

# 2021 Chapters Leaders Conference

Chapters: A Journey Together



## EXECUTIVE SUMMARY

The Chapter Leaders Conference (CLC) was held over Zoom on Saturday, November 20<sup>th</sup>, 2021, from 10:00 a.m. – 3:00 p.m. Delegates were made up of chapter volunteers, councillors, guests and PEO staff, for a total of 80 participants.

CLC Chair Chantal Chiddle opened the conference and outlined two goals for the day: consultation in the morning and collaboration in the afternoon.

**Consultation.** Chapter volunteers are not decision-makers but they are stakeholders with relevant experience.

### *Group consensus on the essential purpose of a chapter*

1. Member Engagement & Outreach (86% support)
2. Link to Community (78% support)
3. Education Opportunities/Mentoring (76% support)
4. Events (70% support)
5. Advocacy (46% support)

### *Governance issues*

Areas of importance highlighted by participants:

- Diversity
- Communication with stakeholders
- Chapter voice at Council
- Access to regional representatives

**Collaboration.** Volunteers discussed the changing landscape of chapter activities, in light of both the ongoing pandemic environment and also the modernizing PEO environment. Chapter delegates heard about successful virtual chapter events and how take-aways can be applied moving forward. Volunteers took advantage of networking opportunities and shared ideas for ongoing chapter operations.

## Table of Contents

<b>Section One: Background and Context.....</b>	<b>3</b>
<b>Section Two: Essential Purpose of a Chapter .....</b>	<b>6</b>
<b>Section Three: Council &amp; Governance .....</b>	<b>8</b>
<b>Section Four: Governance Model .....</b>	<b>10</b>
<b>Section Five: Celebrating Chapter Successes.....</b>	<b>12</b>
<b>Section Six: Conclusion .....</b>	<b>13</b>
<b>Appendix A: Conference feedback.....</b>	<b>14</b>
<b>Appendix B: Abridged pre-conference survey results .....</b>	<b>21</b>

## **PEO - Chapters: A Journey Together**

### **Summary Report - November 20th, 2021**

#### **Section 1 - Background and Context**

Professional Engineers Ontario met on November 20th, 2021 for their 2021 Chapter Leaders Conference (CLC). The CLC is an annual conference organized *by* chapter volunteers *for* chapter volunteers. Its purpose is to provide chapter volunteers the chance to network with leaders from beyond regional boundaries, to share ideas in an open forum and to take new ideas back to their own chapter.

The conference organizing committee has members from each of the five regions and is led by two representatives from the Regional Councillors Committee (RCC).

Chair:	Chantal Chiddle, P.Eng., Eastern Senior Regional Councillor
Vice Chair:	Christopher Chahine, P.Eng., East Central Junior Regional Councillor
East Central:	Manraj Pannu, P.Eng., Lake Ontario Chapter
Eastern:	Ved Proag, P.Eng., Ottawa Chapter Coellen Linkie, P.Eng., Quinte Chapter
Northern:	Shane Ghouralal, P.Eng., Sudbury Chapter Frank Nelli, P.Eng., Lakehead Chapter
West Central:	Ranjit Gill, P.Eng., Brampton Chapter Sohail Naseer, P.Eng., Oakville Chapter
Western:	Wanda Juricic, P.Eng., Windsor-Essex Chapter Matthew Minnick, P.Eng., Hamilton-Burlington Chapter

The 2021 conference had 80 participants including chapter volunteers, councillors, guests and PEO staff.

#### ***Opening, Introductions and Presentations***

Chantal Chiddle, member of PEO Council as a Regional Councillor for the Eastern Region, appointed Vice President of Council and Chair for the 2021 CLC organizing committee opened the meeting by welcoming the chapter volunteers, councillors, guests and PEO staff and by doing a land acknowledgement. She reviewed PEO's current enterprise-wide transformation process, and acknowledged that it touches Council, volunteers and staff. Councillor Chiddle spoke about the commitment to PEO's change vision, including enhanced governance practices and modernized operations, and discussed the ongoing work of Council specifically on Phases 3 and 4 of the governance road map. Highlights from the pre-conference survey were shared (*see Appendix B*) and she explained that the timing of the 2021 CLC allows for consultation between PEO and the volunteer stakeholder.

*"There is recognition that your successes in non-regulatory initiatives can be valuable assets to best practices of a modern regulator. So, I encourage you to share and describe how the work of chapters might align with PEO's change vision."*

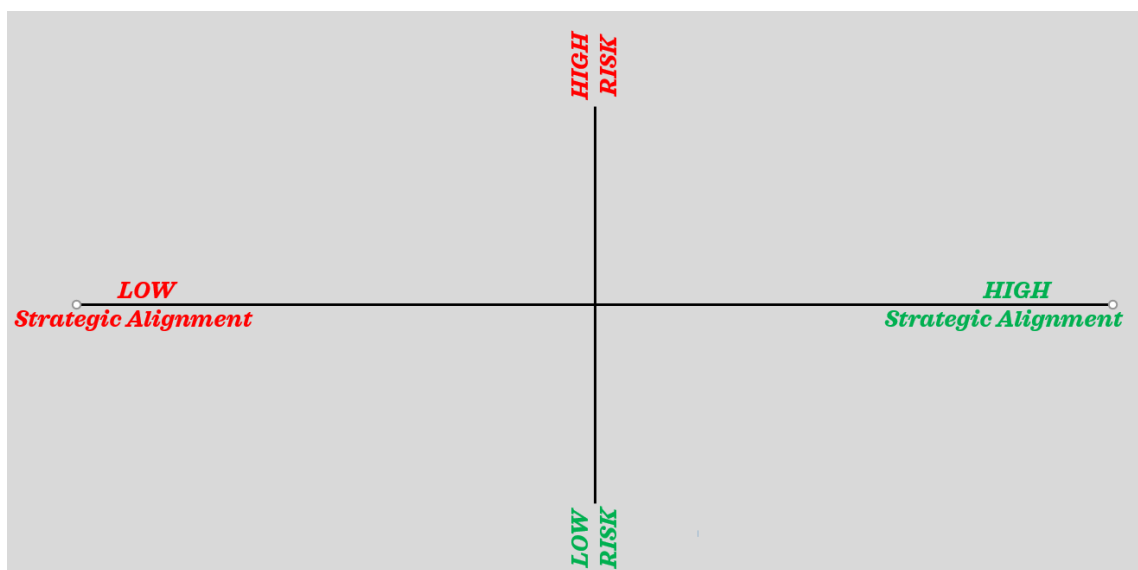
Councillor Chiddle welcomed PEO's CEO/Registrar, Johnny Zuccon, and invited him to say a few words on staff's role in the upcoming review process.

J. Zuccon talked about unprecedented change in PEO's 100 year history. He shared the importance of leadership and on asking the 'tough questions'. He acknowledged the work of the Regional Councillors Committee (RCC), and stressed that as a regulator, PEO needs to keep the public interest lens at the forefront.

J. Zuccon introduced the new divisional framework at PEO:

- Legislation and Policy (often 'outward looking', to be on top of changes)
- Shared Services (including chapters)
- Regulatory Operations (consolidation of core regulatory functions)

He presented a new matrix for chapter activities, briefly touching upon the principles of risk and strategic alignment and explained how Council will assess PEO outputs based on the matrix.



Following this decision at Council, J. Zuccon can proceed with setting-up operational support for the chapters.

During the Q&A session, J. Zuccon was asked about the role of chapter feedback in the modernization process. He referenced the new Legislation and Policy department, specifically the new External Relations group.

*"The activity of feedback is absolutely critical ... what's the most optimal way of achieving feedback? The new structure has an area under the 'outward-looking'/horizon-watching group, called External Relations, and to me, chapters represent a significantly important stakeholder group at the grassroot level. So the feedback will come from that kind of relationship."*

### ***Morning and afternoon sessions***

The morning's plenary discussion was facilitated by Certified Professional Facilitator, Nora Sheffe, and the eight breakout group discussions were facilitated by Megan Foster, Lara Shroeder, Nicole Espenant, Jessica Levitt, Jane Van Ryn, Ariella Orbach, Vickie Lemire and Wendy Dobbin from Sheffe Consulting Inc.

The meeting was supported by Jamboard and Mentimeter. Jamboard is a virtual facilitation tool used in collaboration with written ideas and discussion points. Mentimeter is a presentation polling tool used to provide all participants with a voice in the discussion. These tools were used anonymously, generally with input transcribed by the facilitator and producer. It should be assumed that the Jamboard slides reflect the discussion, in point form and from the perspective of the participants providing input.

The purpose of the morning facilitated sessions was to:

1. Reach a group consensus on "the essential purpose of a chapter".
2. Collect stakeholder input on Council formation, governance structure, and where chapters fit.

The afternoon's discussions focused on chapter activities; both lessons learned and successes during the pandemic. It was acknowledged that chapter volunteers had been required to pivot and adapt their chapter offerings.

The purpose of the afternoon sessions was to:

1. Share the planning and development details of new and successful events.
2. Analyze alternative methods of engagement and find take-aways for beyond the pandemic.

This less structured portion of the conference was also in recognition of the value of networking with other chapter leaders: something made more difficult during the pandemic. Feedback from conference participants indicate that this section of the day was relevant and of value.

## **Section 2 – Essential Purpose of a Chapter**

Delegates first discussed possible core purposes of a chapter in small breakout rooms. Five areas emerged as common responses. (Note that some of these ideas are transcribed from the ZOOM chat).

### **1. Member Engagement & Outreach**

- Increase member engagement
- Communication & local presence (e.g. license ceremony) builds relationship with new Engineers
- Be the face of PEO to create a connection with existing and future engineers, keep them engaged to further the profession
- Some members don't care about PEO or the profession. Newer engineers are not interested in obtaining their PEng or being involved with the profession.
- Recruiting volunteers to serve on PEO Council and Committees
- Representation of Women in Engineering
- Chapter communication link between PEng and PEO

### **2. Link to Community**

- Support to Engineers and EITs in each community
- Building trust
- Be the link between PEO and communities at large when developing new regulations, especially so that new professions are effectively regulated
- Chapters are boots on the ground to promote value of engineering to general public
- Promoting to Public, link to Council
- A local connection to PEO within each community
- Provide assistance and guidance to other engineers in the community

### **3. Education Opportunities/Mentoring**

- Support members with CPD process (reporting)
- Chapters being training ground for new /modified regulations
- Support New Applicants to PEng and help EITs in their journey to become PEng
- Enforcement and compliance
- Building leaders within engineering community (EIT forward)
- Help engineers value PEO
- Encourage other licence holders to assist with mentor/mentee program, boost the profile of PEO outside while participating in PEO governance
- Leading regulatory events at local level
- Training ground for new Councillors
- Help members navigate PEO & OSPE

### **4. Events**

- Social events

### **5. Advocacy**

- Liaise with politicians to give input on public policy

Participants were asked to demonstrate their level of support for the above five core purposes. 63 participants responded to the Mentimeter:

## To what extent do you support these key purposes/roles for a chapter?

Mentimeter



Additional comments on Chapter Core Purpose (both spoken and over Chat) were recorded.

### Regarding Advocacy:

- Still some uncertainty regarding advocacy and its definition.
- Advocacy for engineers vs advocacy for profession vs advocacy for public interest
- When advocating for Engineering sometimes it can undermine the license since PEO does not regulate all areas of engineering in the province.
- How would the public see the chapters advocating for members' best interests?
- Regulation of Engineers by PEO is done in the Public Interest. Advocacy for Engineers by OSPE is done in the self-interest of Engineers.
- Should we strengthen or remove the regulatory aspects and involvement of the chapters?

### Regarding logistics:

- Events (#4) celebrate being a PEng and professional interaction/networking
- Perhaps time to discuss consolidating some smaller chapters or combining them with larger chapters for improved chapter engagement and effectiveness
- From public perspective we are one body: professional engineering. Subcategories of advocacy, and regulatory, and responsibilities for OSPE and PEO, require more delineation and terms of reference.
- All chapters are different and have different capabilities and resources
- No matter how much chapters want something, how will that (or how can that) be accommodated in the PEO mandate for chapters going forward?



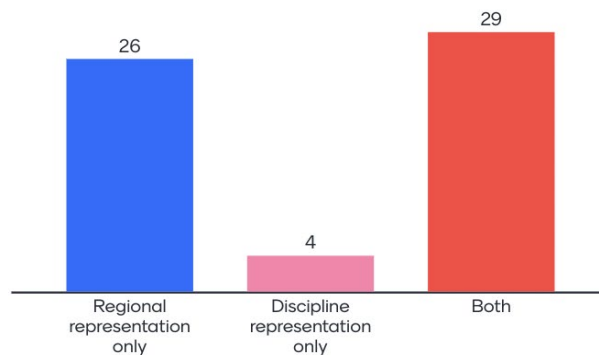
## Section 3 – Council & Governance

### Polls on Representation, Councillor Selection, Candidate Competencies and Chapter Governance

Participants were asked to answer questions on Representation, Councillor Selection, Candidate Competencies and Chapter Governance. Participants were told that these polls were intended as a “pulse check” to start discussion and were not intended as formal votes. These questions had an average of 60 respondents.

Following the polls, participants were again moved into smaller facilitated breakout groups and given an opportunity to delve more into the various poll subject matter.

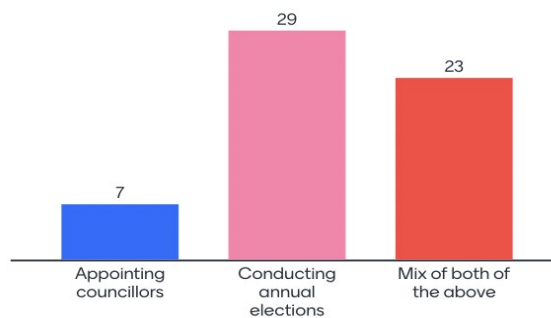
#### 1. Representation - Should Council have:



Breakout group comments:

- Diversity (overall and of discipline) is important here

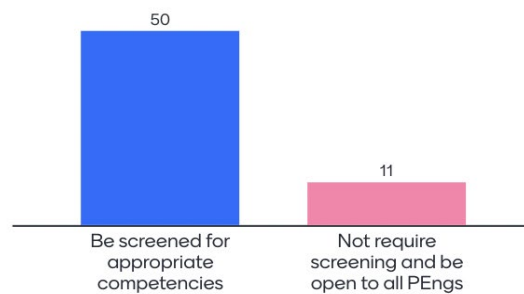
#### 2. Councillor Selection - Should PEO be responsible for:



Breakout group comments:

- President should be selected by Council
- To become a councillor we must meet specific competencies outlined in a specific competency rubric. We need a minimum standards.
- Role of President requires a 2 year mandate to allow for appropriate training, onboarding and for role to be effective.

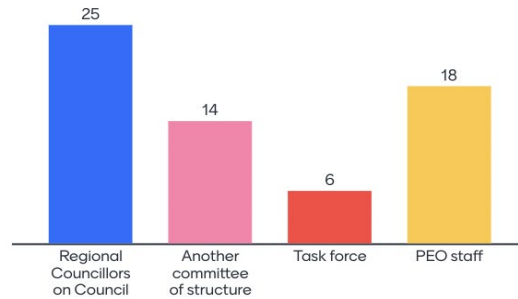
### 3. Candidate Competencies - Should councillor candidates:



Breakout group comments:

- Clarity on who makes the determination of meeting the competency requirements. Who is screening the screeners? Is there transparency around *screener* qualifications?
- Screening and voting should be done by PEngs
- Opposing views:
  - Develop a policy that outlines a minimum 4 years PEng experience as the only requirement, or
  - 4 years is not enough and candidates should also have experience with PEO, regulatory agencies, industry standards and government; or
  - Best to have a mix of experienced PEngs and early-in-their-career PEngs
- Transparency is key. With public; media, social media, engagement. Public needs to know what council does, what we do, how we are engaged and how we are protecting them
- Should have a lot more scrutiny of election, better representation of younger ages and minority
- Need fresh ideas, without the bias of history of the board

## 4. Chapter Governance - Should the chapters be governed by:



### Breakout group comments:

- When the chapters sit under the regional committee, the voice of chapters are presented to council (eg. through motions at congresses). We could lose that and local issues may not get to council.
- Chapter board is elected and they are choosing to do that job, so having another level above that is concerning
- What does "chapter governance" mean and encompass? (budget, approvals, etc)
- Chapters have an executive board but they require more clarity on the next level of authority and how they fit in the organization model.

## Section 4 - Discussion on Governance Model

The final discussion was around the governance model evolution and the shift in the way that stakeholder voices are heard at the PEO Council table. Participants were asked to provide any advice for ensuring that the voice of the "chapter volunteer stakeholder" is heard.

### Connection with Council

- Chapter input, motions and feedback should be listened to and discussed openly at Council

### Diversity

- Ensure inclusion of representation from visible minorities
- Diversity brings clarity and voice of others
- Collecting membership demographic information

### Governance Shifts

- Increase number of regional councillors
- Potential reorganization for how chapters are structured ex. discipline representation
- Representation from each chapter to be a voice
- Selection and makeup of council: a mix of elected-by-members, and, ensure that we have representation through appointments
- Use other forums (instead of the AGM) to give messaging about what's happening at higher levels.
- Local chapters strengthen governance practices, as a flow through to greater Council
- Chapters work with members directly

**Using Tech to Collect Input**

- Electronic ticketing system for issues to allow members to interact with PEO and hold PEO accountable (allows members to check status). Only members that open tickets can close it.
- Councillor use a tool like Jamboard to capture feedback, group them, and take them to Council
- Engagement with council using surveys prior to or following events
- Ensure there is a formal way of collecting input; also ensure process is in place to incorporate it

**Stronger Communication Links**

- Ensure method for follow up on advice/feedback provided, ensures council has heard feedback
- Clearly ask for the opinion of other members. Ensure 2 way communication mechanisms.
- Chapters to elevate consulting from non-volunteer stakeholders with clear support from staff
- Opening direct channels of communication and standing agenda space to discuss these concerns
- Create direct channel of communication between chapter representatives and council (remove bureaucracy)

**Increase Response Time**

- Proper documentation to identify the area in which particular problems goes into
- Give more time to respond. (1 week minimum)
- Centralize feedback to ensure not lost (review regularly throughout the year - more than once a year, ex. quarterly review, after every council meeting)

**Meetings**

- Occasional meetings where members are invited to hear from Regional Councillors
- Regional Councillors need to have a mechanism for reporting to Council (shared opinion by several members)
- Councillors should attend chapter monthly meetings as a Council liaison, where they provide updates/status of 'tickets' and further context on new issues
- More opportunity to meet with own regional council
- Mandate that chapters have PEO/Council related discussions on their agenda each month

**Additional comments from plenary discussion:**

- There should be clear instructions for how chapters can formally contact various committees.
- Perhaps a new communication process can include clarity on how chapters add topics/information to the council agenda or beyond (government?).
- Connection between chapter and council, not thinking about the budget and governance but the mixture that we have now allows for a balance appointments and elections
- Can PEO encourage/lobby/require licence holders to respond when asked for consultation?
- PEO framework provides a good combination: voice of the stakeholders through Council and also Governance by PEO.

## Section 5 – Celebrating Chapter Successes

### *Peng Zhang, Scarborough Chapter*

- Event: virtual technical tour of the F.J. Horgan Water Treatment Plant
- Pre-event planning included coordinated meetings with both Plant staff and chapter volunteers, in order to plan agenda, review presentation materials, volunteer responsibilities, mock run-through of online platform using City's technology and registration logistics.
- The event was popular and the chapter organized a second event where they were able to incorporate a few things learned from the first offering
- Over both events, approximately 100/200 attended for a 50% conversation rate.
- One of the excellent takeaways was the collaboration between the City of Toronto and the Chapter
- The chapter discovered the pros of hosting a virtual technical tour, including saved travel time and not having to worry about trip and member safety.
- The City platform of WebEx was used and they learned that they would not have access to the video to share with other members.

### *Nadia Aftab, East Toronto Chapter*

- Event: seminar on licensure requirements, hosted by ERC Chair, David Kiguel
- Chapter used Eventbrite for registrations and Zoom for the presentation. 175/197 attended for a 89% conversation rate
- Chapter found the event appealed to membership for several reasons: topic was of interest to many participants, online platform was convenient, offered a knowledgeable facilitator and used communications for advance notice.
- Chapter collected feedback from participants to understand what worked well for individuals, and also to receive tips on member interests for future events
- Chapter has found that events that partner with other chapters and organizations have a larger participant yield than those only offered by/to East Toronto.

### *Ron Finnigan, Hamilton-Burlington Chapter*

- Event: virtual presentation of "pandemic recovery unit" at Joseph Brant Hospital, essentially a COVID-19 field hospital/tent
- Partnered with Modern Niagara, a building services project team, specializing in mechanical, electrical, HVAC, plumbing and integrated services.
- Also engaged Joseph Brant to cover proprietary concerns
- The event offered a very timely and untapped subject matter: facility had been designed, built, commissioned and tested in 3-3 1/2 weeks, including all of the equipment procurements
- The chapter worked hard to make the necessary preparations in as little time as possible (approximately 2 weeks), including Eventbrite, multiple meetings with Joseph Brant and Modern Niagara, and chapter communications
- 40 participants, with excellent comments and feedback
- Chapter felt the success of the event was in large part because of the timeliness of the subject matter

*Annabelle Lee, York Chapter*

- Event: Engineering Project of the Year Award
- This is a flagship event for the chapter however it was the first time the event had been offered with a virtual environment
- Biggest challenge was in final phase of the event where pre-pandemic it was held during the Winter licence presentation ceremony and attended by over 150 people. The chapter innovated their process to create several smaller online meetings to culminate in a final virtual award ceremony
- A lot of effort went into driving online attendance to avoid a final announcement with low audience numbers; lots of eblast advertisements, used LinkedIn and Twitter and always tagged participating companies, judges, special guests, presenters, to expand viewership.
- Used quiz platform to keep audience engaged and awarded virtual gift cards to winners
- 80/125 attendance for a 64% conversion rate.
- Smaller audience than a regular licence ceremony however the chapter believes it was a wider community (other chapter members, people from all over Ontario, etc.)
- Stressed the value of a large team of volunteers, including dedicated Zoom specialists.
- Made Zoom features work in their favour, including breakout rooms and chat

Additional comments from participants:

- It can be difficult to know which subjects will attract/engage membership, but sometimes thinking outside the box really clicks, and also assessing stats and info collected from ongoing events can also help.
- There are fun ways to share space and bring the membership together even if not physically together in the same room. The pandemic has taught us to look for new opportunities.

## **Section 6 - Conclusion**

Throughout the day there were consistent themes and messages shared on behalf of delegates, including:

- Consultation opportunities are important
- Chapter stakeholders want their voices heard by Council
- Chapters provide both the public and Professional Engineers, a valuable local connection to PEO
- Everyone benefits from the exchange of ideas

Christopher Chahine, member of PEO Council as a Regional Councillor for the East Central Region, and Vice Chair for the 2021 CLC organizing committee, closed the meeting and thanked participants for their contributions.

## Appendix A: Conference feedback

On a scale of 1-5 (1 is low, 5 is high), please rate the following statements.

	1	2	3	4	5
I found the conference discussions interesting.	0%	3%	6%	91%	
I was engaged during the conference and enjoyed the different tools such as the Menti polls and Jamboard (sticky notes).	0%	3%	9%	88%	
The lead facilitator, Nora Sheffe, was effective and seemed to understand both the PEO world and the chapter volunteer world.	0%	3%	9%	88%	
The facilitator of my breakout group led a thoughtful discussion and kept us on track.	0%	0%	21%	79%	
I received appropriate support before and during the conference.	0%	0%	6%	94%	

## Relevance and Execution (1 is low, 3 is high)

	1	2	3
<b>Relevance</b>	3%	33%	64%
Consultation on Essential Purpose of Chapter			
<b>Execution</b>	3%	38%	59%
Consultation on Essential Purpose of Chapter			
<b>Relevance</b>	3%	24%	73%
Consultation on governance model and chapters			
<b>Execution</b>	3%	36%	61%
Consultation on governance model and chapters			
<b>Relevance</b>	6%	27%	67%
Menti polls on PEO Council			
<b>Execution</b>	3%	25%	72%
Menti polls on PEO Council			
<b>Relevance</b>	10%	35%	55%
Chapter networking & virtual events			
<b>Execution</b>	10%	29%	61%
Chapter networking & virtual events			



	1	2	3
<b>Relevance</b> Lunch & Learn: So you want to be on PEO Council	6%	25%	69%
<b>Execution</b> Lunch & Learn: So you want to be on PEO Council	13%	27%	60%
<b>Relevance</b> Chapter training: Certify, Eventbrite, Finances, etc.	17%	18%	65%
<b>Execution</b> Chapter training: Certify, Eventbrite, Finances, etc.	5%	28%	67%

What was the best/most useful aspect of the conference?
Hearing the chapters and their roles of governance
Letting chapters provide input
Hearing what Chapter leaders thought their regulatory role is going forward
Great ideas but not sure if they will be ever implemented
Listen to council and PEO vision
Understanding where chapters are at re:PEO's Transformational Change Plan
Chapters sharing pandemic successes
Chapters virtual events
The last session with chapter activities and successes was most useful and built connections between volunteers. This should have been done from the start - to have Chapter Leaders know each other, interact etc rather than hear more about governance, strategy etc.
Pandemic successes #4
The morning break out sessions
Training and discussion groups
Felt heard and content was relevant to concerns at the Chapter level
Understand the leadership structure, communication path, chapter's expected roles, get idea of what majority chapters expectations for PEO future leadership and chapter's role
To have better understand of the changes at PEO and started to talk to chapter leaders regarding the changes
I am seeing a professional approach again, focussing on issues.
Discussion of the chapter roles with changes for governance in horizon.
Chapter governance discussion was very useful
Menti polls
Communication between chapters and the president and ceo
Learnings and strengths of the chapters purpose from other chapters inputs
Some additional news on the fate of PEO Chapters
Breakout room discussion on Council composition and barriers to voicing Chapter concerns
The first session on how member voices can be heard was an important discussion





What was the worst/least useful aspect of the conference?
Covid lessons learned
Generic information on chapter events.
There is never anything bad at these conferences.
Some on Council were not letting chapters provide input or would try to influence input or try to campaign to run on council despite being told to listen only
It was all useful!
Some of the breakout sessions were very boring
PEO vision was not clear .
Lull periods when no one was speaking.
The breakout session was not that productive as people were not really confident in understanding PEO's transformational change plan, clarity of purpose, etc.
Attendees should join the breakout rooms themselves to talk to members they want instead of random breakout rooms for polls and discussions
The way questions were raised in boxes - you had one choice or the other or if not sure...pick both. This is not engagement with Chapters. There was ample opportunity during the course of the year to hold town halls to discuss ideas rather than have canned conclusions presented to be voted on and then later...say Chapters were engaged.
Pandemic successes #3
Everything was useful this year
When the opinions and views of chapters collected during the conference will not be somehow use as inputs for PEO
a) Confusion re the purpose of PEO, and b) excessive use of technology.
The notes were too many and very fine print on the screen was not possible to read.
Too long for a virtual conference. Limit to 3 hrs is preferred
Only for this conference, due the up-coming change of PEO and the potential fate of the Chapters, the "Lessons from the Pandemic: Celebrating Successes" was not as helpful at this conference. If business as usual, it would be a great aspect of the conference; however, I would like to see more time to discuss and listen to chapter leaders on the general direction of PEO and the future of the Chapters.

**What are you taking away from the afternoon session highlighting 4 successful chapter events? Please share with us any thoughts you have about the presentations and Q&A session that followed with the specific chapter.**

What's coming down the line with council and chapters

Understand what types of activities Chapters engage in.

Chapters are doing well in trying times

Virtual and hybrid is the new way to do things

That there is a significant role for Chapters to play in interfacing with the public.

Nothing can stop you from being successful if you want to

Chapters are vital to PEO

Good learning from other chapters

Virtual events can be done successfully

The volunteers are so engaged and doing their best, so well meaning & enthusiastic, but are working in a vacuum of direction & control from Council. Other organizations would die to build this type of engagement.

Virtual events can still reach out to our members/communities during pandemic.

York chapters presentation was really good and implementing the idea of chapters leaders award for other chapters

Take away - that the virtual environment no longer means we have to work within our geographic boundaries - that we can a 'tour' from one city broadcast to another.

#4 was interesting & useful. Would like to copy that in our chapter.

Thinking about how to manage this in a smaller Chapter where engagement is always an issue. Breakouts about Chapter events was maybe a bit too long.

We have plenty of chapter engagement with students, members, and EIT, but involving companies and motivate them to promote the role of P.Eng. in society and serving publics is an essential too to promote the role of PEO as regulator in the profession.

In an attempt to be 'modern' PEO has implemented processes without sufficient planning.

It was very useful to see how the chapters successfully held virtual events

My biggest concern would be that they all will be deemed Non-Regulatory and will be discontinued

One Chapter did some events with new tools such as drones, which we could also do.

I like the idea of using post event surveys to get feedback as well as suggestions for event topics; will be following other chapters eventbrite to get ideas for topics of interest

All four sessions were very informative and encouraging for all chapters to hold virtual events. Mostly Q&A session discussion was encouraging to overcome any challenge came during planning. Good Jobs all four chapters

Chapters are resilience and have adapted to the new circumstances under COVID to carry out its functions and continue to connect with chapter members through various means and venues.

**In the past, consultation sessions have received mixed reviews from volunteers. This year's CLC coincided with important discussions that Council is having. How do you feel about your involvement in this consultation?**

Encourage more discussions

Great idea to get feedback from Chapters on PEO changes.

It is clear that council communication to our volunteers needs improvement (or that training is needed on where to go for what and who to contact etc.) -Considerations for new engagement person position @ PEO

I hope that the outcomes from this session will be shared with Council & PEO Staff.

I believe that my involvement and recommendations would be considered at appropriate level

Zero. I get my news from Dimensions way after decisions have been made. Councilors either are told not to say or chose not to say and are so busy in this process that they don't have time.

It was topical and important. Should be repeated at future CLC's

Consultants were physically present but not provided any valuable response (I tried some question but no meaningful answer).

It was great having the professional facilitators to lead the process, help keep things on track and limit people dominating the conversation

Lots of interesting points may be washed under the table by council

Council does not realize PEO is a policing organization for engineering qualifications, licensing, and performance primarily concerned with public interest. It is not a democratic, member-controlled institution responding to personal preferences and agendas which results in conflicts of interest.

If PEO uses staff more for professional activities and chapters for feedback, progress is being made.

Was good discussion and was interactive.

Got a chance to provide inputs on that.

I felt valued and the information would be summarized in areas of improvement

First of all, I am appreciated finally there is a more formal way to have consultation at least to chapter leaders this time. However, if the Committee would like to have a better and more meaningful consultation, background material and various proposals or some preliminary thoughts of Chapters within the new framework of PEO should be provided in advance and to allow conference participants to digest and reflect the ideas and thoughts. So that the consultation session would be more effective and rather than spending time to define the terms and understand the issues on the spot. Again, the some of inputs/opinions collected were gut feelings and/or initial thoughts if the participant has no background of the issues or questions asked and may not have a same understanding on some items during the discussion within groups.

I came away with the impression that the path forward for Chapters is already decided, and all "consultations" were just lip service. Just tear the bandaid off!

The 4 questions that were polled were good questions but they came a bit out of the blue - I would have appreciated having a bit more information on each and some time to think about them ahead of time - perhaps an info package could have been sent out in advance of the meeting.

**Following your participation in this year's CLC, has your vision changed for PEO chapters? Please share your thoughts.**

Chapters should respond to OSPE which is responsible for engineering advocacy (marketing).

Yes only governance addition to chapter role.

Still not clear about the role of Chapters is it Regulatory or Advocating

The chapters are needed for regulatory advocacy for its members and is a crucial to provide services and updates to it's members from PEO HQ

Yes - with the additional burdens posed on volunteers it will be even harder in the future to keep them motivated and willing to participate.

The discussions actually reinforced my thinking on the role for chapters.

I think Chapter System is still a vital tools for PEO to connect/communicate/solicit inputs with License Holders and EITs and to create a forum/platform for license holders and EITs to focus on the engineering practices with a mindset of protection of public interest rather than the interest of the individual engineers.

No, glad are all on the same page about importance of chapters

Not changed but more refined.

I am pro chapter and hope to have them for many years to come, stronger and more passionate than ever

No. I still believe that Chapters have a significant role to play as the 'face' of PEO to the public.

Yes if these are considered in the road map

No, still believe chapter is very important and vital to PEO

Virtual involvement allows higher participation and there is more opportunity to communicate with PEO and other chapters and members

I think Council needs to carefully consider "the possible ways" that Chapters might contribute value which is aligned with PEO's change vision.

PEO chapters are really doing a good job but would like the chapters to extend the involvement of public as well instead of members only.

Confirmed that the 100th anniversary will usher in the downward spiral of member engagement and pride in profession to a well oiled machine run by staff.

No. They are still an important connection to Members and the local community

Most likely hard to continue (I hope that I am wrong).

Yes - I think they still serve a very important role for PEO but maybe there should be fewer Chapters (eliminate smaller Chapters as they are most affected by lack of member engagement) to improve overall Chapter effectiveness.

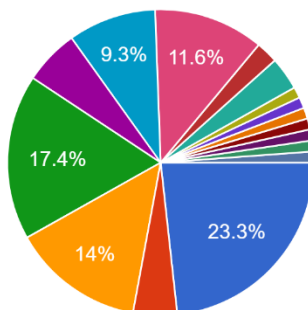
Yes, we need to be more focus on field that is not been touched by our previous events.

Final comments, feedback and suggestions:
Hopefully, there will be more consultations with what the Council has embarked on with a boarder reach rather than a selected few (like Committees Chairs, Chapter Leaders, or even just PEO volunteers). The consultation should be to all members through various venue by virtual townhall, chapter meetings, member survey, focus groups, etc. The CLC consultation may have different perspectives than others group or general P.Engs. & EITs. And it would not be count as the consultation is completed with this conference.
Please investigate if there is a way to moderate the chat function. Council should not participate with their own opinions or be campaigning in a chapter consultation session.
It was so nice to be a participant and not an organizer for a change. I think this was an excellent conference. Kudos to the organizing committee volunteers & staff. WELL DONE!!
Share the presentations
PEO is great organization, need to move forward with engineers rather than being defensive about their role as regulatorily. PEO need to be more involved in all engineering aspects and lead future of eng in Ontario.
More virtual meetings
I strongly feel the "town hall" that Christan did at the recent 'Open House' for lense holders who were considering running for Council or the one that Warren Turnbull did for Toronto-Humber last year would help PEO's engaged license holders build understand of the critical need for change at PEO. Johnny can articulate it well also.
Overall it was a well organized virtual conference. I liked the "post-it" notes.
Great initiative and good to see what other chapters are doing.
Chapter Leaders Conference is about Chapter Leaders, not more presentations on what we already have heard. The comments from participants show the same concerns and ideas based on opinion. The real spark was the breakout session after the 4 stories were presented where people were able to connect rather than be interconnected by outside direction.
Leadership means, doing the right thing. Even if unpopular. If Chapters have no regulatory role in the "new world order", don't drag it out. PEO just looks disingenuous in doing so.
I felt engaged throughout the entire event. Thanks to the organizing committee!
Excellent organisation. Thank you for organizing.
Really liked the option for a French language discussion. Keep this going forward to be inclusive of all regions in Ontario
Collaboration between chapters may help improve other chapters. I encourage this in my chapter.

## Appendix B: Abridged Pre-conference survey

### SURVEY OF CHAPTER VOLUNTEERS: PRE-CLC

1. What was your first exposure to a PEO chapter? Only select one. 86 responses.



- Chapter event: Chapter Licence Ceremony: 20 responses
- Chapter event: Technical seminar: 15 responses
- Chapter event: Chapter AGM: 12 responses

- Chapter event: Chapter Licence Ceremony
- Chapter event: EIT night
- Chapter event: Chapter AGM
- Chapter event: Technical seminar
- Chapter event: NFM/STFM event
- I participated in the NEM University/C...
- I won a PEO scholarship
- I went to a NEM event when I was a st...
- I contacted the chapter for more infor...
- Chapter Monthly Meeting
- Invited by Regional Councillor
- explored post-retirement volunteering opportunities
- As a PEO member I received e-mail notices of events.

2. What is a highlight of your experience as a PEO chapter volunteer?

The networks I built with other engineers I met through the chapter
Chapter events connect members together, connect members to PEO, share engineers' experiences, connect Engineers to communities, help to build strong community
Team work, comradeship. Community projects such as can-build.
Absolute joy to participate for promotion of engineering and protection of public and respecting our profession.
Simply giving back to our profession.
Planning the budget and events to give back to the Chapter and community
Conducting one day events, mentoring and holding license ceremony
Chapter Licence Ceremony
Volunteering and serving 30+ years
Connection and supports with P.Engs who care about the our Profession. Most important of all to maintain the awareness and connection with PEO.
Contact with younger members of the profession.
Reaching local community
Bringing together members of chapter and meeting new Engineers.



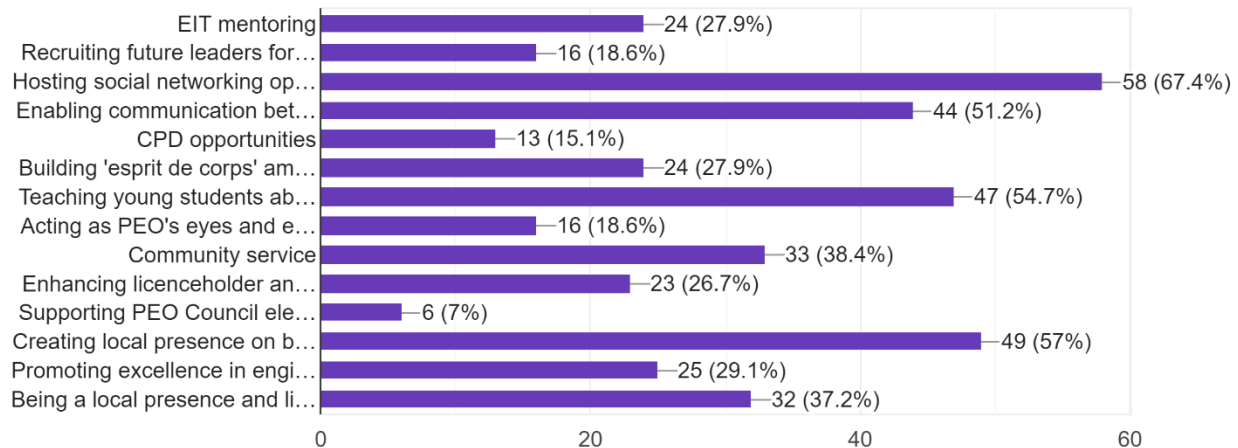
3. Can you tell us about a negative experience you have had as a PEO chapter volunteer?

Confusion around the future of chapters due to PEO transformations
Disconnect between the PEO Council's priorities and the PEO Chapter's priorities. Lack of communication between PEO Council and PEO members.
The chapter executive members had no one of my age or that looked like me so I didn't feel like I belonged or that what they were discussing was relevant to my stage of life/career
Lack of respect for Chapter Volunteer's efforts and cut backs in funding
Continued loss of local autonomy, head office bureaucracy/red tape, Certify, central banking, reduced spending limits, apathy of members, loss of Chapter vitality, restrictions to social functions imposed by PEO, funding caps (\$500)
The slow speed at which things change and the changing priorities. PEO only exists because of our members. Sometimes it appears we forget this and become too license oriented. There is a certain questioning of the value of a P.Eng. by members. We need to tackle this.
Lack of support by a local employer who employs a significant number of engineers
Comments regarding my dietary preference, being a muslim I requested that next time they provide food without pork (no bacon, ham, sausage etc...) and the Programs Chair at that time with another individual laughed at me and joked about my religion (it was about 9 years ago)
The one shoe fits all approach by PEO staff that is specific to urban areas (Torontocentric) and fails to take in the nuances of rural and northern Chapters
Training for new volunteers regarding PEO process, group their roles and responsibilities and expectations..



#### 4. What would you say are the 5 strongest chapter activities? Select 5.

86 responses



- Hosting social networking opportunities for licence holders and EITs.: 58
- Enabling communication between PEO and licenceholders/EIT stakeholders.: 44
- Creating local presence on behalf of the engineering regulator.: 49

#### 5. Are there other strengths of the chapters not listed above? Please share details.

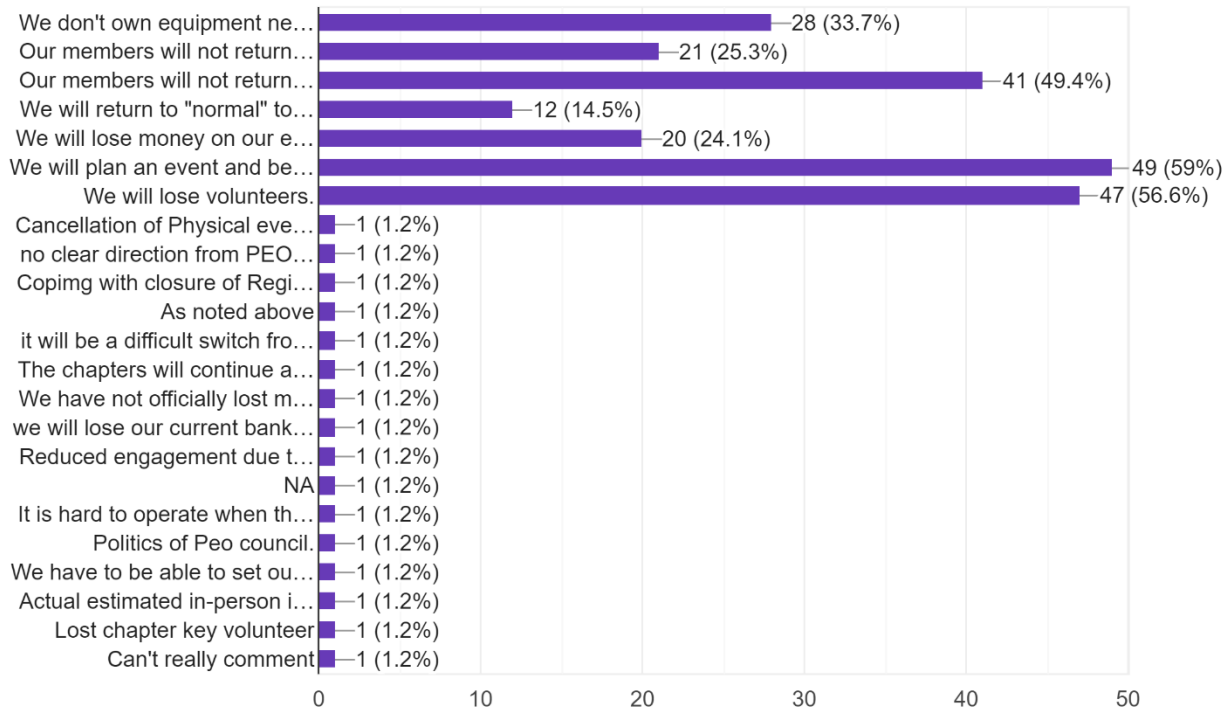
Networking with other professionals- lawyers doctors etc to see how they regulate
Connecting with the public on engineering matters that are important to them to better understand them better, like a recent climate change seminar hosted by the West Toronto chapter
Working with foreign trained engineers and enlightening them on Licensure - Raising awareness and helping new Canadian, foreign licensed Engineers learn the processes to getting a PEO license
Strong reference for PEO members in the region. PEO representative in the region. Without chapter can be a lonely organization that license holders do not have a close contact. Contact with the public on behalf of the profession. Promotion of the role of P. Eng, in the Society
The Chapters provide a platform for Education Outreach which is not achievable from a centralized structure. Direct interaction with the School Board has allowed our Chapter to develop and direct students interest in STEM which, I am certain has resulted in increased awareness of Engineering among elementary school children.
The chapters are the mechanism for members to provide feedback to the council. Otherwise PEO becomes a top down organization. Information is shared.





6. What are your concerns for the current operational year? Select all that apply.

83 responses



- Our members will not return right away because there is still a lot of concern regarding safety during COVID-19. - 41
- We will plan an event and be told we can't run it because it isn't "regulatory" enough. - 49
- We will lose volunteers. - 47

7. Describe a specific challenge your chapter is currently facing.

Impossible to balance financial records with PEO finance, and zero support (zero monthly account transaction statements).
No standard PEO protocols for how to operate the chapter virtually and/or in hybrid mode
Concerns regarding in-person events
I think chapters are feeling abandoned or in limbo as they know change is coming and strong direction of their purpose is lacking from PEO Council.
Members are less than engaged in activities. Chapter events require a huge amount of non value added activity that are a drain on their members



8. Is there anything else you'd like to share about your experience as a chapter volunteer?

Recognition by FEC etc is largely a non-event more talk is needed such as regional town-halls
Public protection often occurs at grassroots, personal activities, and oversights but PEO seems "heads in the clouds" top-down information
I have expressed all of my concerns above.
I have felt very honoured to be voted by chapter members for the position of Education Chair for several consecutive years. I have also felt more connected to the chapter after volunteering my time and participating in chapter events.
Chapters are critical to leadership development within our profession. They need to be strengthened , not marginalized.
It IS rewarding and I really love what we do, I just think it could be so much better!
Feeling of being left out of discussions regarding the future role of Chapters.
I have volunteered for 20 years and have led my chapter for most of the time. With council's current focus on only doing regulatory and licensing at the chapter level, the fun is mostly gone (I like the member social and education outreach events with students) and I am looking to stop volunteering as soon as I can pass the Chair position to someone else.
<p>Before CLC 2021, please start the following discussion with the Chapters:</p> <ol style="list-style-type: none"> <li>1. To keep the Chapters, what roles they could play considering the current technological advances and tools (accelerated under the COVID-10 pandemic). This list should be the roles considering 10-15 years from now (not current) without justifying the need to keep or get rid of chapters.</li> <li>2. Based on the outcome of item 1, then what structure is needed to enable these roles, e.g., do we need the current structure with so many chapters, do we need regional chapters with local committees, and so on.</li> </ol>
The Chapter work is fun, and interesting. Dealing with the PEO, one needs to recognize that PE isn't here to help us, you're the regulator. Unfortunately the PEO isn't leveraging the relationship Chapters have with local members, PEO is missing a big point.
It takes a core of dedicated individuals to keep a Chapter functioning. Because we are located in many communities it is difficult to organise and target Engineers to promote because lists of engineers in the community are not available to the chapter.
Sharon Gillam is a phenomenal resource for Chapters. If she does not know, she knows who to ask or go to. She is super dedicated to helping the Chapter volunteers.



# Minutes

40 Sheppard Avenue West  
Suite 101  
Toronto, ON M2N 6K9  
Tel: 416 224-1100  
Fax: 416 224-8168  
www.peo.on.ca

Enforcement Hotline:  
416 224-9528 Ext. 1444

## **2021/2022 AFC Meeting No. 4 on October 26, 2021**

### **Meeting Minutes issued:**

Minutes of a meeting of the AFC held via Zoom on October 26, 2021 commencing at 5:04 pm.

### **In attendance:**

#### **AFC Members:**

**Chair:** Lorne Cutler, P.Eng., MBA, (Lieutenant Governor-in-Council Appointee)

#### **Committee Members:**

Christian Bellini, P.Eng., FEC, President (ex-officio)  
Nick Colucci, P.Eng., B.A.Sc., MBA, FEC, President-elect (ex-officio)  
Marilyn Spink, P.Eng., CSR-P, Vice President (elected)  
Randy Walker, P.Eng., FEC (Eastern Region Councillor)  
Robert Brunet, P.Eng., B.E.Sc., M.E.Sc., (Lieutenant Governor-in-Council Appointee)  
Sherlock Sung, B.A.Sc., (Lieutenant Governor-in-Council Appointee)

#### **Staff:**

Johnny Zuccon, P.Eng., CEO/Registrar  
Chetan Mehta, MS, MBA, Director, Finance  
Lucy Capriotti, Administrative Assistant

**Guests:** Rob DeRooy, GSI (Observer)

**Regrets:** Peter Cowherd, Manager, Financial Services & Procurement  
Lolita Holden, CHRP, Director, Human Resources

## **AFC Items**

### **1.0 Call to order/Confirmation of quorum**

The meeting was called to order by the Committee Chair at 5:04 pm and the agenda was presented to the members for feedback.

### **1.1 Conflicts of Interest**

There were no conflicts of interest declared.

### **1.2 Approval of Agenda**

The members unanimously agreed that the agenda be approved as presented and a motion was passed to the effect.

#### **MOTION**

That the agenda for the October 26, 2021 meeting be approved as presented.

Moved by M. Spink and seconded by R. Walker

**MOTION CARRIED**

### **2.0 Approval of the Minutes held July 6, 2021 and September 1, 2021**

The members unanimously agreed that the revised draft minutes be approved as presented.

#### **MOTION**

That the minutes for the July 6, 2021 meeting be approved as revised.

Moved by M. Spink and seconded by N. Colucci

The members unanimously agreed that the draft minutes be approved as presented.

**MOTION CARRIED**

**MOTION**

That the minutes for the September 1, 2021 meeting be approved as presented.

Moved by M. Spink and seconded by N. Colucci

**MOTION CARRIED**

**2.1 Review and Approval of 2022 Draft Operating and Capital Budgets**

Management provided an overview of the 2022 draft Operating and Capital Budgets highlighted the key changes in the budgets from the version presented to Council at the September meeting.

There was a recommendation from a committee member to add a note on pension and salaries and that HR needs to be prepared to speak to this. For 2022 there will be top up payments and we should include a note disclosure.

After extensive questions to staff the committee unanimously agreed that a recommendation be made to Council that the draft 2022 budgets be approved as presented.

**MOTION**

That the draft 2022 Operating Budget as of October 26, 2021 be presented to Council for approval.

Moved by M. Spink and seconded by N. Colucci

**MOTION CARRIED**

**MOTION**

That the draft 2022 Capital Budget as of October 26, 2021 be presented to Council for approval.

Moved by M. Spink and seconded by N. Colucci

**MOTION CARRIED**

### **3.0 2022 Borrowing Resolution Approval**

Management presented the Borrowing Resolution to the committee and explained to the members that approval of the resolution was necessary every year in order to obtain the corporate credit cards for select staff and volunteers and for an overdraft protection arrangement with PEO's bank.

Every year the bank requests approval of this resolution from the Board and which is why it was being presented to the AFC after which it would be presented to Council for approval.

The committee members inquired if the approval of this resolution could be delegated to the CEO/Registrar by Council so that this item did not have to come to the AFC and to Council every year for approval.

#### **MOTION**

That the Borrowing Resolution as presented be approved and recommended to Council for approval.

Moved by N. Colucci and seconded by R. Brunet

**MOTION CARRIED**

### **4.0 Selection of Audit Firm for FY 2022 to 2026**

Management made a presentation to the committee members on the proposals received and outlined its rationale for its recommendation for the selection of an audit firm.

After extensive questioning, the committee members unanimously agreed with staff's recommendation for the appointment of the audit firm subject to approval on an annual basis by the general membership at PEO's AGM.

**MOTION**

The AFC recommends that Council accept the recommendation by staff to reappoint Deloitte as PEO's auditor for the years 2022 to 2026 (both inclusive) subject to yearly approval by the membership starting at the 2022 AGM.

Moved by M. Spink and seconded by R. Brunet

**MOTION CARRIED**

Since the presentation by staff and the earlier report shared with the AFC had confidential information, the committee members agreed that this information be considered as being presented in an in-camera session.

**MOTION**

The confidential information intended for procurement presented at today's meeting be held in-camera session.

Moved by M. Spink and seconded by S. Sung

**MOTION CARRIED**

**5.0 Review of Financial Statements for the Nine Months Ended September 30, 2021**

Management walked the AFC through the key highlights of the Q3 2021 financial statements and answered questions the committee members had.

**6.0 Review of Minimum Cash Balance Requirement Policy**

Management walked the committee members through the key highlights of the Cash Balance Requirement Policy.

The Director of Finance reaffirmed to the committee members that there were no instances of fraud or any such developments that he had any knowledge of to report to the committee.

The Chair stated that the ONCA legislation had been recently passed and requested that legal department advise the committee on financial or any other implications that the passing of this law has on PEO.

## **7.0 Other Business**

There was no other business.

## **8.0 Next Meeting Date**

The next meeting date is scheduled for November 17, 2021 to discuss the Audit Plan with Deloitte. The Director of Finance also advised that he would request the investment manager of the operating portfolio to attend this meeting.

## **AFC Action Items – as of October 26, 2021**

No	Action Item	Responsible Staff	Status Update
1	Confirming with bank required authority for borrowing and credit card.	Chetan Mehta	Work in progress
2	Seek inputs from Legal Department on the financial and other impact, if any, on PEO by the passing of the recent ONCA legislation	Legal Department	Work in progress





# Minutes

The 5<sup>th</sup> Meeting of the GOVERNANCE AND NOMINATING COMMITTEE of PROFESSIONAL ENGINEERS ONTARIO was held at 40 Sheppard Avenue West, 5<sup>th</sup> Floor, Room 507 and via ZOOM Videoconference on Thursday, November 4, 2021 at 1:00 p.m.

Present: A. Arenja, P.Eng., Chair and Lieutenant Governor-in-Council Appointee (in person)  
C. Bellini, P.Eng., President (in person)  
M. Chan, P.Eng., Councillor-At-Large (in person)  
N. Colucci, P.Eng., President-elect (ex officio) (in person)  
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee (in person)  
S. MacFarlane, P. Eng., Western Region Councillor (virtual via Zoom)  
L. Roberge, P.Eng., Northern Region Councillor (virtual via Zoom)

Regrets: P. Cushman, P.Eng., East Central Region Councillor  
R. Subramanian, P.Eng., Northern Region Councillor

Staff: J. Zuccon, P.Eng., CEO/Registrar (in person)  
D. Abrahams, Vice-President (VP), Legislation and Policy (virtual via Zoom)  
L. Maier, VP, Governance and Acting VP, Organizational Effectiveness (in person)  
V. Aleksandrova, Committee Coordinator (virtual via Zoom)  
M. Feres, Supervisor, Council Operations (in person)

Guests: David Brown, Governance Solutions Inc. (GSI) (virtual via Zoom)  
Debra Brown, GSI (virtual via Zoom)

## CALL TO ORDER

Notice having been given and a quorum being present, the Chair called the meeting to order.

## APPROVAL OF AGENDA

The Committee considered the addition of an item titled "*Agendas and Minutes Approach*" as part of item 5.0.

Moved by Councillor Roberge, seconded by President-elect Colucci:

**That the agenda for the November 4, 2021 meeting be approved as amended.**

**CARRIED**

No conflicts were declared.

## MINUTES – 4<sup>th</sup> GOVERNANCE AND NOMINATING COMMITTEE MEETING – OCTOBER 5, 2021

The Governance and Nominating Committee (GNC) reviewed the minutes of its 4<sup>th</sup> meeting held on October 5, 2021.

Moved by Councillor Cutler, seconded by Councillor Chan:

**That the minutes of the 4<sup>th</sup> open session meeting of the Governance and Nominating Committee, held on October 5, 2021, accurately reflect the business transacted at that meeting.**

**CARRIED**

**GOVERNANCE ROADMAP: POST-  
PLENARY REVIEW OF PHASE 4 LAUNCH –  
CHAPTERS AND “OTHER” COMMITTEES**

The Committee considered a framework and criteria for a more detailed evaluation of activities in the Group 3 “neither” category of the Activity Filter, approved by Council in November 2019 and applied to 95 committee, task force, working group, and chapter activities in 2020. The analysis framework presented consists of a series of questions in a process flow designed to determine if an activity should be continued or discontinued.

The Committee offered and discussed suggestions to clarify and refine the meaning and intent of questions, as well as to re-frame the filters through which activities and outputs can be analyzed. The filters identified include: strategic purpose; risk; governance and accountability; and costs/financial impact.

There was general agreement that staff should continue working on the analysis by examining each of the Activity Filter’s 35 activities and outputs from Group 3 through a series of questions based on the revised list of filters; and offering yes/no recommendations and rationale for each on whether it should be continued.

The GNC will review an updated analysis framework ahead of the January 28, 2022 plenary when it is anticipated that Council will have an opportunity to provide feedback on the recommendations and rationale.

**GOVERNANCE ROADMAP: POST-  
PLENARY REVIEW – AGENDAS AND  
MINUTES APPROACH**

The Committee noted that at the October 29 plenary, Council reviewed the *Agendas and Minutes Approach*, based on the advice received through Council’s parliamentarian. The approach seemed to be well received.

The GNC considered a motion recommending that Council formally adopt the approach to agendas and minutes for the meetings of Council and the governance committees.

Moved by Councillor Cutler, seconded by President-elect Colucci:

**That the Governance and Nominating Committee recommend that Council formally adopt the approach to agendas and minutes as outlined in the document titled “*Agendas and Minutes Approach (Including In Camera Items)*” and that Council request that a by-law amendment be prepared for its consideration, in order to apply this approach to all meetings to which the by-law applies.**

**CARRIED**

## **OPERATIONAL PROTOCOLS**

The Committee was updated that staff is currently developing a series of operational protocols related to agendas, minutes, and other aspects of meeting preparation, delivery, and follow-up; communications; and Councillor submissions. Depending on the topic, some protocols will be included in the Council Manual and others will be available as resources to PEO staff to support their work with Council and committees.

## **GOVERNANCE COMMITTEES' MATERIALS: AVAILABILITY AND TRANSPARENCY**

The Committee discussed the issue related to the requirement in the by-law for committee meetings to be open to the public, and its impact on the effective operations of the four governance committees formed earlier in 2021.

There was general agreement among committee members on the following discussion points:

- meetings and materials of governance committees are “works-in-progress” in that issues and matters being considered are often incomplete, and recommendations develop incrementally;
- recommendations to Council are not final decisions and risk being taken out of context if made available in a public forum; and
- ultimate committee transparency is available through Council and the material it makes public once in final form, including governance committees’ reports submitted to Council on a regular basis.

Thus, there was a consensus that the GNC would support a future recommendation to Council to amend the by-law to remove the requirement for committee meetings to be open to the public, in keeping with governance best practice in this regard. It is anticipated that this particular change will be included in a series of governance-related amendments to the by-law resulting from Council’s decisions in the phases of the governance roadmap.

## **ANNUAL GENERAL MEETING**

The GNC discussed suggested approaches for the delivery of future Annual General Meetings (AGM), including the format for attendance (virtual/hybrid/in-person options); separating the business/required aspects of the meeting from those that relate to networking and awards; improving and streamlining the format and process for Member submissions; and seeking other, more effective and meaningful ways to engage licence holders more broadly.

Staff will consider the feedback from the GNC and develop a draft communications strategy outlining the proposed improvements and enhancements of the AGM experience. The draft strategy will be discussed at Council’s plenary on January 28, 2022.

## ACTIONS SUMMARY

The actions and next steps with respect to the agenda items discussed and the recommendations made by the Committee are highlighted below.

**Phase 4 Launch – Chapters and “Other Committees”:** Staff to continue working on the framework and criteria by examining activities and outputs through a series of questions based on the four categories of filters identified.

**Agendas and Minutes Approach:** Motion passed recommending the adoption of the approach to agendas and minutes for the meetings of Council and the governance committees. Council will consider at its November 19, 2021 meeting.

**Governance Committees’ Materials:** Consensus that the GNC would support a future recommendation to Council to amend the by-law to remove the requirement for committee meetings to be open to the public.

**Annual General Meeting (AGM):** Based on feedback from the Committee regarding suggested approaches for the delivery of future AGMs, staff to develop a draft communications strategy outlining the proposed improvements and enhancements. These will be discussed at Council’s plenary on January 28, 2022.

## NEXT MEETING

The Committee’s next meeting is scheduled for January 10, 2022 at 1:00 p.m.

There being no further business, the meeting concluded at 3:25 p.m.

These minutes consist of 4 pages.

“Arjan Arenja”

A. Arenja, P.Eng., Committee Chair

“Ralph Martin”

R. Martin, Corporate Secretary



# Minutes

The 6<sup>th</sup> Meeting of the GOVERNANCE AND NOMINATING COMMITTEE of PROFESSIONAL ENGINEERS ONTARIO was held via ZOOM Videoconference on Wednesday, December 8, 2021 at 10:00 a.m.

Present: A. Arenja, P.Eng., Chair and Lieutenant Governor-in-Council Appointee  
C. Bellini, P.Eng., President  
M. Chan, P.Eng., Councillor-At-Large  
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee  
S. MacFarlane, P. Eng., Western Region Councillor  
L. Roberge, P.Eng., Northern Region Councillor  
R. Subramanian, P.Eng., Northern Region Councillor (signed off at 11:34 a.m.)

Regrets: N. Colucci, P.Eng., President-elect (ex officio)

Staff: J. Zuccon, P.Eng., CEO/Registrar  
D. Abrahams, Vice-President (VP), Policy & Governance and Chief Legal Officer  
L. Maier, VP, Organizational Effectiveness  
M. Feres, Supervisor, Council Operations

Guest: David Brown, Governance Solutions Inc. (GSI)

## CALL TO ORDER

Notice having been given and a quorum being present, the Chair called the meeting to order.

## APPROVAL OF AGENDA

The agenda was approved by general consent as presented.

No conflicts were declared.

## MINUTES – 5<sup>th</sup> GOVERNANCE AND NOMINATING COMMITTEE MEETING – NOVEMBER 4, 2021

The Governance and Nominating Committee (GNC) reviewed the minutes of its 5<sup>th</sup> meeting held on November 4, 2021.

There was a discussion regarding the GNC report to Council's November 19 meeting. The report included the general consensus reached at the November 4 GNC meeting that the Committee would support a future recommendation to Council to amend the by-law to remove the requirement for committee meetings to be open to the public. Further, staff took direction that such a by-law amendment in early 2022 would include guidance on the publication of committee material on the PEO website, including the GNC recommendation that no governance committee material be posted.

Moved by Councillor Roberge, seconded by Councillor Chan:

**That the minutes of the 5<sup>th</sup> open session meeting of the Governance and Nominating Committee, held on November 4, 2021, accurately reflect the business transacted at that meeting.**

**CARRIED**

#### **GOVERNANCE ROADMAP: PHASE 4 APPROACH – CHAPTERS AND “OTHER” COMMITTEES**

The Committee reviewed a presentation outlining the outputs analysis and recommendations for activities in the neither regulatory nor governance category of the Activity Filter (Group 3). The issues were considered in the context of the facts, the questions, and the recommendations.

##### **The Facts**

The Committee reviewed seven fact statements underpinning the analysis. There was a discussion with respect to statement #7: *“Activity filter analysis concluded that chapter activities do not fulfill statutory functions, and are neither regulatory nor governance.”* It was agreed to add *“but are not prohibited by the Professional Engineers Act”* to the end of the statement.

With the change to statement #7, there was a general agreement-in-principle on the facts.

##### **The Questions**

The Committee considered the proposed questions anchoring the risk analysis:

- What is the risk those activities pose to PEO?
- What is the risk Council is willing to accept?
- How do we eliminate or mitigate the risk?

There was a discussion with respect to risk, defined as *“risk to the organization (e.g legal, reputational, financial)”*, including contextual factors such as size, impact, and likelihood.

##### **The Recommendations**

The Committee considered two recommendations, positioned as statements in principle:

Recommendation 1: *“Eliminate risk by amending the Bylaw to divest Chapters as extensions of PEO.”* There was a general consensus that this is not an option the GNC is prepared to recommend to Council.

Recommendation 2: *“Eliminate high risk activities; adapt and operationalize (staff directed) remaining activities.”* There was a general consensus that the Committee will recommend this option to Council for consideration at the January 28, 2022 strategic planning session.

The GNC also reviewed examples of key Chapter activities and it was noted that the Appendix of the presentation outlines all the Group 3 activities and outputs requiring analysis.

#### **ACTIONS SUMMARY**

1. It was agreed that the GNC will endorse Recommendation 2 for Council's discussion and feedback at its strategic planning session on January 28, 2022 and approval at its February 18 meeting.
2. It was agreed that, pending Council's approval of Recommendation 2, staff will proceed on the basis of the direction received and develop background information and analysis on the risk assessment and rationale related to Group 3 activities and outputs. The briefing package will include the data and findings from consultations with the Regional Councillors Committee and other Chapter leaders; and will support and help Council prepare for its subsequent decision point in April 2022.

#### **NEXT MEETING**

The Committee's next meeting is scheduled for January 10, 2022 at 1:00 p.m.

There being no further business, the meeting concluded at 12:00 p.m.

These minutes consist of 3 pages.

"Arjan Arenja"

A. Arenja, P.Eng., Committee Chair

"Ralph Martin"

R. Martin, Corporate Secretary



## Minutes

# Minutes

The 7<sup>th</sup> Meeting of the GOVERNANCE AND NOMINATING COMMITTEE of PROFESSIONAL ENGINEERS ONTARIO was held via ZOOM Videoconference on Monday, January 10, 2022 at 1:00 p.m.

**Present:** A. Arenja, P.Eng., Chair and Lieutenant Governor-in-Council Appointee  
C. Bellini, P.Eng., President  
M. Chan, P.Eng., Councillor-At-Large  
N. Colucci, P.Eng., President-elect (ex officio)  
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee  
S. MacFarlane, P. Eng., Western Region Councillor  
L. Roberge, P.Eng., Northern Region Councillor  
R. Subramanian, P.Eng., Northern Region Councillor

**Regrets:** None

**Staff:** J. Zuccon, P.Eng., CEO/Registrar  
D. Abrahams, Vice-President (VP), Policy & Governance and Chief Legal Officer  
L. Maier, VP, Organizational Effectiveness  
M. Feres, Supervisor, Council Operations

**Guests:** David Brown, Governance Solutions Inc. (GSI)  
Debra Brown, GSI

## Call to Order

Notice having been given and a quorum being present, the Chair called the meeting to order.

## Approval of Agenda

Moved by Councillor Roberge, seconded by Councillor Subramanian:

**That the agenda for the January 10, 2022 meeting be approved as amended.**

**CARRIED**

## Conflicts of Interest

No conflicts were declared.

## Previous Minutes

Moved by Councillor MacFarlane, seconded by Councillor Chan:

**That the minutes of the 6th open session meeting of the Governance and Nominating Committee, held on December 8, 2021, accurately reflect the business transacted at that meeting.**

**CARRIED**



## **Governance Roadmap - Phase 4**

Continuing its stewardship of Phase 4 of the governance roadmap from previous meetings, the Committee focused on i/ RCC analysis; and ii/ the approach to “other” committees and activities in the “neither” category.

### **RCC Analysis in Relation to PEO Governance Model**

David Brown presented GSI’s analysis of the Regional Councillors Committee (RCC) in relation to the PEO governance model adopted in late 2020 to April 2021 through of series of governance directions, Charters, and four governance committee mandates. In addition, the analysis considers the approach to Chapters’ activities and outcomes recently proposed by the Governance and Nominating Committee (GNC), which will have an impact on the RCC. Ultimately, Council will decide on how best to govern and manage the work (ie, activities and outputs).

The analysis included a review of the RCC’s Terms of Reference (TORs) and Workplan, as well as its last 2 years’ meeting agendas to gain an understanding of the approved and actual activities and outcomes of the RCC. The three main roles of the RCC as described in the ToR are to: i/ convene Regional Congresses three times per year, and Regional Conferences once per year; ii/ recommend the budget for the operation of the RCC, including funding for all chapters based on their annual business plans; and iii/ chapter evaluation/measurement and reporting.

Members of the Committee shared their views on the roles and responsibilities of the RCC, from both historic and potential future-state perspectives. In addition, other discussion points raised by the Committee included that:

- the analysis is missing information, facts, and context regarding the role and outputs of the RCC; and
- it may be prudent to have the benefit of the Council-wide discussion and deliberation at the January 28 strategic planning session regarding the proposed approach to Chapters’ activities and outcomes so that the information shared at the session can be used to guide and inform the Committee regarding a recommendation on the future of the RCC.

Three options for PEO with respect to the RCC were reviewed and are listed below.

- Option 1: Status Quo
- Option 2: Revise the RCC ToR to Only What Council Needs Them to Do
- Option 3: Discontinue the RCC

The pros and cons outlined in the options included factors such as maintaining a viable connection and communication vehicle between Chapters and PEO; the need for delegation and accountability mechanisms; roles of individual Councillors; history and tradition; operational nature of the role and responsibilities; financial, reputational, and legal risks; and duplication of effort with other areas of PEO.

Taking into consideration the information and perspectives shared, there was broad consensus that:

- Chapter funding and budget matters should be centralized and managed as a staff function; and
- The Committee’s views currently align more with Option 2 over Options 1 and 3. Further, before making an official recommendation to Council, it was agreed that additional information is needed regarding the changes to the ToR contemplated in Option 2. Accordingly, it was agreed that this issue will be revisited at a future GNC meeting.

### **Approach to “Other” Committees and Activities in “Neither” Category**

The Committee reviewed a presentation outlining the outputs analysis and future-state recommendations for “Other” Committee activities in the “neither regulatory nor governance” category of the Activity Filter (Group 3).

There was a general consensus that the Committee endorses that these be presented at Council's January 28, 2022 strategic planning session.

### **Actions Summary**

1. It was agreed that the GNC will revisit the discussion related to the RCC and a potential recommendation regarding the future state on how best to govern and manage the associated activities and outputs.
2. It was agreed that the GNC endorses the presentation of the outputs and associated recommendations for the "Other" committees at the January 28, 2022 strategic planning session.
3. It was agreed to schedule a meeting with the strategic planning facilitator on January 24 to review the material for the January 28 session with Council and prepare GNC's role in the presentation.

### **Next Meetings**

The Committee's next two meetings are scheduled for January 24, 2022 and February 3, 2022.

---

There being no further business, the meeting concluded at 3:10 p.m.

These minutes consist of 3 pages.

"Arjan Arenja"

A. Arenja, P.Eng., Committee Chair

"RalphMartin"

R. Martin, Corporate Secretary



# Minutes (open session)

The 4th Meeting of the REGULATORY POLICY AND LEGISLATION COMMITTEE of PROFESSIONAL ENGINEERS ONTARIO was held on Monday, October 25, 2021 at 5:00pm.

- Present:**
- L. MacCumber, P.Eng., Chair and West Central Region Councillor
  - C. Bellini, P.Eng., President (ex officio)
  - P. Broad, P.Eng., Western Region Councillor
  - T. Bruyere, P.Eng., Lieutenant Governor-in-Council Appointee
  - C. Chahine, P.Eng., East Central Region Councillor
  - C. Chiddle, P.Eng., Vice President (appointed) and West Central Region Councillor
  - J. Chisholm, P.Eng., West Central Region Councillor
  - N. Colucci, P.Eng., President-elect
  - L. Notash, P.Eng., Councillor-at-Large
  - M. Sterling, P.Eng., Past President
- Staff:**
- J. Zuccon, P.Eng., CEO/Registrar
  - D. Abrahams, B.A., LL.B, Vice President, Legislation and Policy
  - J. Max, Manager, Policy
  - R. Pereira-Alvares, Regulatory Policy Research Analyst
  - A. Tapp, Policy Analyst
  - J. Vera, P.Eng., Manager, Standards and Practice
  - J. D’Aluisio, Administrative Assistant, Tribunals and Regulatory Affairs
  - V. Aleksandrova, Committee Coordinator
- Guest:**
- D. Brown, Governance Solutions Inc. (GSI)
- Observers:**
- A. Cornel, Chair, Experience Requirements Committee
  - R. Fayek, Vice Chair, Experience Requirements Committee
  - D. Kiguel, Chair, Licensing Committee

<b>1.0 CHAIR’S REMARKS</b>	Notice having been given and a quorum being present, L. MacCumber, acting as Chair, called the meeting to order at 5:03 p.m. and welcomed everyone. She noted that observers may not comment at the meeting.
<b>2.0 APPROVAL OF AGENDA</b>	Moved by C. Chiddle, seconded by C. Chahine: <b>That the agenda for the October 25<sup>th</sup> meeting be approved as presented. CARRIED</b>  No conflicts were declared.
<b>3.0 APPROVAL OF AUGUST 30, 2021 MEETING MINUTES</b>	Moved by C. Chiddle, seconded by C. Chahine: <b>That the Minutes of the August 30<sup>th</sup> meeting be approved as presented. CARRIED</b>

<b>4.0 ACTION ITEMS FROM THE AUGUST 30<sup>th</sup>, 2021 MINUTES</b>	<p><u>Item 5.0:</u> Staff reported that, for data security reasons, materials posted on Diligent Boards under <i>Resources</i> are not meant to be downloadable. It was agreed that accessibility and confidentiality of documents was a broader issue to be further discussed at the plenary session of Council.</p> <p><u>Item 6.0:</u> Staff reported that the follow-up reports were included in the October 25<sup>th</sup> meeting package under item 6.0.</p>
<b>5.0 PRESENTATION – LEGISLATIVE OVERVIEW FOR LICENSING REQUIREMENTS AND PROCESS</b>	<p>D. Abrahams, Vice President, Legislation and Policy, made a presentation on <i>How Licensing is Regulated</i>, focusing on what the <i>Act</i> and Regulations say, and how they are intended to work together. The presentation covered the requirements for licensure as set out in s.14 of the <i>Act</i> and highlighted the roles of various key players, as follows:</p> <ul style="list-style-type: none"> <li>- <b>Council:</b> make regulations and policy under the authority of the <i>Act</i>.</li> <li>- <b>Registrar:</b> issue or refuse to issue licenses based on statutory and regulatory criteria; may (or shall) refer to ARC and/or ERC.</li> <li>- <b>ARC/ERC:</b> expert committees appointed by Council to support the role of the Registrar on cases referred to them.</li> </ul>
<b>6.0 STABILIZATION POLICY DIRECTION REPORT BACK – P.ENG. ACADEMIC QUALIFICATIONS</b>	There were no comments regarding the materials presented by staff as a follow-up from the August 30 <sup>th</sup> meeting on the licensing options.
<b>7.0 ROLE OF ENGINEERS IN THE CLIMATE CRISIS</b>	<p>The climate change guideline issue was put on hold until an updated process for development of guidelines and standards is in place.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>- Staff to present an updated process for development of guidelines and standards based on the new governance model.</li> </ul>
<b>8.0 2021-2022 WORK PLAN PRIORITIES</b>	<p>It was agreed that the main priority for the RPLC's 2021-2022 work plan are the licensing process changes.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>- Staff to include the <i>2021-2022 work plan</i> in the next meeting's package.</li> <li>- Staff to search Council motions for the past five years which directed staff to do work that may be deemed as regulatory policy, and to identify items that align with the RPLC's mandate vs. operational items.</li> </ul>
<b>IN-CAMERA SESSION</b>	
<b>9.0 SEALED REGULATION – USE OF SEAL</b>	Moved by C. Chiddle, seconded by J. Chisholm: <b>That the meeting move in-camera. CARRIED</b>
<b>FUTURE MEETING DATES</b>	Monday, January 24, 2022

There being no further business, the meeting concluded at 7:15 p.m.

These Minutes consist of 2 pages.

---

L. MacCumber, P.Eng., Committee Chair

---

R. Martin, Corporate Secretary



# Minutes

The 5th Meeting of the REGULATORY POLICY AND LEGISLATION COMMITTEE of PROFESSIONAL ENGINEERS ONTARIO was held on Monday, January 24, 2022 at 5:00pm.

Present: L. MacCumber, P.Eng., Chair and West Central Region Councillor  
C. Bellini, P.Eng., President (ex officio)  
P. Broad, P.Eng., Western Region Councillor  
C. Chahine, P.Eng., East Central Region Councillor  
C. Chiddle, P.Eng., Vice President (appointed) and West Central Region Councillor  
J. Chisholm, P.Eng., West Central Region Councillor  
N. Colucci, P.Eng., President-elect  
L. Notash, P.Eng., Councillor-at-Large  
M. Sterling, P.Eng., Past President

Regrets: T. Bruyere, P.Eng., Lieutenant Governor-in-Council Appointee

Staff: J. Zuccon, P.Eng., CEO/Registrar  
D. Abrahams, B.A., LL.B, Vice President, Legislation and Policy  
J. Max, Manager, Policy  
N. Brown, Legal Counsel and Manager, Tribunals  
L. Price, Senior Counsel, Regulatory Compliance  
A. Tapp, Policy Analyst  
J. Vera, P.Eng., Manager, Standards and Practice  
V. Aleksandrova, Committee Coordinator

Consultant: R. DeRooy, Governance Solutions Inc. (GSI)

Observers: A. Cornel, Chair, Experience Requirements Committee  
L. Ryan, Vice Chair, Experience Requirements Committee  
D. Kiguel, Chair, Licensing Committee

<b>1.0 CHAIR'S REMARKS</b>	Notice having been given and a quorum being present, L. MacCumber, acting as Chair, called the meeting to order at 5:06 p.m. and welcomed everyone. She noted that observers may not comment at the meeting.
<b>2.0 APPROVAL OF AGENDA</b>	Moved by J. Chisholm, seconded by C. Chahine: <b>That the agenda for the January 24<sup>th</sup> meeting be approved as presented. CARRIED</b>  No conflicts were declared.
<b>3.0 APPROVAL OF OCTOBER 25<sup>th</sup>, 2021 MEETING MINUTES</b>	Moved by C. Chiddle, seconded by C. Chahine: <b>That the Minutes of the October 25<sup>th</sup> meeting (open session) be approved as presented. CARRIED</b>

4.0 ACTION ITEMS FROM THE OCTOBER 25 <sup>th</sup> , 2021 MINUTES	Items 7.0 and 8.0: Follow-up materials are included in the January meeting package and/or posted in the <a href="#">Resource Center</a> on Diligent Boards.
5.0 PROFESSIONAL PRACTICE GUIDELINES – USE OF SEAL	Moved by P. Broad, seconded by C. Chiddle: <b>That the RPLC recommends to Council that it approve publication of the Professional Practice Guideline on Use of Seal as presented. CARRIED</b>
6.0 REPORT BACK – PROFESSIONAL PRACTICE GUIDELINES AND STANDARDS DEVELOPMENT PROCESS	There were no comments regarding the materials presented by staff as a report back on the process for development of professional practice guidelines and standards.
7.0 MANDATORY CPD – REGULATION CHANGES – PRELIMINARY REGULATORY IMPACT ASSESSMENT	<p>Staff provided background information re: the process for making changes in the Regulation, which requires that the preliminary regulatory impact assessment (PRIA) is approved by Council, as recommended by the RPLC. Discussion followed.</p> <p>Moved by C. Chiddle, seconded by M. Sterling: <b>That the RPLC recommends to Council that it approve the Preliminary Regulatory Impact Assessment (PRIA) and accompanying appendices for the creation of a Mandatory CPD Program based on PEAK and to request the Ministry of the Attorney General to draft necessary amendments to Regulation 941. CARRIED (1 abstention)</b></p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>- Staff to add a statement re: costs to the Briefing Note and amend the documents to ensure consistency.</li> </ul>
8.0 PROPOSED ACT CHANGES A. ELECTRONIC NOTICES B. MANDATORY REPORTING AND AUDITS C. COC TO ACT ON REGISTRAR'S INVESTIGATION REPORTS	<p>The rationale for each of the proposed Act changes was presented by staff who then provided additional clarifications in response to committee members' questions/concerns.</p> <p>Moved by M. Sterling, seconded by C. Chiddle: <b>That the RPLC recommends to Council that it approve requesting the Ministry of the Attorney General to amend the Professional Engineers Act to</b></p> <ol style="list-style-type: none"> <li><b>1. Provide for electronic delivery of all notices and communication by the Association, as per Appendix A;</b></li> <li><b>2. Allow for the mandatory collection and submission of regulatory information from holders of all licence types and certificates of authorization and designations to permit electronic communication to and from the Association, audits, and sanctions for non-compliance with such, as per Appendix B; and</b></li> <li><b>3. Allow the Complaints Committee to act on Registrar's Investigation reports without having to open a new complaint, as per Appendix C. CARRIED</b></li> </ol>
9.0 LICENSING PROCESS STABILIZATION PROJECT CHANGES	<p>Staff provided a status update on the licensing process stabilization project, for committee's information.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>- Staff to upload the slides in the <a href="#">Resource Center</a> on Diligent Boards.</li> </ul>

<b>10.0 2021-2022 WORKPLAN PRIORITIES</b>	<p>This item was deferred to a special meeting of the RPLC to take place in February, to focus on the <i>workplan</i> priorities.</p> <p><b>Action:</b></p> <ul style="list-style-type: none"> <li>- Committee members to send their comments re: <i>workplan</i> to staff prior to the meeting.</li> </ul>
<b>11.0 CLOSE OFF MEETING DATE</b>	<p><b>Action:</b></p> <ul style="list-style-type: none"> <li>- Staff to send a doodle poll.</li> </ul>
<b>FUTURE MEETING DATES</b>	<p>February – date/time to be confirmed  March – Monday, March 7<sup>th</sup> @ 5-7pm  April (close-off meeting) – date/time to be confirmed</p>

There being no further business, the meeting concluded at 7:34 p.m.

These Minutes consist of 3 pages.

---

L. MacCumber, P.Eng., Committee Chair

---

R. Martin, Corporate Secretary

## COMPLAINTS &amp; INVESTIGATION STATISTICS

	2019	2020	2021
<b>COC's Caseload</b>			
Filed Complaints <sup>1</sup> not disposed of by COC at previous year-end	70	101	103
Complaints Filed ( <i>PEAct s. 24. 1(a)</i> ) during the Year	121	60	72
Total Caseload in the Year	191	161	175
Total Filed Complaints Disposed of by COC in the Year (for details see <i>COC's Disposition of Complaints</i> below)	90	58	70
<b>Total Filed Complaints Pending for COC Disposition</b> (for details see <i>Status of Active Filed Complaints</i> below)	<b>101</b>	<b>103</b>	<b>105</b>
<b>COC's Disposition of Complaints</b>			
Direct that the matter be referred, in whole or in part, to the Discipline Committee. ( <i>PEAct s. 24. 2(a)</i> )	7	7	4
Direct that the matter not be referred. ( <i>PEAct s. 24. 2(b)</i> )	66	36	38
Take such action as COC considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. ( <i>PEAct s. 24. 2(c)</i> )	17	15	28
<b>COC's Timeliness Regarding the Disposition of the Complaint<sup>2</sup></b>			
Complaint disposed of within 90 days of filing	1	1	0
Complaint disposed of between 91-180 days of filing	7	5	0
Complaint disposed of after more than 180 days of filing	82	52	70
<b>COC Processing Time – Days from Complaint Filed to COC Disposition (12 mo. rolling avg.)</b>			
Average # Days	330	505	535
Minimum # Days	41	80	251
Median # Days	210	401	446
Maximum # Days	1023	1981	1245

<sup>1</sup> Signed Complaint Form filed with the Registrar.

<sup>2</sup> Days from Complaint Filed to date COC Decision is signed by COC Chair.



## Status of Active Filed Complaints

<b>Active Filed Complaints - Total</b>		<b>105</b>
<b><i>Complaints filed more than 180 days ago</i></b>	<b>66</b>	<b>66</b>
Pending Approval and Reason regarding COC Decision	32	
Complaints under active consideration by COC	16	
Completed Investigation ready for COC consideration	4	
Regulatory Compliance Investigation	14	
<b><i>Complaints filed between 91-180 days ago</i></b>	<b>11</b>	<b>11</b>
Pending Approval and Reason regarding COC Decision	0	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	3	
Regulatory Compliance Investigation	8	
<b><i>Complaints filed within the past 90 days</i></b>	<b>28</b>	<b>28</b>
Pending Approval and Reason regarding COC Decision	0	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	4	
Regulatory Compliance Investigation	24	

Note:

### **Review by Complaints Review Councillor (PEAct s. 26. (s))**

Where a complaint respecting a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee within ninety days after the complaint is filed with the Registrar, upon application by the complainant or on his or her own initiative the Complaints Review Councillor may review the treatment of the complaint by the Complaints Committee.

### **Glossary of Terms:**

Complaint Filed – Signed Complaint Form filed with the Registrar.

Investigation Complete – Investigation Summary document prepared and complaint file ready for COC consideration

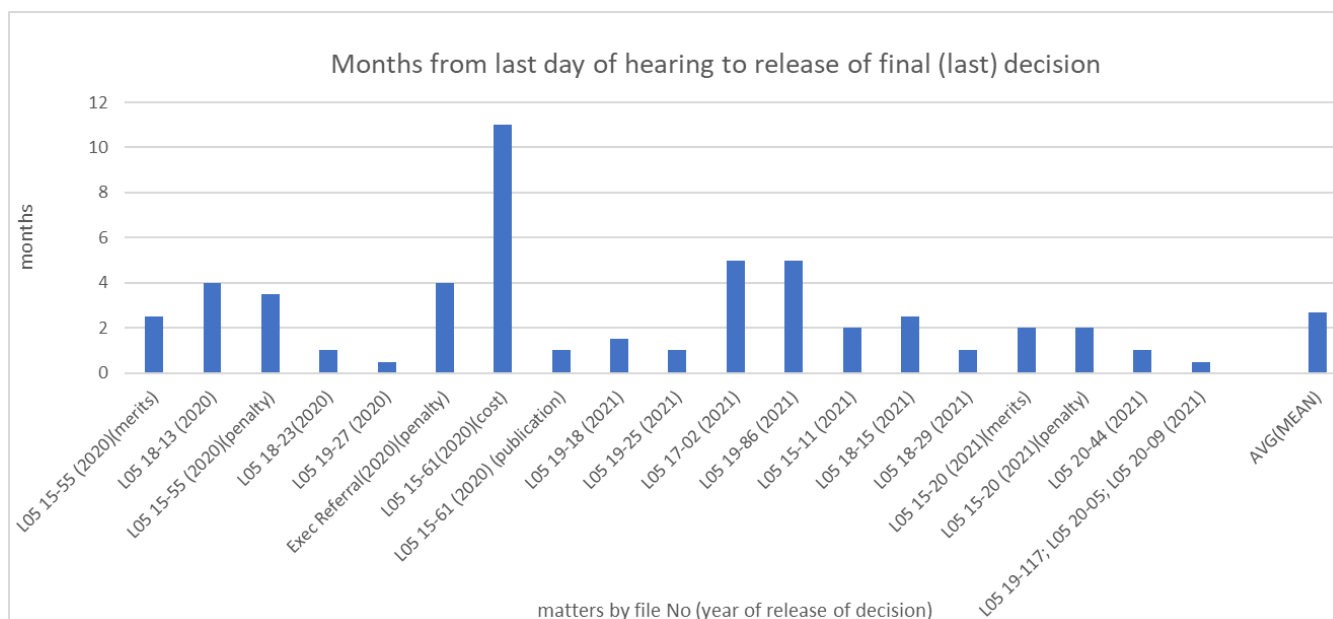
## DISCIPLINE STATISTICS – February 2022 Council Meeting Report

### Discipline Phase

	2020	2021	2022
			(as of Feb. 1)
Matters Referred to Discipline	7	5**	0
Matters Pending (Caseload)	9*	5	5
Written Decisions Issued	8	11	0
<b><i>DIC Activity</i></b>			
Pre-Hearing Conferences Held	10	8	0
Hearings Phase commenced (but not completed)	0	0	0
Hearings Phase completed (but no D&R issued)	1	0	0

\*Two or three referrals were combined into 1 and were counted as 1.

\*\* One (1) reinstatement application (s.37 of the Act) was received in late 2021.



## C-545-Reports

[illegible]

**PROFESSIONAL ENGINEERS ONTARIO  
ENGINEER IN TRAINING - STATISTICS  
2021**

[illegible]

**PROFESSIONAL ENGINEERS ONTARIO  
CERTIFICATE OF AUTHORIZATION - STATISTICS  
2021**

[illegible]

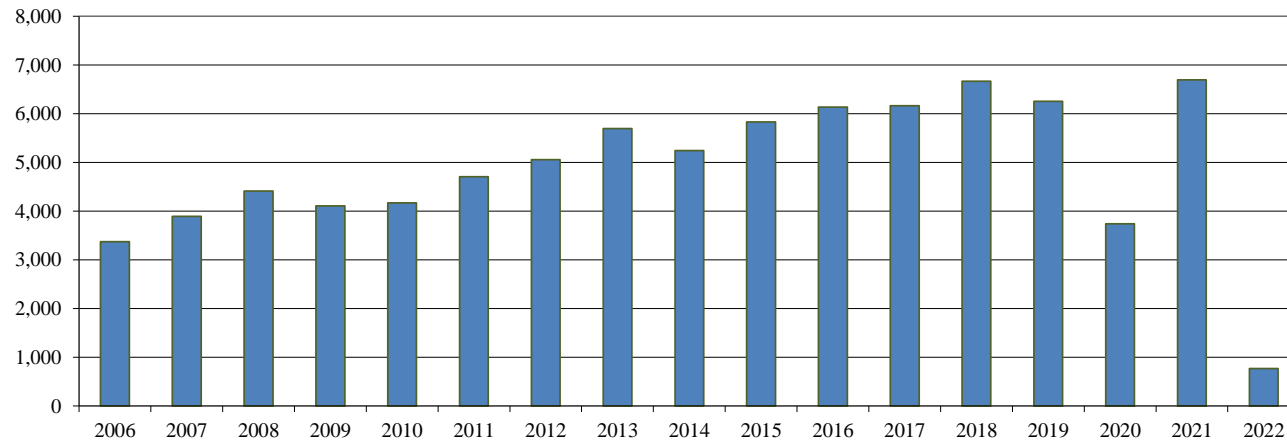
**PROFESSIONAL ENGINEERS ONTARIO  
CONSULTANTS - STATISTICS  
2021**

[illegible]

**PROFESSIONAL ENGINEERS ONTARIO  
APPLICATIONS APPROVED  
2006 - 2021**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022
JANUARY	316	308	372	336	393	414	397	440	530	561	453	565	599	611	0	582	766
FEBRUARY	319	257	234	338	276	278	384	422	380	422	460	403	422	432	0	534	
MARCH	316	272	345	379	373	453	398	428	395	368	265	435	436	504	0	594	
APRIL	291	280	381	294	239	338	297	414	361	356	484	383	472	556	0	691	
MAY	298	293	278	279	303	314	353	394	324	292	450	415	451	645	0	560	
JUNE	273	279	332	320	306	322	374	388	356	472	421	485	482	399	0	254	
JULY	254	355	460	395	332	398	482	529	486	555	554	513	603	624	0	372	
AUGUST	285	367	413	326	358	493	508	505	495	547	638	601	661	495	836	480	
SEPTEMBER	251	333	415	402	383	451	388	512	542	466	567	586	557	452	838	628	
OCTOBER	282	396	419	428	372	469	540	646	568	648	566	664	672	603	889	620	
NOVEMBER	226	505	430	340	497	481	503	525	416	565	754	651	802	499	730	564	
DECEMBER	260	248	334	270	336	295	432	491	392	576	525	460	510	436	446	815	
<b>TOTAL</b>	<b>3,371</b>	<b>3,893</b>	<b>4,413</b>	<b>4,107</b>	<b>4,168</b>	<b>4,706</b>	<b>5,056</b>	<b>5,694</b>	<b>5,245</b>	<b>5,828</b>	<b>6,137</b>	<b>6,161</b>	<b>6,667</b>	<b>6,256</b>	<b>3,739</b>	<b>6,694</b>	<b>766</b>
<b>MONTHLY AVERAGE</b>	<b>281</b>	<b>324</b>	<b>368</b>	<b>342</b>	<b>347</b>	<b>392</b>	<b>421</b>	<b>475</b>	<b>437</b>	<b>486</b>	<b>511</b>	<b>513</b>	<b>556</b>	<b>521</b>	<b>312</b>	<b>558</b>	<b>766</b>
<b>YEAR TO DATE</b>	<b>3,371</b>	<b>3,893</b>	<b>4,413</b>	<b>4,107</b>	<b>4,168</b>	<b>4,706</b>	<b>5,056</b>	<b>5,694</b>	<b>5,245</b>	<b>5,828</b>	<b>6,137</b>	<b>6,161</b>	<b>6,667</b>	<b>6,256</b>	<b>3,739</b>	<b>6,694</b>	<b>766</b>

**Applications Approved - Year To Date**



**REGISTRATION STATISTICS – February 2022 Council Meeting Report**Registration Phase

	<b>2020</b>	<b>2021</b>	<b>2022</b> (as of Feb. 1)
Requests for Hearing	0	0	0
Premature Applications (No Notice of Proposal)	0	0	0
Matters Pending (Caseload)	5*	3*	3
Written Final Decisions Issued	0	1	0
Appeals to the Divisional Court	0	0	0
<b><i>REC Activity</i></b>			
Pre-Hearing Conferences Held	2	1	0
Hearings Phase completed, but no D&R issued	0	0	0

\* Withdrawals by applicants: 2 withdrawals in 2020 and 2021.