. As such, the

statement can be reviewed when the Full Spectrum Competency Profile (FSCP) is fully implemented and periodically thereafter to ensure its continued relevance

c. Three focuses of the revised purpose of accreditation

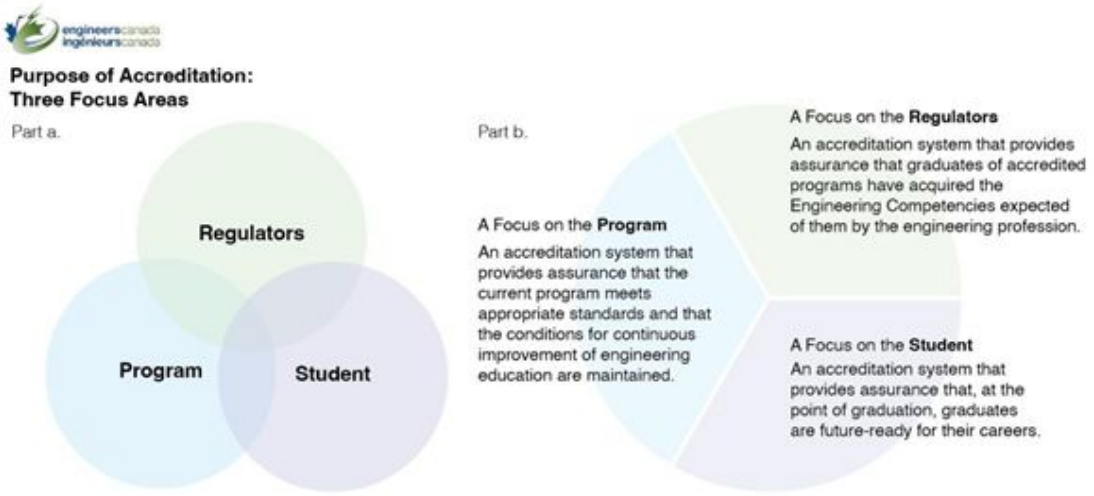


Figure 2: The three focuses of the revised purpose of accreditation.

Part a: Illustrative of the intersecting needs of the three distinct interest holders.
Part b: Illustrative of the equitable needs of the three distinct interest holders, originated from the 2022 Foresight Session and garnered support from regulators during the Fall 2023 consultations.

ENGINEERING PROGRAMS

Engineering programs seek accreditation based on the curriculum content they offer. The key verbs of "design" and "deliver" in the revised purpose statement imply support for flexibility and innovation. The program design ensures long-term efficacy, while program delivery focuses on the present, ensuring compliance with standards and preparing and evaluating current students.

The statement deliberately omits specifying that accreditation is solely for engineering programs at the undergraduate level. This flexibility allows for the definition to encompass existing accredited engineering programs while leaving space for potential future programs beyond the traditional undergraduate degree.

STUDENTS

While not every student will seek licensure after graduation, accreditation of engineering programs helps ensure graduates are (1) equipped with the necessary skills and knowledge to thrive in their future careers, and (2) have a clear path toward licensure, should they choose to pursue it. Accreditation is an acknowledgement that they have satisfactorily completed a program that has academically prepared them for the profession. For those who choose to pursue licensure, accreditation helps expedite the process.

REGULATORS

Regulators maintain confidence that graduates from CEAB-accredited programs have acquired the foundational knowledge and skills expected of them for entry into the profession. Accredited programs facilitate regulators' assessment of applicants' academic qualifications, which constitute just one of the five criteria typically examined by regulators for licensure.

d. The scope of accreditation

To clarify the scope of accreditation criteria, the Steering Committee recommends adding the following statement after the purpose of accreditation statement:

> *The accreditation review process includes evaluation of the curriculum as well as those factors which enable the design and delivery of the program, including human and financial resources, the learning environment and facilities, and quality control mechanisms.*

The Purpose Task Force's recommendation to address learning environments noted, "These factors should be subject to review, but they should not unduly influence the final accreditation decision unless they directly impact program outcomes."[6]

The influence of program environment on outcomes varies. An outcomes-focused approach can help identify the most impactful factors. Research suggests, for example, that learning environment, notably student engagement, has a positive impact on student learning.[7]

Additionally, Engineers Canada's commitment to the Washington Accord necessitates continuous evaluation of program learning environments to ensure compliance with the Accord's criteria.

Recommendation two for the future direction:
Endorse the revised purpose and scope of accreditation statements.

---

[6] Purpose Task Force document, p.24

[7] Shernoff, D. J., Ruzek, E. A., & Sinha, S. (2016). The influence of the high school classroom environment on learning as mediated by student engagement. *School Psychology International*, *38*(2), 201–218. https://doi.org/10.1177/0143034316666413

Thai, N. T. T., De Wever, B., & Valcke, M. (2017). The impact of a flipped classroom design on learning performance in higher education: Looking for the best "blend" of lectures and guiding questions with feedback. *Computers and Education/Computers & Education*, *107*, 113–126. https://doi.org/10.1016/j.compedu.2017.01.003

Cheng, L., Ritzhaupt, A. D., & Antonenko, P. (2018). Effects of the flipped classroom instructional strategy on students' learning outcomes: a meta-analysis. *Educational Technology Research and Development*, *67*(4), 793–824. https://doi.org/10.1007/s11423-018-9633-7

Design parameters for the future accreditation system

These design parameters to ensure the future accreditation system operates at an acceptable level were first developed by the Purpose Task Force and embraced by the Steering Committee.

i. The future accreditation system must be simple, flexible, and adaptable over time.

The rapid pace of change in engineering education (including knowledge and pedagogical practice), engineering practice, and societal trends underscores the importance of maintaining an agile and responsive accreditation system. The system must not only be able to prepare today's engineering graduates to perform as required in the engineering ecosystem but also stay abreast of dynamic shifts (both anticipated and emergent) to effectively prepare tomorrow's graduates. This approach to accreditation not only sustains the relevance and efficacy of CEAB-accredited programs in the present but also positions them at the forefront of engineering education, poised to effectively meet the evolving needs of the profession.

Simplicity, flexibility, and adaptability are essential to ensure the continued relevance of accreditation and to make space for innovation in education, with the goal of streamlining and enhancing the educational experience of students. Engineering programs must remain adaptable – both in program content and mode of delivery – to integrate emerging disciplines and methodologies into their curricula, and to equip graduates with the knowledge and skills required to address increasingly complex challenges. The accreditation system must also remain versatile enough to accommodate diverse and non-traditional pathways to knowledge acquisition.

ii. The future accreditation system must be outcomes-focused.

The 2022 reports, *Benchmarking the Canadian Engineering Accreditation System* and *Current and Emerging Practices in Engineering Education*, collected information about the practices and trends of accreditation and education for various professions and jurisdictions. The reports revealed that Engineers Canada's accreditation system relies heavily on inputs, including a 'minimum path' requirement and a time-length input requirement for degree duration. The findings suggest that the current Canadian engineering accreditation system does not align with global practices, which place stronger emphasis on outcomes.

The current combination of input (i.e. AUs) and outcome measures (i.e. Graduate Attributes) complicates assessments and contributes to perceptions that accreditation is burdensome for HEIs. Transitioning to a more outcomes-focused model would align Canadian accreditation practices more closely with the trends observed in other professions and jurisdictions, while also complementing the growing regulatory shift towards CBA licensure processes.

iii. **The future accreditation system must achieve alignment between the educational approach and the accreditation criteria.**

As education content and pedagogy evolve, accreditation must evolve as well. Accreditation criteria must be updated to align with the current trends in educational design and delivery. The accreditation system should not be seen to impede innovation in education but rather align with the principles of programmatic design and delivery outlined in the revised purpose statement.

iv. **The future accreditation system must consider the equity of application across all institutions, taking into consideration local context and different levels of access to resources.**

The accreditation criteria must be focused on assessing the core requirements of engineering programs and not serve as a comparative assessment of the HEIs' services, which will inevitably vary from institution to institution based on geographic, demographic, or resource constraints.

v. **The future accreditation system must value experiential learning.**

Experiential learning should be recognized as a valuable component of the educational preparation of students. This could be bolstered by a definitive statement emphasizing its value and allowing for the exploration and implementation of alternative forms of program delivery. Experiential learning includes, but is not limited to, project-based learning, interaction with practicing professionals, domestic and international student exchanges, and cooperative or internship experiences.

vi. **The future accreditation system must be based on defensible evaluation processes.**

Defensibility means that the accreditation criteria, methods, and resulting decisions are supported by evidence – whether it be quantitative or qualitative – and can be clearly justified, contributing to transparency and legitimacy within the process. These attributes promote trust in the accreditation process and its outcomes.

vii. **The future accreditation system must balance evolving criteria.**

As the accreditation system continues to evolve to remain current, new criteria will inevitably be introduced. However, to maintain the focus and alignment of accreditation's scope with its intended purposes, it is essential to remove outdated criteria. This proactive measure prevents the scope from expanding uncontrollably. Managing the criteria judiciously is key to maintaining feasibility, ensuring a favourable return on investment in terms of resources and costs incurred, and preventing programs from growing unnecessarily. A process that systematically and predictably reviews, revises, and deploys criteria must be developed to ensure stability and sustainability for all interest holders. Ad-hoc and piecemeal criteria revision must be avoided.

viii. **The future accreditation system must optimize the use of peers to conduct evaluations.**

Accreditation evaluations depend on peer-review processes, which involve experts from various fields, both academic and non-academic, to ensure a thorough assessment of programs' adherence to established standards. Engaging peers with varied backgrounds and expertise cultivates a diverse and inclusive perspective during evaluations. The accreditation criteria must be written such that programs can demonstrate compliance to a peer and a peer can evaluate compliance without requiring specific deep knowledge that is not broadly held by peer volunteers. These peers should undergo training and instruction to ensure that evaluations are conducted fairly and effectively, within the scope of accreditation, and meet the desired objectives.

ix. **The future accreditation system must incorporate and recognize content of 'feeder' programs.**

The statement on the purpose of accreditation emphasizes that engineering programs are "*designed and delivered*" such that its graduates [emphasis added] meet the academic requirements to be licensed as professional engineers in Canada." This implies that HEIs can demonstrate through the accreditation process that all graduates of their programs, regardless of their starting point, have either met or exceeded the established academic requirements for licensure.

x. **The future accreditation system must provide value to regulators and expedite the licensure process for graduates.**

Engineering regulators have confidence that graduates of CEAB-accredited programs are academically prepared for licensure, allowing them to streamline their academic review procedures accordingly.

Graduates have confidence in the quality of their program, knowing it has met rigorous standards that are nationally recognized. They benefit from expedited acceptance of their academic qualifications without the need for further confirmatory processes. The continued development of the FSCP, which defines all the competencies required of an engineer at the various points in their career development – from learner to graduate to licence holder – that is aligned with Graduate Attributes introduces students to Pan-Canadian Work Experience Competencies at an early stage. This early exposure offers a distinct advantage to graduates pursuing licensure.

xi. **The future accreditation system must avoid the duplication of other processes of evaluation of programs.**

The accreditation system must prioritize the distinctive aspects of engineering education and adhere to the standards outlined in the evaluation criteria, while avoiding redundancy with other program evaluation processes and quality standards assessments legislated and overseen by provincial governments and agencies. This will prevent unnecessary burdens and redundancies on HEIs.

Where possible, trusted third party reviews and approvals should be assessed with respect to whether they fulfill accreditation requirements for program environment, leadership, human and financial resources, progression, and other such criteria that do not require the specialized engineering education knowledge of peer reviewers.

xii. **The future accreditation system must prepare graduates to demonstrate their competencies and skills to employers.**

Accreditation ensures that prospective employers can have confidence in graduates from CEAB-accredited programs, knowing they possess the knowledge and skills expected of new entrants to the engineering profession.

xiii. **The future accreditation system must enable national and global mobility of students and graduates.**

Accreditation significantly enhances the mobility and portability of learning opportunities and the recognition of qualifications. By attesting to the reputational quality of a program, accreditation facilitates access to educational opportunities not available at students' home institutions, such as co-ops or national and international exchanges. As well, mutual recognition agreements, like the Washington Accord, enhance international credential recognition and promote the mobility of engineering professionals across borders.

xiv. **The future accreditation system must communicate its value and enhance public perception of undergraduate engineering education.**

The public must have confidence that graduates from accredited programs have received a high-quality education that prepares them to contribute effectively to society through their chosen profession.

> **Recommendation three for the future direction:**
> **Adopt the outlined design parameters as a fundamental framework for the future accreditation system.**

Insights from project engagement and research supporting the revised purpose and scope statements

i. Value of accreditation

A fundamental question for this project was whether accreditation retains its value for interest holders. Throughout the project, regulators, students, and engineering programs have affirmed that they derive substantial benefits from accreditation and recognize its enduring value. Regulators have confidence that the accreditation system ensures that graduates from CEAB-accredited programs possess the academic qualifications needed to initiate the licensing process. HEIs

uphold their reputation through the recognition and quality of their engineering programs. Students receive support in attaining their educational and career aspirations, along with streamlined licensing processes.

ii. Modernization

After confirming the value of the accreditation system, interest holders agree on the need for modernization to remain relevant amid the rapidly changing, complex world. This process starts by emphasizing equity among accreditation's interest holders and building stronger relationships to tackle the changes effectively.

iii. Skills and competencies of the engineering profession

Accreditation remains pivotal in preparing future engineers to navigate the complexities of a rapidly changing world. When FEA interest holders adopted a longer-term perspective, there was significant consensus on the future direction of the engineering profession. Engineers need to be values-based leaders, who are technically excellent and actively collaborate across disciplines, are mindful of the future, and maintain curiosity and a desire for lifelong learning. By instilling these qualities, accreditation ensures that graduates are not only technically adept but also equipped to handle ethical dilemmas, collaborate across disciplines, and contribute meaningfully to society's well-being.

iv. Program flexibility and adaptation

Currently, accreditation upholds the quality of engineering programs, but there is a perception that it does not keep pace with evolving pedagogical and student needs. Introducing greater flexibility and adaptability into the accreditation process would enrich the overall educational experience for students. A more dynamic system would support innovations and provide students with a broader range of learning opportunities. Administratively, enhanced flexibility and adaptability would reduce bureaucracy and barriers, leading to improved governance and a more streamlined and effective accreditation process.

v. Linkage to academic requirements and pathways to licensure

The future system must maintain the linkage between accreditation and an academic requirement for licensure. This entails developing an academic requirement that promotes more equitable access to the profession by ensuring fairness for all applicants and applying standards consistently, irrespective of their academic background or chosen pathway to licensure.

Building the envisioned future accreditation system

To align with a revised purpose and scope of accreditation and prepare for a resilient future system, the current accreditation system must undergo a transformative shift. There is perceived rigidity and inflexibility in the current system's structure and requirements. Accreditation needs to innovate

more, adapt efficiently, and stay relevant in a rapidly evolving landscape of engineering education and practice.

To shape the future and resolve the current gaps, the following recommendations are proposed:

i. Mixed inputs and outcomes measures

CURRENT GAP

The current accreditation system emphasizes the measurement of both program inputs and program outcomes.

The current accreditation system relies on a mix of inputs (i.e. AUs) and outcome measures (i.e. Graduate Attributes). An engineering program must meet certain minimums for different curriculum components, including mathematics, natural sciences, engineering science, engineering design, and complementary studies. The comprehensive nature of the required AUs is reported to restrict curricular flexibility, limiting both the range of subjects offered and students' elective choices.

Findings from the *Benchmarking the Canadian Engineering Accreditation System* and *Current and Emerging Practices in Engineering Education* reports suggest the Canadian engineering accreditation system does not align with global practices which place stronger emphasis on outcomes only.

> **Recommendation four for the future direction:**
> **Mandate a shift to an outcomes-focused accreditation as a cornerstone for future system change.**

> **Recommendation five for the future direction:**
> **Remove criteria related to the measurement of curriculum content with Accreditation Units. Focus on Graduate Attributes until a transition to the FSCP can be completed.**

RATIONALE

The CEAB accreditation system transitioned to include outcomes measurement via the Graduate Attributes starting in 2008. The accreditation system has evolved to a point where interest holders can have confidence in outcomes measurement as a way of fulfilling the revised purpose of accreditation.

Practical efficiencies and maintaining interest holders' confidence are critical gaps in the current system. Transitioning to an outcomes-focused approach has the potential to bridge these gaps by streamlining processes and fostering trust and will likely resolve many other interconnected issues in the system. For example, outcomes-focused accreditation can empower faculty to explore innovative teaching methods and students to explore diverse learning pathways, which fosters a more flexible and autonomous learning environment. This transition would also align Canadian

accreditation practices more closely with the trends observed in other professions and jurisdictions, while also complementing the growing regulatory shift towards Competency Based Assessment (CBA) licensure processes.

The transition to outcomes-focused accreditation, paired with the revised purpose of accreditation, provides a foundation upon which revised accreditation criteria can be built to maintain regulator confidence in the academic preparedness of graduates from accredited programs and provides flexibility to HEIs in curriculum design and delivery. Significant effort will need to be undertaken to revise the accreditation criteria, policies, and processes in support of an outcomes-focused accreditation system. Continuing to assess Graduate Attributes as a bridge until full implementation of the FSCP is a valuable stepping stone towards a completely outcomes-focused accreditation system.

ii. Minimum path

CURRENT GAP

In the current accreditation system, the "minimum path" identifies the set of courses in an undergraduate engineering program which provide the least number of AUs within each curriculum content category (math, natural science, engineering science, engineering design, and complementary studies). The minimum path ensures that every individual student is exposed to the minimum number of AUs in each curriculum category throughout their years of study. This is a key component of the input measurement of curriculum content of an engineering program.

> **Recommendation six for the future direction:**
> **Retire the concept of the "minimum path".**

RATIONALE

The "minimum path" principle is a tool of an input-based system. With the retirement of input-based measures, the "minimum path" concept can logically also be retired. This would then empower faculty to explore innovative teaching methods and students to explore diverse learning pathways, which fosters a more flexible and autonomous learning environment.

iii. Faculty licensure qualifications

CURRENT GAP

The current accreditation criteria require a portion of engineering science and/or engineering design to be delivered by faculty members holding or progressing toward professional engineering licensure. This restricts who can teach within these programs and limits the pool of potential educators.

In other countries, the licensure requirements for faculty in engineering education systems are less stringent. Metric 1.3.5 "Licensure requirement for faculty" in the Benchmarking the Canadian

Engineering Accreditation System highlights this variation.[8] It indicates that Australia, France, and Poland do not mandate licensure for faculty. In Malaysia, 30 per cent of actively teaching engineering faculty need to be registered.

Recommendation seven for the future direction:
Accept some of the recommendations presented by the CEAB to address faculty license requirements, including:

a. The CEAB should endorse the principle that engineering programs must have substantial and meaningful involvement of licensed professionals in the education of future professionals.
b. The CEAB and visiting teams should interpret existing accreditation criteria related to the role of the professional engineer in the instruction of students in a manner that allows HEIs to have more flexibility with respect to mechanisms to facilitate substantial and meaningful involvement of licensed professionals in the engineering education process.
c. The CEAB must require HEIs to demonstrate that graduates have developed the expected level of understanding of, and commitment to, professionalism.[9]
d. The CEAB remove the Specific AUs criteria[10] and the requirement for the significant design experience to be conducted under the professional responsibility of licensed faculty.[11]

---

[8] Benchmarking the Canadian Engineering Accreditation System, page 13

[9] Professionalism is defined in the CEAB 2023 Accreditation Criteria and Procedures as "an understanding of the roles and responsibilities of the professional engineer in society, especially the primary role of protection of the public and the public interest." (page 8).

[10] The specific AUs criteria refers to accreditation criteria 3.4.4.1 and 3.4.4.4 of the CEAB 2023 Accreditation Criteria and Procedures.

3.4.4.1 A minimum of 600 AUs of a combination of engineering science and engineering design curriculum content in an engineering program shall be delivered by faculty members holding, or progressing toward, professional engineering licensure as specified in the Interpretive statement on licensure expectations and requirements.

3.4.4.4 A minimum of 225 AUs of engineering design curriculum content in an engineering program shall be delivered by faculty members holding professional engineering licensure as specified in the Interpretive statement on licensure expectations and requirements.

[11] The requirement for the significant design experience to be conducted under the professional responsibility of licensed faculty refers to accreditation criteria 3.4.4.6 of the CEAB 2023 Accreditation Criteria and Procedures:

The engineering curriculum must culminate in a significant design experience conducted under the professional responsibility of faculty licensed to practise engineering in Canada. The significant design experience is based on the knowledge and skills acquired in earlier work and it preferably gives students an involvement in team work and project management.

RATIONALE

The CEAB's thought paper, *Reconsideration of Specific AUs in the Assessment of Engineering Programs,* addresses the subject of faculty licensure (Appendix B).

Currently, the accreditation criteria require a specific number of AUs in engineering science and engineering design must be taught by faculty members holding or progressing towards a professional engineering licensure in Canada. These AUs are designated as "specified AUs".

The quantitative approach is not well-suited to accommodate the evolving pedagogies and learning environments. There are many challenges in recruiting faculty who meet the licensing requirements, one being the proliferation of emerging and interdisciplinary engineering fields. The requirements demanding exposure to Canadian professional engineers or engineers-in-training (EITs) hinders program exchanges and limits access to valuable global and emerging education opportunities.

As the CEAB's thought paper notes, cultivating professionalism in students does not have to be anchored in contact hours and could be achieved using different activities, indicators, and assessments. The transition away from input measures to an outcomes-focused system is not congruent with the specified AU criteria.

> **Recommendation eight for the future direction:**
> **Explore the development of alternate ways for HEIs to demonstrate that students enrolled in engineering programs have substantial and meaningful involvement with licensed professionals.**

RATIONALE

The CEAB's thought paper introduced this recommendation. The elimination of Specific AUs addresses the faculty licensure requirement, however defining and implementing "substantial and meaningful involvement with licensed professionals" still requires further development. The new policy group could be tasked with developing these concepts using a co-design approach beginning in early 2025.

iv. Experiential learning and program exchanges

CURRENT GAPS

There is a perception that the current accreditation system restricts the range of experiential learning opportunities available to students, and that it also restricts the range of domestic and international learning opportunities available to students and undervalues the significance of such experiences. Minimum curricular pathways and faculty licensing requirements can hinder program flexibility and limit students' opportunities for experiential learning and program exchanges.

Recommendation nine for the future direction:
Formalize the Temporary Exemption for Students Going on International Exchange[12] by permanently integrating its core principles into CEAB policy.

RATIONALE

Transitioning to an outcomes-focused accreditation system should expand and validate experiential learning opportunities. Revised accreditation criteria linked to the NARL should create a clear structure for assessing learning outcomes from these opportunities and can enhance recognition for the educational value they offer. Other countries have successfully integrated experiential learning into accreditation standards, as reported in *Benchmarking the Canadian Engineering Accreditation System*.[13]

Program exchanges are one specific type of experiential learning. Students gain exposure to different cultures, cultivating global mindsets and developing intercultural competencies that are essential for success in today's interconnected world. At the request of regulators, the CEAB implemented a temporary exemption policy to remove barriers for students going on international exchange in 2023. However, a permanent solution is necessary to ensure continued access to these educational experiences.

v. Educational curriculum and learning environments

CURRENT GAP

Compared to other accreditation systems, Engineers Canada's purpose of accreditation statement is narrower in scope. While learning environment factors are not formally included in the current purpose statement, aspects such as the quality of faculty, morale of students, and suitability of leaning facilities are evaluated. Evaluation of these aspects of the learning environment is a requirement of all signatories to the Washington Accord.

Recommendation 10 for the future direction:
Evaluate the feasibility of accepting HEI evaluations from provincial quality assurance bodies to streamline CEAB processes while maintaining compliance with the Washington Accord.

A comparative analysis between the CEAB accreditation criteria and those of the provincial quality assurance bodies should be undertaken as a means of determining the degree of overlap between assessments.

[12] Engineers Canada. CEAB 2023 Accreditation Criteria and Procedures, page 118.

[13] Benchmarking the Canadian Engineering Accreditation System, p.33

The methodology for such a comparative analysis involves the following steps:

1. **Data collection:** Gathering assessment criteria from relevant quality assurance bodies, such as the Ontario Universities Council on Quality Assurance (OUCQA).
2. **Criteria categorization:** Classifying and comparing the types of criteria and procedures across organizations.
3. **Coding and identification:** Assigning unique descriptive codes to each criterion and procedure for efficient analysis.
4. **Comparative analysis:** Identifying similarities and differences between the criteria and procedures across organizations.
5. **Data analysis:** Using thematic analysis to uncover patterns and trends.
6. Duplication identification: Counting instances of overlapping criteria and procedures.

The methodology will also consider the following:

1. There are various interpretations for key terminology across CEAB and the provincial quality assurance frameworks. This work aims to reduce confusion and develop a consistent understanding of that language.
2. The comparison can accommodate data for a specific criterion or procedure, even when it is categorized or structured differently. Reformatting might be necessary for accurate analysis.
3. There is diversity across Canadian HEIs and provincial quality assurance processes, so a representative sample of provincial quality assurance bodies will be selected to ensure an accurate assessment is made. If variety across the sample is substantial, all provincial quality assurance bodies will be included.
4. There are varying scopes of provincial quality assurance audits. This work aims to identify potential areas for overlap while respecting their distinct purposes.
5. This comparative analysis can be established as a cyclical occurrence (possibly aligned to the accreditation cycle) to monitor changes in provincial quality assurance practices over time.

The comparison of CEAB accreditation criteria with those of provincial bodies can help determine the extent of overlap between engineering accreditation and other quality assurance systems, replacing anecdotal evidence with data-driven insights.

If the comparative analysis uncovers duplication, the CEAB can take steps to prevent unnecessary burdens and redundancies on HEIs. Criteria adequately assessed by other quality assurance bodies and not requiring specialized engineering expertise may be either eliminated from CEAB's purview or accepted through external verification.

The Canadian engineering accreditation system will continue to gather information about students and the program environment to maintain Washington Accord signatory status. Non-curriculum criteria may be reframed to enhance alignment with an outcomes-focused approach. This may involve transitioning from quantitative counts to broader descriptive narratives, potentially drawing on models employed by organizations such as Engineers Australia.

RATIONALE

The review of non-curriculum accreditation criteria will address three key aspects:

- Ensuring that accreditation only evaluate the aspects of a program that impact its design and delivery as per the proposed purpose and scope statements.
- Enhancing efficiencies by reducing overlap with other quality assurance systems.
- Maintaining compliance with Washington Accord expectations for signatories to evaluate program environment elements in their accreditation processes.

vi. Return on investment

CURRENT GAP

Throughout the FEA project, interest holders strongly affirmed their support for the value of accreditation; however, their continued support hinges on perceiving a commensurate return on investment.

- HEIs are mindful that the considerable resources allocated to accreditation are diverted from other initiatives or priorities, which is especially problematic in their resource-constrained environments.
- Students desire a program that adequately prepares them for their future careers.
- Regulators' academic qualification processes may not be adequately equipped to handle the increasing demand from graduates of non-CEAB institutions, leading to potential inefficiencies and resource strain.

> **Recommendation 11 for the future direction:**
> **Maximize the return on investment for all interest holders by incorporating new core values into the accreditation system, including co-design, collective stewardship, and more representative governance.**

RATIONALE

As the Purpose Task Force document states, a modernized accreditation process should aim to strike a balance between rigorous standards and practical efficiencies. The system must retain its tangible benefits for all interest holders while avoiding excessive burdens. Reviewing existing accreditation criteria and transitioning to an outcomes-focused approach has the potential to significantly enhance the efficiencies and effectiveness of the system. The need to undertake this evaluation is supported the results of the annual CEAB *Accountability in Accreditation (AinA)* report which reveals a recurring concern about inefficiencies in the accreditation process.[14]

[14] Accountability in Accreditation. Annual evaluation results.

vii. Collective stewardship

CURRENT GAP

The current accreditation system is narrowly focused on meeting the needs of regulators. However, as the revised purpose statement aims to balance the needs of regulators with HEIs and students, it is imperative that the criteria reflect and respond to the needs of all interest holders.

> **Recommendation for the future direction**
> **Covered by recommendation 11: Maximize the return on investment for all interest holders by incorporating new core values into the accreditation system, including co-design, collective stewardship, and more representative governance.**

RATIONALE

To ensure that the future accreditation system truly represents those it serves, it is imperative that all interest holders actively participate in shaping its development and management. This involves acknowledging their input and establishing a formal method for their contributions across various aspects of the system, including shaping criteria, policies, and procedures. The contribution mechanism should embody the principles of co-design, collaboration, and open communication to foster a sense of stewardship and inclusivity among the involved parties.

5. The Full Spectrum Competency Profile (FSCP)

Mandate of the Academic Requirement Task Force

A critical foundation for the future accreditation system lies in transitioning to a competency-based system and establishing a clear definition of the academic requirements for licensure. The Academic Requirement Task Force was mandated to investigate the establishment of an academic requirement for licensure that applies to all applicants for engineering licensure.

The need for a National Academic Requirement for Licensure (NARL)

As a regulated and licensed profession, engineers must exhibit the requisite academic and experiential credentials to practise. Canada's 12 provincial and territorial engineering regulators are responsible for establishing admissions standards to the profession, which aim to safeguard the public by issuing licenses only to those deemed competent.

Academic qualifications are one of five criteria for licensure, with each regulator establishing and conducting its own processes for evaluating these qualifications. Currently, regulators rely on CEAB's accreditation framework to ascertain that graduates from CEAB-accredited programs meet the academic prerequisites. The CEAB's criteria encompass five broad input categories and twelve

Graduate Attributes, while leaving individual engineering programs to shape their own curricula and determine teaching content.[15]

Regulators rely on syllabi created by the CEQB as part of the assessment process for evaluating the academic credentials of applicants for licensure who have not graduated from a CEAB-accredited program (referred to herein as "non-CEAB applicants"). These syllabi are meticulously structured based on the curricula of accredited programs. Intended to serve as a benchmark to maintain consistency in academic standards, regulators use the syllabi as an indicator about whether non-CEAB applicants have had exposure to similar content and inputs as the graduates of CEAB-accredited programs.

While the accreditation system and syllabi endeavour to establish an academic standard, a significant risk persists due to the absence of a clear definition of the essential components of an academic requirement for licensure. This gap introduces vulnerabilities into both the accreditation and licensure systems, raising concerns about robustness and defensibility. Without a precise definition, the current system cannot transparently delineate the necessary knowledge for safe practice.

The Association of Professional Engineers and Geoscientists of Alberta (APEGA) commissioned a 2019 study, An Evaluation of Assessment Processes for Engineering Licensure in Alberta: Implications for a National Entry-to-Practice Examination, which strongly underscored the need to create and adopt a national engineering competency profile.[16] The report highlighted that establishing such a profile is the most important step for integrating the various phases of an engineer's professional journey by ensuring the quality and comprehensiveness of evaluation processes across all stages. A clear framework of the knowledge and abilities of a competent practitioner enhances the validity and transparency of evaluations and creates a standardized benchmark against which to assess foreign trained applicants. Furthermore, the adoption of this competency profile establishes the expectations for evaluations at every stage of an engineer's career, including defining content requirements for program accreditation, evaluating academic qualifications of graduates from non-accredited programs, evaluating work experience, and setting expectations for continuing professional development.

The implementation of a NARL has the potential to bolster the accreditation and licensure systems' defensibility and could foster greater consistency in the assessment of academic qualifications. It could promote greater accessibility to the profession by contributing to streamlined evaluation procedures that are less dependent on the origin of an applicant's education and facilitate professional mobility. It could also enhance the integrity of the engineering profession and inspire trust from provincial governments, fairness commissioners, and human rights tribunals.

[15] As described in the *CEAB's 2023 Accreditation Criteria and Procedures*

[16] Prepared for APEGA: Sadesky, G. (2019). An Evaluation of Assessment Processes for Engineering Licensure in Alberta: Implications for a National Entry-to-Practice Examination.

The significance of substantial equivalency

The need for substantial equivalency in the accreditation system is rooted in ensuring equitable access to the profession. With the growing number of internationally trained graduates and increased attention on government-led fairness reviews, it is essential to ensure the assessment of all CEAB and non-CEAB graduates are founded on similar standards that follow principles of equity and fairness.

The provincial/territorial regulators are responsible for ensuring only qualified applicants are granted licensure. However, the absence of a NARL means that they have adopted their own individual academic requirements. The lack of a common framework across all 12 Canadian engineering regulators can lead to confusion for applicants, industry groups, and the public, potentially influencing where applicants initially seek licensure.

In 2022, the CEQB released the *Feasibility Study: Methods of Academic Assessment for Non-CEAB Applicants for Licensure*. The report proposed "expanding the current Core Engineering Competencies into a full competency profile that covers academic and experience entry-to-practice requirements".[17] The full competency profile would provide increased flexibility and fairness for non-CEAB applicants for licensure, improving transparency and confidence that applicants are evaluated against a common entry-to-practice standard.

Implementing a NARL would promote substantial equivalency by providing a cohesive framework for the 12 provincial and territorial engineering regulators to conduct assessments, irrespective of applicants' academic backgrounds. It would satisfy the need to balance regulators' mandate to protect public safety while maintaining flexibility in licensing qualified applicants without subjecting them to unnecessary barriers.

The establishment of a NARL can support fundamental principles outlined in Engineers Canada's policy guideline, *Regulators Guideline on the Academic Assessment of Non-Canadian Engineering Accreditation Board Applicants*:[18]

1. Assessment processes must be individualized.
2. Assessment processes must be fair.
3. Education documents must be authenticated and verified.
4. Assessment of breadth and depth of education (of the program and institution) should be primarily quantitative and partly qualitative.
5. Confirmation of breadth and depth of education is a requirement for all applicants.
6. Flexibility should be allowed between breadth and depth, so long as a minimum threshold is met.

[17] Prepared for the CEQB: Johnson, K. and Johnson G. (2022). Feasibility Study: Methods Of Academic Assessment For Non-CEAB Applicants For Licensure. (p.34).

[18] Note this guideline is only accessible on the Engineers Canada website for members only.

Feedback in support of equitable access to the profession

FEA's 2023 Virtual Simulations brought together 80 participants for a multi-day, structured brainstorming session to explore potential directions for the future accreditation and licensing system.

During these simulations, participants indicated support for a NARL. They emphasized the value in having a national set of clearly defined and transparent standards for engineering knowledge and competence. Responses also suggested that this requirement should address a general, baseline level of technical knowledge complemented with professional competencies and an understanding of the ethical responsibilities of an engineer.

The participants carefully evaluated three distinct models of academic requirements, including Graduate Attributes, foundational technical and social competencies, and discipline-specific technical knowledge. However, there was no clear decision emerging regarding which model would be most appropriate. Regardless of how the academic requirement was defined, it seemed that it would continue to be difficult to evaluate internationally trained applicants' competencies.

Without consensus on a preferred model, the FEA project team explored developing a tailored academic benchmark to advance the participants' shared goal of improving equitable access to the profession for all applicants for engineering licensure.

What is a competency framework?

Competence is an individual's ability to perform a task, function, or role to a set of prescribed standards. Competence itself is not readily observable, but engineering competency is inferred from the engineer's activities. It encompasses the spectrum of knowledge, decisions, judgments, perceptions, procedures, and values that engineers employ while executing their duties.

Competency is an explanatory model that considers how engineers engage in their professional responsibilities, duties, and tasks. Competency is also a pragmatic notion: it demonstrates an engineer's aptitude to operate within a designated learning or work environment and leverage diverse resources to achieve desired outcomes. An engineer will draw on a combination of knowledge, skills, and attributes acquired through training and experience to adapt to changing, unforeseen, or constraining circumstances.

While attributes and competencies may seem interchangeable, they have distinct roles in describing an individual's readiness to practise. Attributes represent the desired qualities of a skilled professional. They are aspirational goals that focus on the characteristics (the "what") possessed by a well-rounded engineer. Competencies are how it is known the "what" has been attained (the "how").

Current national standards and documents, such as the CEAB Graduate Attributes, the Pan-Canadian Work Experience Competencies, and the benchmarks established by the International Engineering Alliance's Graduate Attribute and Professional Competencies Framework for engineering graduates and professionals, frame competencies as observable and demonstrable actions. This approach is intended to allow for their measurement and evaluation in a concrete manner.

A competency framework, while not an assessment tool on its own, helps define the standard against which the observable and demonstrable actions of all applicants can be measured and evaluated. This practice enhances transparency and ensures consistency throughout the assessment process and promotes greater accessibility to the profession for those with diverse backgrounds and experiences.

The activities of a competency framework are determined by a community of practitioners and serve as the benchmark against which other learning and work activities are assessed. This approach fosters the expectation that a competent engineer, within a specific context, would exhibit aptitudes akin to their peers at a similar stage of development. Consequently, evaluating a prospective engineer's competencies must be done in context of the knowledge, skills, and attributes acquisition phase, so that evaluators may ascertain if the prospective engineer "knows how" to accomplish the task and can "do" the task in the pre-licensure work environment.

Many regulated professions, including engineers, have adopted a competency framework to help harmonize admission requirements and facilitate enhanced labour mobility. It serves to anchor the profession's other core standards and can be used by regulators for a variety of purposes, including, but not limited to:

- Academic program approval/recognition/accreditation
- Assessment of internationally educated applicants
- Continuing competency requirements
- Input into the content and scope of entry-to-practice exams
- Policy and standard development and decision making
- Reference for professional conduct matters
- Public and employer information regarding the practice expectations of professional engineers

The Full Spectrum Competency Profile (FSCP)

The FSCP **(Figure 3)** is a working model of a competency framework with the potential to enhance the accreditation review processes and support engineering regulators in licensing professional engineers.

In the initial stages of the FSCP's development, the FEA project team aimed to identify a set of competencies that would be common to all engineers, regardless of discipline. The premise was that early in their careers, there is a strong emphasis on knowledge acquisition in academic settings. As they progress, engineers apply this knowledge and deepen it as they focus on a specific area of practice.

Based on prior research, the project team established a competency framework consisting of 34 competencies organized into eight domains: six for core competencies and two for cross-functional competencies.

Core competencies are common to all engineers regardless of disciplines and areas of practice. They are mandatory for all engineering graduates, newly licensed engineers, and experienced practitioners. The six domains for core competencies of the FSCP were compared to the IEA's Graduate Attributes and Professional Competencies Framework. There was alignment to all the Graduate Attributes, except with "tool usage", and among all professional competencies **(Figure 4)**.

The core competencies were also compared to the CEAB Graduate Attributes and Pan-Canadian Work Experience Competencies. Again, there was near complete alignment except with "use of engineering tools" from the CEAB Graduate Attributes and with "technical competence" in the Pan-Canadian Work Experience Competencies **(Figure 5)**.

Appendix C provides a single illustrative comparison of the FSCP to these established benchmarks.

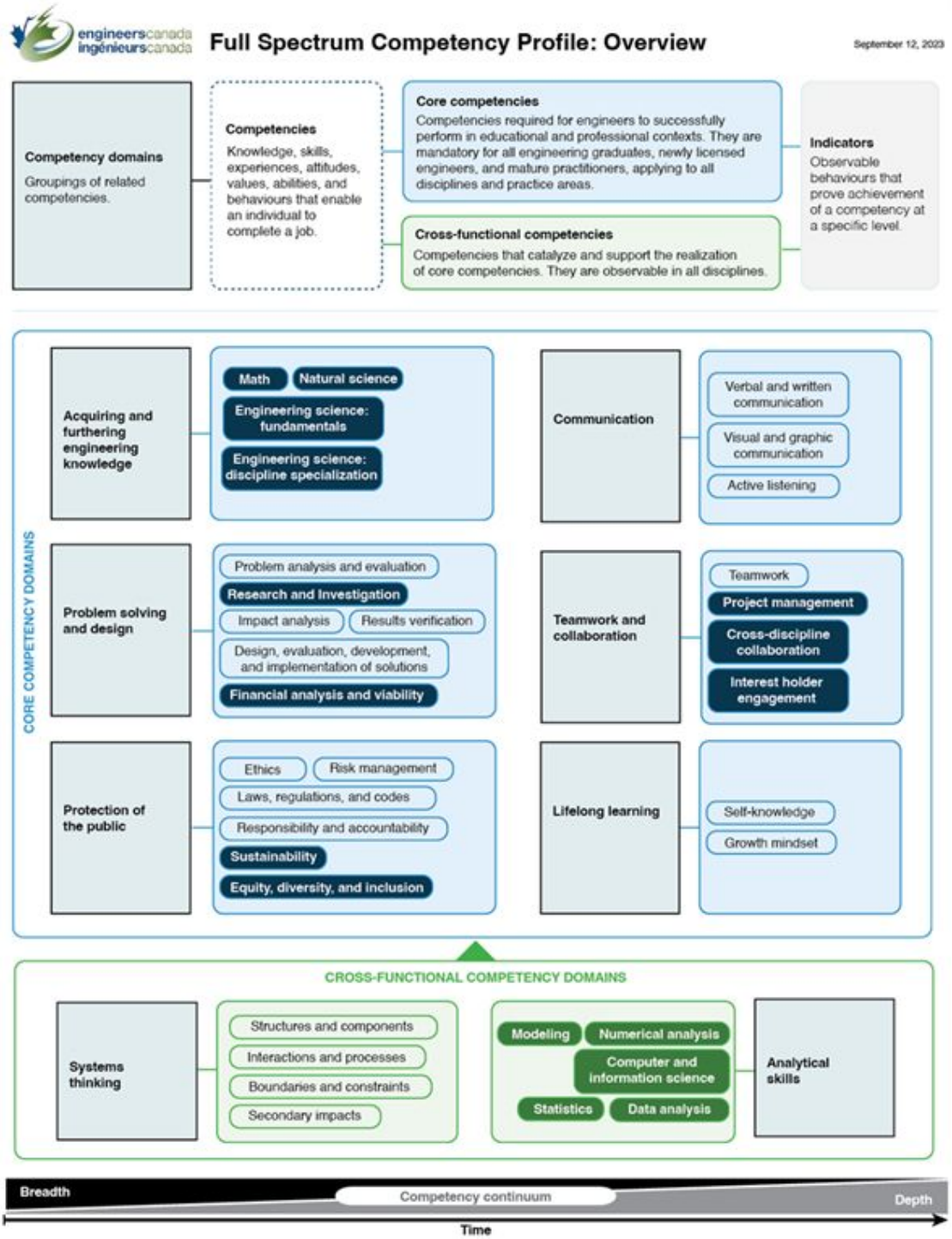


Figure 3: The FSCP competencies are organized into eight domains. The subset of competencies that constitute the proposed NARL are shaded in dark blue and dark green.

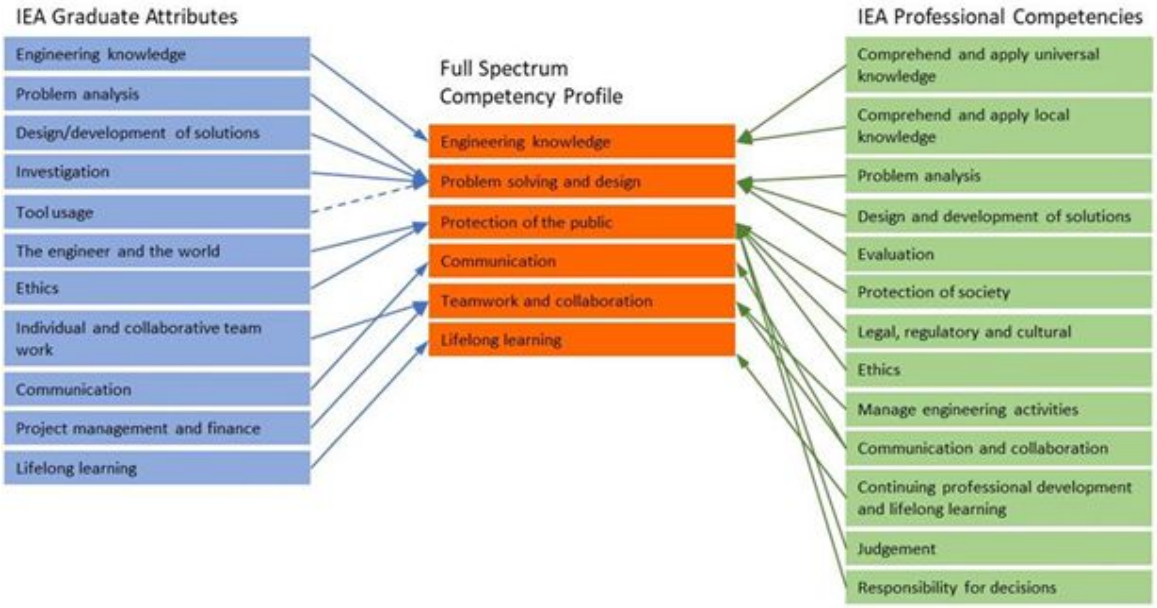


Figure 4: Mapping the FSCP Core Competencies to the IEA's Graduate Attributes and Professional Competencies Framework.

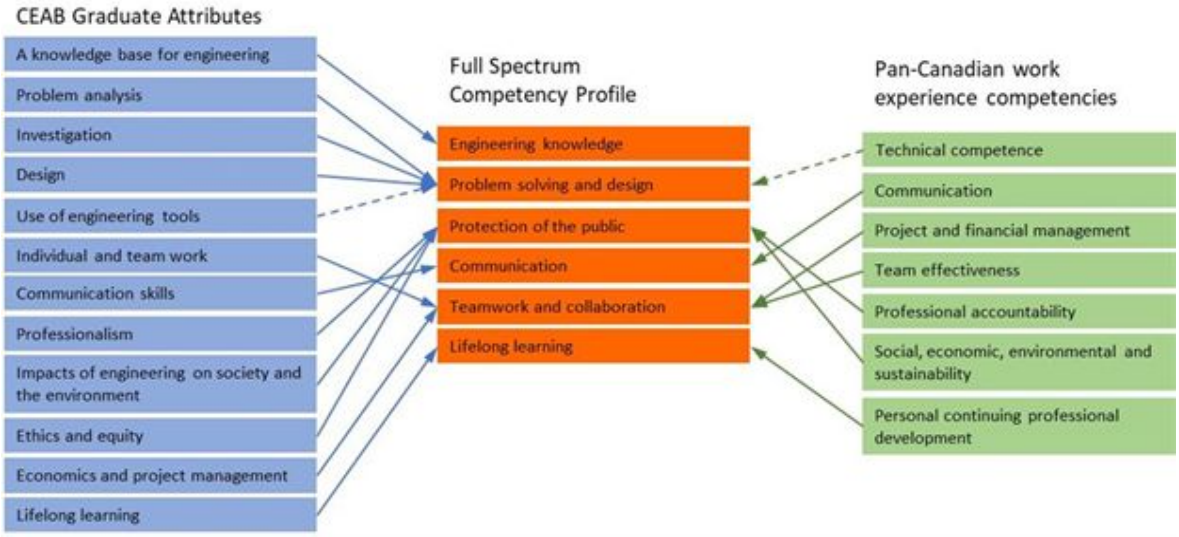


Figure 5: Mapping the FSCP Core Competencies to the CEAB Graduate Attributes and the Pan-Canadian Work Experience Competencies.

As a "full spectrum" competency framework, the FSCP is intended to identify the competencies that all engineers need to develop during their career journey on a continuum, from undergraduate education to post-graduation experiential learning to post-licensure practice **(Figure 6)**. In undergraduate education, competency development is foundational and emerging; in post-graduation and through experiential learning, the competency continues to develop and consolidate; and in post-licensure, the competency becomes more focused and refined.

While the current focus of FSCP development is on pre-licensure competencies, its ultimate scope could encompass the entire engineering career spectrum. The post-licensure stage involves continuing professional development (CPD). By aligning with CPD requirements, the FSCP can provide a structured approach to ongoing professional development, ensuring engineers maintain and enhance the competencies essential for safe and effective practice.

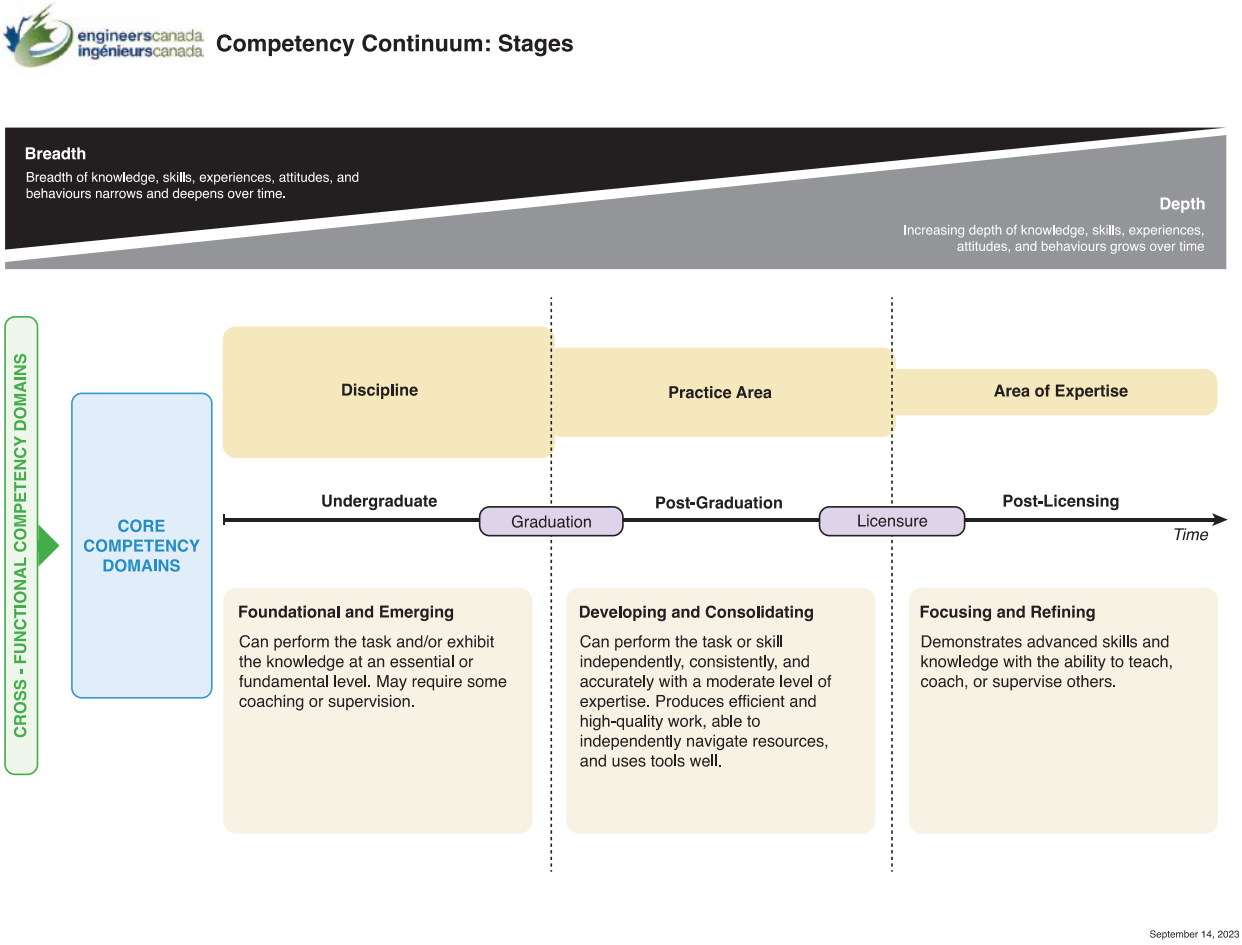


Figure 6: Competency stages. An engineer's journey from undergraduate through post-graduation and post-licensure.

The FSCP model is aligned to Miller's Pyramid of Clinical Competence **(Figure 7)**.[19] The pyramid was developed specifically for assessing the clinical competency of learners in health care settings. Influenced by concepts from Bloom's Taxonomy of Educational Objectives, Miller's Pyramid was

[19] Miller, G. E. (1990). The assessment of clinical skills/competence/performance. Academic Medicine, 65, S63-S67.

established in 1990 and has been used in medical education for nearly as long.[20] Like engineering, medicine is a high stakes regulated profession requiring rigorous evaluation.[21]

Miller's Pyramid aims to define education and training by outputs rather than inputs. Ultimately, it is focused on what learners can do, which is not the same as what they have been taught. The model's higher levels require greater professional and assessment authenticity.

The model is useful for assessing learning outcomes (competencies) at various stages of the learning process. The pyramid illustrates the expected learner progression from novice (bottom) to expert (top). Novice learners should be able to recall facts, but as their competency develops, they should be able to interpret and apply, demonstrate, and perform required knowledge, skills, and attitudes in authentic practice settings. Competency assessment should also evolve from recall-based multiple-choice questions to more authentic, workplace-based assessments.

Throughout the socialization and expert consultation of the FSCP, most of the feedback has focused on the implementation details and practical considerations, rather than questioning the core concept of the framework as a working competency model. Questions have revolved around issues like defining and interpreting competencies and ensuring applicability to non-CEAB graduates. This suggests strong initial validity of the FSCP, and further evidence will be necessary as the development progresses.

Figure 7: Miller's Pyramid of Clinical Competence

[20] Bloom, B. S. (1956). Taxonomy of educational objectives: Cognitive and affective domains. New York: David McKay.

[21] Norcini, J. J. (2003). ABC of learning and teaching in medicine: Work based assessment. *BMJ. British Medical Journal*, *326*(7392), 753–755. https://doi.org/10.1136/bmj.326.7392.753

6. The National Academic Requirement for Licensure (NARL)

What is the NARL?

Competency-based academic requirements are a key feature of outcomes-focused accreditation systems. This approach ensures graduates possess the essential competencies for safe engineering practice, regardless of their educational pathway. By assessing competencies instead of academic backgrounds, the system fosters a fairer and more flexible accreditation process.

The NARL has the potential for establishing a national standard of assessment for regulators and streamlining licensure for graduates of non-CEAB programs. However, the Path Forward Co-Design Session in April revealed participant concerns regarding certain aspects including:

- the process of selecting competencies and indicators;
- the optimal number of competencies;
- potential complexities of implementation;
- the defensibility of assessment strategies;
- potential methods to integrate the competency framework into accreditation criteria; and
- the applicability to non-CEAB graduates and alternative licensure pathways.

The Steering Committee acknowledges the importance of these concerns, recognizing that some solutions may only emerge as the FSCP Pilot Project and/or the actual implementation of the FSCP progresses.

NARL competencies

The Academic Requirement Task Force was tasked with identifying the specific competencies from the FSCP that graduating engineers would need to demonstrate at least at the “knows how” level upon completing their academic studies. In an iterative process over several weeks, the Academic Requirement Task Force proposed an initial subset of competencies which they expect to be acquired during academic training and which they further expect will be demonstrated at least at the “knows how” level upon completion of the engineering program **(Figure 8)**. This number was not predetermined but emerged organically through the process and is still subject to confirmation as this work proceeds

When used in the accreditation system, these competencies are expected to be developed and assessed by CEAB-accredited engineering programs, ensuring graduates can demonstrate them at the “knows-how” level of Miller’s Pyramid by graduation. This “knows-how” level signifies the graduates’ ability to apply their knowledge and skills in a practical setting. These competencies serve as the foundation of an engineer’s career path and are expected to be further developed and honed to the “does” level of Miller’s Pyramid during the post-graduate and post-licensure phases of their career **(Figure 7)**.

At the point of licensure, the applicant is assessed to determine if they:	KNOW	KNOW HOW	SHOW	DO
Acquiring and furthering engineering knowledge				
Math		✓		
Natural science		✓		
Engineering science: fundamentals		✓		
Engineering science: discipline specialization		✓		
Problem solving and design				
Problem analysis and evaluation				✓
Research and investigation		✓		
Impact analysis				✓
Results verification				✓
Design, evaluation, development and implementation of solutions				✓
Financial analysis and viability		✓		
Protection of the public				
Ethics				✓
Laws, regulations and codes				✓
Risk management				✓
Responsibility and accountability				✓
Sustainability		✓		
Equity, diversity and inclusiveness		✓		
Communication				
Verbal and written communication				✓
Visual and graphic communication				✓
Active listening				✓
Teamwork and collaboration				
Teamwork				✓
Project management		✓		
Cross-discipline collaboration		✓		
Stakeholder engagement		✓		
Lifelong learning				
Self-knowledge				✓
Growth mindset				✓
Systems thinking				
Structures and components				✓
Boundaries and constraints				✓
Interactions and processes				✓
Secondary impacts				✓
Analytical skills				
Numerical analysis		✓		
Data analysis		✓		
Statistics		✓		
Computer and information science		✓		
Modelling		✓		

Figure 8: The competencies of the NARL assessed at the "knows-how" level and the other competencies of the FSCP assessed at the "does" level for CEAB graduates. Applying this mapping to alternative licensure pathways requires further development that may be explored in the FSCP pilot study.

Focusing on exit-level competencies streamlines accreditation for HEIs and provides confidence to regulators that CEAB graduates are well-prepared for the next step towards licensure. The remaining competencies of the FSCP which do not comprise the NARL will be assessed by the regulator before an applicant is granted licensure. Applicants must demonstrate these competencies at the "does" level of Miller's Pyramid.

While accreditation focuses on developing and assessing NARL competencies, HEIs still have the autonomy and flexibility to go beyond these in their curriculum design. It is likely that HEIs will choose to offer courses that build foundational knowledge for the other competencies. HEIs may also evaluate all competencies of the FSCP at a level exceeding "knows" on Miller's Pyramid, if they choose to do so. This allows for program innovation and caters to specific industry needs or graduate specializations.

It is important to emphasize that the NARL, as proposed in this report, is a concept / working draft that is expected to evolve with further refinement, exploration, and development. If this initiative is to proceed, it is plausible that the number and selection of competencies which make up the NARL may change. For example, the design competency is part of the FSCP, although it is not included in the current NARL. While engineering programs may introduce students to design concepts ("knows"), the practical application ("doing") often occurs after graduation during the engineer-in-training period. However, design remains part of the IEA Graduate Attributes which must be met to achieve compliance with the Washington Accord. Additional studies will explore how to best integrate design considerations into the NARL or future accreditation processes to bridge this gap and maintain alignment with international expectations.

There may be opportunities to integrate other competencies not currently included in the NARL. The possibility of expanding HEI assessment beyond the initial NARL competencies may potentially reduce the regulators' assessment workloads. Although not in scope for the current proposed FSCP pilot study, further development of the NARL should examine the composition and optimal number of competencies, as well as appropriate levels of HEI assessment.

All these details will need to be determined at a later stage and clear communication of NARL competencies and assessment procedures will be essential for HEIs, students, accreditation visiting teams, and regulators.

Definitions of the proposed NARL competencies

DOMAIN: ACQUIRING AND FURTHERING ENGINEERING KNOWLEDGE

1. Math

Mathematics is an extension of language and is used to describe, analyze, and predict scientific and engineering principles and phenomena. It includes, but is not limited to, elements of linear algebra, differential and integral calculus, differential equations, probability, statistics, numerical analysis, and discrete mathematics.

2. Natural science

Natural sciences include the exploration of the interactions and processes of the natural world and the systematic observation and understanding of natural phenomena through analytical and/or experimental techniques.

3. Engineering science: fundamentals

Engineering science fundamentals involve the application of mathematics and natural science to practical problems. They lay the foundation for discipline specific engineering science while also providing a knowledge base to ensure an understanding of the broader scope of engineering practice. Engineering Fundamentals may include, but are not limited to, engineering mechanics, materials, fluid mechanics, thermodynamics, and basic electric circuits and power.

4. Engineering science: discipline specialization[22]

Engineering science subjects involve the application of mathematics and natural science to practical problems. Topics are determined by the specific discipline of specialization and will include the applied aspects of the essential science relevant to problem-solving within that discipline.

[22] It may be impossible to define Engineering Science: Discipline Specialization more precisely while still maintaining its generic applicability. As with all working definitions presented in this report, additional recommendations for refining this competency definition may be included in the Path Forward report and validated in subsequent stages of the project.

DOMAIN: PROBLEM SOLVING AND DESIGN

5. Research and investigation

An ability to identify, formulate, research, and conduct investigations of complex engineering problems, by methods that include appropriate experiments, analysis, and interpretation of data, and synthesis of information using principles of mathematics, natural science, and engineering science to reach substantiated conclusions.

6. Financial analysis and viability

An ability to appropriately use financial principles to determine the economic viability of proposed engineering projects and to select between independent alternatives. Engineering economic principles include the importance of finance in business decisions, project cash flows, time value of money, depreciation, present worth analysis, rate of return analysis, and risk analysis.

DOMAIN: PROTECTION OF THE PUBLIC

7. Sustainability

Sustainability is a long-term goal. Sustainable development is a strategy employed to meet the economic, environmental, and social needs of the present without compromising the ability of future generations to meet their own needs.[23] Sustainable engineering requires:

- consideration of economic efficiency and profitability for investors,
- navigating the tension between technical constraints and the need to broaden the design space to include ecological and environmental impact,
- meaningful consideration of design processes and outcomes that can preserve or improve social equity, and
- intergenerational equity, an emerging area for consideration, arising from non-Western knowledge systems that consider the impact of our actions seven generations into the future.

8. Equity, diversity, and inclusiveness

Equity is the promotion of fairness and justice for each individual that considers historical, social, systemic, and structural issues that impact experience and individual needs. Elevating equity in a good way removes barriers for the entire population.

Diversity is a measure of representation within a community or population that includes identity, background, lived experience, culture, disciplinary expertise, and many more.

[23] This definition is provided in part from the UN. https://www.un.org/en/academic-impact/sustainability

Inclusion is the creation of an environment where everyone shares a sense of belonging, is treated with respect, feels heard, and is empowered to participate.

It is important to note that while an inclusive group is by definition diverse, a diverse group is not always inclusive. An inclusive working environment or team strives for equity and respects, accepts, and values differences.[24]

DOMAIN: TEAMWORK AND COLLABORATION

9. Project management

Project management involves the comprehension of a project at various levels from full ownership at a coordination level to being knowledgeable about a project at a level of day-to-day tasks. Project management involves a set of principles that span the planning, implementing, and executing stages, and involves necessary attributes such as relationship building, budgeting, and resourcing, as well as considerations for safety, sustainability, and regulatory requirements.

10. Cross-discipline collaboration

An awareness of the importance of working effectively on projects that may involve collaboration across different disciplines and practice areas of engineering, including other professions.

11. Interest holder engagement

Interest holder engagement is the process by which an organization embarks on meaningful collaboration with key groups/individuals who may be impacted by actions and decisions being made. Meaningful engagement involves the recognition that all engineering work has an impact and that those affected should be provided with accessible and appropriate information and be given the opportunity to voice those concerns.

DOMAIN: ANALYTICAL SKILLS

12. Numerical analysis

The use of algorithms and numerical approximation techniques in mathematical analysis as applied to engineering problems. Topics include direct and iterative methods, conditioning and discretization, and generation and propagation of errors.

[24] This definition is from the University of Toronto. https://research.utoronto.ca/equity-diversity-inclusion/equity-diversity-inclusion

13. Data analysis

The knowledge and skills required to ask and answer a range of questions by analyzing data, including developing an analytical plan; selecting and using appropriate statistical techniques and tools; and interpreting, evaluating, and comparing results with other findings. An ability in data analysis implies knowledge in data awareness, cleaning, discovery, ethics, exploration, tools, and visualization.[25]

14. Statistics

Ability to use statistical principles to summarize data and draw conclusions from it. Important concepts include probability, frequency distributions, mean, standard deviation, propagation of errors, hypothesis testing, sample size determination, and regression.

15. Computer and information sciences

The knowledge and skills to use computer systems to store and manipulate large quantities of information. Topics include programming theory, computer system architecture, data repositories (e.g., databases, cloud storage, data lakes), and computation theory.

16. Modelling

Modelling is the purposeful development of an analytical, numerical, or empirical description of a real system. These models can be mathematical or physical in nature and are created with the specific intent of describing, analyzing, testing, demonstrating, and/or predicting behaviours, properties, or other characteristics of the system.

Insights from project engagement and research supporting the FSCP

i. Mapping the FSCP to existing benchmarks

As part of the analysis about the suitability of the FSCP, Engineers Canada conducted a mapping exercise to compare it with established benchmarks, including the CEAB's Graduate Attributes, the Pan-Canadian Work Experience Competencies, and the IEA's Graduate Attributes and Professional Competencies Framework. This mapping was presented to interest holders during the 2023 Fall Consultations to showcase the FSCP's alignment with the existing frameworks and bolster its credibility and reliability (Appendix C).

[25] This definition is provided from Statistics Canada. https://www.statcan.gc.ca/en/wtc/data-literacy/compentencies

ii. Alignment with competency-based assessment

The 2022 report *Current and Emerging Practices in Engineering Education* highlighted the increasing interest in CBA methods among educators. Most Canadian engineering regulators have already implemented CBA, comprising 34 competencies across seven different categories. The adoption of the FSCP represents a formalization of this assessment approach. Furthermore, competencies can be clearly defined, which facilitates transparent communication to interest holders regarding expectations for fulfillment and the evaluation processes.

Educators have also been expressing increased interest in CBA. Certain engineering programs have begun implementing CBA techniques, which enable students to effectively demonstrate their competencies on targeted tasks, facilitating their successful completion of courses.

iii. Alignment with other professions

In the 2022 report *Benchmarking the Canadian Engineering Accreditation System*, all eight of the accreditation systems under study, comprising five engineering and three other professions, are characterized as outcomes-focused accreditation systems. A combination of graduate attributes, experience examples, and competencies are used as part of the accreditation system measures of student outcomes.[26] Preparing the FSCP and its subset of competencies that comprise the NARL would be consistent with these established models of accreditation.

The 2023 interviews with leadership from the Canadian nursing, accounting, and architecture professions revealed a shared reliance on competency profiles. Notably, all academic programs within these professions follow a competency-based approach, alongside national exams for licensure/certification.

In the case of internationally trained applicants, nursing employs a competency-based review for assessing academic qualifications. As well, internationally trained architects with seven or more years of experience are not subjected to academic assessment; rather, their licensure process centers on a comprehensive competency review of their extensive professional experience.

iv. Versatility

The FSCP represents versatility, accommodating the varying timeframes that make up the engineer's career journey. Its competencies can be tailored to suit the needs of diverse user groups, ranging from undergraduate learners to post-graduation trainees and post-licence practitioners. The approach allows for seamless adjustments in measuring and evaluating proficiency in competencies at each stage, ensuring appropriate assessments of both breadth and depth based on the stage of development. Additionally, the competencies are not limited to a specific discipline and encompass all areas of engineering practice equally.

[26] See Metric 1.4, page 15.

v. Readiness for the future

During FEA's Foresight Session and virtual simulations, interest holders were invited to reflect on the anticipated future landscape of the engineering ecosystem. An emerging consensus suggests that engineers will operate in environments marked by heightened uncertainty and rapid change. Acknowledging this evolving reality, the FSCP provides a clear method for preparing tomorrow's engineers to effectively confront multifaceted and interdisciplinary challenges. The FSCP itself is intended to be adaptable, ensuring its continued relevance in an ever-changing professional environment. By encompassing not only technical knowledge and abilities but also analytical, interpersonal, and social skills, the FSCP offers a comprehensive framework to ensure that engineers emerge as well-rounded and adaptable professionals equipped to navigate diverse professional contexts.

vi. Engineering education

The FSCP encourages flexibility and innovation within engineering programs, aligning closely with the core purpose of accreditation. By embracing the FSCP, programs can tailor their educational offerings to meet the evolving needs of the engineering profession while maintaining the standards expected by accreditation bodies.

The FSCP also represents an outcomes-focused approach, which reflects the pedagogical practices of many other jurisdictions covered in the 2022 report, *Benchmarking the Canadian Engineering Accreditation System*. The use of outcomes-focused approaches bolsters the credibility and effectiveness of engineering education.

vii. Increased diversity and inclusion

The FSCP presents a significant opportunity to address diversity and foster inclusion within the engineering profession. By embracing the FSCP, engineering programs and regulators can adapt their approaches to accommodate diverse learning styles and offer multiple pathways to licensure. This inclusive approach ensures that individuals from various backgrounds and experiences have greater opportunities for access to, participation in, and success within the engineering field.

Refining the FSCP to meet the needs of the accreditation and licensing systems

The Academic Requirement Task Force identified key concerns related to FSCP and NARL that centered on maintaining momentum and interest holder engagement. Specifically, the task force highlighted:

i. Urgency to complete the NARL

CURRENT GAP

There is an urgent imperative to thoroughly develop and implement a NARL that is universally adopted by all regulators. This imperative contrasts with the longer development timelines needed to meticulously outline the FSCP. While the FSCP and NARL are complementary, the anticipated differences in their development timelines may complicate how they are received, adopted, and accepted.

> **Recommendation and Rationale:**
> **See An Imperative for National Adoption and resulting Recommendation 12 (p.56)**

ii. Continued development of the FSCP

CURRENT GAP

Interest holders must maintain their focus on the long-term development of the FSCP and actively work towards its widespread adoption across the entire system. Achieving a comprehensive assessment as intended by the FSCP would require significantly more effort from all involved parties, which may not align with regulators' current priorities. The ongoing government pressures to expedite applications for entry to practice stand in contrast to the requirement for heightened assessment efforts.

To foster adoption of the FSCP, it is essential to ensure that the FSCP:

- Is easily understood and applied.
- Enhances existing rigorous standards.
- Adopts efficient procedures to optimize outcomes.
- Emphasizes a comprehensive assessment of competencies, including public safety, accountability, and liability.
- Balances the evaluation of both academic and experiential competencies effectively.
- Supports diverse approaches to flexibility and innovation within the system.

> **Recommendation and rationale:**
> **See An Imperative for National Adoption and resulting Recommendation 12 (p.56)**

iii. An Imperative for National Adoption

CURRENT GAP

Historically, Canadian engineering regulators adopt new licensure approaches at different stages, influenced by a variety of regulator-specific factors. At the April 2024 Co-Design Session, regulator representatives were keen to collaborate on this initiative but identified considerations such as legislative realities, competing priorities, and change fatigue as potential barriers to synchronized national adoption. However, there is an emergent desire across all regulators to collaborate and harmonize. The 2024 signing of the National Statement of Collaboration is a tool that could be leveraged to catalyze on upcoming opportunities and achieve shared goals.

> **Recommendation 12 for the future direction:**
> **Initiate a pilot study to evaluate the feasibility of the FSCP according to the proposed Terms of Reference.**

RATIONALE

The urgency to complete the NARL and continue development of the FSCP, as well as an imperative for national adoption of both, are interrelated aspects which may be collectively addressed through initiating the FSCP pilot study.

Achieving nationwide adoption of the FSCP and NARL by all interest holders immediately is not realistic and, like other large-scale transformative initiatives, it would be more reasonable to expect regulators to adopt the initiative on a staggered approach. There will be early adopters who embrace the framework in its initial stages, followed by others who join later.

As part of the FEA project, it has been determined that Engineers Canada should initiate the FSCP pilot study to test and refine the concepts of the FSCP and its NARL subset. The system's rollout will likely unfold at a pace determined by the interest holders, and the pilot study will play a crucial role in assessing the FSCP and NARL's feasibility and demonstrating their value to interest holders, convincing them of the long-term viability and encouraging wider adoption.

iv. Substantial equivalence with IEA Graduate Attributes and Professional Competency Framework

CURRENT GAP

While the FSCP has been mapped onto existing frameworks such as CEAB's Graduate Attributes, the Pan-Canadian Work Experience Competencies, and the IEA's Graduate Attributes and Professional Competencies benchmarks, there are still gaps that need to be addressed to improve alignment with these models.

Recommendation 13 for the future direction:
Ensure that the FSCP, including the NARL, is substantially equivalent to the IEA Graduate Attributes and Professional Competencies benchmark.

RATIONALE

As a signatory to the Washington Accord and member of the APEC-EA and IPEA agreements, Engineers Canada must demonstrate that the competency framework applied to the accreditation system and the evaluation of work experience remains substantially equivalent to the IEA's Graduate Attributes and Professional Competencies Framework.

7. Developing a competency framework

To advance the FSCP development and address known gaps, further refinement of the competency framework is required. A Job-Task Analysis (JTA) approach may facilitate this process **(Figure 9)**. A JTA has three main tasks:

1. **Define the competency:**
    a. Develop **competency statements** that provides a wholesome description of the area of competence (for example, what is meant by 'math'?).
    b. Develop a **description** of what it means to be competent in the area (what does it mean to be competent in 'math'?) using a four-part structure:
        i. Performance of an action (verb)
        ii. The action to whom or what (the object of the verb)
        iii. To produce something (an expected outcome or why the action is necessary)
        iv. Using what tools, equipment, work aids, processes, standards.
2. **Validation Survey:** The fully articulated competencies need to be socialized and validated in the engineering ecosystem. The validation process solicits the opinions of a large, wide-ranging group of subject matter experts to rate each competency on two dimensions:
   (1) Frequency: How often does a practicing licensed engineer use this competency?
   (2) Criticality: How critical is the competency to safe practice? Typically, for each articulated competency, the "Frequency" rating is multiplied by the "Criticality" rating to produce a validation score. The higher the score, the greater the evidence of validity.
   In other words, the higher the score, the greater the evidence that the competency belongs in the FSCP as a sample of activities that all engineers do.
3. **Define indicators:** These are discrete, observable outcomes of actions that demonstrate competence. Each FSCP competency will need to be defined with indicators using Miller's Pyramid at both the "knows how" level for HEIs and at the "does" level for regulators assessing CEAB and non-CEAB applicants. The indicators should clearly outline how an individual demonstrates they "know how" to complete an action and how they demonstrate they can "do" the action.

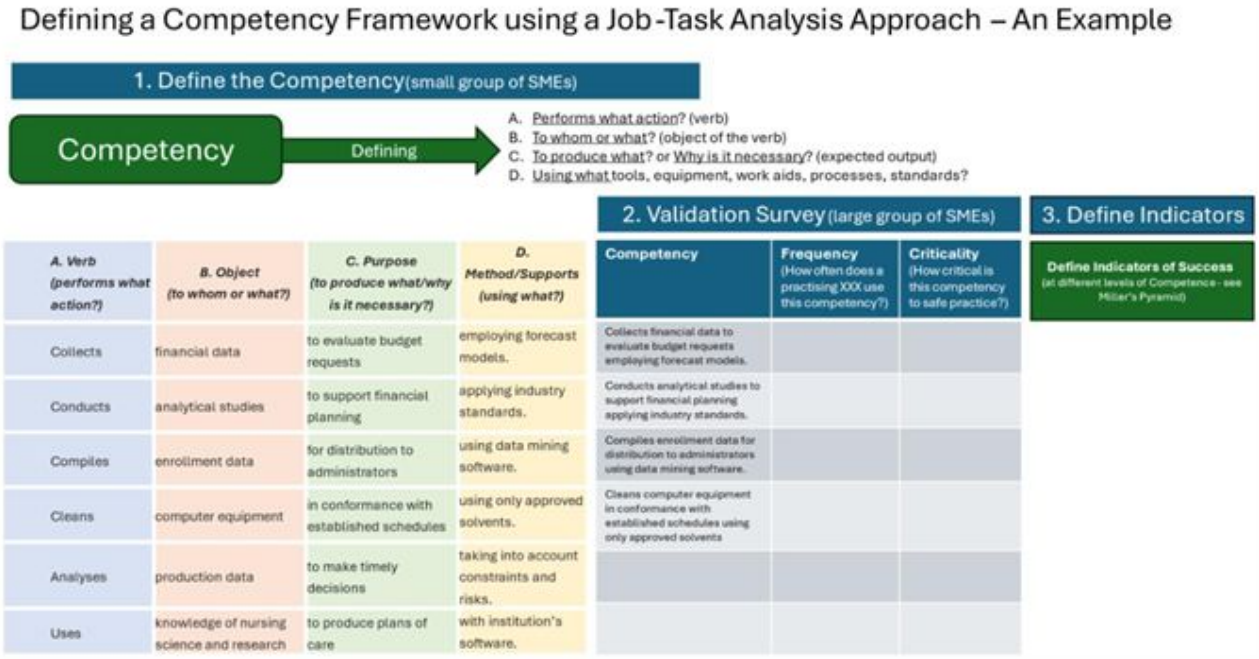


Figure 9: Defining a competency framework using a Job-Task Analysis Approach.[27]

8. Full Spectrum Competency Profile (FSCP) pilot study

At the Path Forward Co-Design Session, participants believed that a pilot study would be needed to demonstrate the feasibility of implementing the FSCP concepts across the engineering licensure and accreditation systems. It was suggested that the pilot study could involve selecting a small subset (3-5) of the FSCP competencies, developing the competencies and the associated indicators, and applying the resulting framework in both the accreditation and licensure environments. The pilot study should involve a range of interest holders, including engineering regulators and HEIs, and be advanced quickly. The pilot study could help inform the process of fully developing the NARL and the FSCP and demonstrate their applicability in the engineering ecosystem.

Following the session, Terms of Reference were drafted for an FSCP pilot study Working Group (Appendix D). A pilot study is a small-scale, short- to medium-term study that helps an organization learn how a large-scale project might work in practice. It is an opportunity to test the design, functionality, and feasibility of a solution before committing significant resources to a full-scale implementation.

[27] Prepared by Sid Ali, member of the FEA project team for Path Forward Co-Design Session in April 2024.

The purpose of the FSCP pilot study is to understand the effort required to define the FSCP competencies and explore the appropriate processes to assess them. It is intended to begin after the publication of this Path Forward Report and its acceptance by the Engineers Canada Board and is expected to conclude in late 2025 and is designed to provide initial insights into the application of the competency framework all licensure pathways.

The FSCP pilot study Working Group will have diverse representation, including members from Engineers Canada staff, the Academic Requirement Task Force and Purpose Task Force, the CEAB and CEQB, HEIs, engineering regulators, a psychometrician, and potentially industry and recent engineering graduates. The assessment of competencies within the pilot study will be conducted by both HEIs and engineering regulators to assess both CEAB and non-CEAB applicants across a geographic diversity of Canadian jurisdictions.

There are six objectives for the working group, including:

1. selecting the competencies to pilot,
2. defining the competencies and associated indicators such that they can be assessed in a defensible manner and in a way that establishes competence,
3. creating assessment processes,
4. developing a plan to pilot the selected competencies and processes,
5. overseeing the execution of the pilot study, and
6. reporting recommendations.

While the attendees of the Path Forward Co-Design Session originally suggested piloting 3-5 competencies, including at least one technical competency and one professional competency, it will be up to the working group to decide which subset of competencies to include in the pilot study. The aim is to include competencies which are highly relevant to all professional engineers (i.e. they are both used frequently and are critical to safe practice).

A follow-on task will be to apply learnings of the pilot to all FSCP competencies to define the competencies and associated indicators. The FSCP will then need to be fully validated.

> **Recommendation for the future direction:**
> **Covered by recommendation 12: Initiate a pilot study to evaluate the feasibility of the FSCP according to the proposed Terms of Reference.**

9. Implementation approach

The FEA project has been a multi-year initiative requiring sustained effort from a core team and input from hundreds of interest holders. Creating a shared vision for the future and fostering collaboration have been essential foundations for this work.

The next phase of the work will require ongoing broad support across the engineering ecosystem. A change management plan informed by diverse perspectives will be vital for navigating this complex transition, considering both operational and emotional factors. Appendix E provides detailed considerations and principles to guide future changes in the accreditation system and FSCP, along with a framework for measuring interest holder support during the changes.

> **Recommendation 14 for the future direction:**
> **Establish a dedicated task force to develop a change management plan for the strategic implementation of outcomes-focused accreditation. This plan should encompass the sequence of tactical steps to move from the current state to the desired state and address the potential emotional and psychological experience of change.**

Governance

The transformative shift towards outcomes-focused accreditation necessitates a revamped governance structure. Just as collaborative stewardship and co-design underpin this new accreditation model, these principles must permeate the governing body itself.

The new governance model should prioritize fairness, transparency, and increased equality for all interest holders – HEIs, accreditors, regulators, and students. By fostering a sense of collective involvement, interest holders are more likely to perceive a favourable return on their investment in the accreditation process.

The adoption of FSCP will also create a change in the roles and procedures of all interest holders. New protocols for communication, data sharing, and decision-making will be essential. Development of the new governance model should be centered on the key considerations detailed in the following recommendations and supporting information.

CEAB: Separate policy setting from operational delivery.

The current CEAB is responsible for both policy development, including oversight of accreditation criteria and procedures setting, as well as for the operational tasks of conducting site visits and issuing accreditation decisions.

The new governing model should separate these functions. The *Benchmarking the Canadian Engineering Accreditation System* report, explains that Poland and Australia have separated the

oversight body setting accreditation standards from the body that implements accreditation processes and makes accreditation decisions. In France, the accreditation body sets the standards and makes the initial decision, although the final decision is made by a government ministry.[28]

This separation could be achieved by establishing two separate committees, one of which would focus on the policy aspects (including establishing accreditation criteria) and the other would be operational. It should be noted that it was clear from all interest holders input that future policy development should be co-designed and, as such, a new policy committee should have this as a core foundational tenet. With the responsibility for policy development removed, the remaining operational committee would have a focus on the accreditation process itself, including visits and decisions.

> **Recommendation 15 for the future direction:**
> **The Engineers Canada Board should establish two distinct bodies in accreditation: a policy body responsible for setting strategic direction, and an operational body focused on execution of policies.**

> **Recommendation 16 for the future direction:**
> **Establish a new dedicated oversight body for the FSCP.**

The FSCP roll-out significantly impacts the roles and responsibilities of various interest holders within the entire engineering ecosystem in Canada. It will impact how HEIs teach students to prepare them for licensure, the eligibility of international applicants based on substantial equivalency, and how regulators assess applicants of any background.

This new landscape necessitates oversight of the FSCP and the subset of competencies which will comprise the NARL, ensuring it stays current and is applied effectively. This is an essential task that requires a dedicated body composed of individuals with the necessary expertise and representation to critically consider the full spectrum of competencies required by future engineers, encompassing both technical and non-technical skills.

The oversight committee's focus on the competency profile also intersects with various regulatory functions, including accreditation, entry-to-practice requirements, and post-licensure continued learning. To ensure a comprehensive perspective, the committee should be separate from other bodies and have diverse representation covering all these aspects.

CEQB: Continue to provide guidance on engineering issues.

The CEQB develops national guidelines, papers, and examination syllabi to serve the needs of the engineering community, including regulators, licence holders, and applicants for licensure.

---

[28] *Benchmarking the Canadian Engineering Accreditation System*, p.18

The FSCP pilot study is intended to explore its applicability to non-CEAB graduates and may potentially reduce the reliance on input-based syllabi reviews. Nevertheless, the transition to the FSCP will significantly affect admissions processes, and CEQB's expertise remains instrumental for developing standards, processes, and criteria for non-CEAB applicants and alternative licensure pathways.

The CEQB should continue to provide guidance on practice issues and adapt its approach to admissions. To ensure their valuable insights continue to shape the future, the CEQB should actively participate in the new FSCP oversight committee.

Representation:

The new governance model should foster a more inclusive environment by incorporating a wider range of voices. This includes more equitable representation from regulators, HEIs, CEAB, CEQB, industry, and students. This diverse mix is crucial for capturing the perspectives of all interest holders and fosters a shared sense of ownership and responsibility for the system's outcomes.

Interest holders

Shifting to an outcomes-focused accreditation system will necessitate specific adjustments for some interest holders' roles and activities in the engineering ecosystem. The following assumptions will warrant further validation in future stages of work.

CEAB

CEAB will continue to lead the accreditation process, conducting visits and issuing decisions. It is suggested that policy and criteria development will be informed by a separate body comprised of diverse representation. The CEAB's established expertise in defining accreditation requirements will be represented on this new policy body, and future policy development should be co-designed.

The CEAB's expertise will be essential for the new FSCP oversight body to ensure alignment with accreditation criteria. The CEAB remains a key partner for equipping HEIs and regulators with the resources they need to understand accreditation. Applying lessons learned from the rollout of Graduate Attributes from 2008 to 2015 can help develop clear communications and a well-defined action plan to assist HEIs and regulators during transition.

CEQB

The implementation of the FSCP would necessitate a shift in the CEQB's role regarding admissions issues and syllabi reviews. The syllabi reviews may become redundant with the FSCP, but CEQB's expertise positions it well to contribute to the broader FSCP oversight process. In particular, CEQB's experience with issues encompassing the entire career continuum, from entry to practice to ongoing professional development, equips them to assess how effectively the FSCP aligns with the

"full spectrum" career journey it aims to cover. Additionally, the CEQB is well-suited to ensure the FSCP effectively addresses non-CEAB graduates and alternative licensure pathways.

Regulators

The NARL is intended to give regulators continued confidence in the quality of HEIs' programs while necessitating adjustments to their licensing practices. The implementation of standards-based assessments may contribute to expedited procedures and enhances the defensibility. Engineers Canada and the new FSCP oversight body will engage with each regulator directly to gauge their receptivity for the FSCP's evolving framework and to provide tailored support that would facilitate a smooth adoption process.

HEIs

Shifting from Accreditation Units (AUs) to outcomes-focused accreditation will provide greater flexibility and innovation in program design, particularly for emerging disciplines. This, in conjunction with clear guidance from CEAB, should allow HEIs to tailor their programs with a sharper focus on student success.

Students

By shifting to outcomes-focused accreditation, students may gain access to a wider range of learning opportunities through flexible and diverse educational pathways. Students can be confident that their engineering program is preparing them effectively to meet the licensure requirements and pursue successful engineering careers.

Industry

Historically, the Canadian engineering accreditation system has had less industry involvement as compared to other countries. As the Engineers Canada Board considers this report's recommendations, opportunities to continue to involve industry in its initiatives should be leveraged. industry expertise can support Engineers Canada by informing accreditation criteria and contributing to the development of competencies for applicants for licensure. The Terms of Reference for the FSCP pilot study recognize this potential and leaves room for industry participation for these very reasons.

> **Recommendation 17 for the future direction:**
> **Establish regular engagement opportunities with industry, leveraging existing mechanisms to gather ongoing feedback and insights.**

RATIONALE

The specific nature of industry engagement requires further refinement. Industry needs vary across sectors and geographic regions. While establishing a dedicated Engineers Canada industry group may not be necessary, leveraging the HEIs' existing industry advisory groups would be beneficial. Reconsidering previous industry polling methods and exploring additional engagement strategies will be crucial for effectively gathering industry input.

Engineering scholars

System changes present an opportunity to leverage the expertise of engineering scholars. Their years of dedicated research on accreditation and engineering practice can provide invaluable insights for a smooth transition and the development of a robust future system.

The public

The public may not notice the direct impact of changes from the FEA project. However, the goal to ensure graduates are equipped to practice safely and protect the public remains paramount. This indirect benefit to society must be preserved throughout any system adjustments and it behooves Engineers Canada and other interest holders to market the benefits achieved through these advancements within the engineering ecosystem.

Core values for implementation of the Path Forward recommendations

i. Co-design

The FEA project's progress exemplifies the power of co-design. By embracing a co-design approach, the project tapped into diverse perspectives and experiences, fostering the creation of innovative ideas and new possibilities that authentically reflect the complexities of the accreditation system.

This collaborative methodology, characterized by committed individuals, diverse viewpoints, a focus on shared goals, and a willingness to navigate conflicts, must become the cornerstone for the successful development and evolution of the future accreditation system and the development of the FSCP.

Accepting the core principles of co-design will bring tangible benefits to all interest holders. A more collaborative environment should increase efficiency, effectiveness, and a stronger sense of worthwhile investment from all parties involved. The future accreditation system relies on interest holders being willing to engage in authentic partnerships and embrace a vision that promotes shared goals and national alignment.

ii. Collective stewardship

Interest holders are empowered to contribute to and shape the accreditation system. Shared commitment, decision-making, and accountability fosters resilience, adaptability, and a strong sense of shared purpose. A refreshed governance model and other formal mechanisms for incorporating diverse perspectives will ensure the system remains responsive and relevant to the needs of all. This also contributes to an increase in efficiency, effectiveness, and a strong sense of worthwhile investment from all parties involved.

iii. Transformative change

Interest holders foster a culture of continuous transformation and are active agents of innovation. They must be agile and adaptive to respond to the rapidly evolving engineering landscape. By embracing experimentation, learning, and a willingness to explore new approaches, interest holders can guide the system to evolve and improve over time, building on its strengths while effectively addressing emerging challenges.

iv. Outcomes-focused

Interest holders are committed to an outcomes-focused accreditation system. Decision-making focuses on ensuring that graduates possess the competencies required to begin the licensing process, while maintaining the balance between rigorous standards and practical relevance.

v. Proactive support

Interest holders have the necessary resources, guidance, and support to fulfill their roles effectively. This includes clearly defined responsibilities, comprehensive training, and ongoing support mechanisms to facilitate meaningful contributions to the system's success.

vi. Fairness

Interest holders must uphold fairness and equity for all system participants. This includes equitable treatment of programs in the design and application of accreditation criteria. There should be particular attention to ensuring fairness for those engaged in the FSCP Pilot Study and other initiatives undertaken to build the future system, recognizing their contributions and mitigating any potential risks or disadvantages for their involvement.

vii. Communication

Transparent and inclusive communication is vital for aligning all interest holders with the future system’s opportunities. By proactively sharing information, actively seeking and listening to feedback, and using diverse communications channels, interest holders can foster a shared understanding that drives collaboration and innovation to create a system that effectively meets evolving needs.

Recommendation 18 for the future direction:
Adopt the outlined core values to guide implementation of these recommendations.

Short-term actions: Early 2025

Contingent upon approval by the Engineers Canada Board of the direction laid out in the Path Forward Report and the accompanying recommendations, Engineers Canada should swiftly launch some early initiatives in early 2025 to sustain momentum and pave the way for later implementation stages. Early initiatives include:

i. Commit to outcomes-focused accreditation by eliminating AUs and minimum path.

The first step towards an outcomes-focused accreditation system is to remove use of the current input measures of curriculum content. This includes removing the use of AUs and transitioning to a temporary period relying on Graduate Attributes exclusively, until such time as the NARL is ready to take over completely.

The Graduate Attributes profile lacks specific definitions and expectations for foundational knowledge in mathematics, natural sciences, and engineering sciences. In the short-term, this gap can be addressed by building on the current definition of Graduate Attribute 1: Knowledge Base by using the existing definitions of these concepts as described in the CEAB Accreditation Criteria and Procedures book.

In the longer term, accreditation criteria related to Students (Section 3.3.) and Program environment (Section 3.5) must be reframed to focus less on inputs and more on desired outcomes. Engineers Australia, who emphasize outcomes and institutional flexibility to achieve compliance, provides a potential model.

Transitioning away from AUs may require meticulous planning and engagement with HEIs and regulators to ensure a smooth transition that maintains their trust in the accreditation system.

ii. Remove the faculty licensing requirements.

The removal of all AUs includes specified AUs, which removes the need for licensed engineers to teach engineering science and engineering design. HEIs can be given flexibility regarding the development of alternate ways for students to gain substantial and meaningful involvement with licensed professionals.

iii. Separate CEAB's policy-making functions from operational activities.

In keeping with best practices as well as bringing us in line with other jurisdictions, the policy and operational functions of the CEAB should be separated. A new policy committee should be created

with a mandate to co-design all future policy as strongly promoted throughout the FEA project. The remaining operational taskings should be maintained by a separate committee.

iv. Initiate a pilot study to evaluate how interest holders can leverage FSCP.

There was strong support for the concept of a pilot study from interest holders during the April Path Forward Co-Design Session. Engineers Canada should launch the FSCP pilot study in a timely and prudent manner to demonstrate the feasibility of integrating FSCP and NARL concepts within the accreditation and licensure systems for both CEAB and non-CEAB graduates. Guided by the FSCP Pilot Study Working Group Terms of Reference, the pilot study will evaluate various scenarios to inform the full development and implementation of the FSCP and NARL within the engineering ecosystem.

v. Create a co-design policy to guide transformation in the accreditation system.

To capitalize on the success of the co-design approach in advancing the FEA project, Engineers Canada should codify it into a formal policy. This policy would define the ongoing collaboration norms for interest holders, ensuring a consistent and inclusive approach moving forward.

The next steps of the project will require substantial planning. Detailed workplans for the other recommendations for system advancement will be developed starting in early 2025.

Long-term actions: 2025 and beyond

The Path Forward Report is not the end of the FEA initiative. In fact, it sets up the next phase of work to transition the accreditation system in 2025 and beyond. The Engineers Canada 2025-2029 Strategic Plan sets this work up under the strategic direction of:

> **Realizing accreditation and academic assessments**
> As part of the 2025-2029 strategic plan, we will support regulators in implementing a new national academic requirement for licensure. We will also transition Engineers Canada's associated tools as required. We will work with key interest holders to build an improved accreditation system that is flexible, adaptable, and valued by regulators, educators, students, and accreditation volunteers. In collaboration with regulators, we will develop a business case for a national intake and academic assessment process for internationally educated applicants for licensure.[29]

A high-level operational plan with key milestones was prepared in May 2024. This plan will become more detailed with specific tasks and timelines starting in early 2025.

[29] Engineers Canada, 2025-2029 Strategic Plan

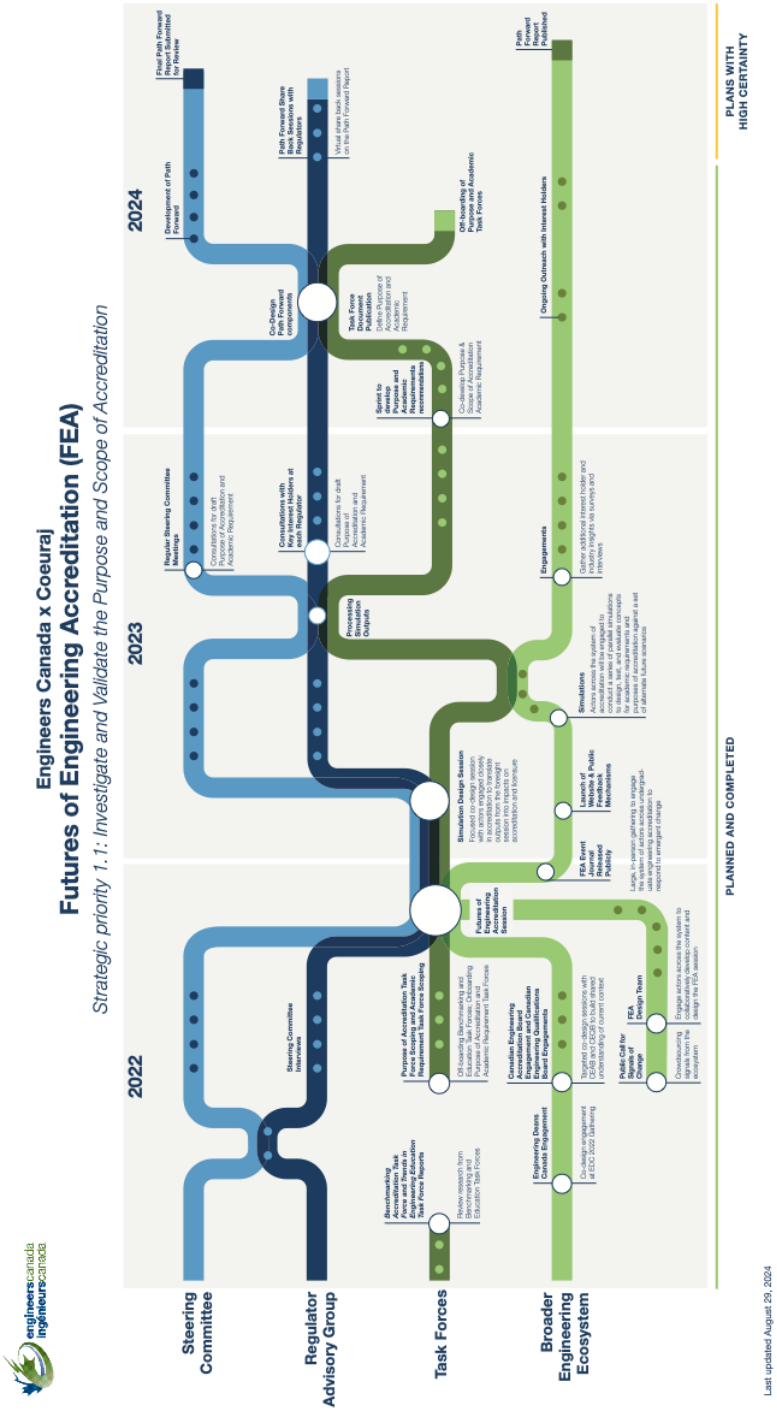
Glossary

Accreditation Unit (AU)	An academic credit granted for activities in which the associated number of hours corresponds to the actual contact time between the student and the faculty members, or designated alternates, responsible for delivering the program.
Co-Design	A framework and tool for situations where there is a diverse set of perspectives and a requirement for alignment across a varied, and complex, system. Encompasses five core principles, including the concept that people love what they design and own what they create. Also referred to as Collaborative Design.
Competence	The ability to perform a task, function, or role to a set of prescribed standards. Competence itself is not readily observable; it is inferred from the engineer's activities.
Competency	A demonstration of the knowledge, skills, experience, attitudes, values, abilities, and behaviours that enable an individual to complete a task.
Competency-based assessment	A methodology used to assess an applicant's readiness for engineering licensure. Applicants must demonstrate they have progressed to a professional level of competency in their field through engineering work experience.
Competency framework	An explanatory model that considers how engineers engage in their professional responsibilities, duties, and tasks. While not an assessment tool on its own, it helps define the standard against which the observable and demonstrable actions of all applicants can be measured and evaluated.
Engineering program	A framework strategically designed to provide students with the knowledge and competencies required to begin the process to be licensed as professional engineers in Canada, which may include a diverse range of courses, activities, or experiences. It is not exclusive to traditional undergraduate curricula at HEIs.
Experiential learning	An educational approach that emphasizes learning through direct experience and reflection. It involves actively engaging learners in real-world activities, challenges, and problem-solving to develop practical skills, knowledge, and critical thinking abilities.

	Experiential learning in engineering includes, but is not limited to, project-based learning, interactions with practising professionals, student exchange programs, and cooperative or internship experiences.
Full Spectrum Competency Profile (FSCP)	A competency framework with the potential to enhance Engineers Canada's accreditation review processes and support regulators in licensing professional engineers.
Iterative change	A process involving breaking down projects and goals into small steps and using repeated cycles of planning, implementation, evaluation, and adaptation to contribute to the cumulative outcome.
National Academic Requirement for Licensure (NARL)	A subset of competencies in the FSCP which CEAB graduates are expected to demonstrate upon completion of their programs.
Outcomes-focused accreditation	A quality assurance process that evaluates engineering education programs based on their demonstrated ability to produce graduates with specific competencies.
Peer Review	A quality assurance process that depends on experienced professionals to evaluate an engineering program against established standards. These peers provide complementary expertise to thoroughly assess the program's adherence to accreditation criteria. The process involves rigorous reviews, site visits, and feedback to promote continuous improvement and ensure the program meets the expectations for accreditation.
Program environment	The overall conditions, resources, and cultural factors that enable the quality of an engineering program. It encompasses elements such as faculty qualifications and morale, student engagement, administrative support, facilities, curriculum design, and pedagogical approaches.
Specified Accreditation Unit (AU)	Undergraduate engineering curriculum content that must be delivered by faculty members holding, or progressing toward, licensure as a professional engineer in Canada.
Standards-based assessments	An assessment method that evaluates applicants against predetermined standards and criteria. Note: This is not the same as "standardized assessment" which uses a consistent format, administration, scoring, and interpretation according to a specified plan.

Student exchange program	Engineering students enrolled at a CEAB-accredited HEI may complete a portion of their degree requirements at another institution.
Substantial equivalency	Achieving outcomes that whilst not individually identical to those of the standard or exemplar of that standard, taken cumulatively achieve the same overall outcome.
Transformative change	A dynamic, ongoing process that fundamentally restructures a system by building upon existing strengths and incorporating innovation. It involves an evolution driven by continuous adaptation and improvement, ultimately leading to more resilience, sustainability, and effectiveness. This process necessitates a departure from the status quo and demands a profound shift in mindset, values, and behaviours across the entire system.

Appendix A: FEA project journey map with milestones



Appendix B: CEAB thought paper – Reconsideration of specific AUs in the assessment of engineering programs

May 10, 2024

Annette Bergeron
Steering Committee Chair
Futures of Engineering Accreditation
via email: annettebergeron@gmail.com

Dear Annette,

RE: CEAB Thought Paper – Reconsideration of Specific Accreditation Units (AUs) in the Assessment of Engineering Programs

On behalf of the Canadian Engineering Accreditation Board (CEAB), I submit to the Futures of Engineering Accreditation (FEA) Steering Committee a thought paper titled "Reconsideration of Specific AUs in the Assessment of Engineering Programs" for consideration. The Paper was approved at the CEAB's April 13th meeting and was supported in principle by members of Engineering Deans Canada's (EDC) Deans' Liaison Committee (DLC) at their April 28th meeting.

EDC, a major interest holder in the accreditation system, has pointed to the specific AU criteria - the accreditation criteria requiring a minimum amount of curriculum content in Engineering Science and Engineering Design be instructed by licensed faculty - as a problematic constraint on curriculum design and delivery. Additionally, in their final report to the FEA Steering Committee, FEA's Benchmarking Task Force highlighted key differences between the Canadian undergraduate engineering accreditation system and the selected comparators. The Task Force concluded that other systems are less restrictive regarding licensure requirements of faculty and suggested that the necessity and reasoning for faculty licensure in accredited undergraduate engineering education be reviewed. Furthermore, FEA's Purpose of Accreditation Task Force identified 'Faculty qualifications' as a known gap between the current accreditation system and the desired future system under the revised purpose of accreditation and associated design parameters (Purpose of Accreditation Task Force document, pgs. 24-25). This issue was also explored at the April 17-18 Path Forward Report Co-Design session which I, along with other members of the CEAB Executive Committee, attended.

While the CEAB has paused all major accreditation policy-related work while the FEA initiative is underway to not duplicate efforts, the CEAB submits the Thought Paper to the Steering Committee as a potential way forward in the short-, medium-, and long-term as the project's final Path Forward Report is developed. The CEAB undertook this work in the absence of clear indication from the engineering regulators as to whether the importance of the interaction between engineering students and licensed faculty is still a relevant principle nor is there a clear understanding as to the outcome(s) that these interactions seek to achieve. Given the collective experience of CEAB members in evaluating engineering programs, applying criteria, and discussing the challenges experienced by interest holders in the system, members felt they were in a position to contribute to a reasonable and sustainable solution to this particular issue.

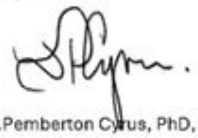
300–55 Metcalfe Street, Ottawa, Ontario K1P 6L5
613.232.2474 | t-f: 877.408.9273
@EngineersCanada
engineerscanada.ca

55, rue Metcalfe, bureau 300, Ottawa (Ontario) K1P 6L5
613.232.2474 | s. f. : 877.408.9273
@EngineersCanada
ingenieurscanada.ca

engineerscanada
ingénieurscanada

Please do not hesitate to contact me should you have any questions or wish to discuss the Thought Paper's contents and recommendations.

Regards,



J.Pemberton Cyrus, PhD, P.Eng., FEC
Chair, Canadian Engineering Accreditation Board

Cc: Nancy Hill, President, Engineers Canada
Trina Hubley, Vice President, Regulatory Affairs, Engineers Canada
Mya Warken, Manager, Accreditation and CEAB Secretary, Engineers Canada

Attachment: Thought paper- Reconsideration of Specific AUs in the Assessment of Engineering Programs

engineerscanada
ingénieurscanada

RECONSIDERATION OF SPECIFIC AUs IN THE ASSESSMENT OF ENGINEERING PROGRAMS

CURRENT SITUATION

Accreditation Criteria

The current accreditation criteria (Criterion 3.4.4) require a minimum of 900 AUs combined of Engineering Science (ES) and Engineering Design (ED). Of these 900 AUs, 600 AUs must be taught by instructors holding a license (P.Eng., LL) or pursuing licensure (EIT), as per criterion 3.4.4.1. Of these 600 AUs, a minimum of 225 AUs of ED must be taught by instructors who are licensed (P.Eng., LL) as per criterion 3.4.4.1. The AUs that must be taught by instructors holding, or progressing toward, a license are referred to as Specific AUs.

The minimum path criteria noted above have existed for many years, albeit with some refinements over time. The requirement for licensed instructors to teach ES and ED predates the introduction of the Graduate Attributes and Continual Improvement criteria (criteria 3.1.and 3.2), in particular the Professionalism graduate attribute which is defined as

> *Professionalism: An understanding of the roles and responsibilities of the professional engineer in society, especially the primary role of protection of the public and the public interest.*

While all instructors teaching ES and ED do not need to be licensed, in terms of Specific AU requirements, roughly 2/3 of the instructors need to be licensed (or pursing licensure) to meet current accreditation criteria. No Specific AUs are counted for courses that do not include ES and ED taught by individuals holding, or progressing toward, licensure, including courses that may discuss engineering Professionalism in a complementary studies course. Criterion 3.4.4.6 requires that the capstone design experience be completed under the supervision of a licensed project supervisor.

The HEI is given considerable latitude in defining Indicators and Assessment Tools that they will use to guide the development and assessment of the Professionalism graduate attribute.

Approaches to Teaching and Learning and the Role of Professional Engineer

The COVID pandemic accelerated innovations in approaches to teaching and learning, and the pandemic has significantly shifted thinking about traditional modes of teaching and learning, leading to questions about the continued use of instructor-student classroom and lab hours as an appropriate quantitative basis for curriculum content assessment. The Specific AUs follow from the traditional contact-hour based quantitative approach.

While not stated in the criteria nor in any official CEAB materials, one perspective advanced when the concept of Specific AUs is challenged is that by prescribing a set number of contact hours (on which AUs are based) between a professional engineer and student in the context of courses, that the students will develop a greater understanding of professional engineering and they will have a more professional outlook upon graduation.

If this perspective about the rationale for Specific AUs is reasonable, interactions between the licensed engineers and the students, in the context of the innovative approaches to teaching and learning, could be achieved in different ways, rather than relying on a measure that is anchored around contact hours. For example, an HEI could approach the Professionalism graduate attribute, with appropriate activities, indicators and assessment tools to ensure that a program is effective in developing the expected level of understanding of professional engineering among students and developing a culture of Professionalism among graduates.

Emerging Disciplines and Licensure

For some institutions, the nature of some of their programs, particularly those associated with emerging disciplines, does not align with conventional or more established engineering disciplines where licensure uptake is significant. In emerging disciplines, or in disciplines that intersect significantly with other professional disciplines, the individuals who can offer students the best education in areas that the CEAB considers engineering science and engineering design may be from disciplines for which licensure is difficult or impossible. The requirement that the instructors of capstone project courses be licensed (P.Eng., LL) may not lead to students having the most appropriate capstone project supervisor who may be an expert from an adjacent discipline.

This issue is likely to become more significant since major contemporary technological challenges (e.g., artificial intelligence, climate change, energy transition) and their technology solutions are multidisciplinary and beyond the traditional focus of engineering regulators.

Provincial Variations in Licensure of Faculty Members

Section 4.a of the Interpretative Statement on engineering licensure expectations and requirements (Appendix 3 of the Criteria and Procedures) states:

> *Faculty members who fall under criteria 3.4.4.1 and 3.4.4.4, and are within five years of their initial appointment to a faculty position at an academic institution in Canada are expected to:*
>
> *• Initiate an application for professional engineering licensure, or engineer-in-training/ing. jr. status, upon starting their faculty position.*
>
> *• Demonstrate continuing progress in meeting any conditions associated with achieving professional licensure (completing assessed examinations, obtaining experience, etc.).*

In some provinces, the teaching of engineering and university-based engineering research isn't considered to be the practice of engineering. As a result, faculty members who join HEIs in these jurisdictions directly from their Ph.D. studies or from outside of Canada face challenges in getting licensed. While some jurisdictions provide mechanisms for faculty members in disciplines adjacent to engineering to obtain a LL which qualifies them to teach Specified AUs in ES and ED, some jurisdictions do not provide for the LL designation.

Ontario, which has 17 HEIs offering accredited engineering programs, has discontinued using the EIT mechanism. Applications for licensure can only be initiated once the applicant has 4 years of professional experience. This precludes the faculty from teaching engineering science content during the time that they are acquiring the required professional experience. In addition, regardless of post graduate education or experience, only applicants with an undergraduate degree in engineering are eligible to apply for licensure which may preclude many faculty from ever being able to obtain licensure.

The accreditation criteria allow for faculty members to be licensed in any provincial jurisdiction. Professional engineering licensure in Canada, however, does not allow for practice across jurisdictions and doing so could lead to intervention by the regulator and potentially discipline of the individual practicing in a province without a license from the provincial regulator. Engineers Canada, through the CEAB Criteria, does not apply such a restriction or expectation in terms of licensure of faculty members. While there were reasons why such language was adopted in the criteria, having criteria that allow faculty members to register outside of their provinces to meet accreditation criteria, including for HEIs in provinces with regulators that consider the teaching of engineering to be the practice of engineering, is an odd provision to be promoted by Engineers Canada on behalf of the regulators. If part of the motivation for the criteria related to licensure is to have faculty model professional behaviour through licensure, it sets up a "do as I say, not as I do" type of role modelling.

Faculty members who unwillingly become licensed or who seek licensure outside of jurisdiction in which their HEI is located because of challenges in getting registered in their province, are unlikely to be evangelists for professional licensure in their interactions with students. In such cases, the issue of professional licensure likely works against the assumed objective of the existing criteria to develop a level of understanding of professional engineering among students and developing a culture of Professionalism among graduates.

The regulators asked the CEAB to affect changes in the accreditation process to facilitate international exchanges. These changes resulted in a pause on considering the students on international exchange as part of the minimum path assessment for the criteria related to Specific AUs. In effect, the licensure status of faculty members teaching students ES and ED on international exchanges was not an appreciable risk factor from the perspective of the regulators. If the temporary exemption is successful in terms of the measures used to assess the effectiveness of the exemption (i.e., the number of students going on international exchange significantly increases), a growing number of students in accredited programs will not

have the previous levels of interaction with licensed faculty members. Furthermore, internationally educated applicants for licensure are not educated in the context of Specific AUs.

Accuracy of Visiting Team Assessments of Specific AUs

The tools provided to HEIs to present their case for accreditation do not effectively deal with the matter of Specific AUs in a way that is consistent with the criteria. As a result, the visiting teams do not get an accurate accounting of the Specific AUs.

Section 7 of the Interpretative Statement on engineering licensure expectations and requirements (Appendix 3 of the Criteria and Procedures) states:

> *For duplicate sections all instructors must meet the licensure requirements in order for the AU to be counted. If the course is team-taught then it must be clear that the engineering science and engineering design components are delivered by faculty holding professional engineering licensure. In some cases, for team-taught courses, a fraction of the total AU could be claimed.*

The instructions to institutions with respect to the individuals to list in the CIS forms, which drives all other tables in the accreditation documentation, states *"Please list the most appropriate instructor to act as course contact"* and the licensure status of this instructor is taken to determine whether the ES and ED AUs for the course will be considered to be Specific AUs. All other instructors are listed below the course contact but the Specific AU columns in the data tables are generated solely based on the licensure status of course contact without regard for the licensure status of these other instructors, even when these other instructors are considered to be teaching on the minimum path (i.e., they have their own dedicated sections of the course and the students in their section have no involvement with a licensed instructor).

In order to reflect the accurate minimum path, the HEI needs to list the unlicensed instructor as the *"most appropriate instructor"*. Furthermore, in the case of team-taught courses (as per Section 7), there isn't a mechanism for the HEI to apportion the ES and ED AUs among licensed and unlicensed instructors.

These limitations will not be addressed in the new Tandem implementation. While work-arounds may present a more accurate accounting of Specific AUs, these work-arounds are time consuming for the HEIs. Also, the verification of individual ES and ED course instructor's status, is not a good use of program visitor time for an issue that does not appear to be an appreciable risk factor for the regulators.

Finally, the drop down box on the CIS which registers the licensure 'status' only provides the following options: P.Eng., EIT, ing, ingJr, LL, P.Geo, and None. No option is available to indicate and demonstrate that progress toward licensure is taking place. If the regulator database is checked, which would identify individuals who have some form of license, individuals who have applications in process would not appear. In short, the HEI cannot generate and the visiting

teams cannot assess AU tables that reflect individuals who are progressing toward licensure except where they hold EIT status.

As a result of these issues with tools provided to the HEI, inaccurate AU tables are being generated and reviewed by the visiting teams and the conclusions drawn about compliance with Specific AUs criteria are not reliable. While a visiting team can cross-validate the AU tables (i.e., verify the Specific AUs using Sheet 4.1 in Spreadsheet 6C), this is a time-consuming process that brings a visiting team into conflict with an HEI which has prepared the materials in accordance with the instructions and using tools provided. For example, visiting teams often encounter the misperception that as long as the capstone course coordinator, who may have no involvement with students, is licensed, the licensure status of the project supervisors does not matter. When the HEI prepares a CIS for the capstone course and indicates the licensed faculty member as the "course contact", the Specific AUs for that course are automatically populated on the overall AU tables in Spreadsheet 6C counting the AUs as Specific AU. In doing so, the HEI is following the instructions provided. If the work of the visiting team determines that the named course instructor on the CIS for the capstone was merely 'coordinating' the course and not interacting with the students in a manner that supported the Specific AUs claim there would need to be manual adjustments to the AU tables at the visit.

LOOKING FORWARD

In light of the current situation, reconsideration of the Specific AUs as a means to measure exposure to professional engineers is appropriate. The CEAB should endorse the principle that engineering programs must have substantial and meaningful involvement of licensed professionals in the education of future professionals.

Given the confluence of factors that are working against the status quo for Specific AUs, namely changes at regulators with respect to pathways for licensure of faculty members who are educated outside of Canada, the lack of recognition of faculty members' research and teaching as engineering practice, new programs that are outside of the conventional disciplines where there is a culture of licensure, a lack of understanding of the regulation of emerging disciplines, and innovations in approaches to teaching and learning that have been accelerated by the pandemic, the existing accreditation criteria related to the role of the professional engineer in the instruction of student should be interpreted by visiting teams and the CEAB in a manner that allows HEIs to have more flexibility with respect to mechanisms to facilitate substantial and meaningful involvement of licensed professionals in the engineering education process.

The HEIs should be given an opportunity to be creative and innovative in how they use this flexibility on a minimum-path basis for their programs. The onus would be on the HEI to provide convincing evidence of the outcome to visiting teams. Such mechanisms must be auditable by visiting teams and demonstrate, on a minimum path basis, that the graduates have developed the expected level of understanding of, and commitment to, Professionalism.

Given the issues outlined above with respect to increased challenges for faculty members to achieve licensure, as well as the limitations of the accreditation tools for the presentation and assessment of Specific AUs in the context of accreditation visits, enforcement of the Specific AUs criteria and the requirement for the capstone experience to be supervised by a licensed instructor should be temporarily suspended. These criteria could be reconsidered when there is clarity from the FEA process with respect to the role of the licensed engineer in the education of students and when the visit materials are adjusted to address known deficiencies.

RECOMMENDATIONS TO THE CEAB

(1) The CEAB should endorse the principle that engineering programs must have substantial and meaningful involvement of licensed professionals in the education of future professionals.

(2) The CEAB and visiting teams should interpret existing accreditation criteria related to the role of the professional engineer in the instruction of student in a manner that allows HEIs to have more flexibility with respect to mechanisms to facilitate substantial and meaningful involvement of licensed professionals in the engineering education process.

(3) The CEAB must require HEIs, on a minimum path basis that is auditable by visiting teams, to demonstrate that graduates have developed the expected level of understanding of, and commitment to, Professionalism. The current criteria Specific AUs criteria (3.4.4.1, 3.4.4.4, 3.4.4.6) is one way to achieve this requirement.

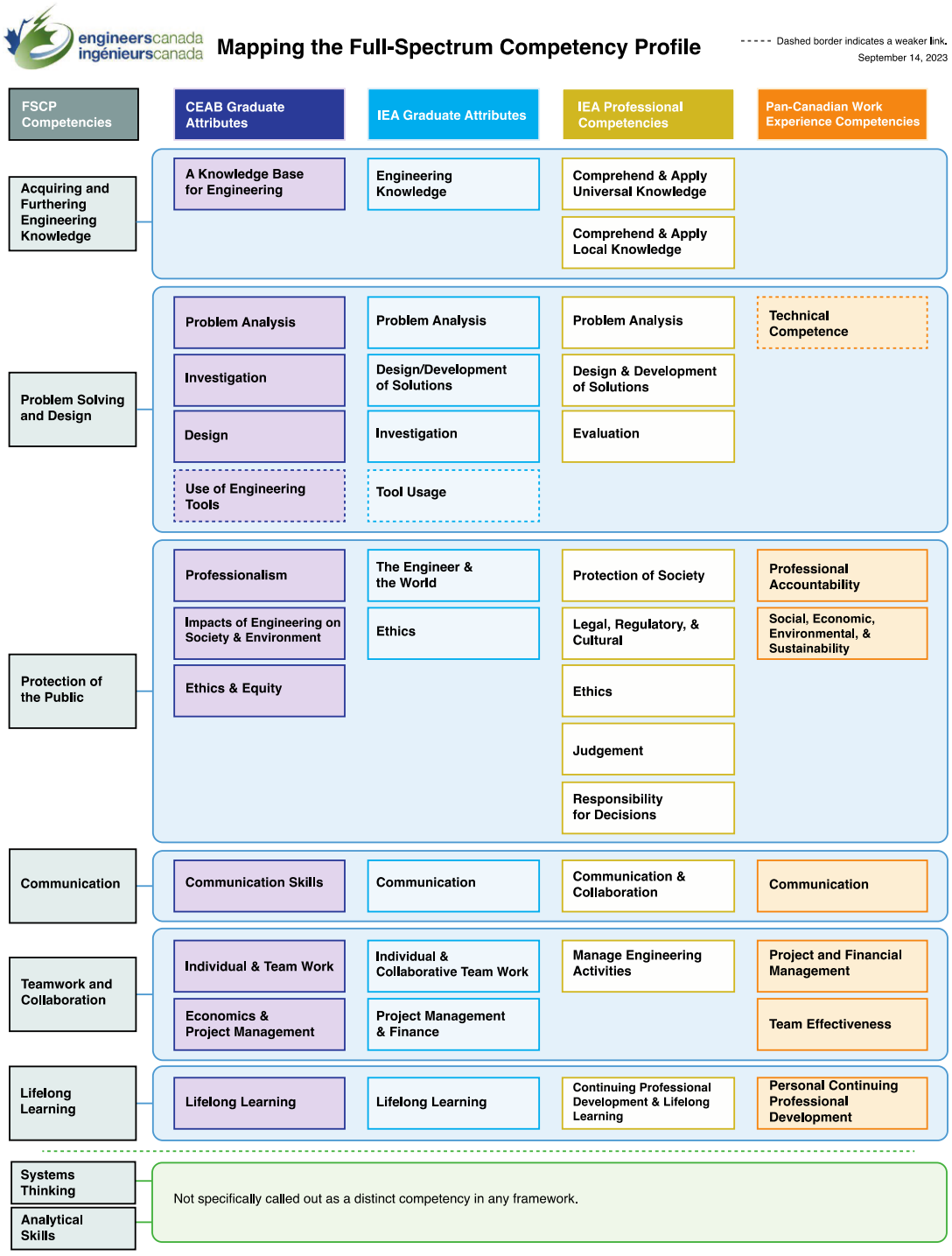
(4) The CEAB should temporarily suspend enforcement of Specific AUs criteria (3.4.4.1 and 3.4.4.4) and the requirement for the significant design experience to be conducted under the professional responsibility of licensed faculty (3.4.4.6).

(5) The CEAB should recommend to the FEA Steering Committee that the Committee include recommendations in their Path Forward Report regarding the license requirements of faculty in criteria 3.4.4.1, 3.4.4.4, and 3.4.4.6, and regarding the development of alternate ways for HEIs to demonstrate that students enrolled in engineering programs have substantial and meaningful involvement with licensed professionals.

(6) The CEAB will re-evaluate recommendations 2, 3 and 4 by June 2027 with a view to making a recommendation on its future status to the Engineers Canada Board, unless otherwise instructed to do so at an earlier date. Any re-evaluation will take into consideration the outcomes of Engineers Canada's 2022-2024 Strategic Priority 1.1.

Endorsed by the CEAB: April 13, 2024

Appendix C: Mapping the FSCP



Appendix D: Terms of Reference - Full Spectrum Competency Profile Pilot Study Working Group

Draft Terms of Reference - Full Spectrum Competency Profile Pilot Study Working Group

Mandate

The Mandate of the Full Spectrum Competency Profile (FSCP) Pilot Study Working Group will be to complete a pilot study examining a subset of the competencies from the proposed FSCP, including some from the National Academic Requirement for Licensure (NARL). The pilot is being proposed as one of the next steps in the Futures of Engineering Accreditation (FEA) project, and these Terms of Reference will be included in the FEA Path Forward Report.

For context, a pilot is a small-scale, short- to medium-term study that helps an organization learn how a large-scale project might work in practice. It is an opportunity to test the design, functionality, and feasibility of a solution before committing significant resources to a full-scale implementation. The results of a pilot study are used to identify any adjustments needed to improve the project's efficiency and feasibility at full-scale implementation. It's a crucial step in project management to ensure the success of the larger, full-scale project.

Purpose

The purpose of the pilot study will be to:

- Understand the effort required to the define FSCP competencies,
- Explore appropriate process(es) to assess the FSCP competencies, and
- Document learnings and recommendations for future full-scale implementation of the NARL and FSCP.

Working Group Objectives

1. **Identify** a subset of competencies from the proposed FSCP to be further defined and piloted through implementation. Competencies shall be selected across the core competency domains, and at least one of the identified competencies should fall outside of the sixteen competencies proposed within the NARL. It is suggested that the working group make use of tools such as a Job-Task Analysis Approach to select competencies that are highly relevant to all professional engineers (i.e. – they are both used frequently and are critical to safe practice). Document and report the rationale used in selecting the competencies.

2. **Define** the identified competencies such that they can be assessed in a fair and defensible manner and in a way that meets the needs of the engineering practice in Canada, as proposed by the FSCP. Each identified competency will need to be defined such that it can be assessed according to Miller's Pyramid of Assessing Competence, per Figure 1:

Figure 1: Miller's Pyramid of Assessing Competence[1]

The following steps will be used in defining each identified competency:

- First, develop a **competency statement** that provides a wholesome description of the area of competence (for example, what is meant by 'math'?).
- Next, develop a **description** of what it means to be competent in the area (what does it mean to be competent in 'math'?).
- Thirdly, develop a list of **indicators**: discrete, observable outcomes of actions that demonstrate competence (how will an individual demonstrate competence at each of the 'knows how' and 'does' levels?).

Document and report the considerations made in defining the competencies and provide an overview of the level of effort and amount of time required to complete the definition of each competency.

3. **Create** assessment process(es) for the selected competencies. The process(es) must be clear, output-based and must be implementable by higher education institutions (HEIs) and engineering regulators to assess an individual at both the 'knows how' and 'does' level of Miller's Pyramid of Assessing Competence. The process(es) must include what information is to be provided by applicants for assessment. Demonstrate how the process(es) establish that the individual is ready for practice (if assessing at the 'knows how' level) and licensure (if assessing at the 'does' level). Document and rationalize the considerations undertaken in establishing the assessment process(es) and describe the level of effort required to develop the process(es).

4. **Build** a plan to pilot the identified competencies and indicators in a manner that:
   - will assess both CEAB and non-CEAB applicants,
   - will be conducted by both HEIs and engineering regulators (as applicable),
   - assesses enough applicants to enable outcomes testing, and
   - includes geographical diversity across Canadian jurisdictions.

[1] Miller, G. E. (1990). The assessment of clinical skills/competence/performance. Academic Medicine, 65, S63-S67.

- The plan must also include an estimate of resources required to complete the pilot project.

Document and rationalize the considerations made in designing the pilot study, the parameters of individuals to be considered for assessment, how the selection of the test population enables the testing of outcomes, describe how outcomes are to be tested, summarize the level of effort required to design the pilot, and make a prediction of how much effort would be required to develop a full-scale trial for a given Canadian jurisdiction.

5. **Oversee** the execution of the pilot study. Ensure that it is completed such that objectives 1-4 can be met. Ensure that the amount of time and level of effort required to assess the selected competencies used is documented.

6. **Report** the pilot findings. Provide a Pilot Study Report to the FEA steering committee (or its successor), using the following format:
   - Part 1: Introduction and Background
   - Part 2: Selection of Competencies for Piloting (see objective 1)
   - Part 3: Defining the Competencies (see objective 2, include the definitions of the selected competencies and indicators as an appendix)
   - Part 4: Assessment process(es) (see objective 3, the processes for both engineering regulators and HEIs shall be included as an appendix)
   - Part 5: Pilot design (see objective 4)
   - Part 6: Results of Outcomes Testing
   - Part 7: Analysis and Findings
   - Part 8: Recommendations
   - Part 9: Conclusions

Authority and Decision-Making

In fulfilling its mandate, the Working Group is tasked with the six objectives defined above. In completing their objectives, the Working Group will be required to make decisions in:
- selecting the competencies to pilot,
- defining the competencies and associated indicators such that they can be assessed in a defensible manner and in a way that establishes competence,
- creating assessment processes, developing a plan to pilot the selected competencies and processes,
- overseeing the execution of the pilot study, and
- reporting recommendations.

To assist in decision-making, the following levels of responsibility will be assigned:
- The FSCP Pilot Study Working Group is deemed to be **responsible** to make decisions on the above topics while rationalizing and documenting their considerations.
- The FEA Steering Committee (or its successor) is **accountable** for the pilot study. As such, the FSCP Pilot Study Working Group is accountable to the FEA Steering Committee (or its successor). When the working group proposes that an objective has been completed, it

shall report to the FEA Steering Committee (or its successor) for approval prior to documentation being disseminated to interest holders.
- However, additional interest holders may be **consulted** at the discretion of the working group in achieving their objectives.
- Engineers Canada leadership, the Canadian Engineering Accreditation Board (CEAB), the Canadian Engineering Qualifications Board (CEQB), and the Canadian engineering regulators will be kept **informed** of the pilot progress throughout the project.

Working Group Membership

The composition of the FSCP Pilot Study Working Group is intended to encompass the majority of interest holders of the FEA project but remain limited in size so as not to slow progress. Therefore, the following members will be engaged in the FSCP Pilot Study Working Group:

- Engineers Canada Staff
- At least one representative from the FEA Academic Requirement Task Force
- At least one representative from the FEA Purpose of Accreditation Task Force
- A psychometrician
- One representative from each of the CEAB and the CEQB
- If not already represented through the task forces and boards, a minimum of two representatives from HEIs must be included
- If not already represented through the task forces and boards, a minimum of two representatives from engineering regulators must be included
- If possible, at least one Industry representative
- Optional: a representative of recent engineering graduates

Time Commitment

It is expected that the work of the FSCP Pilot Study Working Group will begin after the publication of the Path Forward report and will conclude in **late 2025**. During this period, the working group will be required to meet at least monthly and be asked to review materials between meetings. The working group will participate in its own meetings, ongoing communications, and discrete events. Requests for additional resources or time extensions will be communicated as early as possible.

Appendix E: Change management considerations

What is change management?

Change management is the intentional process through which an individual or group shepherds a system through the experience of change in service of a specific intended outcome. Change management tools and principles can be applied both in the context of planned change (e.g., restructuring an organization or rolling out a new technology platform) or more emergent change (e.g., responding to external shifts in a market or operating environment). Change management is a broad field of practice with a diverse range of perspectives, strategies, approaches, and tools suited for different kinds of organizational and change contexts.

Focus of change management: Operational processes and human processes

There are two main areas that require focus and investment during a change process—the sequence of tactical steps that **move from the current state to the desired future** state (e.g., design and deployment of new policies and procedures, design and roll-out of new roles), and the **emotional and psychological experience of change**. Effective change processes must simultaneously engage in both aspects to achieve meaningful and sustainable results.

Moving toward the desired future state: This aspect of change management is the most familiar to many people. It entails considering the operational aspects of the planned change, which can begin by answering a series of basic questions **(Figure 2)**. Many change management models, like Prosci's ADKAR model, are designed to support this aspect of a change process.

PLANNING FOR OPERATIONAL CHANGE

1. What is the vision of the future we seek to achieve, and what impact will it have on our system?
2. What steps will we take, and in what order?
3. Who is responsible for what?
4. What resources do we need?
5. How will we know we are on the right track?
6. How will we adapt and pivot as the work unfolds?
7. What do we need to learn as the process unfolds?
8. What do we need to learn as the process unfolds, and how will those learnings be applied?
9. Who are the different interest holder groups who are affected by this change? How will we engage them and communicate with them?

Figure 2: Questions to plan for operational change[2]

[2] Developed by Julia Monaghan, Coeuraj.

Managing the emotional and psychological experience of change

Equally important to managing change effectively is recognizing and supporting the individual emotional and psychological experiences of change that will occur throughout your system. People within a system exhibit varying tolerances for and responses to change. Ignoring these individual experiences is a major driver of resistance and ultimately undermines change efforts. The William Bridges Transitions model addresses the human experience of change by acknowledging and respecting the spectrum of emotions it can trigger, including grief, loss, anxiety, uncertainty, confusion, fear, hope, and excitement.

Doing this work effectively requires a different approach and skillset than managing the operational aspects of change. Instead, this work requires organizational and change leaders to demonstrate empathy, vulnerability, and openness, and be willing to create space for open dialogue and acknowledgment of the real human impacts of change as the work unfolds.

Principles for effectively managing the change ahead

Building on the co-design process used during the FEA project, the following are a series of core principles that can underpin the change management work that will come next.

i. Participation, shared ownership, and individual agency

One of the five core principles of a co-design approach is that people love what they design and own what they create. This concept is as relevant for the change management process as it has been for the co-design process. Having a highly participatory change management process where interest holders from across the engineering ecosystem can meaningfully influence change processes and outcomes means:

- The people closest to the work and who know it best can inform how the change unfolds, leading to more responsive solutions.
- Individuals can influence the changes that impact them, resulting in less change resistance, anxiety, and ambiguity.
- Contributors are building shared ownership in the outcomes of the work, fostering more effective implementation and sustained success.

ii. Equity and inclusion

Many of the systems and structures that exist today do not serve all interest holder groups equitably—either by design, or because key voices (e.g., Indigenous Peoples, other people of color, members of the LGBTQ community) were not engaged in their development. Large-scale systemic changes, like the one the Canadian engineering ecosystem is about to embark on, are an important opportunity to address these imbalances and create systems that serve everyone. As part of a change process, it is therefore important to understand the ways that current systems and

structures uphold or perpetrate harm, and to be intentional about inviting voices that have been underserved or marginalized to be part of shaping how the work unfolds.

iii. Ongoing, open, and transparent communication

In the absence of information, the human brain will create its own narratives to fill in knowledge gaps. Often, these narratives are more reflective of fears and anxieties than hopes and aspirations—meaning that lack of information can be a key driver in escalating change resistance. Consistent, transparent, and robust communication about what is being done, and why, results in:

- Overall awareness and engagement: When considering how to move different cohorts of interest holders along the FEA Commitment Framework **(Figure 2)**, effective communication is an important way to ensure various groups are primed to engage in their piece of the change process.
- Reduced anxiety due to ambiguity: Greater certainty by change leaders about the process strengthens resilience in the face of other, more uncertain aspects of the work.
- Trust in decisions: Understanding the rationale behind a decision, even if it differs from personal preferences, can foster acceptance and support.

iv. Iteration, adaptation, and measurement, evaluation, and learning

Any change effort can benefit from an iterative approach, and this is even more critical for large-scale, system-wide changes like the one ahead of the engineering ecosystem in Canada. Such transformative change requires continuous adaptation and evolution to account for the interplay of various system components. Working iteratively is also one way to build momentum in a change process by delivering early successes to interest holders.

No matter how meticulous and inclusive the planning process, unforeseen challenges and complexities are inevitable when implementing new processes, policies, or roles. Working in cycles or sprints, piloting ideas before rolling them out at scale, and gathering feedback along the way is critical to ensuring that the change effort achieves its intended outcomes by creating space to learn and adapt.

Using measurement, evaluation, and learning (MEL) processes in complex, multi-interest holder projects provide a structured approach to tracking progress, identifying areas for improvement, and fostering collaboration. Effectively measuring, evaluating, and learning from interest holders throughout each phase of a project is imperative to success because it ensures that all perspectives are considered and addressed. Relationships, knowledge, and support between interest holders in complex projects are not linear and therefore require flexibility and adaptability. Ongoing observation and evaluation of qualitative aspects, such as an interest holder's knowledge, attitude, and position, can offer nuanced insights into their perspectives. This enables the project team to be responsive and shift plans and activities accordingly, ensuring interest holders are included and consulted throughout a project's journey. Measurement and evaluation can assess what has been done, what still needs to be done, and how to do it better. By maintaining strong,

adaptive relationships and continuously integrating interest holder feedback, MEL supports long-term adoption of change and helps to build the trust and cooperation necessary for sustained success.

Measurement, evaluation, and learning for FEA

The engineering ecosystem comprises diverse interest holders, and the FEA project engaged hundreds of participants, each with unique perspectives on engineering education, accreditation, and licensure.

The FEA's 2022-2024 Commitment Framework **(Figure 3)** guided ongoing observational analysis and data collection processes throughout the project stages until now, facilitating continuous learning and evaluation. This framework was developed by the project team to:

- determine if engagement activities and efforts were being directed efficiently and in alignment with the engagement strategy.
- assess how an interest holder might have moved up or down the commitment framework.
- identify any changes to the current project strategy and inform the detailed designs for engagements with specific interest holders.

A new framework will need to be developed to measure progress based on what the work in 2025 and beyond will need to achieve. A similar commitment framework will be critical for understanding interest holder support as the Path Forward Report's recommendations are implemented. The commitment levels and corresponding indicators will need to be updated based on the needs of the project team and their metrics for success.

FEA's 2022-2024 Commitment Framework

Commitment Statement: Each stage of the commitment framework represents an Interest holder's evolving sentiment with the respect to the following statements:

1. We believe that a national academic requirement is necessary for licensure as a professional engineer.
2. We acknowledge that the current system of establishing academic qualifications requires change to appropriately reflect needs of engineers of the future.
3. We recognize the need for the purpose of accreditation to evolve, reflecting the alignment of all interest holders.
4. We are ready to co-create, and take ownership of, practical recommendations for changes to the system of establishing academic qualifications.

COMMITMENT LEVEL	DESCRIPTION	EXAMPLE INDICATORS
Introduction "Something is happening"	Interest holder has been reached out to and communication is established. They are introduced to the existence of the project but do not understand much about its aims or scope.	• Initial meetings with interest holder is requested and accepted. • Interest holder groups have received information concerning the project through appropriate channels and a corresponding increase in website traffic is observed.
Awareness "I get what is happening"	Interest holder is aware that a project is underway to examine and consider the role of academic requirement in licensure for professional engineers.	• Interest holder has attended introductory engagement and shows interest in further conversations/meetings. • Interest holder is reaching out via the website survey, contact email, or other channels. • Increase in subscriptions for "Accreditation Matters"
Understanding "I understand the change and the impacts for myself and others"	Interest holder is aware of the project's aims and scope, that it may result in changes to the current system of accreditation, and how those changes may impact their work.	• Interest holder can speak to their understanding of key elements of the project scope and goals. • Interest holder does not require much "context setting" discussions at this point • Interest holder (via appropriate channels) is asking "probing" questions regarding the project's aims and process, e.g. asking questions that refer to specific messages and statements in our communications. • Asking questions that question assumptions or ask about "roles and responsibilities" or "workloads" • "how will that work", "who will do it", "what's in it for us", etc.
Attraction "I like this idea"	Interest holder sees potential benefits for themselves, and/or others. Their perception of the project and process is open and positive.	• Interest holder can speak to a value proposition they see within the project and often appear to focus on it. • Interest holder advocates for the project and process in conversations with other interest holders. • Interest holder is eager to provide time/resources to participate with the project engagements.
Intent "I support this"	Interest holder has expressed alignment with the project goals and express a desire to contribute towards the development and implementation of path forward recommendations.	• Refer to and express support of the process and/or the Path Forward recommendations in their own documents and meetings (i.e., not "project" meetings)
Partnership "We will make this happen"	The interest holder is working in collaboration with other groups to co-develop policies and processes to implement on path forward recommendations.	• Interest holder is independently reaching out to other groups to arrange meetings and discuss ideas related to the project and implementation of the Path Forward report.

Figure 3: FEA's 2022-2024 Commitment Framework. It will be refreshed for the work in 2025 and beyond.

C-572-9.2
Appendix B

engineerscanada
ingénieurscanada

futures of
engineering
accreditation

Path Forward Report

Futures of Engineering Accreditation

Recommendations

August 2024

Prepared for: Engineers Canada
Prepared by: Futures of Engineering Accreditation Steering Committee
In partnership with: Coeuraj

COEURAJ

Consolidated recommendations

The complete recommendations appear below. Page references in square brackets indicate where the recommendations can be found in the Path Forward Report.

ACCREDITATION SYSTEM STRENGTHS

1. Identify and strategically integrate the system's current strengths into the future framework. [page 18]

PURPOSE AND SCOPE OF ACCREDITATION

2. Endorse the revised purpose and scope of accreditation statements. [page 23]

DESIGN PARAMETERS FOR THE FUTURE ACCREDITATION SYSTEM

3. Adopt the outlined design parameters as a fundamental framework for the future accreditation system. [page 27]

OUTCOMES

4. Mandate a shift to an outcomes-focused accreditation as a cornerstone for future system change. [page 29]

5. Remove criteria related to the measurement of curriculum content with Accreditation Units (AUs). Focus on Graduate Attributes until a transition to the Full Spectrum Competency Profile can be completed. [page 29]

MINIMUM PATH

6. Retire the concept of the "minimum path". [page 30]

FACULTY LICENSURE

7. Accept some of the recommendations presented by the Canadian Engineering Accreditation Board (CEAB) to address faculty license requirements, including:
    a. The CEAB should endorse the principle that engineering programs must have substantial and meaningful involvement of licensed professionals in the education of future professionals.
    b. The CEAB and visiting teams should interpret existing accreditation criteria related to the role of the professional engineer in the instruction of students in a manner that allows HEIs to have more flexibility with respect to mechanisms to facilitate substantial and meaningful involvement of licensed professionals in the engineering education process.

c. The CEAB must require Higher Education Institutions (HEIs) to demonstrate that graduates have developed the expected level of understanding of, and commitment to, professionalism.
d. The CEAB remove the Specific AUs criteria and the requirement for the significant design experience to be conducted under the professional responsibility of licensed faculty. [page 31]

8. Explore the development of alternate ways for HEIs to demonstrate that students enrolled in engineering programs have substantial and meaningful involvement with licensed professionals. [page 32]

PROGRAM EXCHANGE

9. Formalize the CEAB's Temporary Exemption for Students Going on International Exchange by permanently integrating its core principles into accreditation policy. [page 33]

EDUCATIONAL CURRICULUM AND LEARNING ENVIRONMENT

10. Evaluate the feasibility of accepting HEI evaluations from provincial quality assurance bodies to streamline CEAB processes while maintaining compliance with the Washington Accord. [page 33]

RETURN ON INVESTMENT

11. Maximize the return on investment for all interest holders by incorporating new core values into the accreditation system, including co-design, collective stewardship, and more representative governance. [page 35]

FULL SPECTRUM COMPETENCY PROFILE (FSCP) PILOT STUDY

12. Initiate a pilot study to evaluate the feasibility of the FSCP according to the proposed Terms of Reference. [page 56]

SUBSTANTIAL EQUIVALENCE

13. Ensure that the FSCP, including the National Academic Requirement for Licensure (NARL), is substantially equivalent to the International Engineering Alliance (IEA) Graduate Attributes and Professional Competencies benchmark. [page 57]

CHANGE MANAGEMENT

14. Establish a dedicated task force to develop a change management plan for the strategic implementation of outcomes-focused accreditation. This plan should encompass the sequence of tactical steps to move from the current state to the desired state and address the potential emotional and psychological experience of change. [page 60]

GOVERNANCE

15. The Engineers Canada Board should establish two distinct bodies in accreditation: a policy body responsible for setting strategic direction, and an operational body focused on execution of policies. [page 61]

16. Establish a new dedicated oversight body for the FSCP. [page 61]

INDUSTRY ENGAGEMENT

17. Establish regular engagement opportunities with industry, leveraging existing mechanisms to gather ongoing feedback and insights. [page 63]

CORE VALUES

18. Adopt the outlined core values to guide implementation of these recommendations. [page 66]

C-572-9.2
Appendix C

engineerscanada
ingénieurscanada

futures of engineering accreditation

Path Forward Report

Futures of Engineering Accreditation

August 2024
(updated October 2024)

Prepared for: Engineers Canada
Prepared by: Futures of Engineering Accreditation Steering Committee
In partnership with: Coeuraj

COEURAJ

Glossary

Accreditation Unit (AU)	An academic credit granted for activities in which the associated number of hours corresponds to the actual contact time between the student and the faculty members, or designated alternates, responsible for delivering the program.
Co-Design	A framework and tool for situations where there is a diverse set of perspectives and a requirement for alignment across a varied, and complex, system. Encompasses five core principles, including the concept that people love what they design and own what they create. Also referred to as Collaborative Design.
Competence	The ability to perform a task, function, or role to a set of prescribed standards. Competence itself is not readily observable; it is inferred from the engineer's activities.
Competency	A demonstration of the knowledge, skills, experience, attitudes, values, abilities, and behaviours that enable an individual to complete a task.
Competency-based assessment	A methodology used to assess an applicant's readiness for engineering licensure. Applicants must demonstrate they have progressed to a professional level of competency in their field through engineering work experience.
Competency framework	An explanatory model that considers how engineers engage in their professional responsibilities, duties, and tasks. While not an assessment tool on its own, it helps define the standard against which the observable and demonstrable actions of all applicants can be measured and evaluated.
Engineering program	A framework strategically designed to provide students with the knowledge and competencies required to begin the process to be licensed as professional engineers in Canada, which may include a diverse range of courses, activities, or experiences. It is not exclusive to traditional undergraduate curricula at HEIs.
Experiential learning	An educational approach that emphasizes learning through direct experience and reflection. It involves actively engaging learners in real-world activities, challenges, and problem-solving to develop practical skills, knowledge, and critical thinking abilities.

	Experiential learning in engineering includes, but is not limited to, project-based learning, interactions with practising professionals, student exchange programs, and cooperative or internship experiences.
Full Spectrum Competency Profile (FSCP)	A competency framework with the potential to enhance Engineers Canada's accreditation review processes and support regulators in licensing professional engineers.
Iterative change	A process involving breaking down projects and goals into small steps and using repeated cycles of planning, implementation, evaluation, and adaptation to contribute to the cumulative outcome.
National Academic Requirement for Licensure (NARL)	A subset of competencies in the FSCP which CEAB graduates are expected to demonstrate upon completion of their programs.
Outcomes-focused accreditation	A quality assurance process that evaluates engineering education programs based on their demonstrated ability to produce graduates with specific competencies.
Peer Review	A quality assurance process that depends on experienced professionals to evaluate an engineering program against established standards. These peers provide complementary expertise to thoroughly assess the program's adherence to accreditation criteria. The process involves rigorous reviews, site visits, and feedback to promote continuous improvement and ensure the program meets the expectations for accreditation.
Program environment	The overall conditions, resources, and cultural factors that enable the quality of an engineering program. It encompasses elements such as faculty qualifications and morale, student engagement, administrative support, facilities, curriculum design, and pedagogical approaches.
Specified Accreditation Unit (AU)	Undergraduate engineering curriculum content that must be delivered by faculty members holding, or progressing toward, licensure as a professional engineer in Canada.
Standards-based assessments	An assessment method that evaluates applicants against predetermined standards and criteria. Note: This is not the same as "standardized assessment" which uses a consistent format, administration, scoring, and interpretation according to a specified plan.

Student exchange program	Engineering students enrolled at a CEAB-accredited HEI may complete a portion of their degree requirements at another institution.
Substantial equivalency	Achieving outcomes that whilst not individually identical to those of the standard or exemplar of that standard, taken cumulatively achieve the same overall outcome.
Transformative change	A dynamic, ongoing process that fundamentally restructures a system by building upon existing strengths and incorporating innovation. It involves an evolution driven by continuous adaptation and improvement, ultimately leading to more resilience, sustainability, and effectiveness. This process necessitates a departure from the status quo and demands a profound shift in mindset, values, and behaviours across the entire system.

Discussion Note – Councillor Questions

Agenda Item Number	C-572-9.3
Purpose	To field questions from Council at the end of the Open session.
Strategic/Regulatory Focus	
Motion	
Attachments	App A - Clarifying the Interpretation and Application of Sections 3(2) and 29 of Regulation 941

1. Clarifying the Interpretation and Application of Sections 3(2) and 29 of Regulation 941 – President-Elect Notash

Note: The Chair has approved Motions 1 & 2 for decision at the September Council meeting, while Motion 3 is to be considered by the Governance and Nominating Committee.

File Number: 2025-09-05_F-10

Councillor Submissions Form

This cover sheet must be completed in addition to any supporting information provided.

Date: __September 5, 2025_____

Councillor Name: _____Leila Notash_____

Category of Business:

Regulatory _ X _ Strategic _ X _
Governance _ X _ None of the Above __

Where do you think this item should be directed?

Audit and Finance Committee __
Governance and Nominating Committee __
Human Resources and Compensation Committee __
Regulatory Policy and Legislation Committee __
Council _ X _

If an item is for Council, which Special Rule category applies?

_X__ Special Rule 8.4(b) - Exceptional Item

'Exceptional item' is defined in the Special Rules as an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first.

Must be submitted at least two weeks in advance of the meeting.

If this is an exceptional item, please explain why:

Clarifying the interpretation and application of Sections 3(2) and 29 of Regulation 941 is crucial for strengthening effective governance, enhancing transparency, and improving accountability and communication within both the Council and PEO as a whole.

_____

__ Special Rule 8.4(c) - Emergency Item

"Emergency" 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.

Please note that the definition of "emergency" in the Special Rules requires all three elements to be present. May be submitted during the week prior to the meeting.

If this is an emergency item, please explain why:

_____
_____

Please submit the completed form via email to **Secretariat@peo.on.ca**

Regulation 941, Sections 3(2) and 29

My understanding of **Section 3(2) of Regulation 941** (copied below) is that if the President is unable to fulfill their role, the President-Elect is expected to step in. Should the President-Elect also be unable or unavailable, the responsibility then passes to the Vice-Presidents, with the Elected Vice-President taking precedence, followed by the Appointed Vice-President.

To ensure smooth and effective governance, it would be beneficial for both the Chair of Council and the President (or the President-Elect if the President is incapacitated) to be consulted prior to convening an Executive Committee meeting. In practice, this means that the Council Chair would seek approval from the Council itself only when the President-Elect and both Vice-Presidents are unavailable to assume the role.

Similarly, consistent with the established practice for the four Governance Committees, any election of a Chair for the Executive Committee in the President's absence should ideally be subject to full Council approval, just as it is for other Legislative and Council committees, rather than being decided solely by Executive Committee members when the President or President-Elect are unavailable. This approach would help reinforce transparency and shared accountability.

While reflecting on recent practices, it appears there has been some ambiguity around the respective roles and authorities of the President and the Council Chair. Generally, the Council Chair is responsible for overseeing Council meetings and ensuring compliance with governance rules, whereas the President's focus is on policy development and external matters. Recognizing this distinction more clearly can help avoid overlap or confusion in responsibilities. Some concerns and constructive suggestions from Councillors on these points seem not to have been fully addressed, and moving forward, ensuring open dialogue on these matters could prove valuable for the entire governance body.

It is also important to note that for the past several years, the Council has been advised that the Executive Committee's role is limited to convening meetings and discussing agenda items without formal decision-making power. However, this advice may conflict with **Section 29 of Regulation 941** (also copied below). To maintain clarity and compliance, it would be wise for the Council to consider seeking an independent legal review to confirm the Committee's proper role and authority.

Given these circumstances, it is timely and necessary for the Council to engage in a frank and open discussion, with the goal of achieving a shared, clear understanding of these governance issues. Consistent adherence to the Regulations and the Act by the Council Chair and senior management is critical, ensuring that interpretations and applications are transparent, fair, and in the best interest of the organization.

If the Council decides that obtaining a legal opinion is warranted on any relevant sections, it is important that such advice come from an independent, external source. For example, engaging a reputable external law firm like McCarthy Tétrault, which has contributed significantly to advising on the current Act, would provide impartial and thorough guidance. Relying solely on in-house counsel or lawyers affiliated with PEO risks undermining the independence and objectivity essential to resolving these governance questions. As in engineering, science, and psychological research, achieving true independence means avoiding both real and perceived knowledge transfer or undue influence between sources of advice, thereby preserving the integrity and credibility of the conclusions reached.

Ultimately, clarifying the interpretation and application of Sections 3(2) and 29 of Regulation 941 will strengthen governance effectiveness, enhance transparency, and improve accountability and

communication within both the Council and PEO. By learning from past experiences and focusing on clarity, we can support a foundation for better decision-making and collaboration moving forward.

Regulation 941 (Consolidation Period: From May 15, 2025):

Additional Officers — Section 3(2):

If the president is incapacitated or resigns, the office of president shall be filled by the president-elect; failing that, by the vice-president elected by the members; failing that, by the vice-president appointed by the Council; or failing that, by a member of the Council appointed by Council.
R.R.O. 1990, Reg. 941, s. 3(2); O. Reg. 71/15, s. 2.

Executive Committee — powers and duties

29. The Executive Committee,

(a) **may act on behalf of the Council with respect to urgent matters arising between regular meetings of the Council but shall report to the Council with respect to such actions;**

(b) may consult with other committees of the Council;

(c) shall act upon or report upon matters that are referred to it by the Council;

(d) may advise the Registrar or any other officer or official of the Association on matters of policy;

(e) may make periodic reviews, forecasts, plans and recommendations to the Council concerning the future organization and operation of the Association;

(f) may advise the Council on matters pertaining to Engineers Canada; and

(g) may advise the Council on all financial matters, including, without limitation, investments, budgets, capital requirements, income, expenditures, salaries, reserves and contingencies or extraordinary expenses, both for current and future operations. R.R.O. 1990, Reg. 941, s. 29; O. Reg. 13/03, s. 10; O. Reg. 709/20, s. 2.

Motion 1 (Section 3(2))

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

Motion 2 (Section 3(2))

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

Motion 3 (Section 29)

That the Council request an independent legal opinion from an external law firm with appropriate expertise to clarify the role, authority, and decision-making powers of the Executive Committee as outlined in Section 29 of Regulation 941. Further, that the Council commit to reviewing and implementing any recommended governance adjustments resulting from this legal opinion to enhance clarity, compliance, and effective governance.