

# Briefing Note – Confirmation

---

C-549-1.1

## **CONFIRMATION OF NOTICE AND QUORUM**

**Purpose:** Secretariat to confirm notice and quorum of the meeting.

**Prepared by:** Dale Power, Secretariat Administrator

# Briefing Note - Decision

---

## **APPROVAL OF AGENDA**

**Purpose:** To approve the agenda for the meeting.

**Motion(s) to consider:** (requires a simple majority of votes cast to carry)

**That:**

- a) the agenda, as presented to the meeting at C-549-1.2, Appendix A be approved; and*
- b) the Chair be authorized to suspend the regular order of business.*

**Prepared by:** Dale Power – Secretariat Administrator

## **Appendices:**

- Appendix A – 549<sup>th</sup> Council meeting agenda



**C-549-1.2  
Appendix A**

# Draft AGENDA

**549<sup>th</sup> Meeting of the Council of Professional Engineers Ontario**  
**Friday, September 23, 2022 / 8:30 am – 2:30 pm / Lunch 12:45 – 1:30 pm**  
**Virtual Delivery**

Join Zoom Meeting

<https://us02web.zoom.us/j/87590859907?pwd=bU9XOEIIMWVlOVRVQ3ZTY2JPZ3pjZz09>

Meeting ID: 875 9085 9907

Passcode: 504432

<b>Friday, September 23 – 8:30 am to 4:30 pm</b>				
10:00 am	CALL TO ORDER – Formal Public Meeting Begins			
	ACKNOWLEDGEMENT OF ATTENDEES (COUNCIL, STAFF AND GUESTS)			
<b>1. <u>OPENING</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>	<b>Time</b>
1.1	CONFIRMATION OF NOTICE AND QUORUM	Secretariat	Confirmation	10:00
1.2	APPROVAL OF AGENDA	Chair	Confirmation	10:02
1.3	DECLARATION OF CONFLICTS OF INTEREST: Do any Councillors have a conflict to disclose	Chair	Exception	10:07
<b>2. <u>EXECUTIVE REPORTS</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>	<b>Time</b>
2.1	PRESIDENT'S REPORT	Chair	Information	10:10
2.2	CEO/REGISTRAR'S REPORT	CEO/Registrar Zuccon	Information	10:20
2.3	PRESENTATION BY THE FAIRNESS COMMISSIONER	Commissioner Glasberg	Information	10:30
<b>BREAK: 11:10 – 11:20</b>				
<b><u>STANDING ITEMS</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>	<b>Time</b>
2.4	BUDGET REVIEW – OPERATING	Councillor Cutler (AFC Chair)	Information	11:20
2.5	BUDGET REVIEW - CAPITAL	Councillor Cutler (AFC Chair)	Information	11:35
<b><u>REGULATORY AND GOVERNANCE ITEMS</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>	<b>Time</b>

2.6	FARPACTA PART 1: ACADEMIC ASSESSMENTS AND EQUIVALENCIES	Councillor Chiddle (RPLC Chair)	Information	11:50
2.7	BY-LAW AMENDMENT RE: FINANCIAL APPROVALS	Councillor Cutler (AFC Chair)	Decision	12:10
<b>LUNCH (12:30 – 1:15)</b>				
2.8	BY-LAW AMENDMENTS TO IMPLEMENT GOVERNANCE DIRECTIONS PREVIOUSLY APPROVED BY COUNCIL	Councillor Arenja (GNC Chair)	Decision	1:15
2.9	GUIDELINE ON ATTENDANCE AT COUNCIL AND GOVERNANCE COMMITTEE MEETINGS	Councillor Arenja (GNC Chair)	Decision	1:30
2.10	WORKPLACE VIOLENCE AND HARASSMENT POLICY: UPDATE	Councillor Roberge (HRCC Chair)	Decision	1:45
2.11	DATA PROTECTION POLICY	President Colucci	Decision	2:00
2.12	CENTRAL ELECTION AND SEARCH COMMITTEE Criteria for selection of recommended members to the 2022-23 Central Election and Search Committee	Past President Bellini	Information	2:10
2.13	RECOMMENDATIONS ON AGM SUBMISSIONS	Marina Solakhyan	Discussion	2:25
2.14	NOTICE OF MOTIONS/COUNCILLOR ITEMS ○ RCC – Guest Expense Reimbursements	Councillor Chahine	Discussion Decision	2:40
<b>3. <u>CONSENT AGENDA</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>	<b>Time</b>
	Council members may request that an item be removed from the consent agenda for discussion.			2:50
3.1	MINUTES – 548 COUNCIL MEETINGS	Chair	Decision	
Regulatory Items				
3.2	CONSULTING ENGINEER DESIGNATION APPLICATIONS	Past President Bellini	Decision	
Governance Items				
3.3	ENGINEERS CANADA DIRECTORS REPORT	EC Directors	Information	
3.4	GOVERNANCE COMMITTEE REPORTS AND 2022-2023 WORKPLANS • Audit and Finance Committee (AFC) • Governance and Nominating Committee (GNC)	Committee Chairs	Information	

	<ul style="list-style-type: none"> <li>Human Resources and Compensation Committee (HRCC)</li> <li>Regulatory Policy and Legislation Committee (RPLC)</li> </ul>			
<b>Formal Public Meeting Ends</b> <b>BREAK (2:15 – 2:20)</b>				
<b>4.</b>	<b><u>IN-CAMERA</u></b>	<b>Spokesperson/ Moved by</b>	<b>Type</b>	<b>Time</b>
4.1	DECLARATION OF CONFLICTS OF INTEREST	Chair	Exception	3:00
<b>Consent Agenda</b>				
4.2	IN-CAMERA MINUTES – 548 COUNCIL MEETING	Chair	Decision	3:05
<b>Regulatory Items</b>				
4.3	DECISIONS AND REASONS	L. Latham - VP Regulatory Operations/ Deputy Registrar	Information	3:10
4.4	LEGAL UPDATE	L. Latham - VP Regulatory Operations/ Deputy Registrar	Information	3:15
<b>Governance Items</b>				
4.5	PEO'S ANTI-WORKPLACE VIOLENCE AND HARASSMENT POLICY: Council to receive any violations they are aware of, if any	Chair	Exception	3:20
4.6	COUNCILLOR ITEMS Generative discussion		Discussion	3:25
<b>BREAK: 3:20-3:30</b>				
4.7	In-Camera Dialogue with CEO/Registrar		Discussion	3:30
4.8	In-Camera Dialogue without CEO/Registrar		Discussion	4:00
<b>4:30 pm</b>	<b>ADJOURNMENT - Formal Council Meeting Ends</b>			
<b>5.</b>	<b>NEXT MEETINGS</b>			
	<ul style="list-style-type: none"> <li><b>Board Meetings</b> <ul style="list-style-type: none"> <li>November 25, 2022</li> <li>February 24, 2023</li> <li>March 31, 2023</li> </ul> </li> <li><b>Plenaries</b> <ul style="list-style-type: none"> <li>October 28, 2022</li> <li>January 27, 2023</li> </ul> </li> </ul>			
	<b>2022-2023 Committee meetings</b>			
	<ul style="list-style-type: none"> <li><b>AFC</b></li> </ul>			

- October 18, 2022
- **GNC**
  - October 17, 2022
  - November 7, 2022
- **HRCC**
  - November 3, 2022
  - December 9, 2022
- **RPLC**
  - October 14, 2022
  - November 4, 2022

Please note that in order to streamline the agenda, additional material for each Council meeting is provided in the Resource Centre area of Diligent Boards (navigate to the folder “Reports” and the sub-folders therein for the applicable year and Council meeting). The additional material includes committee reports, statistics, governance committee minutes, and the Council Decision Log; and can be discussed at the meeting if a Councillor asks to address a specific item. Material submitted as of September 9<sup>th</sup> were as follows:

- Audit and Finance Committee (AFC) Approved minutes
  - May 26, 2022
  - June 29, 2022
- Governance and Nominating Committee (GNC) Approved minutes
  - May 24, 2022
  - August 15, 2022
- Regulatory Policy and Legislation Committee (RPLC) Approved minutes
  - May 26, 2022
  - July 7, 2022
- Stats
- Council Decision Log

### **Councillors Code of Conduct**

Council expects of itself and its members ethical, business-like and lawful conduct. This includes fiduciary responsibility, proper use of authority and appropriate decorum when acting as Council members or as external representatives of the association. Council expects its members to treat one another and staff members with respect, cooperation and a willingness to deal openly on all matters.

PEO is committed that its operations and business will be conducted in an ethical and legal manner. Each participant (volunteer) is expected to be familiar with, and to adhere to, this code as a condition of their involvement in PEO business. Each participant shall conduct PEO business with honesty, integrity and fairness and in accordance with the applicable laws. The Code of Conduct is intended to provide the terms and/or spirit upon which acceptable/unacceptable conduct is determined and addressed.

At its September 2006 meeting, Council determined that PEO volunteers should meet the same obligations and standards regarding conduct when engaged in PEO activities as they are when engaged in business activities as professional engineers.

[s. 2.4 of the Council Manual]

# Briefing Note – Exception

C-549-1.3

## CONFLICTS OF INTEREST

**Purpose:** Councillors are required to identify any real or perceived conflicts of interest that exist or may exist related to the open Council agenda.

**No motion required**

**Prepared by:** Dale Power, Secretariat Administrator

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

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

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

If a Councillor wishes guidance on how to identify any conflicts of interest, the following 9-minute video can be referred to:  
[https://www.youtube.com/watch?v=fjebnky\\_j6M](https://www.youtube.com/watch?v=fjebnky_j6M)

Attached is the link to the “Eliminating Bias in the Registration Process Policy” which references Conflict of Interest.  
<https://www.peo.on.ca/sites/default/files/2021-03/policy-eliminating-bias.pdf>

# Briefing Note – Discussion

C-549-2.1

## **PRESIDENT'S REPORT**

**Purpose:** To inform Council of the recent activities of the President.

**Motion(s) to consider:**

none required

President Colucci will provide a report on his recent PEO activities, followed by discussion.



**CEO/REGISTRAR'S REPORT**

**Purpose:** To present the CEO/Registrar's Report.

No motion required.

**Prepared by:** Dale Power, Secretariat Administrator

The CEO/Registrar's Report is attached.

# CEO/Registrar Update

Johnny Zuccon, P.Eng., FEC, CEO/Registrar  
Prepared for PEO Council, September 22, 2022

## Action Plan

### Mandatory Continuing Professional Development Update (PEAK Program)

Pursuant to Council and Cabinet approval of a change to a regulation in April 2022, PEO will transition from the voluntary PEAK program to the mandatory version on January 1, 2023. The voluntary program will conclude at the end of December 2022.

As was the case with the voluntary program, the mandatory program comprises three steps to be completed annually:

1. A Professional Practice Module for the individual to learn about professional practices and regulatory processes. This is applicable for all P.Eng. licence holders;
2. A Practice Evaluation to evaluate the individual's practice and determine their target continuing professional development (CPD) hours. This will affect those who are practising;
3. A CPD Report to report to PEO the CPD activities completed, for those who are practising.

Also, beginning in 2024, an administrative licence suspension may be applied for non-compliance with CPD obligations.

And beginning in 2024, program submissions are subject to potential compliance audit by PEO.

### Practising

An individual who self-declares as “practising” professional engineering must complete all three elements of the PEAK program: the practice evaluation, the professional practice module and the CPD report. The evaluation and module will be due on January 31, and the CPD report will be due on December 31.



## Not practising

An individual who either self-declares as “not practising” professional engineering, or is not practising for other reasons, must complete two elements of the PEAK program: the practice evaluation and the professional practice module. The evaluation and module will be due on January 31.



In some instances, a licence holder who is not currently practising and not subject to any practice restrictions could complete the program as a “practising” licence holder by completing all three elements of the program.

We are now engaged in a broad campaign to promote awareness and understanding amongst stakeholders of the related elements and timelines. This engagement includes presentations to chapters, regional congresses, Chapter Leaders Conference, GLP training sessions, engineering organizations/associations, employers and other stakeholders. It will be further enhanced by the development of marketing videos and advertisements as well as a PEAK user guide for program participants. These outreach initiatives support our continuous communication through traditional vehicles including our dedicated PEAK web page, PEO social media accounts, eblast messaging to licence holders and EITs, published articles and advertisements in *Engineering Dimensions* magazine and updates via licence renewal notices and the PEO portal.

Consultations on the PEAK program will continue beyond the shift to mandatory CPD on January 1, 2023. Our goal is to ensure that the program is continuously reviewed, improved and responsive to input from a variety of sources to meet the needs of licence holders while serving the public interest.

## Strategic Plan Update

PEO has begun disseminating the Council-approved 2023–2025 strategic plan, beginning with presentations to staff at our September 15 all-staff meeting and followed by communications to the attorney general, the Office of the Fairness Commissioner, Engineers Canada and its constituent associations, organizations in Ontario’s engineering community and allied professions, licence holders and the public.

PEO staff have also begun operationalizing the 2023–2025 strategic plan, with work plans/projects (including activities, KPIs, outcomes, timelines and budget/resource allocations) created to help fulfill each of strategic plan’s four main goals. And just as the creation of the new strategic plan was informed by stakeholder feedback and input, we will continue consulting with stakeholders to make course adjustments as we work our way through the plan.

## Digital-Based licence certificates

PEO will be introducing a digital licence certificate to newly licensed engineers in the fourth quarter of 2022. This will be in addition to the already-existing paper licence certificate. Digital licences will be sent to newly licensed engineers by email within two business days of PEO's approval of licensure. Newly licensed engineers will be able to choose, starting in the first quarter of 2023, to have the paper licence either sent to them directly within 15 business days or have the certificate presented to them at a chapter licence presentation ceremony. The digital licence certificate aligns with PEO's goal of becoming a modern 21<sup>st</sup> century regulator by using new digital tools to enhance our regulatory processes to new generations of engineers.

# Operations

## Licensing

### FARPACTA project

Council is aware that amendments to the *Fair Access to Regulated Professions and Compulsory Trades Act, 2010* (FARPACTA) by the *Working for Workers Act, 2021* (FARPACTA) and the *Working for Workers Act, 2022*, will compel PEO to make significant operational and policy changes relating to the licensing process, including:

- Clarity on what constitutes a completed application, so that it can be confirmed as complete within ten days of receipt;
- An overall six-month target for processing 90 per cent of all completed applications received after July 1, 2023;
- 30-day targets for processing transfer applications from other Canadian jurisdictions; and
- Changes to the experience requirement—by the end of 2023—to ensure appropriate public protection without necessarily requiring a portion of the relevant experience to be obtained exclusively in Canada under the supervision of a Canadian professional engineer.

Much of the attention to date has focused on the academic qualifications for non-Canadian Engineering Accreditation Board (non-CEAB) applicants. Staff have informed the Regulatory Policy and Legislation Committee (RPLC) that maintaining the current practice of referring all non-CEAB applicants to the Academic Requirements Committee (ARC), where many are assigned multiple examinations, will not allow PEO to meet the six-month processing requirement, nor will it satisfy the FARPACTA requirement for transparency. Detailed analysis has also been conducted of the ARC's work product over the past dozen years. A summary of the analysis has been shared with the RPLC to inform its deliberations. We anticipate that the RPLC will generate policy recommendations for Council regarding what a non-CEAB applicant must have in terms of academics before making an application for licensure. From an operational standpoint, as stressed below, this is policy work that must be completed on as tight a timeframe as possible, to enable us to have the necessary changes in place by July 1<sup>st</sup>.

The RPLC will very shortly be asked to turn its attention to the experience requirement, with appropriate policy input from staff and advice from stakeholders as required.

Under the *Professional Engineers Act* (PEA), the registrar is operationally responsible for making what FARPACTA calls "registration decisions." The registrar's powers exist within the framework of the PEA, the regulations and any policy decisions of Council. In our context, a registration decision means a decision to either issue a licence or a decision to issue a notice of proposal to refuse to issue a licence. This is what must be accomplished within six months of receipt of a complete application.

The following operational measures are in progress, with the active involvement of a cross-divisional project team, and with a watchful eye on policy decisions as they emerge from Council on the recommendation of RPLC:

- Conversion of what is currently a “serial” process (first academics, then the National Professional Practice Exam, then experience) to a “parallel” process, where all or nearly all requirements are assessed at approximately the same time. This will require significant IT changes. These will be developed with the assistance of both internal and external IT resources in a manner that is flexible enough to respond to Council policy decisions as they emerge through the work of RPLC;
- Staff resourcing to facilitate faster, smarter processing of completed applications, with appropriate verification of information as supplied and rapid triage of those cases that may still require ARC and/or Experience Requirement Committee consideration; and
- Initiatives to ensure that the existing in-process application inventory of approximately 21,000 files is dealt with in a timely and fair manner, even if the files in question are not subject to the FARPACTA time limits.

Ongoing communication regarding the FARPACTA-driven initiative is essential to its success. Regular FARPACTA updates are sent out to the entire PEO staff to enhance overall understanding of the project to increase transparency as this project progresses. External communications with stakeholders (including prospective applicants) are also in the works and will be rolled out in conjunction with Council policy decisions and operational changes as they are implemented. A website update to highlight FARPACTA and encourage input is scheduled soon. In addition, we have been having regular conversations with the office of the Fairness Commissioner and the Ministry of Labour, Training and Skills Development, which is the ministry with responsibility for the two *Working for Workers Acts* and for FARPACTA itself.

We cannot overstate the urgency and importance of the complex task at hand. It will require a concerted effort by staff and councillors alike, with as few detours as possible, and with minimal changes, if any, to the existing regulation. The project as a whole, while not ideal, is now moving forward with design elements even as policy decisions are still being contemplated. Council will now be asked to make the policy decisions on academics and experience that brought to it for further consideration this fall. If these policies are not made, it will become increasingly difficult to deliver a process that meets the July 2023 deadline for implementation, to have the new IT infrastructure in place and to hire or redeploy the necessary staff, as well as train them accordingly.

### Information Discovery and Digitization Capacity Project

By mid-September, more than 17,000 of the 21,000 paper-based in-process P.Eng. licence application files had been fully digitized, and the target of completing the digitization of the 21,000 application files in October still appears achievable. A paper file destruction protocol has been developed, and paper file destruction is now also underway. Other paper-based application inventory (i.e., certificate of authorization application files) will be digitized following completion of the P.Eng. file digitization.

### Application Processing

As per the table below, the volume of P.Eng. licence applications received in 2022 to-date is double the volume received over the same period in 2021. Half of total applications received in 2022 were received over the summer, and this is being driven by both CEAB and Non-CEAB applications. Admissions staff are working once again with the ARC to manage the significant influx of non-CEAB files requiring ARC review.

A portal-based P.Eng. licence application process was successfully launched in July, involving completion of an on-line application form. This represents a first significant step on PEO's path towards complete automation of receipt of application information.

While not evident in the third table below, the average actual processing time for transfer applications has trended down since October 2021, and in the month of July was less than 30 business days. This was achieved by resource re-allocations and represents a sustained staff effort to work through a file backlog. This suggests that the FARPACTA target for transfer applications, referenced above, will be met in 2023.

*Breakdown of P.Eng. licence applications received, January-August 2021 and January-August 2022*

Year	Applications Received Jan-Aug 2021							Applications Received Jan-Aug 2022							% change
Gender	Female		Male		Unspecified		Totals	Female		Male		Unspecified		Totals	Totals
	(%)	(%)	(#)	(%)	(#)	(%)	(#)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	
CEAB	363	20%	1487	80%	2	0%	1852	973	23%	3324	77%	13	0.3%	4310	133%
Non-CEAB	487	17%	2426	83%	8	0%	2921	816	15%	4691	85%	15	0.3%	5522	89%
<b>Totals</b>	<b>850</b>	<b>18%</b>	<b>3913</b>	<b>82%</b>	<b>10</b>	<b>0%</b>	<b>4773</b>	<b>1789</b>	<b>18%</b>	<b>8015</b>	<b>82%</b>	<b>28</b>	<b>0.3%</b>	<b>9832</b>	<b>106%</b>

*Breakdown of P.Eng. licence applications approved, January-August 2021 and January-August 2022*

Year	P.Eng. Licences Approved Jan-Aug 2021					P.Eng. Licences Approved Jan-Aug 2022					% change
Gender	Female		Male		Totals	Female		Male		Totals	Totals
	(#)	(%)	(#)	(%)	(#)	(#)	(%)	(#)	(%)	(#)	
CEAB	321	20%	1275	80%	<b>1596</b>	435	19%	1804	81%	<b>2239</b>	40%
Non-CEAB	142	17%	705	83%	<b>847</b>	165	17%	789	83%	<b>954</b>	13%
<b>Totals</b>	<b>463</b>	<b>19%</b>	<b>1980</b>	<b>81%</b>	<b>2443</b>	<b>600</b>	<b>19%</b>	<b>2593</b>	<b>81%</b>	<b>3193</b>	<b>31%</b>

*Average process times for P.Eng. licence approvals, January-August 2021 and 2022*

	P.Eng. Licences Approved Jan-Aug 2021		P.Eng. Licences Approved Jan-Dec 2021		P.Eng. Licences Approved Jan-Aug 2022		% change
	# Applicants	Average licensing time	# Applicants	Average licensing time	# Applicants	Average licensing time	
CEAB applicants	1209	1261 days	1795	1282 days	1702	1280 days	1.5%
Non-CEAB applicants	489	1062 days	636	1160 days	445	1321 days	24.4%
Confirmatory exam program	85	1750 days	109	1699 days	63	2193 days	25.3%
Specific exam program	28	2248 days	42	2410 days	34	2617 days	16.4%
Interprovincial Transfers	553	118 days	798	120 days	609	128 days	8.5%
Reinstatements	80	78 days	117	77 days	108	86 days	10.0%

## ERC Reviews

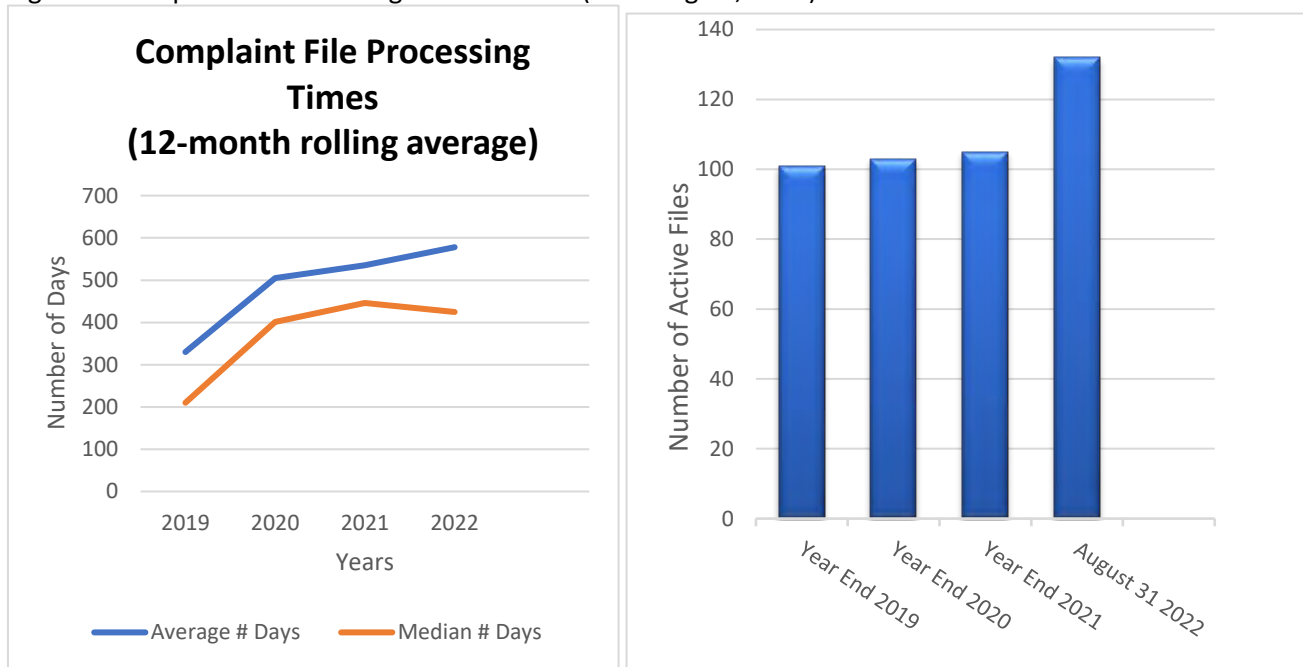
As of early September 2022, and since PEO transitioned to virtual interviews in 2021, 98 ERC members (70 per cent of the roster) have participated in at least one interview; however, only 29 members have participated in 10 or more interviews in 2022 (20 per cent of the roster), and an average of 60 interviews per month were held in the last six months. The pre-COVID number of interviews held per month was approximately 80. If the ERC continues at the recently demonstrated rate of virtual interviews, it will take approximately 14 months to work through the accumulation of files and keep up with the typical incoming volume of monthly referred files. If the ERC can achieve its pre-COVID rate of 80 interviews per month, it will take approximately 10 months to eliminate the accumulation. When ERC members resume in-person interviews, it is possible that the number of interviews held per month will increase.

## Regulatory Compliance

### Complaints

Average complaint file processing times have trended upwards since COVID, due mainly to the related shutdowns that have increased the time for complainants, respondents and third parties to gather documents and respond to information requests, but also because of the nature of active files over the last three years. The number of open active files has increased as compared to the last three years, with this point in 2022, having seen an approximate 30 per cent increase in the number of new complaints received.

Figure 4. Complaints and Investigation statistics (as at Aug 31, 2022)



## Enforcement

The enforcement case load has experienced minimal change overall in comparison to the same period for 2021.

*Figure 5. Enforcement case load comparison 2021 vs. 2022*

2022 Case Load	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Open Backlog	435							
Files Opened	28	21	15	25	50	25	37	29
Files Closed	35	11	23	48	16	36	37	30
Net Active Files	428	438	430	407	441	430	430	429

2021 Case Load	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug
Open Backlog	426							
Files Opened	28	17	27	32	16	37	31	17
Files Closed	20	32	22	18	31	35	38	21
Net Active Files	434	419	424	430	423	425	418	414

## Communications

### Centennial Media Kit

A centennial media kit was shared with all PEO chapters. The media kit included the PEO centennial video, speeches, photographs and presentations from the centennial dinner, which was held in person on May 13. The materials included in the media kit can be used by each chapter at their own respective centennial celebration events throughout 2022.

### Social Media Campaign

During the month of July, PEO conducted a social media awareness campaign highlighting PEO's position as a modern, effective regular with a celebratory, forward-looking Centennial message. This multi-channel campaign was constructed to raise awareness of PEO among the general public. Notably:

- Both static and stop-motion video ads were created and posted to Facebook and Instagram—to reach a broader public audience in Ontario—while LinkedIn and Twitter were leveraged to reach a professional, engineering-adjacent audience with targeted hashtags; and
- The campaign was very successful in showcasing PEO to the public. We overachieved across all key performance indicators, hitting over twice the number of projected impressions and almost five times as many clicks to our site, with, notably, six million impressions, 4000 website clicks and 56,000 video views.



## Finance

### Update

For the eight months ending August 31, 2022, revenues earned were \$20.1 million, and expenses incurred were \$18.5 million, resulting in an excess of revenue over expenses of \$1.6 million, as shown in Figure 6. The decrease in revenues in comparison to the prior year actuals for the same period by \$1,150,000 is largely attributable to lower investment income due to unfavourable market conditions. This reduction in revenue was partially offset by an increase in P.Eng. application revenue, EIT fees and other revenues.

On the expense side, PEO incurred \$18.5 million in total expenses for the eight months ending August 31, 2022, versus a spend of \$16.5 million during the same period in the prior year, resulting in an unfavourable variance of \$1,978,000. Although operations expenses continue to be affected by the continuing pandemic-related restrictions on in-person meetings and events, there was an increase in including the areas of salaries and benefits, computers and telephone and legal expenses. Special project spending has also increased due to various initiatives in the areas of IT, governance and the Anti-Racism & Anti-Discrimination Exploratory Working Group. As shown in Figure 7, PEO has cash reserves of \$6.8 million and an investment portfolio of \$26.7 million as of August 31, 2022, in comparison to cash reserves of \$ \$8.8 million and an investment portfolio of \$19.8 million, respectively as of August 31, 2021.

Figure 6. Revenues and expenses as of August 31, 2022

	2022 Actual	2021 Actual	Variance (Fav / Unfav)
<b>TOTAL REVENUES</b>	<b>\$20,138,921</b>	<b>\$21,289,323</b>	<b>-\$1,150,402</b>
Operations expenses	\$16,528,394	\$15,908,776	-\$619,618
Special project exp	\$1,940,860	\$581,900	-\$1,358,960
<b>TOTAL EXPENSES</b>	<b>\$18,469,254</b>	<b>\$16,490,676</b>	<b>-\$1,978,578</b>
<b>Excess of Rev over Exp</b>	<b>\$1,669,667</b>	<b>\$4,798,647</b>	<b>-\$3,128,980</b>

Figure 7. Assets and liabilities as of August 31, 2022

	2022 Actual	2021 Actual	Variance (Fav / Unfav)
Cash	\$6,767,111	\$8,777,027	-\$2,009,916
Other current assets	\$776,197	\$1,112,747	-\$336,550
Marketable securities	\$26,652,350	\$19,835,020	\$6,817,330
Capital assets	\$28,819,522	\$30,091,054	-\$1,271,532
<b>Total assets</b>	<b>\$63,015,180</b>	<b>\$59,815,848</b>	<b>\$3,199,332</b>
Current liabilities	\$14,913,924	\$13,871,444	-\$1,042,480
Long-Term debt	\$725,836	\$1,814,632	\$1,088,796
Employee future benefits	\$11,218,033	\$13,750,266	\$2,532,233
Net assets	\$36,157,387	\$30,379,506	\$5,777,881
<b>Total liabilities &amp; net assets</b>	<b>\$63,015,180</b>	<b>\$59,815,848</b>	<b>\$3,199,332</b>

## Remissions and Resignations

The data in Figures 8 and 9 show the monthly breakdown of the number of members seeking fee remission in 2022 and 2021, respectively. In 2022, the average monthly number of members seeking remission as of August 31, 2022, is 233 in comparison to 245 for 2021.

As can be seen in Figures 8 and 9, there was an average of 94 monthly resignations in 2022 versus 73 resignations in 2021. However, overall, the number of P.Engs as of August 31, 2022, increased by 1694 to 87,438 members in comparison to 85,744 members as of August 31, 2021. Because the impact of the pandemic appears to have largely subsided, this trend of a growth in membership is expected to continue.

Figure 8. Remissions stats for 2022

Remission Type	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total	Monthly Ave.
Parental leave	14	10	20	13	21	13	8	17					116	15
Postgraduate	7	8	5	12	14	4	6	2					58	7
Unemployment	161	106	146	142	113	107	104	129					1008	126
Temporary health	7	4	3	5	5	7	4	0					35	4
Permanent health	2	1	9	4	3	1	2	9					31	4
Retired	84	99	88	51	80	76	47	93					618	77
<b>Total</b>	<b>275</b>	<b>228</b>	<b>271</b>	<b>227</b>	<b>236</b>	<b>208</b>	<b>171</b>	<b>250</b>					<b>1866</b>	<b>233</b>
<b>Cumm. Total</b>	<b>275</b>	<b>503</b>	<b>774</b>	<b>1001</b>	<b>1237</b>	<b>1445</b>	<b>1616</b>	<b>1866</b>						
<b>Resignations</b>													<b>749</b>	<b>94</b>

Figure 9. Remissions stats for 2021

Remission Type	Jan.	Feb.	Mar.	Apr.	May	June	July	Aug.	Sept.	Oct.	Nov.	Dec.	Total	Monthly Ave.
Parental leave	18	20	19	11	11	14	15	19	18	16	25	13	199	17
Postgraduate	9	10	10	8	4	5	3	5	7	8	6	4	79	7
Unemployment	220	135	158	140	144	106	124	130	140	125	127	94	1643	137
Temporary health	3	4	6	4	4	3	4	3	1	2	4	1	39	3
Permanent health	4	4	3	3	6	2	4	3	2	2	7	3	43	4
Retired	105	99	74	73	95	64	53	79	68	77	96	53	936	78
<b>Total</b>	<b>359</b>	<b>272</b>	<b>270</b>	<b>239</b>	<b>264</b>	<b>194</b>	<b>203</b>	<b>239</b>	<b>236</b>	<b>230</b>	<b>265</b>	<b>168</b>	<b>2939</b>	<b>245</b>
<b>Cumm. Total</b>	<b>359</b>	<b>631</b>	<b>901</b>	<b>1140</b>	<b>1404</b>	<b>1598</b>	<b>1801</b>	<b>2040</b>	<b>2276</b>	<b>2506</b>	<b>2771</b>	<b>2939</b>		
<b>Resignations</b>													<b>876</b>	<b>73</b>

# Briefing Note - Information

---

**PRESENTATION BY ONTARIO'S FAIRNESS COMMISSIONER**

**Purpose:** Ontario's Fairness Commissioner, Irwin Glasberg, will provide an overview of recent amendments to the *Fair Access to Regulated Professions and Compulsory Trades Act*.

**Prepared by:** Dale Power – Secretariat Administrator

Presentation is attached.

Appendix A:  
Presentation – Office of the Fairness Commissioner – Agency Mandate and Recent Legislative Amendments

C-549-2.3  
App A

# Office of the Fairness Commissioner: Agency Mandate and Recent Legislative Amendments

Materials for the Council of Professional  
Engineers Ontario

September 23, 2022



**FAIRNESS COMMISSIONER**  
COMMISSAIRE À L'ÉQUITÉ

## The Office of the Fairness Commissioner (OFC)

- The OFC is an Ontario government agency led by the Fairness Commissioner with a mandate to help ensure that the registration practices of regulated professions, health colleges and Skilled Trades Ontario adhere to fair registration practices.
- The OFC's mandate is articulated in the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) which, among other things, requires that regulators:
  - provide information to applicants;
  - make timely registration decisions;
  - offer an internal appeal or review process;
  - train individuals who make assessment and registration decisions; and,
  - provide applicants with records relating to their applications.

## **The Office of the Fairness Commissioner (Cont'd)**

- Under FARPACTA, the functions of the Fairness Commissioner include:
  - reviewing the registration practices that regulated professions and third-party service providers employ to assess the qualifications of individuals;
  - providing advice to regulated professions on how to comply with the legislation;
  - advising ministries with respect to matters that fall under the legislation; and,
  - reporting to the Minister of Labour, Immigration, Training and Skills Development and other ministers on the registration practices pertaining to internationally trained individuals.

## **The Office of the Fairness Commissioner (Cont'd)**

- Section 22.5 of Schedule 2 of the *Regulated Health Professions Act, 2011* (RHPA) outlines similar provisions that apply to the province's health regulatory colleges.
- The OFC also undertakes advocacy work respecting fair registration issues, particularly relating to internationally-trained applicants. This may involve touchpoints with upstream and downstream organizations in such spheres as immigration, post-secondary education and settlement/integration services.
- The OFC is not permitted to become involved in addressing discrete registration complaints advanced by individuals.

## Regulated Professions under FARPACTA

- The Association of Professional Engineers of Ontario
- The Association of Professional Geoscientists of Ontario
- The Association of Ontario Land Surveyors
- The College of Early Childhood Educators
- The College of Veterinarians of Ontario
- The Health and Supportive Care Providers Oversight Authority [Not yet proclaimed]
- The Law Society of Ontario
- Skilled Trades Ontario
- Health and Supportive Care Providers Oversight Authority
- The Ontario Association of Architects
- The Ontario Association of Certified Engineering Technicians and Technologists
- The Ontario College of Social Workers and Social Service Workers
- The Ontario College of Teachers
- The Ontario Professional Foresters Association
- The Human Resources Professionals Association
- Chartered Professional Accountants of Ontario



## Regulated Health Professions under the RHPA

- Audiology and Speech-Language Pathology
- Chiropody
- Chiropractic
- Dental Hygiene
- Dental Technology
- Dentistry
- Denturism
- Dietetics
- Homeopathy
- Kinesiology
- Massage Therapy
- Medical Laboratory Technology
- Medical Radiation and Imaging Technology
- Traditional Chinese Medicine and Acupuncture
- Medicine
- Midwifery
- Naturopathy
- Nursing
- Occupational Therapy
- Opticianry
- Optometry
- Pharmacy
- Physiotherapy
- Psychology
- Psychotherapy
- Respiratory Therapy

## By the Numbers

- The OFC provides oversight of the registration practices of 41 professional regulators in the province.
- For 2020, the figures indicate that these regulators received 79,056 applications, compared to 90,715 in 2019 (a decrease of approximately 13 per cent). The Covid-19 pandemic was a contributing factor.
- Individuals who received their training in Ontario filed 56,539 of these applications (72 per cent in total).
  - 4,169 (or 5 per cent) came from candidates who were educated elsewhere in Canada.
  - 16,501 (or 21 per cent) originated from individuals who were educated internationally.
- There were an additional 1,847 applicants (or 2 per cent) whose country of origin was not specified.

# The Fair Access Registration Ecosystem

- The available statistics indicate that Ontario's workforce is aging. Experts agree that the province requires trained workers to replenish employees who have retired or are about to leave the workforce.
- Net migration (derived from both immigration and inter-provincial movement) is projected to account for a full 83 per cent of all population growth in the province over the 2019 to 2046 timeframe. This means that only 17 per cent of this growth will come from in-province increases in population.
- Ontario's labour market relies heavily on immigration to meet the labour and skills needs of employers. In 2020, immigrants accounted for 32% of Ontario's labour force (aged 15 to 64).
- On this basis, the need to promote fair and timely access to the professions and compulsory trades -- with a focus on removing barriers that unnecessarily restrict access for internationally trained individuals and those working in other provinces -- constitutes an important component of a strategic labour-market plan.
- This objective remains challenging. In 2019, for example, the unemployment rates of very recent immigrants stood at 9.5 per cent and 6.5 per cent for recent immigrants. This compares with 5.5 per cent for Canadian-born workers.

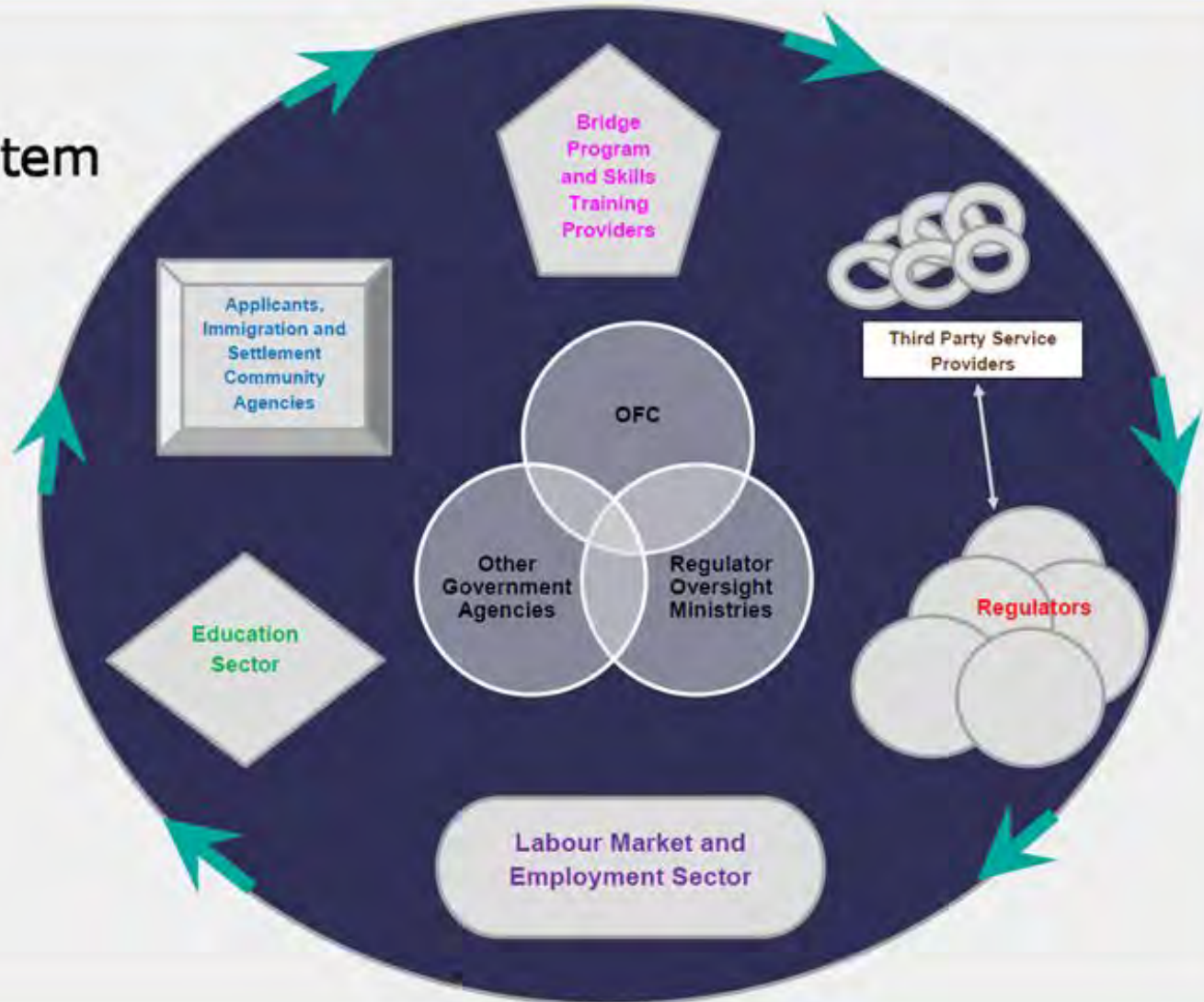
## **The Fair Access Registration Ecosystem (Cont'd)**

- It is critical that this gap be closed and that regulators continue to focus on ways to streamline registration processes, particularly for internationally trained candidates.
- The journey of all applicants – particularly internationally trained individuals -- to obtain registration and employment in their chosen profession or trade is complex. The diagram that follows visually depicts this complexity. It describes how individuals move through various stages of the immigration, education, credentials assessment, registration and employment processes.
- It is important that everyone work to improve co-ordination among the various parties involved in the immigration, labour market, post-secondary education, professional registration and skills training, and employment spheres to help ensure that more applicants can more easily move through the steps in the process and obtain high-quality jobs.

## The OFC Ecosystem

There are a large variety of organizations that impact an applicant's journey towards licensure and employment. The key groups are displayed around the periphery of the circle. The Office of the Fairness Commissioner will typically deal with each of these sectors in fulfilling its broad-based mandate. The government agencies depicted in the centre of the circle will interact with these sectors either through a funding, oversight or partnership relationship.

June 8, 2021

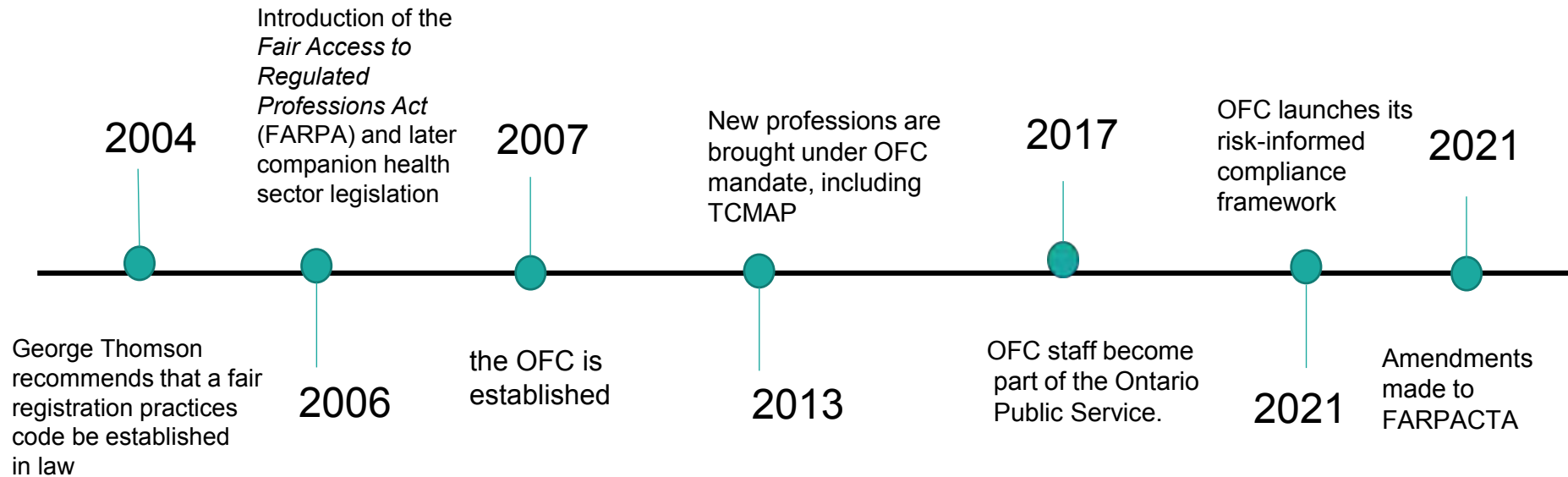


## The OFC's Modern Regulator Principles

The OFC's regulatory compliance philosophy and new risk assessment framework are underpinned by a series of modern regulator principles that the OFC adapted from its own experience, conversations with experts in the field, and a literature review. These are set out in detail in Appendix A. Some of the core underlying concepts involve:

- Focusing efforts on regulators that have achieved less progress than others in meeting compliance requirements.
- Considering both a regulator's historical performance and an assessment of the regulator's future risk profile.
- Organizing compliance activities based on responsive and agile regulatory principles that will be adjusted based on the regulator's profile and activities.
- Employing a suite of compliance tools to work with regulators to improve their registration and assessment processes, including education and outreach, sharing of best practices, mandating reporting requirements and undertaking formal reviews where needed.
- Employing modern digital technologies to simplify data-collection, reporting and information dissemination functions, and using data to inform compliance activity. Striving to be an accountable regulator that it is prepared to justify its decisions and is open to public scrutiny.

# The Evolution of Fair Access Legislation in Ontario



# FARPACTA Amendments

- Ontario's labour market relies on immigrants (33% of Ontario's labour force in 2020) yet substantially fewer internationally educated immigrants are employed in their regulated profession than the Canadian-born who studied in Canada.
- To help address this situation, on December 2, 2021, the Working For Workers Act received Royal Assent.
- The Act amended FARPACTA to remove barriers for intentionally trained individuals who are seeking registration in regulated professions.
- The amendments include authority to make regulations governing regulatory professions, involving:
  - The Canadian experience requirement.
  - Registration decision-making timelines.
  - Language proficiency test requirements.
  - Registration processes during emergencies.



## **FARPACTA Amendments (Cont'd)**

- These amendments are designed to address key barriers that internationally-trained individuals encounter in becoming licensed and to assist them to understand and navigate licensure processes \*
- They only apply to the regulated professions and trades that fall under FARPACTA, not the regulated health professions.
- The government has since passed amendments similar, but not identical to, the RHPA that are similar to the new FARPACTA provisions.

\*This overview is not an interpretation of the meaning of the amendments and does not constitute legal advice. Please review the Bill for the official version of the amendments. Please consult independent legal counsel for any questions about the meaning or interpretation of the Bill.

# FARPACTA Amendments (Cont'd)

## Canadian Experience Requirements

- Regulated professions are prohibited from including Canadian experience requirements as qualifications for registration unless an exemption from the prohibition is granted for the purposes of public health and safety in accordance with the regulations.
  - The Fairness Commissioner would be required to review an application for an exemption and make a recommendation to the Minister as to whether the exemption should be permitted. The Minister would be required to make a determination about whether to grant the exemption.
- The definition for “Canadian experience” is prescribed in the regulations.
- Subject to the Minister’s power to grant a temporary exemption from the prohibition where a regulated profession has a requirement regarding Canadian Experience more than two years after Royal Assent (December 2023), the requirement would be deemed to be void on and after that day.
- The Minister has the power to make a compliance order requiring a regulated profession to exercise any power(s) it has to amend or revoke a regulation or by-law that includes a Canadian experience requirement contrary to the prohibition.

# **FARPACTA Amendments (Cont'd)**

## **Language Proficiency Tests**

- A regulated profession shall ensure that it complies with any regulations respecting English or French language proficiency testing requirements.
- Regulation-making authority has been created to govern such testing requirements, including prescribing what constitutes an English or French language proficiency testing requirement.
- Where the Fairness Commissioner concludes that a regulation or by-law made by a regulated profession includes an English or French language proficiency testing requirement that contravenes the regulations, the Fairness Commissioner could make a compliance order requiring the regulated profession to exercise any power(s) it has to amend or revoke the regulation or by-law.

## **Maximum Timeframes for Registration Decisions**

- Establishing time limits for compliance with any provision or provisions of this Act or the regulations, including establishing a maximum time period within which a regulated profession shall make a decision.

# FARPACTA Amendments (Cont'd)

## (Maximum Timeframes Continued)

The Regulation requires that:

- A regulated profession must provide a written acknowledgment within ten (10) business days of receiving an application for registration. The written acknowledgment must identify whether the application includes everything required by the regulated profession for the application.
- A regulated profession must make a decision within six (6) months of receiving a complete application for registration and provide the applicant with:
  - a written communication of the registration decision;
  - written reasons respecting the decision (unless the decision is to grant unconditional registration); and
  - information respecting the applicant's rights to any internal review or appeal, including any applicable procedures and deadlines.
- A regulated profession must provide the applicant with a written communication of the decision and written reasons respecting the decision within 10 business days after making an internal review or appeal decision.
- A regulated profession must comply with the prescribed time limits for at least 90 per cent of the applications received from internationally trained individuals each calendar year.

# **FARPACTA Amendments (Cont'd)**

## **Expedited Registration Processes during Emergencies**

- A regulated profession shall ensure that, in case of emergency, it complies with any regulations respecting expedited registration processes that may apply.
- Corresponding regulation-making authority was made requiring regulated professions to implement expedited registration processes in case of emergency and governing the expedited registration processes.

## **Flexible and Modernized Service Delivery**

- Amendments permit the Minister to support the access of internationally trained individuals to regulated professions through the provision of information and assistance in understanding and navigating licensure processes, including the power to make grants to third parties.



# QUESTIONS



# APPENDICES

## Appendix A - The OFC's Modern Regulator Principles

1. The OFC's approach to regulatory compliance will be based on transparency, professionalism and collaboration. The focus will be on achieving better outcomes through simpler and more straightforward compliance expectations.
2. The OFC's compliance framework will consider both the historical performance of individual professions and trades (hereinafter "regulators") and an assessment of the organization's future risk profile. To the extent possible, this scheme will be evidence-based and risk-informed.
3. Because of limited resources and the large number of professions in the province, the OFC will apply a proportionate approach to its regulatory compliance activities. That is to say, the resources employed to monitor the activities of a regulator will be proportional to the historical experience, and level of risk, associated with that regulator's activities. The OFC will, therefore, focus its efforts on those regulators that have achieved less progress in meeting compliance requirements than their peers and/or are considered to demonstrate a higher forward-looking risk profile.
4. Conversely, regulators that are meeting their specific compliance obligations, and/or making substantial progress in providing registration practices that are transparent, objective, impartial and fair, will be subject to less prescriptive reporting and related requirements.



## Modern Regulator Principles (Cont'd)

5. On a going-forward basis, the OFC's compliance activities will focus on responsive and agile regulatory principles that will be adjusted based on the profile of the regulator and the steps that it is taking to achieve and maintain compliance requirements.
6. The OFC will employ a suite of compliance tools to work with regulators to improve their registration and assessment processes. These include education, outreach, the dissemination and promotion of best practices materials and tool-kits, peer discussions, annual reporting requirements and more formal reviews of regulation practices designed to enhance compliance.
7. In any given period, the OFC's compliance activities may be geared towards individual regulators, more thematic/systemic issues across classes of regulators, or both.
8. The assessment of forward-looking risk will initially focus on such considerations as organizational capacity, the overall control that a regulator exerts over its assessment and registration processes, the regulator's ability to respond to the impacts of the Covid-19 pandemic, and public policy considerations (e.g. the need to address critical skills shortages that may arise for certain professions or trades, an over-reliance on Canadian experience requirements and the proactive steps that the regulator is taking to apply a diversity and anti-racism lens to its registration processes).

## Modern Regulator Principles (Cont'd)

9. The OFC will consult with regulators on its proposed risk-informed compliance approach before the new scheme is introduced and at regular intervals to further refine the framework. Transition provisions will also form part of the scheme.
10. The OFC will strive to employ modern digital technologies and pathways to simplify its data-collection, reporting and information dissemination functions, and to evaluate program efficiency/effectiveness. To the extent possible, the data and evidence that the OFC collects will inform the assessment of regulator risk profiles and associated compliance activity.
11. The OFC will work constructively with other regulatory oversight bodies to reduce the regulatory burden on individual regulators. In particular, the OFC acknowledges that both it and the Ontario Ministry of Health have a shared responsibility to work with health colleges to achieve fair registration practices.
12. The OFC will strive to be an accountable regulator that it is prepared to justify its decisions and is open to public scrutiny.

# Briefing Note – Information

C-549-2.4

## 2023 DRAFT OPERATING BUDGET

**Purpose:** To review the draft 2023 operating budget

**No motion required**

**Prepared by** Chetan Mehta – Director, Finance

### 1. Need for PEO Action

In accordance with the Council approved PEO business planning cycle, the draft operating budget (Appendix A) is being presented to Council for review and input. Council's feedback at this meeting will be incorporated into the final draft of the 2023 operating budget which will be presented at the November 2022 meeting to Council for approval. The key highlights of the 2023 draft operating budget are summarized below in Table 1.

Total revenues in 2023 are budgeted at \$32.4m and total expenses for sustaining regular day to day or core operations are budgeted at \$31m, resulting in an excess of revenues over expenses of \$1.4m. In addition to these expenses, an additional spend of \$612k is budgeted for special projects and Council initiatives, the details of which can be seen in Appendix A.

**Table 1 – Summary of key financials**

	2023 Budget	2022 Forecast	2022 Budget
<b>Revenue</b>	\$32,397,872	\$33,070,113	\$34,829,267
<b>Expenses - core operations</b>	\$31,020,662	\$26,149,908	\$30,539,764
<b>Excess of revenue over expenses</b>	<b>\$1,377,210</b>	<b>\$6,920,205</b>	<b>\$4,289,503</b>
<b>Spend on projects and Council initiatives</b>	\$611,936	\$2,927,880	\$3,637,000
<b>Excess of revenue over expenses</b>	<b>\$765,274</b>	<b>\$3,992,325</b>	<b>\$652,503</b>
<b>Cash &amp; Mkt Securities</b>	<b>\$36,138,287</b>	<b>\$35,516,749</b>	<b>\$29,912,029</b>

### Revenue

The 2023 budgeted revenue is expected to be \$32.4m, representing a decrease of \$672.2k or 2% over the 2022 forecasted revenue. The main factor contributing to the fall in revenues is a decrease of \$1.1m or 10.8% in Application, registration and other fees resulting from an expected fall of over 40% in the number of applications in 2023 (5,500 in 2023 vs 9,500 in 2022).

This is due to the FARPACTA (Fair Access to Regulated Professions and Compulsory Trades Act) legislation, which will require PEO to make changes to its licensure process, whereby, effective July 1, 2023, applications will need to meet certain experience and academic criteria (such as

having 48 months of engineering experience; passing the NPPE, etc.) before these can be accepted for further processing.

This fall in revenue is partially offset by:

- An increase of \$223.8k or 1.1% in P.Eng. revenues.
- An increase of \$155.4k or 6.3% in 40 Sheppard revenues due to the recovery of higher operating costs and slightly higher parking revenue.
- An increase of \$10k or 5% in investment revenue.

### **Expenses**

The 2023 budgeted expenses for regular operations are expected to be \$31 m which represents an increase of \$4.9m or 18.6% over 2022 forecasted expenses. Some of the key reasons contributing to this increase are:

- An increase in employee Salaries and benefits and Retiree and staff future benefits of \$3.4m over the 2022 forecast due to an increase in headcount and a merit increase of 5% in 2023, vs an increase of 2.5% for 2022. These merit increases are per the recommendations of an external consultant. The FT headcount in 2023 is expected be 141 vs 127 in 2022.
- An increase of \$633.4k or 104% for Chapter operations due to an increase in allotments in 2023; reinstatement of Chapter scholarships; and expenses for various events such as CLC, meetings., etc.
- An increase of \$263.9k for Purchased services largely due to costs for event meals, accommodation, audio visual equipment, and travel related expenses for various in-person events such as the OOH (Order of Honours); VLC (Volunteer Leaders Conference); Council workshop, etc.

The above increases are partially offset by:

- Reduction of \$211.3k or 19.8% in Legal (Corporate, Prosecution & Tribunal) expenses largely due to a reduction in costs for independent legal counsel for discipline, complaints investigations and PVOs (Prosecutorial Viability Opinions). These costs are expected to be partially offset by an increase in prosecution costs for various other regulatory matters.
- Reduction of \$111.5k in Amortization largely due to fewer capital projects in 2022 and the full amortization of prior year capital spend.

## **2. Background**

The Audit and Finance Committee (AFC) met on June 29, 2022, to review and provide feedback on the budget assumptions for the 2023 operating and capital budgets, after which the senior management team and staff began work on the budgets. A draft copy of the 2023 operating and capital budgets with the 2022 forecast was completed in Sept and distributed to the AFC prior to its meeting on Sept 8, 2022.

During this meeting, the AFC met with the CEO/Registrar, the Director of Finance, and other staff to review the first draft of the budgets. Key highlights of the operating and capital budget were presented and questions from the committee members were answered by staff.

549th Meeting of Council – September 23, 2022

After extensive discussion, the AFC concurred that the draft version of the budgets be presented to Council for information and feedback.

### **3. Appendices**

- **Appendix A**
  - 2023 Draft Operating Budget & Projected Financial Statements from 2024 to 2027
- **Appendix B**
  - 2023 Budget Assumptions

## Professional Engineers Ontario - DRAFT 2023 OPERATING BUDGET

## Variance Analysis - 2023 Budget Vs 2022 Forecast

C-549-2.4  
Appendix A

DRAFT - reviewed by AFC on Sept 8, 2022

REF. NO	DESCRIPTION	2023 Bud	2022 Fcst	2022 Bud	2021 Act	Favourable (Unfavorable) / Variances			
						2023 Bud Vs 2022 Fcst		2022 Fcst Vs 2022 Bud	
		\$	\$	\$	\$	\$	%	\$	%
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	P. Eng Revenue	20,571,765	20,347,938	20,718,085	19,825,037	223,827	1.1%	-370,147	(1.8)%
2	Appln, regn, exam and other fees	8,816,221	9,887,486	10,502,680	9,161,653	-1,071,265	(10.8)%	-615,194	(5.9)%
3	40 Sheppard Revenue	2,615,136	2,459,689	2,623,502	2,477,426	155,447	6.3%	-163,813	(6.2)%
4	Investment income	210,000	200,000	825,000	891,416	10,000	5.0%	-625,000	(75.8)%
5	Advertising income	99,750	95,000	125,000	101,060	4,750	5.0%	-30,000	(24.0)%
6	Chapter revenues	85,000	80,000	35,000	16,747	5,000	6.3%	45,000	128.6%
7	<b>TOTAL REVENUE</b>	<b>32,397,872</b>	<b>33,070,113</b>	<b>34,829,267</b>	<b>32,473,339</b>	<b>(672,241)</b>	<b>(2.0)%</b>	<b>-1,759,154</b>	<b>(5.1)%</b>
8	<b>EXPENSES - CORE OPERATIONS</b>								
9	Salaries and benefits / Retiree and staff future benefits	18,062,739	14,622,745	17,166,877	12,924,820	-3,439,994	(23.5)%	2,544,132	14.8%
10	40 Sheppard expenses	2,127,383	2,106,854	2,091,642	2,285,937	-20,529	(1.0)%	-15,212	(0.7)%
11	Purchased services	1,570,974	1,307,006	1,566,704	1,455,090	-263,968	(20.2)%	259,698	16.6%
12	Computers and telephone	1,480,495	1,375,829	1,416,939	1,118,498	-104,666	(7.6)%	41,110	2.9%
13	Chapters	1,242,000	608,629	1,604,474	343,301	-633,371	(104.1)%	995,845	62.1%
14	Engineers Canada	1,086,750	1,035,000	1,035,000	1,005,563	-51,750	(5.0)%	0	0.0%
15	Occupancy costs	913,896	788,427	967,321	773,577	-125,469	(15.9)%	178,894	18.5%
16	Legal (Corporate, Prosecution & Tribunal)	855,308	1,066,582	848,130	951,635	211,274	19.8%	-218,452	(25.8)%
17	Transaction fees	838,990	750,790	806,300	728,732	-88,200	(11.7)%	55,510	6.9%
18	Contract staff	606,233	483,045	566,713	773,533	-123,188	(25.5)%	83,668	14.8%
19	Amortization	463,047	574,549	573,490	779,837	111,502	19.4%	-1,059	(0.2)%
20	Volunteer expenses	426,685	327,796	428,336	31,786	-98,889	(30.2)%	100,540	23.5%
21	Consultants	366,432	342,420	263,000	489,435	-24,012	(7.0)%	-79,420	(30.2)%
22	Professional development	296,564	186,448	268,700	131,785	-110,116	(59.1)%	82,252	30.6%
23	Insurance	176,650	167,175	156,077	148,165	-9,475	(5.7)%	-11,098	(7.1)%
24	Office supplies	116,032	91,863	133,550	72,508	-24,169	(26.3)%	41,687	31.2%
25	Postage and courier	103,472	107,923	238,707	214,354	4,451	4.1%	130,784	54.8%
26	Recognition, grants and awards	102,350	81,410	159,795	78,566	-20,940	(25.7)%	78,385	49.1%
27	Staff expenses	79,375	44,320	87,759	7,470	-35,055	(79.1)%	43,439	49.5%
28	Printing & photocopying	55,000	38,800	70,000	48,721	-16,200	(41.8)%	31,200	44.6%
29	Advertising	50,287	42,297	90,250	27,550	-7,990	(18.9)%	47,953	53.1%
30	<b>TOTAL EXPENSES - CORE OPERATIONS</b>	<b>31,020,662</b>	<b>26,149,908</b>	<b>30,539,764</b>	<b>24,390,863</b>	<b>-4,870,754</b>	<b>(18.6)%</b>	<b>4,389,856</b>	<b>14.4%</b>
31	<b>EXCESS OF REVENUE OVER EXPENSES BEFORE UNDERNOTED</b>	<b>1,377,210</b>	<b>6,920,205</b>	<b>4,289,503</b>	<b>8,082,476</b>	<b>-5,542,995</b>	<b>(80.1)%</b>	<b>2,630,702</b>	<b>61.3%</b>
32	<b>EXPENSES - NON CORE OPERATIONS</b>								
33	<b>Projects and Council initiatives (1)</b>	<b>611,936</b>	<b>2,927,880</b>	<b>3,637,000</b>	<b>1,623,341</b>	<b>2,315,944</b>	<b>79.1%</b>	<b>709,120</b>	<b>19.5%</b>
34	<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>765,274</b>	<b>3,992,325</b>	<b>652,503</b>	<b>6,459,135</b>	<b>-3,227,051</b>	<b>(80.8)%</b>	<b>3,339,822</b>	<b>511.8%</b>

## Notes:

- (1) Break-down of special projects and council initiatives is shown on Page 7.  
 (2) Spend data on strategic plan projects will be made presented when available.

**Professional Engineers Ontario - DRAFT 2023 OPERATING BUDGET****Variance Analysis - 2023 Budget Vs 2022 Forecast**C-549-2.4  
Appendix A

DRAFT - reviewed by AFC on Sept 8, 2022

Ref. No.	Variance Explanation
1	Increase of 1.1% in P.Eng revenues due to the expected growth in membership. In 2023, PEO is expected to have 92,500 vs 88,750 members in 2022.
2	Decrease is largely due to the expected fall in applications due to FARPACTA (Fair Access to Regulated Professions and Compulsory Trades Act), which will become effective July 1, 2023. FARPACTA requires PEO to make changes to its licensure process, where unlike in the past, effective July 1, 2023, all applicants will need to meet certain experience and academic criteria (such as having 48 months of engineering experience; passing the NPPE, etc.) before their applications can be accepted for further processing. As a result, the number of applications which can be accepted for subsequent processing is expected to fall by over 40% from 9,500 in 2022 to 5,500 applications in 2023. This fall in applications revenue is expected to be partially offset by monies from other licences and exams revenues.
3	Increase in 40 Sheppard revenues due the recovery of higher operating costs in 2023.
4	Investment revenue is expected to increase slightly but market conditions could lead to lower yields.
5	A slight increase in Advertising revenue is expected due to an expected improvement in market conditions.
6	Expected revenues from Chapters operations from collections from various events and sponsorships.
9	Increase in Salaries and benefits due to the recruitment of additional FT staff and a 5% merit increase in 2023 (vs a 2.5% merit increase in 2022). These merit increases are based on the recommendations of an external consultant. The total expected FT staff in 2023 is 141 vs 127 in 2022.
10	Increase in 40 Sheppard expenses due to higher spend on janitorial costs; costs for repairs and maintenance and utilities; which are partially offset by lower spend for mortgage interest.
11	Higher spend on Purchased services largely due to higher costs for travel, catering, accommodation, audio visual expenses, etc. for various in-person events such as VLC (Volunteers Leaders Conference), OOH (Order of Honour), Council workshop, etc. In addition, an increase is expected in the costs for exams.
12	Higher costs for Computers and telephones due to increase in spend on IT equipment and hardware, costs for secure online platform, costs for various service maintenance contracts for software support, network security, etc.
13	Higher spend for Chapters in 2023 due to expected increase in allotments and Chapter activities.
14	This amount represents the allocation to Engineers Canada. The rate of \$10.21 paid per member remains unchanged.
15	Higher Occupancy costs due to an increase in operating costs and also because PEO is expected to occupy additional vacant space on the 5th and 8th floors, totalling approx.4,400 sq ft. This would be in addition to the 39,100 sq ft it currently occupies.
16	Lower Legal (corporate, prosecution and tribunal) expenses largely due to a reduction in costs for independent legal counsel for discipline, complaints investigations and PVOs (Prosecutorial Viability Opinions). These costs are expected to be partially offset by an increase in prosecution costs for various other regulatory matters.
17	Transaction fees are higher due to an increase in the volume of online payments resulting in higher credit card commissions and related transaction costs. Currently over 88% payments are via credit card and this trend is expected to continue. In addition, transaction costs for the payroll system are expected to increase along with slightly higher costs for bank service fees.
18	Higher spend on Contract staff in 2023 to support Licensing and ITS department needs. The number of contractors for both 2023 and 2022 is 10. The spend in 2023 is higher due to the timing of the recruitment of contractors.
19	A decrease in Amortization costs due to reduced spend on new capital projects and the continued amortization of spend on capital items such as furniture, IT and telecon equipment, etc. which were purchased in prior years.
20	Higher Volunteer expenses for travel, accommodation, mileage, and air/train fare, registrations etc. for in-person attendance at various committee meetings and events, which are expected to increase as the situation with the pandemic improves.
21	Expenses for Consultants include spend on consultants for Council workshop, govt. liaison program, investment management, IT initiatives such as security consultant to sustain and support operations, etc.
22	Increase in spend on Professional development in 2023 as operations as operations are expected to stabilize and with the gradual lifting of Covid related restrictions, attendance at in-person training sessions is expected to pick-up.
23	Increase in Insurance costs due to higher premiums for property, errors & omissions/directors & officers, and cyber liability insurance.
24	Increased Office supplies spend on files, folders, binders and other office supplies including consumables as more staff are expected to return to the office.
25	Lower Postage and courier costs in 2023 due to expected reduction in the mailing of licences and various other paper based correspondence.
26	Higher spend on Recognition, grants and awards in 2023 for events and PR items for staff and volunteers.
27	Increased spend on Staff business expenses related to travel for in-person attendance at various events, meetings.
28	Printing and photocopying costs in 2023 are expected to increase as more staff resume work at the office.
29	Advertising costs are expected to increase in 2023 due to higher spend on newspaper and magazine advertising for various corporate communications.

**Professional Engineers Ontario**  
**Statement of financial position projection**  
**for the years ending December 31 - DRAFT**

C-549-2.4  
Appendix A

DRAFT - reviewed by AFC on Sept 8, 2022

	<b>2022 FORECAST</b>	<b>2023 BUDGET</b>	<b>2024 PROJECTION</b>	<b>2025 PROJECTION</b>	<b>2026 PROJECTION</b>	<b>2027 PROJECTION</b>
<b>ASSETS</b>						
CURRENT						
Cash	15,631,517	15,631,517	15,631,517	15,631,517	15,631,517	15,631,517
Marketable securities at fair value	19,885,232	20,506,770	21,069,004	22,067,020	23,150,199	24,315,699
Cash & marketable securities	35,516,749	36,138,287	36,700,521	37,698,537	38,781,716	39,947,216
Accounts receivable	700,544	700,544	700,544	700,544	700,544	700,544
Prepaid expenses, deposits & other assets	565,197	495,142	428,424	415,540	405,781	400,397
	36,782,490	37,333,973	37,829,489	38,814,621	39,888,041	41,048,157
Capital assets	28,351,271	27,476,266	27,608,460	27,696,837	27,739,208	27,733,271
	<b>65,133,761</b>	<b>64,810,239</b>	<b>65,437,949</b>	<b>66,511,458</b>	<b>67,627,248</b>	<b>68,781,428</b>
<b>LIABILITIES</b>						
CURRENT						
Accounts payable and accrued liabilities	2,511,125	2,511,125	2,511,125	2,511,125	2,511,125	2,511,125
Fees in advance and deposits	11,730,592	11,730,592	11,730,592	11,730,592	11,730,592	11,730,592
Current portion of long term debt	1,088,796	362,904	-	-	-	-
	15,330,513	14,604,621	14,241,717	14,241,717	14,241,717	14,241,717
LONG TERM						
Long term debt	362,904	-	-	-	-	-
Employee future benefits	10,960,300	10,960,300	10,960,300	10,960,300	10,960,300	10,960,300
	11,323,204	10,960,300	10,960,300	10,960,300	10,960,300	10,960,300
Net Assets	38,480,044	39,245,318	40,235,932	41,309,441	42,425,231	43,579,411
	<b>65,133,761</b>	<b>64,810,239</b>	<b>65,437,949</b>	<b>66,511,458</b>	<b>67,627,248</b>	<b>68,781,428</b>



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

C-549-2.4  
Appendix A

DRAFT - reviewed by AFC on Sept 8, 2022

	2022	2023	2024	2025	2026	2027
<b><u>Operating</u></b>	<b>FORECAST</b>	<b>BUDGET</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>
Excess of revenue over expenses - operations	3,992,325	765,274	990,614	1,073,509	1,115,790	1,154,180
Add (deduct) items not affecting cash						
Amortization	1,411,403	1,319,430	1,367,806	1,411,622	1,457,630	1,505,937
Amortization - other assets (leasing)	70,152	70,055	66,746	12,884	9,759	5,384
<b>Total Operating</b>	<b>5,473,880</b>	<b>2,154,759</b>	<b>2,425,166</b>	<b>2,498,015</b>	<b>2,583,179</b>	<b>2,665,501</b>
<b><u>Financing</u></b>						
Repayment of mortgage	-1,088,796	-1,088,796	-362,932	-	-	-
<b>Total Financing</b>	<b>-1,088,796</b>	<b>-1,088,796</b>	<b>-362,932</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b><u>Investing</u></b>						
<b><u>Additions to Capital Assets:</u></b>						
Additions to Building (Recoverable)	-57,077	-404,425	-1,000,000	-1,000,000	-1,000,000	-1,000,000
Additions to other Capital Assets (F&F, IT, Phone, AV, etc.)	-15,823	-40,000	-500,000	-500,000	-500,000	-500,000
<b>Total Investing</b>	<b>-72,900</b>	<b>-444,425</b>	<b>-1,500,000</b>	<b>-1,500,000</b>	<b>-1,500,000</b>	<b>-1,500,000</b>
<b>Net Cash Increase/(Decrease) during the year</b>	<b>4,312,184</b>	<b>621,538</b>	<b>562,234</b>	<b>998,015</b>	<b>1,083,179</b>	<b>1,165,501</b>
<b>Cash, beginning of year</b>	<b>11,319,333</b>	<b>15,631,517</b>	<b>16,253,055</b>	<b>16,815,289</b>	<b>17,813,305</b>	<b>18,896,484</b>
<b>Cash, end of year</b>	<b>15,631,517</b>	<b>16,253,055</b>	<b>16,815,289</b>	<b>17,813,305</b>	<b>18,896,484</b>	<b>20,061,984</b>
<b>Cash/Investments, end of year</b>	<b>35,516,749</b>	<b>36,138,287</b>	<b>36,700,521</b>	<b>37,698,537</b>	<b>38,781,716</b>	<b>39,947,216</b>
<b>Comprised of:</b>						
Cash	15,631,517	15,631,517	15,631,517	15,631,517	15,631,517	15,631,517
Investments	19,885,232	20,506,770	21,069,004	22,067,020	23,150,199	24,315,699
	<b>35,516,749</b>	<b>36,138,287</b>	<b>36,700,521</b>	<b>37,698,537</b>	<b>38,781,716</b>	<b>39,947,216</b>

**Professional Engineers Ontario**  
**Statement of Projected revenues and expenses**  
**for the years ending December 31 - DRAFT**

C-549-2.4  
Appendix A

DRAFT - reviewed by AFC on Sept 8, 2022

	2022	2023	2024	2025	2026	2027
	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
<b>REVENUE</b>						
P. Eng Revenue	\$20,347,938	\$20,571,765	\$20,983,201	\$21,402,865	\$21,830,922	\$22,267,540
Appln, regn, exam and other fees	9,887,486	8,816,221	9,257,032	9,719,884	10,205,878	10,716,172
40 Sheppard Revenue	2,459,689	2,615,136	2,692,525	2,737,282	2,794,952	2,848,176
Investment income	200,000	210,000	214,200	218,484	222,854	227,311
Advertising income	95,000	99,750	100,498	101,252	102,011	102,776
Chapter revenues	80,000	85,000	86,700	88,434	90,203	92,007
	<b>\$33,070,113</b>	<b>\$32,397,872</b>	<b>\$33,334,156</b>	<b>\$34,268,200</b>	<b>\$35,246,819</b>	<b>\$36,253,982</b>
<b>EXPENSES</b>						
Salaries and benefits / Retiree and staff future benefits	14,622,745	18,062,739	18,423,994	18,792,474	19,168,323	19,551,690
40 Sheppard expenses	2,106,854	2,127,383	2,113,358	2,097,912	2,136,723	2,175,739
Purchased services	1,307,006	1,570,974	1,649,523	1,731,999	1,818,599	1,909,529
Computers and telephone	1,375,829	1,480,495	1,554,520	1,632,246	1,713,858	1,799,551
Chapters	608,629	1,242,000	1,304,100	1,369,305	1,437,770	1,509,659
Engineers Canada	1,035,000	1,086,750	1,141,088	1,198,142	1,258,049	1,320,951
Occupancy costs	788,427	913,896	932,174	950,817	969,834	989,230
Legal (Corporate, Prosecution & Tribunal)	1,066,582	855,308	872,414	889,862	907,660	925,813
Transaction fees	750,790	838,990	880,940	924,986	971,236	1,019,798
Contract staff	483,045	606,233	636,545	668,372	701,790	736,880
Amortization	574,549	463,047	486,199	510,509	536,035	562,837
Volunteer expenses	327,796	426,685	435,219	443,923	452,802	461,858
Consultants	342,420	366,432	384,754	403,991	424,191	445,400
Professional development	186,448	296,564	311,392	326,962	343,310	360,475
Insurance	167,175	176,650	185,483	194,757	204,494	214,719
Office supplies	91,863	116,032	121,834	127,925	134,322	141,038
Postage and courier	107,923	103,472	108,646	114,078	119,782	125,771
Recognition, grants and awards	81,410	102,350	107,468	112,841	118,483	124,407
Staff expenses	44,320	79,375	83,344	87,511	91,886	96,481
Printing & photocopying	38,800	55,000	57,750	60,638	63,669	66,853
Advertising	42,297	50,287	52,801	55,441	58,213	61,124
	<b>26,149,908</b>	<b>31,020,662</b>	<b>31,843,542</b>	<b>32,694,691</b>	<b>33,631,029</b>	<b>34,599,802</b>
<b>EXCESS OF REVENUE OVER EXPENDITURE before undernoted</b>	<b>\$6,920,205</b>	<b>\$1,377,210</b>	<b>\$1,490,614</b>	<b>\$1,573,509</b>	<b>\$1,615,790</b>	<b>\$1,654,180</b>
<b>PROJECTS AND COUNCIL INITIATIVES</b>	2,927,880	611,936	500,000	500,000	500,000	500,000
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>	<b>\$3,992,325</b>	<b>\$765,274</b>	<b>\$990,614</b>	<b>\$1,073,509</b>	<b>\$1,115,790</b>	<b>\$1,154,180</b>

**Note:** (1) Revenue projections based on 2% growth, with the exception of 40 Sheppard revenues which are based on a 3% growth; and Ad revenue which is projected to grow by 0.75%

(2) Operational Cost projections are based on 5% growth, with the exception of FT salaries and benefits which are projected to grow by 2%

**Professional Engineers Ontario**  
**40 Sheppard Ave. - Statement of projected revenues and expenses**  
**for the years ending December 31 - DRAFT**

C-549-2.4  
Appendix A

DRAFT - reviewed by AFC on Sept 8, 2022

Description	2022 FORECAST	2023 BUDGET	2024 PROJECTION	2025 PROJECTION	2026 PROJECTION	2027 PROJECTION
Rental income	829,138	885,390	918,899	942,325	963,828	979,812
Operating cost	1,684,578	1,905,666	1,911,544	1,944,705	1,989,919	2,036,387
Property tax	395,303	384,003	439,251	444,817	453,713	462,787
Parking income	158,250	162,000	162,000	162,000	162,000	162,000
Other space rent	144,587	140,381	140,381	140,576	140,576	140,576
<b>TOTAL REVENUE</b>	<b>3,211,856</b>	<b>3,477,440</b>	<b>3,572,075</b>	<b>3,634,423</b>	<b>3,710,036</b>	<b>3,781,562</b>
Less PEO Share of CAM & Tax	752,167	862,304	879,550	897,141	915,084	933,386
<b>TOTAL REVENUE excluding PEO share of CAM &amp; Tax</b>	<b>2,459,689</b>	<b>2,615,136</b>	<b>2,692,525</b>	<b>2,737,282</b>	<b>2,794,952</b>	<b>2,848,176</b>
Utilities	474,805	513,367	523,634	534,107	544,789	555,685
Property taxes	431,295	439,921	448,720	457,694	466,848	476,185
Amortization	357,336	364,900	390,124	409,630	430,112	451,617
Payroll	265,963	279,261	284,846	290,543	296,354	302,281
Janitorial	206,979	230,947	234,006	238,686	243,460	248,329
Repairs and maintenance	260,775	296,129	286,936	292,675	298,528	304,499
Property management and advisory fees	50,000	60,000	60,000	60,000	60,000	60,000
Road and ground	22,423	30,647	17,462	17,811	18,167	18,531
Administration	29,318	35,830	36,547	37,278	38,023	38,784
Security	69,187	59,058	60,239	61,444	62,673	63,927
Insurance	39,375	38,099	38,861	39,638	40,431	41,240
<b>TOTAL RECOVERABLE EXPENSES</b>	<b>2,207,456</b>	<b>2,348,159</b>	<b>2,381,375</b>	<b>2,439,506</b>	<b>2,499,385</b>	<b>2,561,078</b>
Interest expense on note and loan payable	68,174	28,810	2,124	0	0	0
Amortization of building	388,293	388,293	388,293	388,293	388,293	388,293
Amortization of leasing costs	70,152	70,055	66,746	12,884	9,759	5,384
Amortization of non-recov cap	91,225	103,190	103,190	103,190	103,190	103,190
Other non-recoverable expenses	33,721	51,180	51,180	51,180	51,180	51,180
<b>TOTAL OTHER EXPENSES</b>	<b>651,565</b>	<b>641,528</b>	<b>611,533</b>	<b>555,547</b>	<b>552,422</b>	<b>548,047</b>
<b>TOTAL EXPENSES</b>	<b>2,859,021</b>	<b>2,989,687</b>	<b>2,992,908</b>	<b>2,995,053</b>	<b>3,051,807</b>	<b>3,109,125</b>
Less PEO Share of CAM & Tax	752,167	862,304	879,550	897,141	915,084	933,386
<b>TOTAL EXPENSES excluding PEO share of CAM</b>	<b>2,106,854</b>	<b>2,127,383</b>	<b>2,113,358</b>	<b>2,097,912</b>	<b>2,136,723</b>	<b>2,175,739</b>
<b>NET INCOME</b>	<b>352,835</b>	<b>487,753</b>	<b>579,167</b>	<b>639,370</b>	<b>658,229</b>	<b>672,437</b>

**Professional Engineers Ontario**

DRAFT - reviewed by AFC on Sept 8, 2022

C-549-2.4  
Appendix A

S. No	Projects and Council initiatives	2022 Budget	2022 Forecast	2023 (Note 3)	2024	2025	2026
1	HR governance & restructuring related expenses (Note 1)	\$1,356,000	\$800,000	-	-	-	-
2	Anti-Racism WG	-	\$112,060	-	-	-	-
3	IDDC Project (Note 2)	\$570,000	\$570,000	\$536,936	-	-	-
4	Human Resources Information System	-	\$17,820	-	-	-	-
5	Aptify Enhancements	\$63,000	\$50,000	-	-	-	-
6	Scoping of Portal Upgrade	\$75,000	\$25,000	-	-	-	-
7	Contractors for IT initiatives	\$698,000	\$698,000	-	-	-	-
8	Data quality and governance	\$62,000	-	-	-	-	-
9	Online application process	\$186,000	\$130,000	-	-	-	-
10	Records retention	\$72,000	-	-	-	-	-
11	Enhanced security	\$55,000	\$130,000	-	-	-	-
12	Centennial gala other initiatives	\$500,000	\$395,000	-	-	-	-
13	Councillor Training	-	-	\$75,000	-	-	-
14	TBD	-	-	-	\$500,000	\$500,000	\$500,000
		<b>\$3,637,000</b>	<b>\$2,927,880</b>	<b>\$611,936</b>	<b>\$500,000</b>	<b>\$500,000</b>	<b>\$500,000</b>

**Notes:**

- 1 Forecasted 2022 spend includes costs for HR consultant and various other initiatives
- 2 Full budgeted amount expected to be used up for the IDDC project in FY 2022. Additional expected spend for FY 2023 is \$537k
- 3 Additional information on the strategic plan projects will be presented when available



**Professional Engineers  
Ontario**

C-549-2.4

Appendix B

# **Professional Engineers Ontario**

## **2023 Operating and Capital Budget Assumptions**

**For review / approval by AFC**

**on June 29, 2022**

## 2023 Budget Assumptions

This document presents key assumptions for revenues, operating expenses and capital expenses related to PEO's 2023 operating and capital budgets.

### A. General Assumptions

It is assumed that in 2023, PEO will continue with a hybrid mode that allows for both working from home and the office. In line with previous years, Council-directed or special one-time projects will be funded from the cash surplus. Additional monies will be budgeted for the strategic plan as soon as additional information on specific projects becomes available.

### B. Capital Expenditure Assumptions

PEO's capital expenditures in 2023 are expected to be as indicated below:

#### Technology Projects

PEO has shifted from Capex to operating expenditures by transitioning to a digital/cloud first subscription-based model for services. In line with previous years, a majority of computer hardware will be leased. Increased use of consultants, contract staff, and FT staff will provide for the existing and new business requirements. A move to a risk-based approach to technology will require increased expenditures in security software and services.

With the to move to a hybrid workforce, PEO will continue to look at all existing business services to determine the required technology to support this new working style. Necessary investments to replace incompatible, ageing analog AV technology will be critical to a successful transformation will continue to be made. For a more proactive budgeting model, a 5 per cent technology contingency will be added to the yearly technology budget to cover unexpected costs.

#### Building improvements – recoverable

Critical and key repairs and upgrades to common areas of the building, including environmental initiatives shall be undertaken in 2023 in accordance with the recommendations by PEO's property manager.

#### Facilities

Funding will be made available for workplace changes necessary to accommodate newly hired staff who prefer a return-to-work option.

### C. Revenue Assumptions

Based on prior member statistics and current trends, the budget assumptions for the 2023 budget are:

#### 1. Membership levels, fees, and dues

- All fees, including P.Eng. fees, EIT fees, application fees, registration fees, limited license fees and provisional license fees will continue to be billed per the current fee schedule in place.
- Net growth rate in the number of full-fee P.Eng. members is expected to be in the range of 0.5 to 2 per cent based on historical trends. The impact of various regulatory changes such as mandatory CPD and FARPACTA will be factored in when arriving at budget estimates. It is expected that FARPACTA will result in a significant decline in the number of new applications due to the fact that applicants will now need to apply after the four-year experience requirement is met.
- Net growth rate in the number of retirees and partial fee members is expected to be in the range of 1 per cent to 5 per cent based on historical trends. The impact of various regulatory changes such as mandatory CPD and FARPACTA will be factored in when arriving at budget

## 2023 Budget Assumptions

estimates.

- Miscellaneous revenue from enforcement-related activities, regulatory recoveries, and administrative fees will be factored in the 2023 budget.

### **2. Investment income**

PEO's fund manager does not predict returns over a twelve-month cycle. Given the expected return to normality in 2023, returns of around 3 per cent can be expected.

### **3. Advertising income**

Advertising revenue in 2023 is expected to be in the range of \$100k to \$120k. Ad revenue for the year ended December 31, 2021 was \$101k.

### **4. Rental income from 40 Sheppard**

Rental income is expected to remain in line with total recoverable expenses. Appropriate adjustments shall be made depending on how the situation with the pandemic evolves.

## **D. Expense Assumptions**

### **1. Salaries**

Additional information on hiring and the compensation philosophy will be shared once available.

### **2. Benefits**

Benefits include health, vision, life and dental benefits. For the budget, a premium increase of 7 per cent has been assumed based on the information received from the benefits provider.

### **3. PEO pension plan**

The pension plan contribution for 2023 will be based on the three-year mandatory funding valuation conducted by PEO's actuary. Based on the inputs provided, employer costs are projected to be no more 27.8 per cent of gross salary. RRSP contributions will be up to a max 5 per cent of gross salary.

### **4. Statutory deductions**

These include Canada Pension Plan (CPP), Employer Health Tax (EHT) and Employment Insurance (EI). For 2023, it is anticipated that CPP increases to 5.95 per cent. EHT remains unchanged at 1.95 per cent and EI is also expected to remain unchanged at 2.5 per cent.

### **5. Other assumptions**

- The increase in spend for regular operations will be assumed to be at the forecasted inflation of 5 per cent and all programs will be subject to evaluation.
- Chapter spending may vary outside of the range of the forecasted inflation rate, depending on chapter business plans for 2023.
- The Engineers Canada assessment rate is expected to remain unchanged.
- It is expected that the nature and volume of complaint, discipline, and enforcement files, as well as claims against PEO will remain consistent with previous years.
- These assumptions may be revised as more information on the Covid-19 pandemic and data on various projects and spend items become available.

### **6. 40 Sheppard Expenses**

Expenses include operating expenses (recoverable and non-recoverable) and financing expenses. Total recoverable tenant expenses are expected to increase by approximately 2.5 per cent to 3 per cent.

# Briefing Note – Information

C-549-2.5

## 2023 DRAFT CAPITAL BUDGET

**Purpose:** To review the 2023 draft capital budget.

**No motion required**

**Prepared by:** Chetan Mehta, Director - Finance

### 1. Status Update

In accordance with the Council approved PEO business planning cycle, the draft capital budget (Appendix A) is provided to Council for review and feedback.

Council's feedback will be incorporated in the final version of the 2023 draft capital budget which will be presented at the November 2022 meeting for approval.

The key highlights of the 2023 draft capital budget are summarized below. The total capital budget for 2023 is \$444.4k and is comprised of the following parts:

- 1) Capital improvements to 40 Sheppard - \$404.4k; and
- 2) Office furniture and misc. contingencies - \$40k

#### 1) Capital improvements to 40 Sheppard

An amount \$344.6k has been budgeted for capital improvements that are part of Common Area Maintenance (CAM) costs which are recoverable from tenants and recommended by BGIS, PEO's property manager. These planned improvements in 2023 include:

- \$200k for replacing the exterior wall sealant;
- \$75k for upgrades to electrical distribution equipment;
- \$40k for the installation of a waterproof transformer vault;
- \$20k for window replacements; and
- \$9.6k for replacing the cooling tower bearing and belt drive

A total amount of \$59.8k has been budgeted for leasehold improvements (or inducements) for the vacant space on the 2nd floor. Leasehold inducements are incentives for renovations which are provided to potential tenants for signing leases.

#### 2) Facilities

The expenditures for 2023 are:

- \$40k for replacing old office furniture and for misc. contingencies

The above figures will be revised and updated to include spend on other projects, including environmental initiatives which may be recommended by the new property manager.

### 2. Background



The Audit and Finance Committee (AFC) met on June 29, 2022 to review and provide feedback on the budget assumptions for the 2023 operating and capital budgets, after which the senior management team and staff began work on the budgets. A draft copy of the 2023 operating and capital budgets with the 2022 forecast was completed in Sept and distributed to the AFC prior to its meeting on Sep 8, 2022.

During this meeting, the AFC met with the CEO/Registrar, the Director of Finance and other staff to review the first draft of the budgets. Key highlights of the operating and capital budget were presented and questions from the committee members were answered by staff. After extensive discussion, the AFC concurred that the draft version of the budgets be presented to Council for information and feedback.

## **2. Appendices**

- **Appendix A – 2023 Draft Capital Budget**

## Professional Engineers Ontario

## 2023 Capital Budget - DRAFT

C-549-2.5  
Appendix A

DRAFT - reviewed by AFC on Sept 8, 2022

S. No	Project	2022		2023
		Budget	Forecast	Budget
	<b>40 Sheppard Ave - Recoverable expenses</b>			
1	Exterior windows	66,958	-	20,000
2	Planters revamp	25,000	-	-
3	Terminal Packing Units - Heat Pumps 4 @ 10K	40,000	-	-
4	Common Area Wall Painting	80,000	-	-
5	Garage repairs	350,000	-	-
6	Controllers for BAS (Building Automated Systems)	-	52,343	-
7	Security Upgrade - Kantech replacement	-	4,734	-
8	Cooling tower bearing / Drive belt	-	-	9,600
9	Waterproof transformer vault - (North Planter)	-	-	40,000
10	Electrical distribution equipment	-	-	75,000
12	Exterior wall sealant replacement	-	-	200,000
	<b>TOTAL 40 Sheppard- Common Area</b>	<b>561,958</b>	<b>57,077</b>	<b>344,600</b>
	<b>40 Sheppard Ave - Non-Recoverable</b>			
13	2nd Floor	-	-	59,825
	<b>Total 40 Sheppard Ave - Non-Recoverable</b>	<b>-</b>	<b>-</b>	<b>59,825</b>
	<b>TOTAL 40 Sheppard recoverable expenses</b>	<b>561,958</b>	<b>57,077</b>	<b>404,425</b>
	<b>Hardware</b>			
		-	-	-
	<b>Total Computer Hardware</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Software</b>			
		-	-	-
	<b>Total Software</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Total Computer</b>	<b>-</b>	<b>-</b>	<b>-</b>
	<b>Facilities</b>			
14	Office furniture and misc. contingencies		15,823	40,000
	<b>Total Facilities</b>	<b>-</b>	<b>15,823</b>	<b>40,000</b>
	<b>TOTAL Spend on Capital Assets</b>	<b>\$561,958</b>	<b>\$72,900</b>	<b>\$444,425</b>

C-549-2.6

# Briefing Note - Information

---

## **FARPACTA PART 1: ACADEMIC ASSESSMENTS AND EQUIVALENCIES**

**Prepared by:** Dale Power – Secretariat Administrator

A verbal report will be provided.

# Briefing Note—Decision-By-Law Amendment

C-549-2.7

## By-Law Amendments to Implement the Directions of the Audit and Finance Committee

**Purpose:** To amend By-Law Number 1 to update paragraph 45 in accordance with the best practices proposed by the Audit and Finance Committee and previously adopted by Council.

**Motion(s) to consider: (requires a 2/3 majority of votes cast to carry)**

That Council approves the amendments to By-Law No. 1 set out in the appendices.

**Prepared by:** Chetan Mehta, Director, Finance  
Nedra Brown, Legal Counsel and Manager Tribunals

### 1. Need for PEO Action

At its June 2022 meeting, Council approved in principle recommendations from the Audit and Finance Committee to make certain changes to By-Law No. 1. The objective is to incorporate best practices for financial approvals. The proposed changes also reflect the current organizational structure. The draft changes were considered by the Audit and Finance Committee at their September 8, 2022 meeting, where it was moved, and passed, that these amendments be recommended to Council for formal approval.

### 2. Proposed Action / Recommendation

- That Council adopt the attached draft amendments to By-Law No. 1 to incorporate the directions as recommended by the Audit and Finance Committee.

### 5. Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"> <li>The Finance and Audit Committee reviewed and recommended an amendment to By-Law 1 relating to updating signatories and recognizing changes in levels of expenditures.</li> </ul>
<b>Council Identified Review</b>	<ul style="list-style-type: none"> <li>The need for these changes has been identified at various points during the auditing process. The need for these changes has been identified at various points during the completion of the two-year governance roadmap approved by Council</li> </ul>

### 6. Appendices:

Appendix A – Draft By-Law amendments redline version

Appendix B – Proposed by-law amendments final version.

Appendix C – Table of amendments and authority.

**C-549-2.7**  
**Appendix A**

Appendix A - Draft By-Law amendments redline version

45. ~~(a) Subject to Section 8(1) and subject to Section 45(b), deeds, transfers, contracts and other instruments requiring the signature of the association may be signed by one of the president, president elect, or the past president and either the CEO/ registrar or the director, finance. (Amended February 2, 2018 and September 20, 2019)~~

~~(b) Deeds, transfers, contracts and other instruments requiring the signature of the association and which have an aggregate expenditure thereunder of up to less than \$20,000 may be signed by any two of the CEO/registrar; director, finance; deputy registrar, licensing and registration; deputy registrar, standards and tribunals; deputy registrar, regulatory compliance; director, communications; chief administrative officer; or director, information and technology services. \$25,000 may be approved by the designated department Director; amounts up to \$50,000 may be approved by the designated staff Vice President; Amounts up to \$100,000 may be approved by the CEO/Registrar or staff Vice-Presidents; and amounts exceeding \$100,000 may be approved by one of the CEO/Registrar or staff Vice Presidents; and one of the President, President-Elect or Past-President. (Amended February 2, 2018 and September 20, 2019)~~

<b>C-549-2.7</b> <b>Appendix B</b>
---------------------------------------

Appendix B - Proposed by-law amendments final version.

45. Deeds, transfers, contracts and other instruments requiring the signature of the association and which have an aggregate expenditure thereunder of up to \$25,000 may be approved by the designated department Director; amounts up to \$50,000 may be approved by the designated staff Vice President; Amounts up to \$100,000 may be approved by the CEO/Registrar or staff Vice-Presidents; and amounts exceeding \$100,000 may be approved by one of the CEO/Registrar or staff Vice Presidents; and one of the President, President-Elect or Past-President.

Appendix C – Table of amendments and authority.

By-Law Amendments Table

Original with edits	Authority to make the change	New
<p>45. <del>(a) Subject to Section 8(1) and subject to Section 45(b), deeds, transfers, contracts and other instruments requiring the signature of the association may be signed by one of the president, president elect, or the past president and either the CEO/ registrar or the director, finance. (Amended February 2, 2018 and September 20, 2019)</del></p> <p><del>(b) Deeds, transfers, contracts and other instruments requiring the signature of the association and which have an aggregate expenditure thereunder of up to less than \$20,000 may be signed by any two of the CEO/registrar; director, finance; deputy registrar, licensing and registration; deputy registrar, standards and tribunals; deputy registrar, regulatory compliance; director, communications; chief administrative officer; or director, information and technology services. \$25,000 may be approved by the designated department Director; amounts up to \$50,000 may be approved by the designated staff Vice President; Amounts up to \$100,000 may be approved by the CEO/Registrar or the staff Vice-President; and amounts exceeding \$100,000 may be approved by one of the CEO/Registrar or staff Vice President; and one of the President, President-Elect or Past-President. (Amended February 2, 2018 and September 20, 2019)</del></p>	<p>Recommendation from the Audit and Finance Committee</p>	<p>45. Deeds, transfers, contracts and other instruments requiring the signature of the association and which have an aggregate expenditure thereunder of up to \$25,000 may be approved by the designated department Director; amounts up to \$50,000 may be approved by the designated staff Vice President; Amounts up to \$100,000 may be approved by the CEO/Registrar or the staff Vice-Presidents; and amounts exceeding \$100,000 may be approved by one of the CEO/Registrar or staff Vice Presidents; and one of the President, President-Elect or Past-President.</p>

# Briefing Note: Decision

## BY-LAW AMENDMENTS TO IMPLEMENT DIRECTIONS PREVIOUSLY APPROVED BY COUNCIL

**Purpose:** To amend By-Law Number 1 in order to implement a number of governance directions, most of which emerged in the course of completing the Governance Roadmap (2020-2022)

**Motion(s) to consider: (requires a 2/3 majority of votes cast to carry)**

That Council be asked to approve the amendments to By-Law No. 1 as presented to the meeting at C-549-2.8, appendices A, B, C and D.

**Prepared by:** Nedra Brown, Legal Counsel and Manager Tribunals (with input from the Chief Legal Officer and the Director, Governance)

### 1. Need for PEO Action

#### (a) General

1. As part of its work on the Governance Roadmap approved in March 2020, Council approved the following directions:
  - Governance committees: At its meeting held on April 30, 2021 Council directed the CEO/Registrar to develop by-law amendments for Council's future consideration to govern the roles and functions of these board governance committees.
  - Agendas and minutes: At its meeting held on November 19, 2021, Council formally adopted the approach to agendas and minutes as summarized in the document titled "Agendas and Minutes Approach (Including In Camera Items)", as presented at C-544-2.11 (see attached) and requested 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. (The approach adopted in November 2021, which remains in effect, applies only to Council and its governance committees. A by-law amendment would apply across the board.)
  - Process for filling Councillor vacancies: At its meeting held on April 8, 2022: Council adopted a process for filling vacancies, and also requested recommendations on how to set out this process in a regulation or by-law:
    - Contact the first runner-up from the most recent Council election for the position where the vacancy has arisen to determine if they are interested in serving the unexpired portion of the Council member's term and if so recommend that Council appoint that person at the earliest opportunity; or o In the event the first runner-up for a position declines, contact the next runner-up in the most recent election and, if that person is willing, recommend them for appointment as



above; and if that runner-up declines, continue this process in sequence with additional runners-up, as applicable; or

- In the event that all runners-up decline, or where there were no runners-up because of an acclamation at the time of the last election, invite expressions of interest from those PEO Members eligible to fill the vacancy, consider candidates and make a recommendation to Council at an appropriate time.

*(b) Specific recommendations*

The following by-law changes, detailed in the appendices, are recommended for approval:

- A. To amend section 15 related to meeting transparency, in order incorporate the existing, Council-approved approach to agendas and minutes and apply this to all committees, etc., of the organization.
- B. To add a new section 29.1 that addresses elected councillor vacancies that occur unexpectedly.
- C. To amend section 30 to reflect the past-president's ex-officio role. (NB While not explicitly part of a governance direction, this change is consistent with discussions that occurred and a consensus that emerged as the new governance committees were being formed. It also matches other roles given to the past-president, for instance signing authority.)
- D. To add a new section 30.1 to incorporate the governance committees established by council in 2021.

## 2. Proposed Action / Recommendation

- That, as moved by GNC, Council be asked to adopt the attached draft amendments to By-Law No. 1 to incorporate the directions already set by Council as part of its work on the Governance Roadmap approved in March 2020.

## 3. Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"> <li>• Review of the current the by-laws in the context of work done during the Governance Roadmap (2020-22) and the directions already set by Council.</li> <li>• Discussions with Governance Advisors.</li> <li>• GNC reviewed and recommended bringing this matter to Council.</li> </ul>
<b>Council Identified Review</b>	<ul style="list-style-type: none"> <li>• The need for these changes has been identified at various points during the completion of the two-year Governance Roadmap approved by Council.</li> </ul>

## 4. Appendices:

Appendix A – Draft By-Law amendments redline version

Appendix B – Proposed by-law amendments final version

Appendix C – Table of amendments and authority

Appendix D – Agendas and Minutes Approach Approved by Council in November 2021



## Appendix A – Draft By-Law amendments redline version

### By-Law No. 1

A by-law relating to the administrative and domestic affairs of the Association of Professional Engineers of Ontario as approved by Council on June 25 , 1984, and subsequently amended in March 1993 , February 1999 , February 2000 , February 2002 , February 2004, February 2005, February 2006, February 2007, February 2008, February 2009, March 2010, November 2010, February 2011, June 2013 , February 2018, June 2018, February 2019, March 2019, September 2019, June 2020, September 2020, ~~and~~ February 2021, and September 2022.

15. (1) In this section, “committee” means any governance committee, advisory committee, or other committee or subcommittee or other entity composed of Members or members of Council; “meeting” means any regular, special or other meeting of the Council or a committee or subcommittee thereof.

(2) Except as provided for in this section and the regulations, all meetings shall be open to the public.

(3) The Chair of any meeting may expel any person for improper conduct at a meeting.

(4) The meeting or part of a meeting may be closed to the public by the Chair of the meeting at his or her discretion if the subject matter being considered concerns:

(a) the security of the property of the association;

(b) personal matters about an identifiable individual;

(c) the proposed or pending acquisition of assets by the association;

(d) labour relations or employee negotiations;

(e) litigation or potential litigation, including matters before administrative tribunals affecting the association or a Member;

(f) the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; ~~and~~

(g) draft amendments to the Act or regulations if received under seal from the Minister;

and

(h) any other matter which the Council determines to be of such a nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings be open to the public

(5) Before holding a meeting or part of a meeting that is to be closed to the public, the Council or the committee of Council shall state by resolution the fact of the holding of the closed meeting or part of the meeting.

(6) The record of all matters being considered in a closed meeting shall be listed by topic only on the agenda and no specific information shall be disclosed until the matter has formally been made public.

(7) The record of all council and committee meetings shall include only enough detail to summarize discussions, and record motions and decisions made as a result of those discussions.

(8) Discussions shall not be recorded save as required by tribunals.

(9) Where a member wishes to have specific comments or objections noted and attributed to them in the minutes a motion to record and attribute comments or objections must be passed by a majority vote at the meeting where the matter is discussed.

#### 29.1 Filling a Councillor Vacancy

(1) Outside of the regular election or appointment process, council vacancies shall be filled as follows:

- (a) The Chair of the Governance Nominating Committee (GNC) or designate shall contact the first runner-up from the most recent Council election for the position where the vacancy has arisen to determine if they are interested in serving the unexpired portion of the Council member's term and if so recommend that Council appoint that person at the earliest opportunity; or
- (b) In the event the first runner-up for a position declines, contact the next runner-up in the most recent election and, if that person is willing, recommend them for appointment as above; and
- (c) if that runner-up declines, continue this process in sequence with additional runners-up, as applicable.

(2) In the event that all runners-up decline, or where there were no runners-up because of an acclamation at the time of the last election, the Governance and Nominating Committee (GNC) will invite expressions of interest from those PEO Members eligible to fill the vacancy, consider candidates and make a recommendation to Council at an appropriate time.

30. (1) In addition to the committees prescribed by the Act, the Regulations, and these by-laws, the Council may also from time to time appoint such other committees as it considers desirable to assist it in the management of the affairs of the association. ~~including, but not limited to:~~

~~(a) Legislation Committee;~~

~~(b) Professional Standards Committee;~~

~~(c) Finance Committee.~~

(2) The membership of all committees appointed under this Section 30 may include one or more members of the Council and such members of the association as the Council shall consider desirable (having regard to the need for continuity in the affairs of the association) and each committee shall perform such duties as Council may from time to time prescribe.

(3) The president and the president-elect and past-president shall be ex-officio members of all committees appointed under this by-law, including without limitation the governance committees established under this Section 30. 1.

(4) Subject to the provisions of the Act, the regulations and the by-laws, each committee shall determine the manner in which meetings of the committee shall be convened and the procedure at such meetings.

(5) Members of Council may attend meetings of committees appointed under this Section 30 as observers.

### 30.1

(1) Council shall appoint the following governance committees from amongst its members:

(a) Governance and Nominating Committee

(b) Regulatory Policy and Legislation Committee

(c) Audit and Finance Committee

(d) Human Resources and Compensation Committee

(2) Council shall appoint the chair of each governance committee.

**Appendix B – Proposed by-law amendments final version.**

By-Law No. 1

A by-law relating to the administrative and domestic affairs of the Association of Professional Engineers of Ontario as approved by Council on June 25, 1984, and subsequently amended in March 1993, February 1999, February 2000, February 2002, February 2004, February 2005, February 2006, February 2007, February 2008, February 2009, March 2010, November 2010, February 2011, June 2013, February 2018, June 2018, February 2019, March 2019, September 2019, June 2020, September 2020, February 2021, and September 2022.

[September 2022](#)

15. (1) In this section, “committee” means any governance committee, advisory committee, or other committee or subcommittee or other entity composed of Members or members of Council; “meeting” means any regular, special or other meeting of the Council or a committee or subcommittee thereof.

(2) Except as provided for in this section and the regulations, all meetings shall be open to the public.

(3) The Chair of any meeting may expel any person for improper conduct at a meeting.

(4) The meeting or part of a meeting may be closed to the public by the Chair of the meeting at his or her discretion if the subject matter being considered concerns:

- (a) the security of the property of the association;
- (b) personal matters about an identifiable individual;
- (c) the proposed or pending acquisition of assets by the association;
- (d) labour relations or employee negotiations;
- (e) litigation or potential litigation, including matters before administrative tribunals affecting the association or a Member;
- (f) the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
- (g) draft amendments to the Act or regulations, if received under seal from the Minister; and
- (h) any other matter which the Council determines to be of such a nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings be open to the public

(5) Before holding a meeting or part of a meeting that is to be closed to the public, the Council or the committee of Council shall state by resolution the fact of the holding of the closed meeting or part of the meeting.

- (6) The record of all matters being considered in a closed meeting shall be listed by topic only on the agenda and no specific information shall be disclosed until the matter has formally been made public.
- (7) The record of all council and committee meetings shall include only enough detail to summarize discussions, and record motions and decisions made as a result of those discussions.
- (8) Discussions shall not be recorded save as required by tribunals.
- (9) Where a member wishes to have specific comments or objections noted and attributed to them in the minutes a motion to record and attribute comments or objections must be passed by a majority vote at the meeting where the matter is discussed.

#### 29.1 Filling a Councillor Vacancy

- (1) Outside of the regular election or appointment process, council vacancies shall be filled as follows:
  - (a) The Chair of the Governance Nominating Committee (GNC) or designate shall contact the first runner-up from the most recent Council election for the position where the vacancy has arisen to determine if they are interested in serving the unexpired portion of the Council member's term and if so recommend that Council appoint that person at the earliest opportunity; or
  - (b) In the event the first runner-up for a position declines, contact the next runner-up in the most recent election and, if that person is willing, recommend them for appointment as above; and
  - (c) if that runner-up declines, continue this process in sequence with additional runners-up, as applicable.
- (2) In the event that all runners-up decline, or where there were no runners-up because of an acclamation at the time of the last election, the Governance and Nominating Committee (GNC) will invite expressions of interest from those PEO Members eligible to fill the vacancy, consider candidates and make a recommendation to Council at an appropriate time.

30. (1) In addition to the committees prescribed by the Act, the Regulations, and these by-laws, the Council may also from time to time appoint such other committees as it considers desirable to assist it in the management of the affairs of the association.

(2) The membership of all committees appointed under this Section 30 may include one or more members of the Council and such members of the association as the Council shall consider desirable (having regard to the need for continuity in the affairs of the association) and each committee shall perform such duties as Council may from time to time prescribe.

(3) The president and the president-elect and past-president shall be ex-officio members of all committees appointed under this by-law, including without limitation the governance committees established under this Section 30.1.

(4) Subject to the provisions of the Act, the regulations and the by-laws, each committee shall determine the manner in which meetings of the committee shall be convened and the procedure at such meetings.

(5) Members of Council may attend meetings of committees appointed under this Section 30 as observers.

#### 30.1

(1) Council shall appoint the following governance committees from amongst its members:

- (a) Governance and Nominating Committee
- (b) Regulatory Policy and Legislation Committee
- (c) Audit and Finance Committee
- (d) Human Resources and Compensation Committee

(2) Council shall appoint the chair of each governance committee.



**Appendix C – Table of amendments and authority**

Amendments	Authority	Final Version
<p>15. (1) In this section, “committee” means any <u>governance committee</u>, advisory <u>committee</u>, or other committee or subcommittee or other entity composed of Members or members of Council; “meeting” means any regular, special or other meeting of the Council or a committee or subcommittee thereof.</p> <p>(2) Except as provided for in this section and the regulations, all meetings shall be open to the public.</p> <p>(3) The Chair of any meeting may expel any person for improper conduct at a meeting.</p> <p>(4) The meeting or part of a meeting may be closed to the public by the Chair of the meeting at his or her discretion if the subject matter being considered concerns:</p> <p>(a) the security of the property of the association;</p> <p>(b) personal matters about an identifiable individual;</p> <p>(c) the proposed or pending acquisition of assets by the association;</p> <p>(d) labour relations or employee negotiations;</p> <p>(e) litigation or potential litigation, including matters before administrative tribunals affecting the association or a Member;</p> <p>(f) the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;</p> <p>(g) <u>draft amendments to the Act or regulations, if received under seal from the Minister;</u></p> <p><u>and</u></p> <p><u>(h) any other matter which the Council determines to be of such a nature that the harm created by the disclosure would outweigh the desirability of</u></p>	<p>At its meeting held on November 19, 2021, Council formally adopted the approach to agendas and minutes as summarized in the document titled “Agendas and Minutes Approach (see attached) and requested 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.</p>	<p>15. (1) In this section, “committee” means any governance committee, advisory committee, or other committee or subcommittee or other entity composed of Members or members of Council; “meeting” means any regular, special or other meeting of the Council or a committee or subcommittee thereof.</p> <p>(2) Except as provided for in this section and the regulations, all meetings shall be open to the public.</p> <p>(3) The Chair of any meeting may expel any person for improper conduct at a meeting.</p> <p>(4) The meeting or part of a meeting may be closed to the public by the Chair of the meeting at his or her discretion if the subject matter being considered concerns:</p> <p>(a) the security of the property of the association;</p> <p>(b) personal matters about an identifiable individual;</p> <p>(c) the proposed or pending acquisition of assets by the association;</p> <p>(d) labour relations or employee negotiations;</p> <p>(e) litigation or potential litigation, including matters before administrative tribunals affecting the association or a Member;</p> <p>(f) the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose;</p> <p>(g) <u>draft</u> amendments to the Act or regulations, <u>if</u> received <u>under seal</u> from the Minister; and</p> <p>(h) any other matter which the Council determines to be of such a nature that the harm created by the disclosure would outweigh the desirability of adhering to the principle that meetings be open to the public</p>

<p><u>adhering to the principle that meetings be open to the public</u></p> <p>(5) Before holding a meeting or part of a meeting that is to be closed to the public, the Council or the committee of Council shall state by resolution the fact of the holding of the closed meeting or part of the meeting.</p> <p><u>(6) The record of all matters being considered in a closed meeting shall be listed by topic only on the agenda and no specific information shall be disclosed until the matter has formally been made public.</u></p> <p><u>(7) The record of all council and committee meetings shall include only enough detail to summarize discussions, and record motions and decisions made as a result of those discussions.</u></p> <p><u>(8) Discussions shall not be recorded save as required by tribunals.</u></p> <p><u>(9) Where a member wishes to have specific comments or objections noted and attributed to them in the minutes a motion to record and attribute comments or objections must be passed by a majority vote at the meeting where the matter is discussed.</u></p>		<p>(5) Before holding a meeting or part of a meeting that is to be closed to the public, the Council or the committee of Council shall state by resolution the fact of the holding of the closed meeting or part of the meeting.</p> <p>(6) The record of all matters being considered in a closed meeting shall be listed by topic only on the agenda and no specific information shall be disclosed until the matter has formally been made public.</p> <p>(7) The record of all council and committee meetings shall include only enough detail to summarize discussions, and record motions and decisions made as a result of those discussions.</p> <p>(8) Discussions shall not be recorded save as required by tribunals.</p> <p>(9) Where a member wishes to have specific comments or objections noted and attributed to them in the minutes a motion to record and attribute comments or objections must be passed by a majority vote at the meeting where the matter is discussed.</p>
<p><u>29.1 Filling a Councillor Vacancy</u></p> <p><u>(1) Outside of the regular election or appointment process, council vacancies shall be filled as follows:</u></p> <p><u>(a) The Chair of the Governance Nominating Committee (GNC) or designate shall contact the first runner-up from the most recent Council election for the position where the vacancy has arisen to determine if they are interested in serving the unexpired portion of the Council member's term and if so recommend that Council appoint that person at the earliest opportunity; or</u></p>	<p>At its meeting held on April 8, 2022: Council adopted a process for filling vacancies, and also requested recommendations on how to set out this process in a regulation or by-law.</p>	<p>29.1 Filling a Councillor Vacancy</p> <p>(1) Outside of the regular election or appointment process, council vacancies shall be filled as follows:</p> <p>(a) The Chair of the Governance Nominating Committee (GNC) or designate shall contact the first runner-up from the most recent Council election for the position where the vacancy has arisen to determine if they are interested in serving the unexpired portion of the Council member's term and if so recommend that Council appoint that person at the earliest opportunity; or</p> <p>(b) In the event the first runner-up for a position declines, contact the next runner-up in the most recent election</p>

<p><u>(b) In the event the first runner-up for a position declines, contact the next runner-up in the most recent election and, if that person is willing, recommend them for appointment as above; and</u></p> <p><u>(c) if that runner-up declines, continue this process in sequence with additional runners-up, as applicable.</u></p> <p><u>(2) In the event that all runners-up decline, or where there were no runners-up because of an acclamation at the time of the last election, the Governance and Nominating Committee (GNC) will invite expressions of interest from those PEO Members eligible to fill the vacancy, consider candidates and make a recommendation to Council at an appropriate time.</u></p>		<p>and, if that person is willing, recommend them for appointment as above; and</p> <p>(c) if that runner-up declines, continue this process in sequence with additional runners-up, as applicable.</p> <p>(2) In the event that all runners-up decline, or where there were no runners-up because of an acclamation at the time of the last election, the Governance and Nominating Committee (GNC) will invite expressions of interest from those PEO Members eligible to fill the vacancy, consider candidates and make a recommendation to Council at an appropriate time.</p>
<p>30. (1) In addition to the committees prescribed by the Act, <u>the Regulations, and these by-laws</u>, the Council may also from time to time appoint such other committees as it considers desirable to assist it in the management of the affairs of the association. <del>including, but not limited to:</del></p> <p><del>(a) Legislation Committee;</del></p> <p><del>(b) Professional Standards Committee;</del></p> <p><del>(c) Finance Committee.</del></p> <p>(2) The membership of all committees appointed under this Section 30 may include one or more members of the Council and such members of the association as the Council shall consider desirable (having regard to the need for continuity in the affairs of the association) and each committee shall perform such duties as Council may from time to time prescribe.</p> <p>(3) The president and the president-elect <u>and past-president</u> shall be ex-officio members of all committees</p>	<p>While not explicitly part of a governance direction, this change is consistent with discussions that occurred and a consensus that emerged as the new governance committees were being formed. It also matches other roles given to the past-president, for instance signing authority.</p>	<p>30. (1) In addition to the committees prescribed by the Act, the Regulations, and these by-laws, the Council may also from time to time appoint such other committees as it considers desirable to assist it in the management of the affairs of the association.</p> <p>(2) The membership of all committees appointed under this Section 30 may include one or more members of the Council and such members of the association as the Council shall consider desirable (having regard to the need for continuity in the affairs of the association) and each committee shall perform such duties as Council may from time to time prescribe.</p> <p>(3) The president and the president-elect and past-president shall be ex-officio members of all committees appointed under this by-law, including without limitation the governance committees established under this Section 30.1.</p>

<p><u>appointed under this by-law, including without limitation the governance committees</u> established under this Section 30.1.</p> <p>(4) Subject to the provisions of the Act, the regulations and the by-laws, each committee shall determine the manner in which meetings of the committee shall be convened and the procedure at such meetings.</p> <p>(5) Members of Council may attend meetings of committees appointed under this Section 30 as observers.</p>		<p>(4) Subject to the provisions of the Act, the regulations and the by-laws, each committee shall determine the manner in which meetings of the committee shall be convened and the procedure at such meetings.</p> <p>(5) Members of Council may attend meetings of committees appointed under this Section 30 as observers.</p>
<p><u>30.1</u>  <u>(1) Council shall appoint the following governance committees from amongst its members:</u>  <u>(a) Governance and Nominating Committee</u>  <u>(b) Regulatory Policy and Legislation Committee</u>  <u>(c) Audit and Finance Committee</u>  <u>(d) Human Resources and Compensation Committee</u>  <u>(2) Council shall appoint the chair of each governance committee.</u></p>	<p>At its meeting held on April 30, 2021 Council directed the CEO/Registrar to develop by-law amendments for Council's future consideration to govern the roles and functions of these board governance committees.</p>	<p>30.1  (1) Council shall appoint the following governance committees from amongst its members:  (a) Governance and Nominating Committee  (b) Regulatory Policy and Legislation Committee  (c) Audit and Finance Committee  (d) Human Resources and Compensation Committee  (2) Council shall appoint the chair of each governance committee.</p>

### AGENDAS AND MINUTES APPROACH (INCLUDING *IN CAMERA* ITEMS)

Topic	Recommended Approach
Listing <i>in camera</i> items in the public agenda and dealing with materials and participants	<p>Include an item on the agenda called “<i>In camera</i> matters.” List the topic but not the details, unless identifying the topic would breach confidentiality.</p> <p>Continue to provide documentation on confidential matters in advance, as appropriate, but only to those participating in the <i>in camera</i> session (may include non-Councillors as Council requires). All are bound to maintain confidentiality.</p>
Topics for <i>in camera</i> meetings	By-laws stipulate the areas for which a meeting or part thereof may be closed to the public. Optimally there are motions to go in and out of <i>in camera</i> sessions.
Contents and circulation of <i>in camera</i> minutes	Minutes are sparse and should say only that information was provided on a particular topic. Minutes should also record any motions that were made. Minutes are only circulated to those entitled to be present at the <i>in camera</i> session (whether or not they were actually in attendance).
Minutes generally	Both open and <i>in camera</i> minutes include only enough detail to summarize discussions, and record decisions made as a result of those discussions. Minutes are not a verbatim record nor do they record every point made in the discussion.
Recording comments and objections	Minutes do not record all member comments or attribute comments to specific members. If a member wishes to have specific comments or objections noted and attributed to them in the minutes, this would require a majority vote at the meeting where the matter was discussed.
Objections to the minutes for failing to record individual comments	Unless a motion to record and attribute comments or objections was passed at the original meeting, such an objection is out of order.

# Briefing Note – Decision

C-549-2.9

## Guideline on Attendance at Council and Governance Committee Meetings

**Purpose:** To review the *Guideline on Attendance at Council and Governance Committee Meetings* outlining rules which support the inclusion of observers, experts, and guest speakers at PEO's Council and committee meetings.

**Motion(s) to consider: (requires a majority of votes cast to carry)**

That Council approve the *Guideline on Attendance at Council and Governance Committee Meetings* as presented to the meeting at C-549-2.9, Appendix A.

**Prepared by:** Marina Solakhyan - Director, Governance

**Moved by:** Arjan Arenja – Chair, Governance and Nominating Committee

### 1. PEO Need for Action

Under By-law Number 1, all PEO committee meetings are open to the public unless the criteria set out in subsection 15(2) are met in which case the meeting or part of a meeting may be closed to the public.

In recent months there has been an increased number of requests to observe committee meetings, including by members of non-governance committees, and there is a need to develop a clear and consistent administrative process to manage such requests.

#### Addressing the Need for Councillors

Under subsection 30(5) of the by-law, all Councillors may attend meetings of committees appointed under the by-law as observers. To support their inclusion as observers at committee meetings, in July 2022 Councillors were provided with full access to every governance committee book in Diligent Boards as well as the annual schedule of governance committees. These actions enable non-committee Council members, if they wish, to know the dates and times of the Council term's governance committee meetings, reference the material published, and access meeting links in the "Conference Details" section of meeting books.

#### Addressing the Need for Non-Councillors

For non-Councillors, there remains the need for a written guideline to outline the processes and rules which support the inclusion of observers at PEO's Council and committee meetings.

At its meeting on August 15, 2022 the GNC reviewed information regarding the unwritten protocol currently used to manage the observation of Council and committee meetings by any person who is not a member of Council, the applicable governance committee, or designated staff assigned to provide support, including the process for making requests and receiving meeting agendas.

There was discussion regarding the role of observers in a meeting. It was noted that the purpose of committees such as GNC is to provide quality products to Council which requires informed decision making and input from experts. An example of this scenario occurred at the April 2022 Regulatory Policy and Legislation Committee (RPLC) meeting to which the Chairs and Vice-Chairs of several regulatory committees were invited to provide status updates on their regulatory policy projects. Thus, it was recommended that the term “experts” be included in the proposed written guideline. Further, it was recommended that terms such as “observer” and “expert” and a “guest speaker” be clearly and consistently defined.

In addition, the GNC was informed that at its August 12, 2022 meeting, the RPLC discussed matters related to the confidentiality of committee material. Questions and comments provided by the RPLC Chair were shared. In summary, the RPLC’s consensus view was that, subject to confidentiality considerations, subject matter experts or other stakeholders should receive all relevant, non-confidential material in advance of the meeting so that there is an opportunity to review and prepare questions and comments for the benefit of the committee to make evidence-based recommendations to Council.

The GNC directed staff to draft a written document for consideration at its next meeting.

#### GNC Meeting on September 9, 2022

At its meeting on September 9, 2022 the GNC reviewed and discussed the draft *Guideline on Attendance at Council and Governance Committee Meetings*. The Committee provided feedback and agreed that the agenda and non-confidential open session committee material should be shared with observers, experts, and guest speakers. It was also agreed that the following enhancements be incorporated in a revised version to be prepared by staff:

- Description of PEO’s “direction and control” governance structure, including role definition of the Council and its governance committees.
- Stipulate examples of specific guidelines for Chairs to assist them in exercising their discretion as it relates to the parameters of observers’ participation.

## **2. Guidelines on Attendance at Council and Governance Committee Meetings**

The proposed *Guideline on Attendance at Council and Governance Committee Meetings* is enclosed at Appendix A. It has taken into consideration feedback and suggestions from the RPLC’s August 12 discussion, and the GNC’s on August 15 and September 9.

## **3. Next Steps**

Pending Council’s approval, the guideline will be shared accordingly, including on the PEO website. It will also be made available to observers of Council and/or governance committee meetings upon confirmation of attendance.

## **Appendices**

Appendix A - Draft Guidelines on Attendance at Council and Governance Committee Meeting

**C-549-2.9  
Appendix A**

## **Guideline on Attendance at Council and Governance Committee Meetings**

### **Preamble**

Professional Engineers of Ontario is governed by a board of directors or Council. In the governance model adopted by PEO, Council primarily direct (set strategic vision and direction) and control (monitor and evaluate actual results to gain confidence PEO is moving in the direction set).

The work of Council is supported by four governance committees established by Council in 2021. The governance committees are responsible for examining issues within their mandates and bringing recommendations forward to Council. All governance committees are composed of Council members.

The operational management of PEO is overseen by the Chief Executive Officer/Registrar and the executive leadership team.

### **Section 1: Purpose**

The purpose of this guideline is to outline the processes and rules which support the inclusion of attendees at PEO's Council and governance committee meetings.

### **Section 2: General**

By-Law Number One requires that meetings of Council and committee meetings be open to the public. The by-law (s. 15(4)) also makes provision for circumstances in which a Council meeting or a committee meeting is closed to the public (i.e., held *in camera*).

### **Section 3: Definitions**

"Guest Speaker" means any person invited to address the Council or the committee to provide information or make a presentation on a particular topic on the agenda.

"Expert" means any person invited to provide their expert advice, opinions, or views on one or more topics or items on the agenda.

"Observer" means any person who is permitted to attend an open meeting of Council or a committee meeting but who is not permitted to deliberate and formally vote on matters submitted for a vote.

### **Section 4: Before the Meeting**

**Council Calendar:** The calendar of events outlining Council and governance committee meetings<sup>1</sup> and other events is posted on the PEO website at [Council | Professional Engineers Ontario \(peo.on.ca\)](https://www.peo.on.ca), "Meetings and Events Calendar".

<sup>1</sup> PEO's governance committees are the Audit and Finance Committee, Governance and Nominating Committee, Human Resources and Compensation Committee, and Regulatory Policy and Legislation Committee.



**Request to Observe:** Anyone who is interested in observing a governance committee meeting may send a request to [secretariat@peo.on.ca](mailto:secretariat@peo.on.ca). Secretariat staff will advise the committee Chair of any requests received to observe a meeting.

**Invitation to Attend as a Guest Speaker or an Expert:** From time to time a guest speaker or an expert may be invited to attend a Council or committee meeting. Their attendance and the parameters of participation are approved by the Chair.

**Meeting Details:** Start time and information on how to join a Council meeting are available on the PEO website approximately one week prior to a scheduled Council meeting by following the link below.

[Agenda, minutes and audio | Professional Engineers Ontario \(peo.on.ca\)](#)

**Agendas and Material – Council Meetings:** Agendas and open session material related to Council meetings are publicly available on the PEO website approximately one week prior to a scheduled Council meeting by following the link above.

**Agendas and Material – Governance Committee Meetings:** Agendas and non-confidential open session material related to governance committee meetings will be provided to observers, experts, and guest speakers approximately one week prior to a scheduled committee meeting.

## **Section 5: Order and Decorum During the Meeting<sup>2</sup>**

In order to respect the right of duly elected and appointed members of Council and committees, observers are not permitted to speak or ask questions during the meeting, except in exceptional circumstances as directed by the Chair.

If the Chair chooses to allow an observer to address the Council or committee, they are expected to set the parameters and expectations for such privileges at the start of the meeting, including but not limited to:

1. Keeping comments focused on the agenda item under discussion.
2. Where practicable, observing a protocol for participation in the following order:
  - i) member of Council or the applicable committee
  - ii) non-committee member of Council
  - iii) all other observers.
3. Allowing questions and comments on a topic while recognizing the exclusive right of the Council or committee members (as applicable) to engage in deliberation and debate.

**Experts and Guest Speakers:** In situations where certain individuals are invited to meetings as guest speakers or experts on a specific agenda item, information on the content of their presentations and remarks are pre-arranged, in coordination with the Chair.

As the presiding officer of the meeting, it is the duty of the Chair to maintain order and decorum at meetings. In this capacity, a Chair is empowered under the by-law to “...expel any person for improper conduct at a meeting.”

## **Section 6: Expenses**

---

<sup>2</sup> Until further notice, observers are invited to join Council and governance committee meetings in the virtual format.

Experts and guest speakers who are invited to participate in a Council or committee meetings may claim expenses in accordance with PEO's policies. Observers are not eligible for reimbursement of expenses.

# Briefing Note – Decision

## ANTI-WORKPLACE VIOLENCE AND HARASSMENT POLICY: UPDATE

**Purpose:** To provide an update on the Human Resources and Compensation Committee's ongoing work on the Anti-Violence and Harassment Policy and to outline gaps in the current policy identified by the committee that need addressing by Council.

**Motion(s) to consider: (requires a simple majority of votes cast to carry)**

That Council direct staff to conduct a holistic review of best practices in governance controls vis-à-vis expectations for director behaviour and conduct, forms of director misconduct, and options available to a regulatory board to address director misconduct. This work will be conducted under the oversight of the Human Resources and Compensation Committee (HRCC) and the Governance and Nominating Committee (GNC) in accordance with their respective mandates.

**Prepared by:** Pauline Gavilanez - Interim Director, Human Resources and Marina Solakhyan – Director, Governance (with input from the Chief Legal Officer)

**Moved by:** Councillor Roberge, P.Eng., North Region Councillor & Chair of the HRCC

### 1. Need for PEO Action

In 2020, the HRCC which took on some of the responsibilities assigned to the former Human Resources Committee, was tasked with updating the existing Workplace Violence & Harassment Policy. This direction came from feedback from Council that there seemed to be a lack of clarity in the process as it related to an allegation against a Councillor, including the sanctioning process if a Councillor is found to be in violation of the policy.

#### Objective of the Anti-Workplace Violence & Harassment policy

Professional Engineers Ontario (PEO) believes that all employees, volunteers, licence and certificate holders, engineering interns, applicants and visitors deserve to be treated with dignity and respect. PEO is committed to providing a safe and healthy work environment and maintaining an organizational culture that is free from harassment, discrimination and violence. These are rights that are guaranteed by law, including – but not limited to - the Ontario Human Rights Code and under the Workplace Health and Safety Act, all persons are entitled to be treated equally, with dignity and respect. These are core values for PEO. They also happen to be guaranteed by both provincial and federal legislation.

#### Our Current State: Policy as it Relates to Staff

PEO currently has a solid policy, including effective enforcement mechanisms, for dealing with situations involving employees.

All employees are required to take the online Workplace Violence & Harassment Awareness Training. The training completion is tracked and monitored. Employees who do not complete the training will be subject to discipline. The policy outlines detailed procedures for dealing with situations involving employees, including reporting incidents of workplace violence, filing a complaint, and investigation process. This policy also details the disciplinary actions related to staff that have been deemed

in violation of the policy. The CEO/Registrar (in consultation with the Director, Human Resources) has the full authority to recommend further action including discipline of the employee. Any discipline, up to and including termination, would be imposed in accordance with the applicable principles of employment law.

#### Policy as It Relates to Volunteers

There needs to be clarity in the policy on what consequences might flow from a violation of PEO policies by a volunteer (who is not a Council member) and who is responsible for considering and imposing such consequences as required. The ability to address violations by volunteers will also depend on who is responsible for their appointment to a volunteer role. All these questions will be considered by the HRCC and changes to the policy will be proposed as needed. No further direction from Council is required – Council's ability to deal with the conduct of a volunteer, including removal from a statutory (or non-statutory) committee, is implicit in its power under the Act to appoint members to these committees.

#### Policy as it Relates to Council Members

While the policy applies to Council members, it lacks both authority and enforcement mechanisms to deal with the conduct of a Council member. Moreover, Council, through its current governance mechanisms, has no remedies to deal with similar behaviours pertaining to Council members.

Specific examples of Council requirements that have presented enforcement challenges:

1. Under the Workplace Violence & Harassment Policy, Council members are required to take the online Workplace Violence & Harassment Awareness Training - while it is a requirement, there is no mechanism for disciplining those who do not complete it.
2. At its September 2019 meeting, Council approved a Code of Conduct that includes a declaration section that must be completed. Despite this decision, there is no mechanism for disciplining those who refuse to sign it.
3. At its September 2014 meeting, Council approved a confidentiality agreement to be signed by all Council members to implement a privacy best practice and to be compliant with PEO's Privacy Policy. Despite this decision, there is no mechanism for disciplining those who refuse to sign it.
4. In addition to the requirements for those already involved with PEO, Council passed a motion in March 2020 stipulating that a candidate for election must take the Workplace Violence & Harassment before the nomination papers are accepted. Despite this decision, there is no mechanism to enforce this as an eligibility criterion for election to council.

#### How Can Council Address These Gaps?

As Council knows, under subsection 7(1) of the *Professional Engineers Act, 1990*, Council may make regulations:

- s.7(1)2: respecting and governing the qualifications of the members to be elected to Council,
- s.7(1)3: prescribing the conditions disqualifying members of the Council from sitting and governing the filling of vacancies on the Council.

Despite the regulation making authority under the Act, Council has not yet prescribed the minimum qualifications for eligibility for election. More saliently, it has not prescribed a mechanism or any conditions for the removal of Councillors, including those who violate Council's own policies. Without explicit direction from Council to invoke subsection 7(1), very little practical work can be achieved in addressing the current gaps identified above.

At the August 2022 Council Plenary, it was suggested that, in lieu of a regulation to govern Councillor behaviour, issues of alleged Councillor misconduct under the Anti- Workplace Violence and Harassment policy might be referred to Regulatory Compliance for review and investigation and if necessary prosecuted before a panel of the Tribunal. Such a referral would be based on the Rules of Professional Conduct (s.72 of Regulation 941; see for example ss.72(1) and (2)(n), which define and prohibit harassment) and would be informed by the Code of Ethics (s.77). Indeed, the Rules of Professional Conduct and the Code do clearly touch on areas related to the Anti- Workplace Violence and Harassment policy. Hence this would be a valid approach, especially if the conduct in question was sufficiently egregious that another licence or certificate holder not serving on Council would face a similar regulatory response.

At the same time, the use of complaints and discipline processes aimed at ensuring public protection seems to be fundamentally flawed if they are deployed as the primary way of dealing with Councillor misconduct. This is for a number of reasons.

First of all, it is not immediately clear that the Discipline Committee would have the punitive power under s. 28(4) of the *Professional Engineers Act* (which sets out the committee's powers following a finding of misconduct) to impose a standalone restriction on Council-related or other volunteer activities, let alone remove a Councilor from office. It seems likely that removal would only occur if a Councillor was rendered legally ineligible to serve as a Councillor, e.g., by having their licence revoked or suspended for a period of time. Some would argue that the loss of a professional engineering licence, even temporarily, would be a harsh penalty indeed for most violations of the Anti-Workplace Violence and Harassment policy.

Secondly, complaints and discipline processes are inherently time-consuming, because of the need to provide an adjudicative level of procedural fairness. In the interim, even after a serious allegation that one of Council's own policies had been breached, the Councillor could continue to serve for an extended period, perhaps even the balance of their term on Council, without restriction or impediment, which would potentially result in serious risk – including reputational risk – for the organization.

Thirdly, treating matters pertaining to Councillor conduct as regulatory complaints is ill-suited for Councilors appointed by the Lieutenant-Governor who are not licence holders because they are not subject to PEO's complaints and discipline processes. We have been advised that Lieutenant-Governor appointees (both licence holders and public members) who serve at the behest of the Ontario Cabinet pursuant to an Order-in-Council can be removed from Council before their term has concluded (through an Order-in-Council passed by the Cabinet) for

misconduct. While it is inevitable that the *removal* mechanism for elected and appointed Councillors will be different by virtue of PEO's governance structure, relying on the complaints and discipline processes for elected Councillors and following a governance process for public members is arguably hard to justify because it implies that engineer Councillors and public members on Council should be held to different behavior and conduct standards while serving on Council.

Finally, it is worth reiterating that the legislature has expressly conferred on Council the power to make a regulation "prescribing the conditions disqualifying members of Council from sitting and governing the filling of vacancies on the Council". The inclusion of s.7(1)3 of the Act strongly suggests that this was the legislature's preference for how this type of issue – especially when not necessarily amounting to professional misconduct per se – should be addressed. Inasmuch as PEO is a creature of statute, it makes sense for the association to take its cue from the powers which the statute confers.

In short, referral to Regulatory Compliance is not an approach that can be recommended at this time.

## **2. Proposed Action / Recommendation**

Council to direct staff to conduct a holistic review of best practices in governance controls related to expectations for director conduct, forms of misconduct, and options available to a regulatory board to address director misconduct. This work will be conducted under the oversight of the HRCC and the GNC in accordance with their respective mandates.

## **3. Next Steps**

On receiving Council's direction, staff will carry out the required work that will include conducting an environmental scan and literature review, considering best practices at peer organizations in Ontario and other Canadian and international jurisdictions, and conducting meaningful consultations with PEO's stakeholders.

## **4. Financial Impact on PEO Budgets (for five years)**

None anticipated

## **5. Peer Review**

Will be conducted by staff as outlined above.

## **6. Appendices**

None

# Briefing Note – Decision

C-549-2.11

## DATA PROTECTION POLICY

**Purpose:** To adopt an organization-wide data protection policy

**Motion(s) to consider:**

- 1. That Council adopts the data protection policy as outlined in the Draft Position Statement presented at C-549, 2.11 Appendix A, to reduce PEO's risks and ensure PEO conforms with all applicable privacy obligations; and**
- 2. That Council instructs the CEO/Registrar and/or President to work with impacted parties to examine existing data-sharing activities and ensure they comply with the new policy and provide an information report to Council at its November 2022 meeting.**

**Prepared by:** Liz Maier, Vice President, Organizational Effectiveness

**Moved by:** Nick Colucci, P.Eng., FEC, President

### 1. Need for PEO Action

Action on this item is driven by the need to ensure the data privacy of licence holders and other stakeholders who engage with PEO is maintained and even strengthened. In its regulatory role, PEO collects confidential information from various stakeholders, including applicants, licence holders, complainants and others. Therefore, PEO must take data privacy seriously and should not contract with any third-party groups that require providing confidential information. To ensure PEO's stakeholder data is protected, it is now recommended that Council adopt a formal data protection model.

### 2. Background

- Data privacy has become a fundamental concern worldwide, hence companies and organizations are compelled to review existing policies and practices. They must take seriously the protection of any personal data which they collect and store. For PEO, having a clear, transparent and strict data protection policy both acknowledges a legal requirement and is essential to building and maintaining an environment of trust with its stakeholders, specifically its licence holders, while reducing its business risks as a regulator. PEO must show that it takes data privacy very seriously.
- PEO is legally obliged to ensure that any disclosure of information is consistent with the duty set out in section 38 of the *Professional Engineers Act* (PEA), which states that information acquired by PEO generally must be kept confidential, subject to specified exceptions. Additionally, section 21 of the PEA requires the registrar to maintain and provide public access to "one or more registers" containing certain information about every licence holder and engineering intern; any terms, conditions, and limitations of their licence; and discipline information.

- Currently, PEO has existing data-sharing agreements with OSPE and the Ontario Professional Engineers Foundation for Education, which anticipate that PEO will share some degree of data with those organizations. However, for data that is beyond what is publicly available (i.e., in the register, or the online directory), PEO obtains express consent from licence holders to share it. Additionally, PEO shares basic licence holder data with Engineers Canada related to what is available on the register (see **Draft Position Statement**, attached as Appendix A).
- To ensure PEO adheres to all relevant data- and privacy-protection legislation, we have developed a **Draft Position Statement** (Appendix A), which outlines what data PEO can share and in which specific situations it can share the information. Unless otherwise specified or legally required, all stakeholder data will remain secured behind PEO's licence holder portal.
- Council is being asked to endorse the **Draft Position Statement** (Appendix A), which recommends that PEO should adopt a security-first approach, allowing PEO to share personal data with a third party only for regulatory purposes or when required by law. Additionally, PEO will not seek consent from licence holders or applicants to disclose personal data for any commercial or non-regulatory uses, nor will it ever disclose such information with or without consent. This does not entirely preclude PEO from facilitating access to information and opportunities from third parties, provided such access occurs only in a manner that is consistent with PEO's legal obligation to protect the privacy and confidential information of PEO's stakeholders.

### **3. Next Steps (if the motions are approved)**

If approved, PEO will distribute the data protection policy to all relevant parties to ensure it is adhered to and provide a report to Council regarding PEO's data-sharing activities and data protection policy compliance at its November 2022 meeting.

### **4. Financial Impact on PEO Budgets**

### **5. Appendices**

Appendix A—**Draft Position Statement** on Data Privacy Management





# Position Statement

C-549-2.11  
Appendix A

## ISSUE: Data Privacy Management

### INTRODUCTION

PEO commits to maximizing the security and privacy of the personal data it collects from stakeholders by using it solely for the regulatory purpose it was provided or a reasonable auxiliary purpose. PEO will respect its legal obligation to protect the privacy of its stakeholders' confidential information and only disclose personal data to a third party for regulatory purposes or instances required by law.

Following clear, transparent, and strict data protection competencies is essential to building and maintaining an environment of trust with our stakeholders and reduces risks as we fulfil our obligations as a regulator.

### DATA PRIVACY

Data privacy has become a fundamental concern worldwide. It focuses on the rights of individuals, the purpose of data collection and processing, privacy preferences, and the way organizations govern personal data of individuals.

Data privacy relates not only to the proper handling of data but also the public expectation of privacy. Stakeholders of a wide variety of organizations, in both the public and private sectors, are becoming increasingly concerned about how their data is being captured and how it is used.

Trends reflect a growing expectation from individuals that the organizations they entrust with their data will behave responsibly. More than ever, entities are now facing pressure to put additional measures in place to protect personal and business data. Further far-reaching data privacy legislation is to be expected in response to an ever-greater need for privacy protection.

### WHY THIS IS IMPORTANT

In its regulatory role, PEO collects confidential information from various stakeholders, including applicants, licence holders, complainants, and others. PEO is accountable for using such information appropriately and responsibly while minimizing the potential for legal liability that accompanies any use or sharing of personal data collected.

### COMMITMENT

As PEO progresses with its digital transformation journey, implementing a risk-based approach to data privacy that focuses on business risks (as opposed to merely complying with existing legislation) will help to meet the increasing scrutiny from stakeholders and will demonstrate that PEO takes seriously the protection of the personal information it possesses. Adopting such a security-first approach also places PEO in an optimal position in a data privacy landscape that is continuing to evolve.

Consequently, PEO will only disclose personal data to a third party for regulatory purposes or instances required by law. PEO will not disclose or seek consent to disclose personal data for commercial or non-regulatory use of

any kind. However, PEO may facilitate access for licence holders to consider third-party opportunities via a secure portal, and any resulting financial benefits to PEO from third-party opportunities would be used to deliver activities directly aligning with the additional objects of the PEA.

POSITION STATEMENT

## APPENDIX

PEO currently has data-sharing agreements with the Ontario Professional Engineers Foundation for Education and the Ontario Society of Professional Engineers. PEO also provides access to register data to Engineers Canada. All such arrangements are subject to review to ensure that they are consistent with this updated position statement.

### SHARES

#### *Ontario Professional Engineers Foundation for Education (FFE)*

PEO shares its licence holder list, which includes contact information, only when it has obtained express consent from the licence holder to do so. The consent is obtained in multiple ways, the primary being during the annual renewal. At any time, a licence holder can give or withdraw their consent via the PEO portal. The FFE may use the PEO licence holder list for the following authorized purposes only:

- Advertising financial support for engineers and engineering students, and information about membership, donations and awardees;
- Occasional mail or email communications about FFE news and events;
- Tracking the conversion of FFE award recipients to determine how many go on to become licensed engineers;
- Assisting PEO to support the Student Membership Program; and
- Any other purpose that PEO authorizes in writing (which authorization FFE shall seek from PEO prior to FFE's use).

#### *Ontario Society of Professional Engineers (OSPE)*

PEO shares its licence holder list, which includes contact information, only when we have obtained express consent from the licence holder to do so. The consent is obtained in multiple ways, the primary being during the annual renewal. At any time, a member can give or withdraw their consent via the PEO portal. OSPE may use the PEO licence holder list for the following authorized purposes only:

- Providing marketing materials through affinity partners for products and services including financial services and insurance services to current, potential or prospective OSPE members;
- Advertising OSPE products and services;
- Marketing paid membership in OSPE;
- Providing information about engineering and the engineering community in Ontario;
- Marketing career services, membership benefits and information, events and workshops; and
- Any other purpose that PEO authorizes in writing (which authorization OSPE shall seek from PEO prior to OSPE's use).

### FACILITATES

#### *Engineers Canada (EC)*

PEO facilitates access to licence holder data with Engineers Canada, including licence holder name, date of birth, gender, and member type, status and approval/renewal/expiry dates. This does not include any contact information. PEO does not obtain consent for sending the information to Engineers Canada. The data is being used for the purposes outlined below:

- To assist the regulatory bodies to process the registration of licence holders, including licence holders seeking registration pursuant to the Agreement on Internal Trade or any other interjurisdictional trade agreement including the New West Partnership Trade Agreement;
- To assist the regulatory bodies' efforts to otherwise administer their enabling legislation, including but not limited to investigating compliance issues and to assist with any discipline and enforcement activities as defined in the Memorandum of Understanding on Discipline and Enforcement;

- To assist with the investigation of any contravention of the laws of Canada or of a province or territory in accordance with the regulatory bodies' status as investigative bodies;
- To collect, organize and report upon national level statistics for the advancement of the public interest in the profession, without the disclosure of any personal information and adhering to applicable privacy legislation

POSITION STATEMENT

# Briefing Note – Information

C-549-2.12

## Central Election and Search Committee – Decision-Making Criteria

**Purpose:** To provide Council with the decision-making criteria the Central Election and Search Committee used to recommend two additional members to the 2022-2023 committee.

**No motion required**

**Prepared by:** Ralph Martin, Manager, Secretariat

### 1. Status Update

On May 30, 2022, the three members of the Central Election and Search Committee designated by Regulation 941, met to review the applications for the two additional members of 2022-2023 committee.

The rationale used to determine who should be brought to the PEO Council for appointment included::

- Potential to have someone who can tap into different professional networks outside of the regular or standard PEO networks
- Someone is experienced and will be able to “hit the ground running”
- Non-councillor, as there are already 2 current councillors on the CESC

### 2. Background

At the June 24, 2022 Council meeting, the following motion related to the Central Election and Search Committee was passed.

*The following motion, approved in-camera, was moved into open session.*

*That:*

- a) Michael Chan, P.Eng., and Dave Estrella, P.Eng. be appointed as the the additional members to the 2022-2023 Central Election and Search Committee;*
- b) that the 2021-2022 Central Election and Search Committee be stood down with thanks at the close of this Council meeting; and*
- c) that the 2022-2023 Central Election and Search Committee be constituted at the close of this Council meeting*
- d) Request the CESC to advise Council of decision-making criteria used to recommend the two candidates noted above.*

# Briefing Note – Discussion

C-549-2.13

## STAFF RESPONSE TO MEMBER SUBMISSIONS RECEIVED AT THE 2022 ANNUAL GENERAL MEETING

**Purpose:** To provide a staff report to Council on the member submissions received at the 2021 AGM, as required by the *Guide for Member Submissions at the Annual General Meeting*.

**Prepared by:** Marina Solakhyan -- Director, Governance

### 1. Need for PEO Action

At the 2021 PEO Annual General Meeting held on April 30, 2022, in accordance with Council policy, and as permitted by the by-laws, a number of members presented written submissions and made verbal presentations on issues related to governance, regulatory policy and other activities of the Association. All submissions were accepted for consideration by Council as presented, and members in attendance were invited to review and submit their comments and questions.

Immediately following AGM, the movers were notified that they would have the opportunity to review and address comments collected from the members until May 31, 2022. The responses were collated on June 13, 2022 and sent to the movers with two weeks to provide a written response or make additional comments. All submissions along with any comments and responses are provided to Council for its review and consideration (see Appendix A).

#### Legal Context

As a matter of law (see especially section 3 of the *Professional Engineers Act*), PEO's Council is the "governing body and board of directors of the Association and shall manage and administer its affairs". Council also has the statutory obligation under ss.3(8) and (8.1) of the *Act* to appoint a Registrar (currently the CEO/Registrar) who is responsible for the administration of the Association and has certain other powers conferred by the legislation.

It is important to note that the *Act* does not give either direct or delegated authority to licence holders to manage or administer the affairs of PEO. Licence holder input is important to the work of a self-regulating body. However, motions made at the AGM, while informative, bind neither Council nor the CEO/Registrar. That said, the policy approved by Council in March 2020 does require staff to provide a report to Council following the AGM with respect to the motions that have been passed, to assess lawfulness and feasibility in light of Council's current work and other declared priorities.

### 2. Proposed Action / Recommendation

Staff's analysis and proposed response to the twelve submissions made at the AGM is as set out below.

Many of the issues raised by licence holders are already being considered by the governance committees as part of their workplan for 2022/2023 Council term and by staff. Council or its governance committees may wish to consider the points raised in the submissions at the Council meeting or at appropriate committee's discretion.

### **Member Submission 1: Central Election and Search Committee (CESC) Restructure**

---

**That**

- 1. No member of the CESC shall be a member of the existing Council, and**
- 2. No member of the CESC shall be permitted to be a candidate in the year of their term on CESC, and**
- 3. This and future PEO AGMs be authorized to choose by election at the AGM (Including virtual voters) 3 members to sit for a period of 3 years as members of the CESC, and 4. Council move at its earliest opportunity, but no later than 12 months, to have these changes to the CESC incorporated into the PEO Regulation, Section 12 of O. Reg. 941, to make these changes permanent.**

At its meeting on March 7, 2022, the Governance and Nominating Committee (GNC) directed staff to conduct a holistic, phased best practice review aimed at reforming and modernizing PEO's elections system, taking into consideration: the issues and associated recommendations in 2021 and 2022 Elections Issues Reports and the broader context of existing policies and procedures that comprise PEO's current elections system. This work will be conducted under the oversight of the GNC and is scheduled for early 2023. It will include a review of trends and best practices in the governance of regulators in Canada and abroad, previous work conducted by PEO committees and taskforces, including the report and recommendations by the Succession Planning Taskforce (SPTF), and a consultation with stakeholders (including PEO's licence holders). The points made in this motion are open for consideration by the GNC when it reviews and makes its recommendations to Council.

### **Member Submission 2: Consequences for Violation of Election Rules by Councillors**

---

**That Councillors who do not comply, or do not wish to comply, be censured by Council in a manner to be determined by Council.**

As things currently stand, Council lacks authority or enforcement mechanisms to deal with the conduct of an elected Council member, including in situations where they violate PEO rules and policies. (NB Since Lieutenant-Governor in Council appointees (LGAs) serve at the behest of the Ontario Cabinet pursuant to an Order-in-Council, we have been advised that the Cabinet can also pass an Order-in-Council to remove an LGA before their term has concluded).

This issue was discussed at the August 2022 Council Plenary in the context of PEO's Workplace Violence and Harassment Policy. One remedy proposed by the Human Resources and Compensation Committee (HRCC) is to invoke subsection 7(1) of the *Professional Engineers Act* to prescribe a mechanism or any conditions disqualifying members of the Council in situations where they breached a PEO rule or a policy. This item will be considered at the September 2022 Council Meeting.

### **Member Submission 3: Climate Change**

---

**That PEO Council adopts the climate crisis as one of the pillars of the PEO 2023-2025 Strategic Plan and that PEO Council undertakes the following actions:**

- a. Adopts a formal public position on the changing climate in Ontario and its impact (or consequences) to public safety and welfare**
- b. Develops and adopts policies or positions on climate change adaptation and mitigation that inform the public on the evolving roles and responsibilities, specifically of how our license holders will address current and future effects of climate change**
- c. Provide strategic direction on how PEO will support its license holders in their daily professional practice of addressing climate change in order to assure public safety and welfare**
- d. Take into consideration the suggested basic elements outlined in the Appendix A to this motion**

- e. **Authorize the necessary resources in the current and forthcoming annual budgets to enable the development and implementation of a multi-year comprehensive action plan to increase awareness among license holders on their obligation to practice engineering in consideration of directives that address the impacts of climate change within the engineer's role and duties**
- f. **Establish a Task Force called the "Climate Change Action Plan Taskforce" consisting of PEO members, support staff and any needed consulting services to develop a draft Climate Change Action Plan for the consideration of the PEO Council.**
- g. **Authorize activities that allow the PEO Council to respond to current and future climate change issues that impact the public interest proactively rather than reactively**

PEO's 2023/2025 Strategic Plan developed and approved by Council in June 2022 does not include climate crisis as one of the strategic priorities for the organization.

Before recommending or implementing any further action that may affect the interests of PEO's licence holders (e.g., by holding them to a minimum standard of practice) or the public's interests, it is important to carry out a regulatory impact assessment to answer the following questions: given PEO's public protection mandate, what is the problem we are trying to solve? Is it about risk of harm? Does PEO own this risk and are the risks identified, currently managed?? Are there any alternatives to regulation that will mitigate identified risks? Will the burden imposed by regulation be greater than the benefits of regulation? This is to ensure that any regulatory intervention is based on a proper evaluation of risk, evidence, purposeful engagement, and a thorough analysis of options and impacts. This approach also ensures that regulation is not adopted as the default solution but rather is introduced to mitigate risk when non-regulatory options are unable to deliver the desired results. The points made in this motion are open for consideration by the Regulatory Policy and Legislation Committee (RPLC) at its discretion.

#### **Member Submission 4: Openness and Transparency**

---

**That 1) All meetings of PEO Council, Committees, and Task Forces be open to the public except for meetings or portions thereof where the matter being considered is one of the following exceptions: (a) the security of PEO property; (b) personal matters about an identifiable individual; (c) a proposed or pending acquisition or disposition of real property; (d) labour relations or employee negotiations; (e) litigation or potential litigation, including matters before courts of justice or administrative tribunals; (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose; (g) a matter in respect of which the Council or committee is required to hold a closed meeting under the Professional Engineers Act or other legislation; (h) information explicitly supplied in confidence to PEO by Canada, a province or territory, or a crown agency of any of them; (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to PEO which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.**

**2) Council reinstate immediately the posting on PEO's website of recordings of Council meetings with both audio and video where available.**

**3) Council direct staff that notices and complete agenda materials of all open Council and Committee meetings are to be made available to PEO members and the public upon request.**

On November 19, 2021, Council formally adopted the approach to agendas and minutes as summarized in the document titled "Agendas and Minutes Approach (Including In Camera Items)", as presented at C-544-2.11, as Appendix A. Council also requested 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. This item (i.e., bylaw amendments to implement governance direction previously approved by Council) is on the agenda for the September Council meeting (brought forward by the GNC).



Regarding reinstating the posting on PEO's website of recordings of Council meetings, this issue was discussed at the GNC meeting in August and the August 2022 Council Plenary. Staff was directed by Council to conduct more work (e.g., research re French translation and ensure that any proposed solution is AODA-compliant) before any final recommendation is brought to the GNC for consideration.

Regarding making notices and complete agenda materials to PEO licence holders and the public, Council and governance committee schedule is available on PEO's website. So is the Council package. At its September meeting, GNC agreed to recommend to Council that all governance Committee meeting materials be made available to those who expressed an interest to observe a committee meeting.

---

**Member Submission 5: Anti-Racism and Equity**

---

**That the AREWG (Anti-Racism & Equity Working Group) will develop an Anti-Racism & Equity Code for PEO, which pertains to both the inner workings of the PEO, and the individual licensee.**

On April 8, 2022, Council approved the Anti-Racism & Equity (ARE) Code and committed PEO to abide by it. ARE Code applies to PEO in its roles as a regulator, service provider, employer, and organization and sets out core principles that PEO is expected to uphold.

In addition to approving the ARE Code, Council – recognizing Indigenous Peoples' constitutionally protected right of self-determination – tasked the AREWG with the allocation of appropriate people, finances, resources and time to evaluate PEO's role in Truth and Reconciliation and accountabilities to answer the Calls to Action and to work towards developing policy approaches led by Indigenous Peoples; and to regularly provide updates to Council.

Finally, in June 2022, Council approved PEO's new 2022-2025 strategic plan that identified the following strategic goals and priorities as they relate to the principles of diversity, equity and inclusion:

1. Improve PEO's licensing processes without compromising public safety... [by] ensuring that all licensing activities reflect the values of equity, diversity and inclusion.
2. Optimize organizational performance... [by] reviewing and improving communication and business processes, including ensuring they reflect the values of equity, diversity and inclusion
3. Implement a continuous governance improvement program... [by] establishing metrics for governance performance, which includes principles of equity, diversity and inclusion by spring 2023 and implementing an annual review.

---

**Member Submission 6: Council Member Succession Planning**

---

**That by the next election cycle Council implements both the short-term recommendations of the SPTF and takes steps to update its election procedures to include a competency selection process to ensure competent members of the association are elected to represent the interests of the public.**

See above re Member Submission # 1. As approved by Council in April 2021, following the 2021 AGM, responsibility for addressing the report of the Succession Planning Task Force was transferred from the Executive Committee to the GNC. The committee will examine the report and recommendations made by the taskforce as part of its holistic review aimed PEO's elections system in early 2023.

### **Member Submission 7: Practice Guidelines**

---

**That PEO operationalize within PEO staff the development and review of Practice Guidelines with clear KPI's and a robust stakeholder consultation.**

The review and approval of the Regulatory Policy Development Framework is on the RPLC's workplan for the 2022/2023 council term. The new framework is intended to bring PEO's policymaking in line with the principles of right-touch regulation to ensure that:

1. Regulation is proportionate to the risk of harm being managed
2. Regulation is evidence-based and reflects current best practice
3. Regular and purposeful engagement is undertaken with licence holders, partner organizations, and the public throughout the policymaking process.

Once this work has been complete, a revision schedule will be created to ensure that PEO standards and guidelines are formally reviewed at regular intervals to determine whether they are appropriate, or require revisions, or if new direction or guidance is required based on the current practice environment.

Points raised in this member submission may be considered by the RPLC when reviewing the Regulatory Policy Development Framework.

### **Member Submission 8: RPLC structure and composition**

---

**That in order to ensure that Council and its committees can work together effectively to advance PEO's regulatory agenda, (1) Council immediately suspend the resolution(s) creating the above unsustainable regulatory policy committee structure and composition, and (2) Reinstate the previously existing committee structure and composition and ensure that all operational and policy committees have Councillors among their membership or appointed Council Liaisons.**

Issues raised in this member submission are not aligned with the following directions set by Council in 2020-2021 as part of its work on the Governance Roadmap, including the below:

November 20, 2020: Council members will only serve on board (governance) committees; Council will use core board (governance) committee, which means a form of committee structure which deals with the following: Finance & Audit; Human Resources; Governance, Legislation & Nominating.

March 26, 2021: PEO will use only the regulatory committees mandated by legislation, with mandates as per statute (notably Complaints, Discipline, Registration, ARC, ERC); PEO will use four governance committees of Council: Finance & Audit; Human Resources & Compensation; Nominations & Governance; Regulatory Policy & Legislation; Regulatory policy governance will be centralized by Council in the Regulatory Policy & Legislation Committee; Effective 2021 AGM: new governance committees will replace current model; no new non-Councillors will be appointed but existing non-Councillors may be grandparented for one year transition at request of committee or its chair; Current committees will not take on any further regulatory or governance policy functions, but may finalize current regulatory policy work under the

oversight of the Regulatory Policy & Legislation Committee with a final transfer of responsibilities effective 2022 AGM.

April 30, 2021: Effective as of the 2021 AGM, Council formally adopts the following as board governance committees, based in principle on the draft mandates appended to this Briefing Note: (a) Governance and Nominating Committee; (b) Regulatory Policy and Legislation Committee; (c) Human Resources and Compensation Committee; and (d) Audit and Finance Committee; and, effective as of the 2021 AGM, Council hereby stands down the existing Legislation Committee, Finance Committee, Audit Committee, Human Resources Committee as presently constituted, and those committees and any subcommittees thereof will transfer their outputs to the appropriate board committee listed in motion 1 above. ... 6. That Council directs the CEO/Registrar in consultation with the affected committees to develop by-law amendments for Council's future consideration to govern the roles and functions of these board governance committees.

#### **Member Submission 9: Commit to Fundamental Principles of Good "Self-Regulation" Governance**

---

**Council commit to considering, discussing, and deciding upon the following specific actions:**

**(a) For peer review:**

**(i) have separately identify staff review as distinct from peer review in briefing notes (i.e, recently staff reviews have replaced peer reviews); (ii) enforce the previously passed Council motion that all significant motions must have peer review (e.g., recent Regulation changes failed at this); (iii) Councillors vote separately on, or do not vote on, AGM Motions.**

**(b) For knowledge-based decision making:**

**(i) ensure unfiltered peer review information is able to reach Council, and in particular ensure dissenting views and reasons are not filtered out; (ii) support having the problem clearly identified and agreed to before jumping to a solution; (iii) do not prevent Councillors from sitting on committees.**

**(c) For transparency: (i) make publicly available all non-in-camera Council agenda material two weeks prior to all Council meetings;**

**(ii) clearly state specific reasons for going in-camera when Council goes in-camera;**

**(iii) no secret or super-confidential meetings of Council - use to be called strategic meetings;**

**(iv) have all Councillors publically state and have recorded their vision for PEO; (v) use technology so all Council votes are recorded votes; (vi) provide reports from member populated committees at AGM.**

**(d) For communication: (i) actually obtain metrics on the degree to which Engineering Dimensions is read when in electronic form versus paper form; (ii) adopt the Caretaker Convention for elections (see 2022 AGM motion that explains this further); (iii) establish a regulatory communications purpose for Chapters which are currently not part of any of the 6 regulatory functions currently recognized by Council.**

**(e) For removal of barriers to hearing and respecting diverse views: (i) record if requested dissenting views and reasons in minutes if requested by a Councillor; (ii) enable alternative views in Engineering Dimensions, perhaps via an editorial page;**

**(f) Engage processes of continual improvement in all five areas identified in items (a) to (e).**

Consulting stakeholders is an important instrument to collect information for evidence-based decision-making. External and internal stakeholder views, practical experience and expertise and data help deliver higher quality and more credible policy, governance, and other initiatives. It also ensures greater transparency and legitimacy of the policy development process and contributes to a more successful policy implementation. Currently, PEO does not follow a consistent approach to consultations – for example, it is currently not a requirement

that each policy, or other initiative, that affects the engineering profession, licence holders or the public's interests include a mandatory consultation. This has already been identified as a gap and work has been underway to design an effective and efficient consultation approach to ensure that regular and purposeful engagement is undertaken with external and internal stakeholders, including PEO volunteers, and the public throughout the policymaking process. At the same time, while consultation is an important part of the PEO's activities, not every item that requires decision needs stakeholder feedback. The consultation scope and objectives should be determined by staff as part of the policymaking process, based on the scope and content of the initiative and should be tailor-made appropriate to the specific circumstance.

Regarding peer review, it is worth defining who PEO's peers are (some would argue that PEO's peers are other regulators) and what role they should play in the current governance structure. For example, one of the many motions related to peer review passed in 2008 requires that all substantive motions coming to Council be vetted by a Peer Committee (Committee of engineer volunteers) or be created by a Councillor. This approach does not appear to align with a series of directions set by Council in 2020, including the decision to be a governing-type board, meaning that Council will primarily direct by setting strategic vision and direction and control by monitoring and evaluating actual results to gain confidence that PEO is moving in the direction set, delegating substantive operations to staff supported by committees as appropriate. In this governance model, Council and its governance committees are not intended to function as working groups. Rather, staff are expected to provide the necessary evidence to governance committees and Council, including stakeholder feedback, in a format that supports quality decision-making. If a committee or Council require further information, staff should be directed to complete the necessary work before a decision can be made.

Regarding transparency, PEO is committed to acting openly and transparently to enhance accountability. All PEO meetings (including Council and committee meetings) are open to the public unless certain criteria (set out in the bylaw) are met in which case the meeting or a portion of a meeting may be held in-camera. The informal "strategic conversations" on governance matters, which were educational in nature, have been replaced by "plenary" sessions of Council (since August 2021), which are open to observers. At its August meeting, GNC made a recommendation to Council that all non-confidential meeting material be shared with the observers.

Other multiple specific points made in this motion are open for consideration by Council at its September meeting. It is recommended that these points be considered in the context of the decisions made by Council in 2020-2021 as part of the governance roadmap.

#### **Member Submission 10: Caretaker Convention**

---

**That Council explicitly adopt the Election Caretaker Convention for staff in addition to its current adoption for Councillors.**

This issue was discussed at the June 2022 Council meeting, and it was agreed that the idea of adopting the Election Caretaker Convention will be reviewed in the context of a holistic review of the election processes which is included in the GNC's 2022/2023 work plan.

### **Member Submission 11: Reduced Fee Due to Surplus**

---

**That Council reduce PEO's budget surplus by reducing future fees (also known as a fee holiday in pension plans), or establish a clear plan for the budget surplus that may involve one-time, peer reviewed, expenditures but no ongoing expenditures (i.e., cannot be used to run mandatory PEAK program - mandatory PEAK program costs must be a separate line item outside the budget surplus).**

While there are no plans (in the current draft budget) to reduce future fees, staff are actively working to identify various strategic plan projects, which once identified, will most likely require additional staff, consulting resources, etc., all of which will be funded from the surplus. In other words, work on the strategic plan is in fact, work to “establish a clear plan for the budget surplus”. Funding requirements for all strategic plan projects, once available, will be presented first to the Audit and Finance Committee (AFC) and then to Council as separate one-time spend items for approval before work on these projects can commence.

### **Member Submission 12: Update the Professional Engineers Act to reflect governance changes**

---

**That Council direct the CEO/Registrar to request changes to the Professional Engineers Act to reflect the regulatory transformation and governance structures changes, and to allow for ongoing modernization of the licencing process and reflect the principles of right-touch regulation. These changes should include the establishment of the following committees under Section 10 of the Professional Engineers Act: • Audit and Finance Committee; • Governance and Nominating Committee; • Human Resources and Compensation Committee; and • Regulatory Policy and Legislation Committee**

PEO has no plans at this time to request changes to the Professional Engineers Act.

Regarding the ongoing modernization of the licencing process, this issue is currently considered in the context of the proposed FARPACTA amendments. In addition, PEO made a commitment to streamline its licensing process to ensure that PEO can be more efficient, transparent and objective when making regulatory determinations in its licensing area. The Council-approved action plan also called for a longer-term review of PEO's academic and admissions processes and criteria, and other requirements set out in the Professional Engineering Act and its regulations. These longer-term considerations will necessarily result in proposing changes to the Act and its regulations.

Regarding the establishment of the governance committees, when Council established four board governance committees, it also directed the CEO/Registrar to develop by-law amendments for Council's future consideration to govern the roles and functions of these board governance committees. Council also directed the CEO/Registrar to incorporate committee charters into the Council manual. The bylaw amendments to implement governance directions previously approved by Council, including those related to the establishment of the governance committees, will be brought to Council by the GNC at its September meeting. Revisions to the Council Manual will be proposed by the GNC and this work is scheduled for the fall of 2022.

### **3. Appendices:**

Appendix A(i) to L(i): AGM Member Submissions and A(ii) to L(ii) Comments/Responses

Submission #1

C-549-2.13  
App A(i)

**Title of Submission: Central Election and Search Committee (CESC) Restructure**

*Please briefly describe the issue, problem, risk or gap that this submission addresses:*

It is generally accepted that officials running an Election (e.g.: Elections Canada) must remain neutral during the election period with respect to all candidates and show no favouritism to any of them.

It is important that election officials (specifically the Central Election and Search Committee, CESC) have no affiliation with existing members of Council that could potentially create a bias towards supporting sitting members.

Present CESC structures and procedures do not comply with the above.

*Please summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above.*

**Be it resolved that,**

- 1. No member of the CESC shall be a member of the existing Council, and,**
- 2. No member of the CESC shall be permitted to be a candidate in the year of their term on CESC, and,**
- 3. This and future PEO AGMs be authorized to choose by election at the AGM (Including virtual voters) 3 members to sit for a period of 3 years as members of the CESC, and**
- 4. Council move at its earliest opportunity, but no later than 12 months, to have these changes to the CESC incorporated into the PEO Regulation, Section 12 of O. Reg. 941, to make these changes permanent.**

*Please cite and briefly summarize any research that supports the proposed action.*

Previous and current observation of CESC operation by former PEO Presidents and former Councilors over several elections. See: Election Reform Task Forces *circa* 1997 and 2002.

*As applicable please describe how the proposed action will contribute to serving and protecting the public interest as it pertains to the regulation of professional engineering and the engineering profession.*

The proposed actions will ensure the strict neutrality of the CESC, avoid any charges of favoritism and remove the possibility of bias for or against any candidate. PEO members and candidates will be assured of a completely fair election. This also facilitates creative and innovative thinking by avoiding “group think” behavior.

*Please identify any legal considerations (eg., the need for changes to the statute, regulation, by-laws etc.) that may affect Council’s ability to implement the proposed action.*

The proposals simply need to be incorporated into the PEO Regulation, Section 12 of O. Reg. 941.

*Please identify any considerations that are relevant to the timing (or urgency) of the proposed action.*

The actions proposed are overdue. It is opportune to do them now, preferably before the next PEO election.

*Please provide any other information that you feel will assist members of the AGM and Council in understanding your submission, in particular your proposed action.*

None required. The proposals are simple and explicit.

*Please list any attachments to this document.*

None.

Moved by:

**Eng. Peter M DeVita**, MAsC., MBA, P.Eng., FEC



Seconded by:

**Eng. Roger Jones**, B.Sc(Eng), DIC, M.Phil, MBA, Life-Senior MIEEEE, P.Eng, FEC.

Roger Jones



C-549-XXX  
 App A(ii)

**Submission #1: Central Election and Search Committee (CESC) Restructure**

## Public Responses

#	Date	Response
1	4/30/22	I would like to express my support for this submission.
2	5/1/22	<p>That independence from council cannot be denied. PEO's Board Committee on Governance has issued a "for discussion" report to Council, but issues arising from recent elections remain to be debated and action initiated.</p> <p>Past president DeVita and several time councillor Roger Jones, are correct that not only does CESC need to be independent, but also needs to be seen to be independent. CESC's mandate is to "encourage members to seek election", but this has been exceeded by it Nominating candidates, and thus unable to apply discipline or censure without entering into a conflict of interest.</p> <p>Motion is strongly supported</p>
3	5/26/22	agreed

**Submission #1: Central Election and Search Committee (CESC) Restructure**

## Public Responses

#	Date	Response
1	4/30/22	I would like to express my support for this submission.
2	5/1/22	<p>That independence from council cannot be denied. PEO's Board Committee on Governance has issued a "for discussion" report to Council, but issues arising from recent elections remain to be debated and action initiated.</p> <p>Past president DeVita and several time councillor Roger Jones, are correct that not only does CESC need to be independent, but also needs to be seen to be independent. CESC's mandate is to "encourage members to seek election", but this has been exceeded by it Nominating candidates, and thus unable to apply discipline or censure without entering into a conflict of interest.</p> <p>Motion is strongly supported</p>
3	5/26/22	agreed

Submission #2

C-549-2.13  
App B(i)

***Title of Submission: Consequences for Violation of Election Rules by Councillors***

*Please briefly describe the issue, problem, risk or gap that this submission addresses:*

It is beneficial to the organization (PEO) that diversity of ideas be respected, and,

It is detrimental for an organization to fall into a mental 'group think' that creates blinders to new or alternative ideas, and,

There is an existing rule that forbids sitting Councillors to endorse or otherwise publicly support any candidate for election to Council.

*Please summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above.*

**Be it resolved that Councillors who do not comply, or do not wish to comply, be censured by Council in a manner to be determined by Council.**

*Please cite and briefly summarize any research that supports the proposed action.*

Previous and current observation of CESC operation by former PEO Presidents and former Councilors over several elections.

*As applicable please describe how the proposed action will contribute to serving and protecting the public interest as it pertains to the regulation of professional engineering and the engineering profession.*

The proposed actions will ensure the strict neutrality of the CESC, avoid any charges of favoritism and remove the possibility of bias for or against any candidate. PEO members and candidates will be assured of a completely fair election.

*Please identify any legal considerations (eg., the need for changes to the statute, regulation, by-laws etc.) that may affect Council's ability to implement the proposed action.*

None seen. The appropriate censure to be applied in the event of

malfeasance shall be determined by Council in due course.

*Please identify any considerations that are relevant to the timing (or urgency) of the proposed action.*

The proposal is overdue. It is opportune to do it now, preferably before the next election.

*Please provide any other information that you feel will assist members of the AGM and Council in understanding your submission, in particular your proposed action.*

None required. The proposal is simple and explicit.

*Please list any attachments to this document.*

None.

Moved by:

**Eng. Peter M DeVita**, MAsC., MBA, P.Eng., FEC



---

Seconded by:

**Eng. Roger Jones**, B.Sc(Eng), DIC, M.Phil, MBA, Life-Senior MIEEE, P.Eng, FEC.



---

C-549-XXX  
 App B(ii)

**Submission #2: Consequences for Violation of Election Rules by Councillors**

## Public Responses

#	Date	Response
1	4/30/22	I would like to express my support for this submission.
2	5/1/22	<p>As Past-president DeVita and former councillor Robert Jones know from decades of PEO history members need to be able to trust council, and recent failures by council have only exasperated member's lack of confidence in elected officials and declining votes in elections.</p> <p>A member poll should be undertaken to prevent councillors seeking election to create a personal legacy, and restore moral issues for PEO to undertake.</p> <p>As our rules of order dictate PEO needs to respect our code of conduct.</p>
3	5/26/22	agreed

**Submission #2: Consequences for Violation of Election Rules by Councillors**

## Public Responses

#	Date	Response
1	4/30/22	I would like to express my support for this submission.
2	5/1/22	<p>As Past-president DeVita and former councillor Robert Jones know from decades of PEO history members need to be able to trust council, and recent failures by council have only exasperated member's lack of confidence in elected officials and declining votes in elections.</p> <p>A member poll should be undertaken to prevent councillors seeking election to create a personal legacy, and restore moral issues for PEO to undertake.</p> <p>As our rules of order dictate PEO needs to respect our code of conduct.</p>
3	5/26/22	agreed

Submission #3

C-549-2.13  
App C(i)

**Member Submission**

**Title of Submission: Professional Engineers Ontario (PEO) Role to Address the Climate Crisis**

**Mover:**


**David Lapp, FCAE FEC P.Eng  
Ontario License Holder #25619503**



**David Lapp signature**

**Seconder:**

**James (Jim) Chisholm, P.Eng, M.Eng., FEC  
Ontario License Holder #90544321  
West Central Regional Councillor**



**Jim Chisholm, P.Eng., Signature**

**Submitted: April 7, 2022**

**Background**

C-549-XXX  
App A(i)

One of the greatest contemporary public safety issues affecting Ontario is climate change. Our climate is changing at an unprecedented rate in Ontario, Canada and indeed worldwide. The frequency and intensity of extreme weather events continues to increase with devastating impacts on public safety, public health and the environment, as shown by recent catastrophic weather events including damage and failure of infrastructure and health effects from devastating floods, major ice storms, wildfires, droughts, tornadoes and more frequent heat waves.

This presents new and evolving challenges, risks and opportunities for engineering license holders to fulfill their professional responsibilities and obligations to address the causes and effects of changing climate in order to safeguard the public interest and welfare of Ontario.

By all measures, climate change is among the highest risks to the public interest that society, including engineers, must address now and in the decades to come. The engineering profession across Canada needs to adopt practices to help fight climate change and protect society against its impacts. The management of climate risk and supporting practitioner's responsibilities to address that risk are consistent with PEO's statutory role and responsibilities as a regulator.

Aside from infrequent and limited communication to license holders and the public, PEO has been silent on this issue and further, has offered no regulatory processes or support to its license holders that would reduce climate risks to the public in Ontario. Presently, PEO has no climate change policies that would provide guidance and mandate of our license holders to reduce the public risks of climate change. Many of the other engineering regulators in Canada are defining their regulatory role in addressing climate change and proceeding with concrete actions to fulfill their responsibilities.

**It is time for PEO to step up. It is both an obligation and an opportunity for PEO to hear and proceed with this motion.**

The PEOs mandate to protect the public interest cannot now or in the future be achieved without consideration of engineering guidelines that will address risks created by continuous climate change. PEO must ensure that engineering licence holders practice engineering competently and conduct themselves professionally in due consideration of climate change.

The first line in PEO's Code of Ethics notes "professional engineers have a clearly defined duty to society, which is to regard the duty to public welfare as paramount, above their duties to clients or employers". As such, guidance is required on how engineers should respond to projects by clients or employers which may harm public welfare in the form of neglecting engineering requirements to address the climate crisis or failing to adequately prepare for negative impacts. It is no longer enough to merely disclaim responsibility on the basis of disclosing to owners (our clients) the impacts of engineering limitations as dictated by project specification and allow decisions that compromise the engineer's duty to the public. A lack of, or inadequate climate consideration by license holders in engineering work for which they are responsible may lead to professional liability of the license holder, and potentially PEO as a regulator.

The PEO and ourselves as licensed engineers, need to show leadership to help our country, province and communities to meet the challenge presented to us by the climate change emergency. We can no longer stand aside and be regarded as bystanders who did nothing to help in this time of need. Therefore, if we collectively do not act now, we may be viewed as contributors to the problem instead of as allies in the fight against Climate Change. Let us take a step forward in protecting the public as each of us has accepted the responsibility for doing so since our inception 100 years ago, as of June 15, 1922. Let us set that day as the day we demonstrate that we, as engineers, are important members of our communities that can lead in the face of a crisis like climate change. Let's demonstrate that commitment by showing that we have a plan to take action and give our members the direction that they seek and are asking for.

**Whereas:** The foregoing demonstrates that Professional Engineers Ontario has a regulatory responsibility to act on climate change.

**Now therefore, be it resolved:**

1. That PEO Council adopts the climate crisis as one of the pillars of the PEO 2023-2025 Strategic Plan and that PEO Council undertakes the following actions:
  - a. Adopts a formal public position on the changing climate in Ontario and its impact (or consequences) to public safety and welfare



- b. Develops and adopts policies or positions on climate change adaptation and mitigation that inform the public on the evolving roles and responsibilities, specifically of how our license holders will address current and future effects of climate change
- c. Provide strategic direction on how PEO will support its license holders in their daily professional practice of addressing climate change in order to assure public safety and welfare
- d. Take into consideration the suggested basic elements outlined in the Appendix A to this motion
- e. Authorize the necessary resources in the current and forthcoming annual budgets to enable the development and implementation of a multi-year comprehensive action plan to increase awareness among license holders on their obligation to practice engineering in consideration of directives that address the impacts of climate change within the engineer's role and duties
- g. Establish a Task Force called the "Climate Change Action Plan Taskforce" consisting of PEO members, support staff and any needed consulting services to develop a draft Climate Change Action Plan for the consideration of the PEO Council.
- f. Authorize activities that allow the PEO Council to respond to current and future climate change issues that impact the public interest proactively rather than reactively

#### **Appendix A - Basic Elements of Proposed PEO Action by Council and Staff**

Elements to be undertaken over the three-year period of 2023-2025 Strategic Plan could include:

1. Develop and approve PEO policies or positions on engineering and climate change identification, adaptation and mitigation. Adaptation for engineering that defines public risks and risk mitigations for consideration by license holders. Mitigation for engineers to be responsible for the implementation of engineering practices which will reduce the impacts of climate changes and ensuring that a reduction in GHGs is realized.
2. Provide practice guidance on adaptation and mitigation of climate specific risks to engineering license holders by the end of 2023
3. By the end of 2023 make practice guidance on adaptation and mitigation a compulsory part of its upcoming Continuing Professional Development program
4. Year 1 - Develop a two-year Climate Change Action Plan (PEO-CCAP)
5. Year 2 and 3 – Implement the PEO-CCAP and monitor/measure progress
6. Continue this pillar in the 2026-2028 PEO Strategic Plan. Include in the process a review and evaluation of the 2023-2025 CCAP followed by a second CCAP based on the review and regulatory needs at the time.

This effort does not require starting from scratch. It would build upon existing resources and documents developed by fellow engineering regulators and, it would be adopted to suit the regulatory needs in Ontario while ensuring there is coordination and collaboration among all engineering regulators in Canada.

Accelerated action by PEO on climate change can be enabled, but to be effectively addressed requires collaboration with engineering members, climate experts and by including government representatives. It will be very difficult to achieve positive change by any one entity, person, organization or plan, nor can it be solved in one geographical region alone. Relationships and collaboration with Ontario government ministries, municipal and regional level governments, the Federal Government, other engineering regulators, Engineers Canada, international partners, other professions addressing climate change and

climate data providers will be determinants of a Climate Change Action Plan developed and implemented as a component of the overall Strategic Plan as proposed in this submission.

It requires a multi-year, sustained commitment that goes beyond the period of the 2023-2025 Plan. The effort must continue and be incorporated into the 2026-2028 Strategic Plan and beyond.

#### **Other Considerations**

Effective execution of this pillar of the PEO 2023-2025 Strategic Plan will require dedicated and continuing staff support through its three-year life. It cannot be successfully executed by volunteers alone or with nominal staff support. One FTE is recommended as the baseline staff resource for 2023-2025. Additional FTEs for 2024-2025 and beyond to be determined during the development and approval of the Climate Change Action Plan developed and approved by the end of 2023.

The Climate Change Action Plan will also require sustained financial resources for its implementation that would extend into the period of the 2026-2028 Strategic Plan. Financial commitments to commence in FY 2024 to the level that would be specified in the approved Climate Change Action Plan.

C-549-XXX  
 App C(ii)

### Submission #3: Climate Change

#### Public Responses

#	Date	Response
1	4/30/22	<p>I would like to express my dissent for this motion.</p> <ul style="list-style-type: none"> <li>• The movers assert that "One of the greatest contemporary public safety issues affecting Ontario is climate change". Could the movers submit evidence showing public safety incidents due to climate change in Ontario?</li> <li>• Could the movers clarify why they believe that Professional Engineers are presently unequipped to design and prepare for floods, major ice storms, wildfires, droughts, tornadoes, and heat waves?</li> <li>• Could the movers present the rationale that the current mandate of protecting the public from harm is insufficient for safeguarding public safety?</li> <li>• Could the movers clarify whether they have any affiliations with "any needed consulting services" who may stand to financially benefit from the proposed motion?</li> </ul>
2	5/1/22	<p>While combating climate change is extremely complex and beyond the scope of a single regulator. PEO can and should develop proactive standards and guidelines to adapt to changing climatic conditions, including but not limited to flooding, shore erosion, and subsidence.</p> <p>While PEO has a board committee to oversee such work, any practical outcome has been delayed while the committee deliberates on Policy.</p> <p>To better protect the public PEO needs to be proactive and taking timely action to deal with changing climate, and this work requires more resources that have been assigned in the past. Climate change is no longer merely a concern of drainage control.</p>
3	5/26/22	<p>Climate Crises – agree with the concept, but not as a pillar in the Strategic Plan. The concept of a public position and guidance for engineers has some merit, but it needs to ensure that it stays within the regulatory function and does not move advocacy</p>

**Submission #3: Climate Change**

## Public Responses

#	Date	Response
1	4/30/22	<p>I would like to express my dissent for this motion.</p> <ul style="list-style-type: none"> <li>• The movers assert that "One of the greatest contemporary public safety issues affecting Ontario is climate change". Could the movers submit evidence showing public safety incidents due to climate change in Ontario?</li> <li>• Could the movers clarify why they believe that Professional Engineers are presently unequipped to design and prepare for floods, major ice storms, wildfires, droughts, tornadoes, and heat waves?</li> <li>• Could the movers present the rationale that the current mandate of protecting the public from harm is insufficient for safeguarding public safety?</li> <li>• Could the movers clarify whether they have any affiliations with "any needed consulting services" who may stand to financially benefit from the proposed motion?</li> </ul>
2	5/1/22	<p>While combating climate change is extremely complex and beyond the scope of a single regulator. PEO can and should develop proactive standards and guidelines to adapt to changing climatic conditions, including but not limited to flooding, shore erosion, and subsidence.</p> <p>While PEO has a board committee to oversee such work, any practical outcome has been delayed while the committee deliberates on Policy.</p> <p>To better protect the public PEO needs to be proactive and taking timely action to deal with changing climate, and this work requires more resources that have been assigned in the past. Climate change is no longer merely a concern of drainage control.</p>
3	5/26/22	<p>Climate Crises – agree with the concept, but not as a pillar in the Strategic Plan. The concept of a public position and guidance for engineers has some merit, but it needs to ensure that it stays within the regulatory function and does not move advocacy</p>

Submission #4

C-549-2.13  
App D(i)

***INFORMATION TO BE PROVIDED, AS APPLICABLE***

1. Title of Submission  
PEO AGM 2022 Member Resolution re Openness and Transparency
2. Please briefly describe the issue, problem, risk or gap that this submission addresses.  
Until recently, in the spirit of transparency and openness, meetings of PEO Council and most standing committees have been open to the public except when confidential matters are being discussed, and recordings of their proceedings have been posted on the PEO website. Their agenda materials have also been available on request.
3. Please summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above.
4. Please cite and briefly summarize any research that supports the proposed action.
5. As applicable please describe how the proposed action will contribute to serving and protecting the public interest as it pertains to the regulation of professional engineering and the engineering profession.  
Openness and transparency are essential for public confidence in professional self-regulation.
6. Please identify any legal considerations (eg., the need for changes to the statute, regulation, by-laws etc.) that may affect Council's ability to implement the proposed action.  
Within purview of Council; no legislative changes required.
7. Please identify any considerations that are relevant to the timing (or urgency) of the proposed action.  
For immediate action.
8. Please provide any other information that you feel will assist members of the AGM and Council in understanding your submission, in particular your proposed action.
9. Please list any attachments to this document.  
AGM Resolution

Member #1 (name/signature):

George Comrie, M.Eng., P.Eng., CMC, FEC



Member #2 (name/signature):

Thomas Chong, M.Sc., P.Eng., FCAE, FEC, PMP



Date: 10 April 2022

**PLEASE FORWARD THE COMPLETED SUBMISSION ELECTRONICALLY,  
WITH ANY ATTACHMENTS**

**TO:**

**CEO/REGISTRAR, c/o [AGMSUBMISSIONS@PEO.ON.CA](mailto:AGMSUBMISSIONS@PEO.ON.CA)**

**AT LEAST TEN (10) DAYS PRIOR TO THE ANNUAL GENERAL MEETING**

**PEO AGM 2022 Member Resolution re Openness and Transparency**

WHEREAS PEO's mandate is to regulate the practice of engineering in Ontario in the public interest, and

WHEREAS openness and transparency in PEO's governance and operations are essential to public trust in the engineering profession and its regulation, and


WHEREAS open access for members of a regulated profession to understand and have input into its regulation is essential for successful regulation in the public interest, as recognized by Section 22 of PEO's By-Law No.1, and

WHEREAS it is a principle of democratic governance that the governed should have access to all information concerning their governance except where such information meets prescribed criteria for confidentiality,

NOW THEREFORE BE IT RESOLVED THAT

- 1) All meetings of PEO Council, Committees, and Task Forces be open to the public except for meetings or portions thereof where the matter being considered is one of the following exceptions:
  - (a) the security of PEO property;
  - (b) personal matters about an identifiable individual;
  - (c) a proposed or pending acquisition or disposition of real property;
  - (d) labour relations or employee negotiations;
  - (e) litigation or potential litigation, including matters before courts of justice or administrative tribunals;
  - (f) advice that is subject to solicitor-client privilege, including communications necessary for that purpose;
  - (g) a matter in respect of which the Council or committee is required to hold a closed meeting under the Professional Engineers Act or other legislation;
  - (h) information explicitly supplied in confidence to PEO by Canada, a province or territory, or a crown agency of any of them;
  - (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to PEO which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations of a person, group of persons, or organization.
- 2) Council reinstate immediately the posting on PEO's website of recordings of Council meetings with both audio and video where available.
- 3) Council direct staff that notices and complete agenda materials of all open Council and Committee meetings are to be made available to PEO members and the public upon request.

**Mover:**



George Comrie, P.Eng., CMC, FEC  
Former PEO President: 2004-2005, 2016-2017  
VP, Engineers for the Profession Inc.

**Second:**



Thomas Chong, M.Sc., P.Eng., FCAE, FEC, PMP  
Former PEO President: 2015-2016  
Director, Engineers for the Profession Inc.

C-549-XXX  
 App D(ii)

### Submission #4: Openness and Transparency

#### Public Responses

#	Date	Response
1	4/30/22	I would like to express my support for this submission.
2	5/1/22	<p>It seems that submission 4 on Openness &amp; Transparency by Past Presidents Comrie and Chong, overlaps submission 9 on Good Governance by councillor Notash and President elect Fraser.</p> <p>It would improve member involvement if the subject matter of all council and standing committees be included in Engineering Dimensions before the meeting, and where not possible be the subject of an e-blast to members.</p> <p>As well re-establishing the member forum should be considered to permit members to directly discuss issues with Council and committees.</p>
3	5/26/22	agreed and they should be easier to find for members



**Submission #4: Openness and Transparency**

## Public Responses

#	Date	Response
1	4/30/22	I would like to express my support for this submission.
2	5/1/22	<p>It seems that submission 4 on Openness &amp; Transparency by Past Presidents Comrie and Chong, overlaps submission 9 on Good Governance by councillor Notash and President elect Fraser.</p> <p>It would improve member involvement if the subject matter of all council and standing committees be included in Engineering Dimensions before the meeting, and where not possible be the subject of an e-blast to members.</p> <p>As well re-establishing the member forum should be considered to permit members to directly discuss issues with Council and committees.</p>
3	5/26/22	agreed and they should be easier to find for members

## Anti-Racism & Equity

**Goal:** Support for the Recent AREWG (Anti-Racism & Equity Working Group) to develop an **Anti-Racism & Equity Code for PEO**

- Whereas the PEO recently released more action towards Anti-Racism & Equity (as 4 motions were passed in council on April 8th, 2022).
- Whereas PEO has engaged in a number of activities aimed at reaching Engineers Canada's "30 by 30" goal (30% of newly licenced engineers are women by 2030), including a current research study to examine PEO's existing licensure process for potential gender biases and unintentional biases that impede women from obtaining licenses. The findings should be considered in planning actions to address inequities related to race to consider the potential for unintended consequences for women (in general, as well as different racial groups)
  - a. Note there are some encouraging indicators of improvements in gender representation in Ontario - 28% of EITs who participated in the Licensure Assistance Program (LAP) and obtained a license are women; 30% of PEO committee and Task Force Chairs and Vice-chairs are women and 30% of P.Eng.'s on council are women (2018-2019 data)
- Whereas the ARE Code is a significant step for PEO and the professional engineering community due to societal norms and expectations in 2022. Multiple lenses will be critical for understanding barriers in engineering (due to race, gender, ability, sexual orientation, etc.) and therefore an intersectional approach will be critical in developing an Anti-Racism & Equity code.
- Whereas learned experience in trying to identify barriers to full participation and implementation of effective policies/action:
  - a. Requires collaborative efforts (e.g. need to involve Engineers Canada, all provincial regulators, employers,...)
  - b. Requires education of the professional community. EDI framing is relatively recent and is evolving. It is important for individual engineers to come up to speed on basic terms and responsibilities under current laws and policies. It is recommended that PEO consider the Law Society, where CPD requirements include 3 hours of professionalism of which 1 hour is dedicated to EDI training
  - c. Has been implemented with best practices in the "30 by 30" model which could be useful for ARE (i.e. annual check ins for collaborators to continue discussion on best practices and to share metrics/data, etc.)
- Whereas the implementation of the Code establishes a foundation that PEO can use to create a vigorous EDI culture within the PEO organization.
  - a. Note the importance of analyzing metrics - as this shows progress towards a more diverse and inclusive organization/culture; without metrics equity issues are invisible and usually ignored.

**Be It Resolved That the AREWG (Anti-Racism & Equity Working Group) will develop an Anti-Racism & Equity Code for PEO, which pertains to both the inner workings of the PEO, and the individual licensee.**

**Member #1: Val Davidson.**

E-Signed: *Val Davidson*. 4/18/22

**Member #2: Vanessa Raponi**

E-Signed: *Vanessa Raponi*. 4/18/22

**Date: April 19, 2022**

C-549-XXX  
App E(ii)**Submission #5: Anti-Racism & Equity**

## Public Responses

Vanessa Raponi (mover of Submission #5) and Valerie Davidson (seconded) have inserted points of clarification and explanations in the public responses to Submission #5 (NOTE - italic font is used highlight these points) .

#	Date	Response
1	4/30/22	<p>I would like to express my dissent for this submission:</p> <ul style="list-style-type: none"> <li>The motion alleges that the PEO creates barriers targeting people of various races and genders from entering the profession. Could the movers provide evidence of this allegation?</li> </ul> <p><i>We do not agree that the motion alleges that "PEO creates barriers targeting people of various races and genders from entering the profession". The motion does reference current research to examine PEO's existing licensure process for <u>potential</u> inequities but the work is exploratory and it is premature to draw conclusions.</i></p> <ul style="list-style-type: none"> <li>The PEO recently established an Anti-Racism &amp; Equity code stemming from the Anti-Racism &amp; Equity Working Group. Could the movers articulate why their motion to establish an Anti-Racism &amp; Equity code stemming from the Anti-Racism &amp; Equity Working Group is relevant given that the Anti-Racism &amp; Equity code stemming from the Anti-Racism &amp; Equity Working Group has already been established?</li> </ul> <p><i>The motion states that "the AREWG (Anti-racism &amp; Equity Working Group) will develop an Anti-racism &amp; Equity Code for PEO". The AREWG has created a strong foundation and we are not proposing that the principles should be changed. The implementation details will be developed as PEO moves forward with formal policies</i></p> <ul style="list-style-type: none"> <li>Could the movers describe the issue, problem, risk or gap that this submission addresses?</li> </ul> <p><i>This resolution supports PEO's Anti-racism &amp; Equity Code (v. 1.1) which clearly outlines them reasons for developing the ARE Code.</i></p> <ul style="list-style-type: none"> <li>Could the movers summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above?</li> </ul> <p><i>The ARE Code (v 1.1) is a good starting point for actions. As stated in PEO's Anti-racism &amp; Equity Code (v. 1.1), the "ARE Code will undergo enhancements over time as a living document." (p. 3)</i></p> <ul style="list-style-type: none"> <li>Could the movers cite and briefly summarize any research that supports the proposed action?</li> </ul> <p><i>The document that outlines the Anti-racism and Equity Code (v. 1.1) is comprehensive and provides clear rationale for the development of a formal code.</i></p>

		<ul style="list-style-type: none"> <li>• Could the movers define the acronym or word "EDI" used throughout the submission?</li> </ul> <p><i>Apologies for creating confusion with acronyms that are not explained. EDI is used as a short form for Equity, Diversity and Inclusion. Your question is timely because Engineers Canada has recently released a report* related to its "30 by 30" initiative to increase the percentage of newly licensed engineers who are women. One of the recommendations in the report is that "the Engineers Canada Board develop definitions for "equity", "diversity" and "inclusion that are applicable to all aspects of work that Engineers Canada undertakes, including accreditation." This will ensure clarity and consistent use of the individual and compound terms.</i></p> <p><i>* Candian Engineering Accreditation Board 30 by 30 Working Group. (2021) The CEAB Working Group Report. Engineers Canada, Canadian Engineering Accreditation Board.</i></p> <ul style="list-style-type: none"> <li>• Could the movers confirm whether they are affiliated with any organizations offering "EDI training" as proposed in the motion?</li> </ul> <p><i>Vanessa Raponi is the founder of the non-profit EngiQueers Canada which does offer diversity and inclusion services. Vanessa has held no formal role with the organization since 2019, and is not attempting to solicit business through this motion.</i></p> <p><i>Valerie Davidson is a University Professor Emerita (School of Engineering, University of Guelph) who has been recognized by the engineering community for her efforts to change the under-representation of women in engineering. She is not affiliated with any organization that offers "EDI training" and she is not attempting to solicit business through this motion.</i></p>
2	5/26/22	agreed

**Submission #5: Anti-Racism & Equity**

## Public Responses

Vanessa Raponi (mover of Submission #5) and Valerie Davidson (seconded) have inserted points of clarification and explanations in the public responses to Submission #5 (NOTE - italic font is used highlight these points) .

#	Date	Response
1	4/30/22	<p>I would like to express my dissent for this submission:</p> <ul style="list-style-type: none"> <li>The motion alleges that the PEO creates barriers targeting people of various races and genders from entering the profession. Could the movers provide evidence of this allegation?</li> </ul> <p><i>We do not agree that the motion alleges that "PEO creates barriers targeting people of various races and genders from entering the profession". The motion does reference current research to examine PEO's existing licensure process for <u>potential</u> inequities but the work is exploratory and it is premature to draw conclusions.</i></p> <ul style="list-style-type: none"> <li>The PEO recently established an Anti-Racism &amp; Equity code stemming from the Anti-Racism &amp; Equity Working Group. Could the movers articulate why their motion to establish an Anti-Racism &amp; Equity code stemming from the Anti-Racism &amp; Equity Working Group is relevant given that the Anti-Racism &amp; Equity code stemming from the Anti-Racism &amp; Equity Working Group has already been established?</li> </ul> <p><i>The motion states that "the AREWG (Anti-racism &amp; Equity Working Group) will develop an Anti-racism &amp; Equity Code for PEO". The AREWG has created a strong foundation and we are not proposing that the principles should be changed. The implementation details will be developed as PEO moves forward with formal policies</i></p> <ul style="list-style-type: none"> <li>Could the movers describe the issue, problem, risk or gap that this submission addresses?</li> </ul> <p><i>This resolution supports PEO's Anti-racism &amp; Equity Code (v. 1.1) which clearly outlines them reasons for developing the ARE Code.</i></p> <ul style="list-style-type: none"> <li>Could the movers summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above?</li> </ul> <p><i>The ARE Code (v 1.1) is a good starting point for actions. As stated in PEO's Anti-racism &amp; Equity Code (v. 1.1), the "ARE Code will undergo enhancements over time as a living document." (p. 3)</i></p> <ul style="list-style-type: none"> <li>Could the movers cite and briefly summarize any research that supports the proposed action?</li> </ul> <p><i>The document that outlines the Anti-racism and Equity Code (v. 1.1) is comprehensive and provides clear rationale for the development of a formal code.</i></p>

		<ul style="list-style-type: none"> <li>• Could the movers define the acronym or word "EDI" used throughout the submission?</li> </ul> <p><i>Apologies for creating confusion with acronyms that are not explained. EDI is used as a short form for Equity, Diversity and Inclusion. Your question is timely because Engineers Canada has recently released a report* related to its "30 by 30" initiative to increase the percentage of newly licensed engineers who are women. One of the recommendations in the report is that "the Engineers Canada Board develop definitions for "equity", "diversity" and "inclusion that are applicable to all aspects of work that Engineers Canada undertakes, including accreditation." This will ensure clarity and consistent use of the individual and compound terms.</i></p> <p><i>* Candian Engineering Accreditation Board 30 by 30 Working Group. (2021) The CEAB Working Group Report. Engineers Canada, Canadian Engineering Accreditation Board.</i></p> <ul style="list-style-type: none"> <li>• Could the movers confirm whether they are affiliated with any organizations offering "EDI training" as proposed in the motion?</li> </ul> <p><i>Vanessa Raponi is the founder of the non-profit EngiQueers Canada which does offer diversity and inclusion services. Vanessa has held no formal role with the organization since 2019, and is not attempting to solicit business through this motion.</i></p> <p><i>Valerie Davidson is a University Professor Emerita (School of Engineering, University of Guelph) who has been recognized by the engineering community for her efforts to change the under-representation of women in engineering. She is not affiliated with any organization that offers "EDI training" and she is not attempting to solicit business through this motion.</i></p>
2	5/26/22	agreed

Submission #6

C-549-2.13  
App F(i)

PEO 2022 AGM Member Motion

**Council Member Succession Planning**

WHEREAS: The Succession Planning Task Force (SPTF) recommended, in its 2019 final report to Council, that PEO move towards a competence-based selection process for candidates running for positions on Council.

WHEREAS: Council accepted the SPTF Recommendations 1 and 2A-H (C-532-2.6, Appendix A)\* and directed the EXE Committee to develop an action plan to implement the recommendations.

WHEREAS: Council has mostly completed the governance improvements specified in its governance review roadmap, including establishing a Governance and Nominations Committee.

WHEREAS: PEO's election process remains open and ungoverned, resulting in candidates running on platforms that are not aligned with the needs of a regulatory body focussed on serving and protecting the public.

WHEREAS: It is imperative that the effectiveness of Council be strengthened by a robust succession plan.

**MOTION: That by the next election cycle Council implements both the short-term recommendations of the SPTF and takes steps to update its election procedures to include a competency selection process to ensure competent members of the association are elected to represent the interests of the public.**

\* attached following this motion

Date: 2022 April 18



Moved By: Rob Willson, P. Eng



Seconded By: Paul Ballantyne P. Eng



**PROFESSIONAL ENGINEERS ONTARIO**

**SUCCESSION PLANNING TASK FORCE (SPTF)**

**REPORT AND RECOMMENDATIONS**

Prepared By

Task Force

Paul Ballantyne (Chair)  
Rob Willson (Vice-Chair)  
Michael Wesa  
Ken McMartin

Staff Support

Ralph Martin  
Sylvia Millstein

Laridae Management Consultants

Jonathan Bennet  
Jenn Harrington

The Task Force also acknowledges the contribution of Cassie Frengopoulos.

March 3, 2020

Rev 0

## Succession Planning TF Report

**TABLE OF CONTENTS**

	<b><u>Page</u></b>
<b>1. MANDATE.....</b>	<b>3</b>
<b>2. TASK FORCE PROCESS AND RESULTS .....</b>	<b>3</b>
<b>3. GENERAL CONCLUSIONS .....</b>	<b>4</b>
<b>4. REVIEW OF LARIDAE RECOMMENDATIONS .....</b>	<b>5</b>
4.1 Recommendation 1 – Governance Review .....	5
4.2 Recommendation 2 – Interim Improvements.....	6
4.2.1 Recommendation 2A – Establish SPC.....	6
4.2.2 Recommendation 2B – Purposes, Objectives and Principles.....	6
4.2.3 Recommendation 2C – Competency Based Succession Plan .....	6
4.2.4 Recommendation 2D – Green Light Assessment .....	6
4.2.5 Recommendation 2E – Election Oversight.....	7
4.2.6 Recommendation 2F – Preparing Candidates and Councillors .....	7
4.2.7 Recommendation 2G – Enhance Member Awareness .....	7
4.2.8 Recommendation 2H – Maintaining Council Diversity.....	7
4.2.9 Recommendation 2I – Election of President and VP .....	8
<b>5. CONCLUSION.....</b>	<b>8</b>
APPENDIX 1: Consultant Best Practice Document.....	8
Council Succession Best Practice Report, Recommendations & Implementation Framework, February 26, 2020 .....	8

## Succession Planning TF Report

### **SUCCESSION PLANNING TASK FORCE REPORT**

#### **1. MANDATE**

On June 23, 2017, PEO Council passed a resolution to establish the Succession Planning Task Force (SPTF). The SPTF is a successor task force to the Council Term Limits Task Force (CTLTF), whose recommendations to Council were approved in 2017. Council approved the SPTF's Terms of Reference in June 2018, and its membership in September 2018.

The SPTF's key duties are to:

1. Develop an Implementation Plan for Council succession planning, based on CTLTF succession planning recommendations 1 to 13. These can be found in the attached Laridae report pages 9 and 32 to 41 (Appendix 1).
2. Prepare Terms of Reference (ToR) for the Succession Planning Committee (SPC), as per CTLTF recommendation 16, to establish and maintain a Council succession program and manage its evolution in future years.
3. Engage key stakeholders through meetings and a peer review process. Stakeholders include the Central Election and Search Committee (CESC), the Human Resources Committee (HRC), the Advisory Committee on Volunteers (ACV), the Legislation Committee (LEC) and the Equity and Diversity Committee (EDC).
4. Utilize the services of a governance consultant to assist the task force in determining best practice for succession planning at PEO. The consultant will also support the SPTF in drafting its report and in providing expert opinion to Council during presentation of the report.

Key deliverables of the SPTF include the above noted Implementation Plan and ToR for the Succession Planning Committee. The Implementation Plan includes key recommendations, a schedule, a maintenance and oversight process, and potential operating expenses. The Task Force has prepared this covering report to explain our process and to review the recommendations of the consultant's report.

#### **2. TASK FORCE PROCESS AND RESULTS**

A key duty from our Terms of Reference was that the SPTF was to use the services of a consultant to conduct research and prepare our report and recommendations. This would allow the SPTF to focus its expertise on providing guidance to the consultant on the specific practices and needs of PEO Council. The first action of the SPTF was to prepare a request for proposal and issue it to consultants with expertise in the governance of non-profit organizations. Following proposal reviews and a decision, PEO hired Laridae Management Consultants to fill this role.

Subsequently the SPTF has worked closely with Laridae, reviewing its research

### Succession Planning TF Report

and ultimately its report in a series of meetings. The SPTF met with four of the five peer review committees to solicit feedback on its preliminary findings, except the HRC as it was not available at that time. The SPTF also provided a “Best Practice” briefing to Council at its February 2020 meeting.

The result of this process is the SPTF Report that includes the final report from Laridae, attached as Appendix 1. Although the SPTF supports most of the Laridae report’s recommendations, this covering report will provide some commentary on these and guidance to Council to assist in assessing them. The Laridae report, along with the SPTF’s draft covering report, were circulated to the committees for peer review. Comments were received from some committees and relevant material has been incorporated into the draft report.

In order to better understand succession planning, Councillors should read the Laridae Report in its entirety. The report’s fifty (50) pages can be broken down as follows:

- i) The Executive Summary on pages 3 and 4 provides an overview of the issues addressed in the report and its main conclusions and recommendations.
- ii) Background information is provided by Laridae on pages 5 to 14 and a review of best practices on pages 15 to 24.
- iii) The recommendations are presented on pages 25 to 30.
- iv) The Implementation Framework is included on pages 31 to 35 and Tools & Templates follow on pages 36 to 41. Both of these sections will be valuable resources for the future Succession Planning Committee’s initial work.
- v) Citations are referenced on pages 42 to 44, and Appendices are included on pages 45 to 49.

At the very least items i) Executive Summary and iii) Recommendations should be read. Item ii) Background Information will be of great benefit to those wishing to understand the rationale for the recommendations.

**TO FULLY UNDERSTAND THE SPTF RECOMMENDATIONS, THEY MUST BE READ IN CONCERT WITH THE LARIDAE RECOMMENDATIONS.**

### **3. GENERAL CONCLUSIONS**

Although our long-term intention is to implement succession planning for Council, our review of PEO’s and other regulators’ succession practices indicates that under the current election-based system full implementation of best practice succession planning is not possible. To accomplish this, further changes would be required to how councillors are selected, which would require more extensive changes to PEO’s governance than the SPTF can recommend. A full governance review would be necessary to propose these. Progress towards full succession planning will require important advancements to be fully effective and to arrive at a “best practice”. Until this is completed, a number of interim improvements to the existing

## Succession Planning TF Report

system have been recommended.

Key to Council succession planning, as previously endorsed by Council, is the establishing of the Succession Planning Committee (SPC). As almost three years have elapsed since this committee was originally approved, Council is encouraged not to delay its creation of this committee any further. Term limits were established in 2017 and can only be successful with proper succession planning.

Once established, the Succession Planning Committee will oversee the execution of the Implementation Plan, liaising with Council and the peer review committees, to make the interim improvements. The SPC will update Council on its progress on a regular basis and solicit ongoing direction and approvals in developing areas of succession planning. The objective is to start making an impact on Council succession as soon as possible.

Some interim best practices are:

- Potential Candidates must be educated as to the required skills and commitment before running for a Council position.
- Candidate's competencies should fill some of the estimated gaps in Council through the next election cycle.
- The electorate must be educated as to the skills and experience that each candidate brings to the Council table and how that may fill potential gaps.
- New councillors should be provided with further education to prepare them for their Council duties.

#### **4. REVIEW OF LARIDAE RECOMMENDATIONS**

##### **4.1 Recommendation 1 – Governance Review**

Laridae's first recommendation calls for a full governance review to achieve the full benefits of best practices and an effective succession plan. Changes to the way Councillors are selected (appointed or elected) and even the structure of Council may be needed. This will require a more complete review of Council governance than the SPTF can provide.

Laridae has also provided a best practice review of other professional regulatory organizations, some of which are changing their governance structures to improve their succession planning. While there has not been sufficient time since these changes were made to fully evaluate their impact, what can be stated is that the current direction in some regulatory organizations is towards smaller boards made up of appointed members, with a balance between professional members and lay appointees. It is imperative that PEO investigates the efficacy of making similar changes to see if they could improve the effectiveness of Council.

## Succession Planning TF Report

### **4.2 Recommendation 2 – Interim Improvements**

Laridae's Recommendation 2 contains nine specific recommendations, all of which are interim succession planning practices. These must be seen as building capacity and strengthening governance to facilitate the full implementation of succession planning, and not as implementing succession planning itself. For this reason, Council must proceed on two fronts, to improve its election process while also reviewing its governance. The former can be managed by the SPC, and the latter will require a separate task force or committee of council to oversee the work of a governance specialist.

The remainder of this report will address the specific sub-recommendations made under Laridae's Recommendation 2.

#### **4.2.1 Recommendation 2A – Establish SPC**

This point (2A) specifies the formation of the SPC. Formation of the SPC was previously approved and it will replace the Central and Regional Election and Search Committees, leaving a single committee to deal with succession planning and election procedures rather than the current six committees. As the SPC's mandate contains many departures from current practices, it is not practical to incorporate it into the existing committee structure.

#### **4.2.2 Recommendation 2B – Purposes, Objectives and Principles**

This recommendation defines high-level objectives for the SPC and can be taken as a starting point for its work.

#### **4.2.3 Recommendation 2C – Competency Based Succession Plan**

PEO's current election structure is actually eight distinct elections for different Council positions. In this situation, it is not possible to ensure that any set of elected councillors will have the diverse set of skills required to govern a regulatory body. Also, given the open nomination process, the qualifications and knowledge of candidates cannot be controlled, only guided.

Laridae's recommendation 2C identifies the need to implement a "competency-based" selection process for candidates. Since this will depend on self-assessment by candidates it is unlikely to deter unqualified candidates from running. At best, this process could be used to inform the electorate of what each candidate brings to the table. Its success will depend on whether the voters take the time to review the material and become cognizant of the needs of PEO.

#### **4.2.4 Recommendation 2D – Green Light Assessment**

Further control of candidate competencies is provided in Recommendation 2D, which calls for a "green light" process for the approval of candidates' qualifications and skills. However, the listed competencies are at a very high level and do not include specific skills. Even after getting a green light, there is no guarantee of any level of competence.

## Succession Planning TF Report

It is clear that even after implementing Recommendations 2C and 2D, PEO will still be at a very preliminary stage in the implementation of succession planning.

### ***4.2.5 Recommendation 2E – Election Oversight***

This recommendation extends the direction PEO is currently proceeding towards in tightening up its election publicity rules. At present, candidates have the alternative of following a structured format or using their own free form approach. Implementation of 2E would eliminate the alternative of not following the prescribed format. From a succession planning perspective, this goes towards ensuring that candidates must be evaluated on how they will support regulation of the profession, rather than relying on name recognition or election promises in their campaigns. Council would have to consider this change in light of previous Council motions that eliminated format restrictions, as there are a number of PEO members who support a more open approach.

### ***4.2.6 Recommendation 2F – Preparing Candidates and Councillors***

This recommendation deals with providing support for candidates and newly elected councillors. This was recommended by the CTLTF and approved by Council in 2017, but never implemented. It would be one of the first initiatives for the SPC to pursue once it has been established. Newly elected councillors will be more valuable and effective when they join Council and have a shorter learning curve.

### ***4.2.7 Recommendation 2G – Enhance Member Awareness***

The goal of this recommendation is to enhance member awareness of the role of Council and its succession requirements through taking a mandatory learning module. It was also recommended by the CTLTF but not implemented to date. Larida's recommendation makes enhancing awareness more mandatory for members by requiring them to document their review of material, such as the required competencies of candidates, as an additional PEAK training module. If such a module is made a mandatory requirement of license renewal, the exercise will improve members' knowledge of Council and how its members are selected. It is hoped that this will result in an increase in voter participation during elections, since the present participation rate is unacceptably low.

### ***4.2.8 Recommendation 2H – Maintaining Council Diversity***

This recommendation supports PEO's efforts to ensure Council reflects the diverse backgrounds of its membership. It recognizes that Council currently has diversity, but it must continue to maintain this by developing a robust pipeline of candidates. Central to this approach is ensuring that committees and chapter boards are equally diverse, as these groups are the main source of future councillors. In addition, PEO needs to work through the government to ensure that appointed LGA councillors fill any gaps that may form. The Equity and Diversity Committee should continue to provide guidance to Council for achieving this objective.

## Succession Planning TF Report

### **4.2.9 Recommendation 2I – Election of President and VP**

The final recommendation is to elect the president and vice president from within Council, since it is a best practice for regulatory boards. However, this practice has caused controversy in the recent past at PEO. The SPTF recognizes the political ramifications to recommending implementation of this at this time and agrees with Laridae's suggestion that it be postponed until after the governance review is completed.

Implementation of this recommendation would result in the election of more councillors at large and provide greater scope to recommend those with specific skills to fill gaps in Council. Such an approach reflects the needs of a regulator with a mandate to protect the public and moves away from the current member driven arrangement, as was pointed out in the recent Regulatory Review of PEO.

## **5. CONCLUSION**

The Succession Planning Task Forces encourages PEO Council not to delay formation of the already approved Succession Planning Committee to begin implementing succession planning. We understand that Council is very engaged in improving PEO's regulatory performance in response to the Professional Standards Authority's review (the "Cayton Report"). However, it is also imperative, and overdue, that the effectiveness of Council be strengthened by a robust succession plan. Therefore, the SPTF highly recommends to Council the immediate implementation of the recommendations presented here and in the Laridae report, to help PEO become more focussed on serving and protecting the public.

### **APPENDIX 1: Consultant Best Practice Document**

#### **Council Succession Best Practice Report, Recommendations & Implementation Framework, February 26, 2020**





Professional  
Engineers Ontario

Council Succession Best  
Practice Report,  
Recommendations &  
Implementation  
Framework

February 26,  
2020

**Prepared by:**

Jenn Harrington, BESC., MBA

Jonathan Bennett, C.Dir.

Laridae

[info@laridaemc.com](mailto:info@laridaemc.com)

[www.laridaemc.com](http://www.laridaemc.com)

*PEO Council Succession Recommendations & Implementation Framework*

## TABLE OF CONTENTS

<b>TABLE OF CONTENTS</b>	<b>2</b>
<b>EXECUTIVE SUMMARY</b>	<b>3</b>
<b>INTRODUCTION</b>	<b>5</b>
<i>Project Background</i>	5
<i>Project Timeline</i>	6
<i>Report Organization</i>	6
<b>CURRENT PEO SUCCESSION PRACTICES</b>	<b>8</b>
<i>Document Review</i>	8
<i>Current Council Make-Up</i>	10
<i>Current Succession Practices</i>	12
<i>Current State Analysis</i>	13
<b>BEST PRACTICE REVIEW</b>	<b>15</b>
<i>Trends Related to Regulatory Authorities</i>	15
<i>Recent Changes at other Ontario Regulatory Authorities</i>	16
<i>Board Composition &amp; Competencies</i>	18
<i>Board/Council Diversity</i>	20
<i>Public Appointments</i>	22
<i>Non-Profit Board/Council Succession</i>	22
<b>COMPARATIVE ANALYSIS</b>	<b>24</b>
<b>RECOMMENDATIONS</b>	<b>25</b>
<b>IMPLEMENTATION FRAMEWORK</b>	<b>32</b>
<i>Section 1: Framework to implement the succession planning program.</i>	32
<i>Section 2: Draft Annual work plan for the Succession Planning Committee</i>	34
<b>SUCCESSION TOOLS &amp; TEMPLATES</b>	<b>36</b>
<i>PEO Competency Profile</i>	36
Recommended PEO Council Competencies	36
Competency Criteria	38
Sample Skills Matrix	39
<i>Draft Green-Light Assessment Process</i>	40
<i>Communications Framework</i>	41
<b>WORKS CITED</b>	<b>42</b>
<b>APPENDIX A: Document Review</b>	<b>45</b>
<b>APPENDIX B: SPTF Terms of Reference &amp; CTLTF Recommendations</b>	<b>46</b>
<b>APPENDIX C: Sample PEO Council Skills Matrix and Inventory</b>	<b>48</b>
<b>APPENDIX D: Draft SPC Terms of Reference</b>	<b>49</b>

*PEO Council Succession Recommendations & Implementation Framework*

## EXECUTIVE SUMMARY

In February 2016, PEO Council created the Council Term Limits Task Force (CTLTF). Its purpose was to research and analyze practices at other self-regulating organizations and engineering associations across Canada. The ultimate result of this work was the adoption of term limits for Council members as well as the recommendation to establish a Succession Planning Task Force (SPTF). Council then passed a motion to create the SPTF and establish a budget for its work. In February 2019, the SPTF issued an RFP to contract with an external consulting firm to assist with the work of the task force. Laridae, a management consulting firm, was hired for this work in April 2019.

The goal of the SPTF is to develop a comprehensive implementation plan for a succession planning committee, based on best practice research, that ultimately enhances governance of PEO Council. This document details the culmination of Laridae's work with the SPTF.

The document has been organized as follows:

**PART A** is comprised of an assessment of PEO Council, best practice research and recommendations.

**PART B** is comprised of the Implementation Framework, including a draft annual work plan, and tools to aid with implementation.

A best practices review was undertaken to better understand succession within the context of a regulatory body in the Province of Ontario. This review explored trends related to regulatory authorities. Globally, there has been increased external scrutiny of regulatory authorities resulting in structural changes to governance for many organizations. In general, regulatory bodies are moving towards having smaller councils, equally comprised of qualified applicants from the profession and the public, following a robust, transparent appointment process. The Ontario College of Teachers and the College of Nurses of Ontario recently conducted reviews, resulting in many comprehensive recommendations, including improvements to Council and Committee structure and composition. Likewise, with the adoption of the new Professional Governance Act in BC, Engineers and Geoscientists British Columbia have since implemented a new election process for their Council.

Based on the best practice research and an assessment of PEO Council current practices, Laridae is making the following two recommendations:

**Recommendation 1: Undertake a Full Governance Review**

Based on best practice research we recommend that PEO undertake a full governance review to examine structural changes that could be made to strengthen Council's ability to govern the organization. It is especially timely given the recent adoption of term limits and the implementation of recommendations from the regulatory review. A governance review would ensure that the Council is in alignment with regulatory changes.

A governance review would have the necessary scope and mandate to properly consider, and make recommendations, in line with changes at other regulatory bodies—indeed, it was beyond the mandate of the SPTF to do this work. That said, interim actions with the goal of more closely aligning PEO Council with best practices are being recommended here. This will better prepare PEO for significant changes to structure if they do occur in the future.

*PEO Council Succession Recommendations & Implementation Framework*

**Recommendation 2: Implement Interim Succession Planning Practices**

In advance of a full governance review, this recommendation includes interim actions that will help strengthen succession planning for the organization. The recommended actions are based on best practice, and when best practice is not yet feasible, includes interim measures that can be taken.

Interim actions include the following:

- 2A Establish the Succession Planning Committee to oversee ongoing succession work for the Council.
- 2B Identify the purpose, objectives and principles to guide succession planning.
- 2C Implement a competency-based succession process.
- 2D Implement a 'green light' pre-election assessment process for all candidates.
- 2E Increase oversight of the election process, creating stricter standards for materials candidates are able to publish.
- 2F Enhance candidates and Councillors' understanding of their roles and responsibilities.
- 2G Enhance member awareness of the role of Council and the new succession program.
- 2H Maintain a diverse and robust pipeline of candidates.
- 2I Appoint Council officer positions from within elected Councillors to ensure sound leadership succession.

To be sure, Council has much before it and, as such, succession planning can feel less urgent than other items. However, we see these recommendations as incremental and implementable—building capacity and strengthening governance in small steps results in an easier change process down the road, and prepares PEO for larger, structural changes (such as an appointment process) if and when they occur in the future.

*PEO Council Succession Recommendations & Implementation Framework*

## INTRODUCTION

### Project Background

Professional Engineers Ontario (PEO) is the licensing and regulating body for professional engineers in the Province of Ontario. PEO is a regulatory authority, operating under the authority of the Professional Engineers Act. All engineers operating in Ontario must be licensed by PEO.

The overall mandate of PEO is to govern the engineering profession in the public interest by ensuring the people of Ontario are served by engineers who meet high standards of learning, competence, and professional conduct; by upholding the independence, integrity, and honour of the engineering profession; and for the purpose of advancing the practice of engineering and public well-being. The PEO is governed by an elected Council, comprised of professional engineers and others appointed by the Office of the Attorney General of Ontario. The Council provides overall direction for the association and the profession.

In February 2016, the PEO Council created the Council Term Limits Task Force (CTLTF) to research and analyze practices at other self-regulating organizations and engineering associations across Canada. The ultimate result of this work was the adoption of term limits for Council members as well as the recommendation to establish a Succession Planning Task Force (SPTF). Council then passed a motion to create the SPTF and establish a budget for its work.

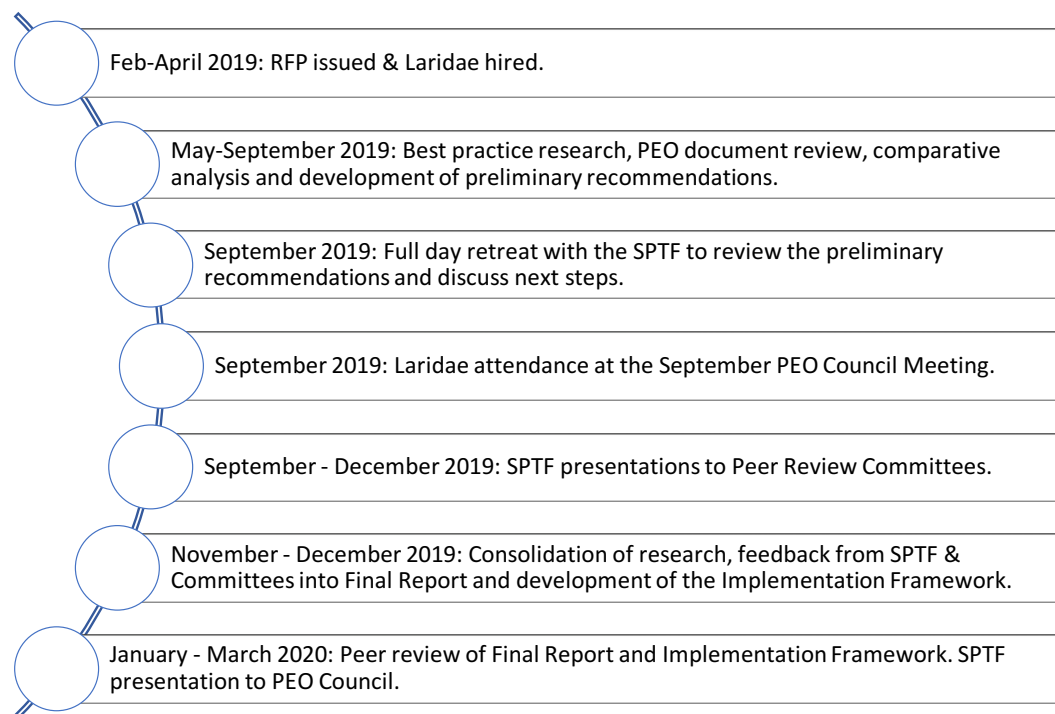
In February 2019, the SPTF issued an RFP to contract with an external consulting firm to assist with the work of the task force. Laridae successfully bid and was hired in April 2019.

**Project Scope:**

- Assist the SPTF in determining the best approach to succession planning for the PEO council, utilizing best practices for non-profit organizations.
- Provide background information, best practices research, and recommendations for the PEO to the SPTF.
- Attend meetings of the SPTF to discuss best practices and to provide recommendations for implementation.
- Prepare the draft report of the SPTF to Council. The report will include Terms of Reference for the Succession Planning Committee and a draft implementation plan.
- The draft implementation plan will include key recommendations, a schedule, a maintenance and oversight process, and communication, and will identify potential operating expenses for candidate searches and training.
- Work with the SPTF to finalize the documents for submission to peer reviewers and the PEO Council.
- Assist the SPTF in presenting its report to Council by preparing presentation materials and attending the Council meeting to provide expertise during the presentation.

## PEO Council Succession Recommendations & Implementation Framework

### Project Timeline



### Report Organization

This report has been divided into two sections.

**PART A:** PART A is comprised of an assessment of PEO Council, best practice research and recommendations. Much of the content of PART A was presented to the SPTF as preliminary recommendations in the July 03 Report. Feedback from the committee has been incorporated into this report, as well as additional research conducted since July, resulting in updated recommendations.

**PART B:** Part B is comprised of the Implementation Framework, including a draft annual work plan, draft communications framework and tools to aid with implementation.

# PART A

## PEO SUCCESSION ASSESSMENT, BEST PRACTICE RESEARCH & RECOMMENDATIONS

This section of the report outlines:

- Current PEO succession practices
- A Best Practice review of succession practices
- A comparative analysis of Engineering Regulatory Bodies across Canada
- Recommendations

## CURRENT PEO SUCCESSION PRACTICES

The current state analysis involved a review of PEO documents, a review of current council make up, and current succession practices.

### Document Review

As part of the assessment, a review of existing PEO documents was undertaken. This included a review of existing policies and procedures, committee terms of reference, and reports. A list of reviewed documents can be found in [Appendix A](#).

One report that is of significant value to this project is the **Council Term Limits Task Force (CTLTF) Report and Recommendations** (Professional Engineers Ontario, 2017), discussed during the June 2017 PEO Council Meeting.

The CTLTF was created to analyze the practices of other self-regulating organizations and engineering associations in Canada, specifically related to term limits and succession planning for Council positions, and to provide a report to Council. The report describes the history of PEO Council membership, provides best practice research and provides a series of recommendations related to term limits and succession planning.

Overall, the committee recommended that term limits be established for Council positions and that a Succession Planning Task Force be implemented. These recommendations were approved by Council.

Succession planning best practices identified in the CTLTF report include:

- Strategic Committee: Establishing a committee charged with the task of developing a recruitment strategy is important. The committee must utilize a continuous process, looking at both current and future vacancies.
- Board Assessment: A list of skills, competencies and experiences needed for effective board governance should be established by the committee. A board member assessment should be completed annually that studies personal competency, skills assessment, and board efficacy needs. A director competency matrix can then be developed to describe the competencies, skills and experiences of the current directors and the key competencies required for new directors. In developing the matrix, existing needs should be listed alongside the competencies each current director has. From this, the skills gaps are determined.
- Board Orientation Manual: It is very important that prospective candidates and new board members have an up-to date board manual.
- Board Training: This should be provided for all Board members, not just for new members. It is important to think outside the box with new innovative methods: online courses, podcasts, conferences, workshops, mentoring, etc. Sharing experiences and knowledge not only helps members but produces a sense of collegiality on the board.
- Board Composition: In addition to skills and competencies, it is also important to select candidates based on their fit with the organization's core values. When there are external appointments, a succession planning program should be conducted in concert with the external body. The primary purpose of such a program is to ensure the board contains directors with skills and experience relevant to the organization's strategic directions and operating environment; the knowledge and ability to work with colleagues and deliver a high standard of



*PEO Council Succession Recommendations & Implementation Framework*

governance performance; and to ensure that some directors have general governance qualifications and other specialized content knowledge to ensure the board is well-balanced.

- Succession Planning for Elected Boards:
  - o It is important that any succession process be transparent and well-communicated to members.
  - o Some organizations implement a pre-election assessment process, where an independent panel assesses each candidate against the skills and competency requirements and provides a ranking to help members with their vote.

Succession planning recommendations identified in the CTLTF report include:

1. Council must identify the skills and experience that the best Councillors would exhibit.
2. The search committee should employ the defined skills list to find suitable candidates in the engineering community.
3. PEO must develop a leadership program and provide training opportunities for interested candidates to upgrade their skill sets in the areas that are deemed of value.
4. A Future Leaders Symposium should be held yearly or bi-annually to introduce PEO, the organization and leadership possibilities within the organization, to young volunteers.
5. The electorate must be educated on the necessary skills and competencies to look for in Council candidates.
6. Council should undertake a gap analysis on an annual basis to identify weaknesses in current council make-up and identify appropriate criteria for strengthening the team.
7. The engineering public must be educated in the importance of Council's role in regulating the profession. This may increase the interest of suitable candidates to aspire for service to their profession.
8. PEO must work with engineering companies to encourage ways to facilitate their employees to consider service to the profession.
9. Determine if it is possible to remove barriers that impede certain volunteers of a specific demographic (specifically age and family status) from serving on Council.
10. PEO must set aside money for training and possibly employer compensation.
11. The Council Manual should be updated and made more complete so that it can be used for information and training.
12. A mentorship program should be set up for new Councillors.
13. HRC must communicate to the Public Appointments Secretariat our skills/ competencies guideline for Lieutenant-Governor Appointed Councillors. These appointments (if staggered in time) may also assist in fulfilling our gap analysis.

PEO recently undertook a governance review limited to its role as a regulator. The following excerpt is relevant to the work of the SPTF and our recommendations:

*3.23 Volunteers have significant control of PEO but are not held to account in the same way as professional staff. Elected volunteers are accountable to their electorate not the public. Those members' interests are reflected in many candidate statements at election time. Candidates aim to 'empower the members', 'improve communication with chapters', and ensure there is 'no membership fee increase'. Only rarely is there mention of protecting the public or improving regulation of engineers.*

Another relevant PEO document is the organization's 2018-2020 Strategic Plan. Clearly, it is important that any succession program be tied to organization strategies, as well as its mission, vision and values.

## *PEO Council Succession Recommendations & Implementation Framework*

Developed after two years of stakeholder consultation, the plan focuses on nine strategic objectives, covering three priority areas: protecting the public interest, engaging stakeholders and advancing PEO's mission.

### **Current Council Make-Up**

The PEO Council is currently made up of elected and appointed members for a maximum number of 29 members (includes 12 LGA members). Excerpts from Section 7.2 of the Council Manual (Professional Engineers Ontario, 2011) are shown below (in italics):

#### ***Composition of Council-Elect Members***

*The composition of Council is prescribed by section 2 of Regulation 941 under the Act. Fifteen of PEO's Councillors are elected by PEO members as follows:*

- a President-elect, who assumes the position of President the year following his/her election;*
- a Vice President;*
- two members who are elected in each of PEO's five regions—a total of 10 \*\*; and*
- three members who are elected from the members-at-large \*.*

*There is no restriction regarding who may be elected or appointed as an officer of PEO other than the requirements to be a member of PEO and to be nominated for election to Council as President-elect, Vice President or a Councillor-at-Large by no fewer than 15 other professional engineers, including at least one resident in each Region.*

*The only qualification members must meet to be eligible for election to Council as Regional Councillor is that the member must be nominated by no fewer than 15 other professional engineers and must reside within the Region in which he or she is to be elected.*

*Each year, Council appoints a Central Election and Search Committee. Its purpose is to encourage members to seek nomination for election to Council as President-elect, Vice President or a Councillor-at-Large. Council also appoints Regional Election and Search Committees and their purpose is to encourage members in each region to seek election as Councillor for their region. The election procedures are reviewed and approved by Council annually.*

#### ***Composition of Council—Appointments (Lieutenant Governor Appointees)***

*In addition to Councillors elected by the membership, up to 12 PEO Councillors are appointed by the Lieutenant Governor of Ontario and are known as Lieutenant Governor-in-Council Appointees, or LGAs.*

*Some LGAs are professional engineers appointed to ensure representation of all major engineering disciplines, something that can't be guaranteed through the election process. Others are lay people who represent the broader public, and provide Council with the perspective of non-engineering practitioners. This helps give balance to Council deliberations. Lay LGAs play an important role in ensuring the association takes full account of the public interest in its deliberations and decision making.*

*As noted in By-Law No. 1 (sections 28 and 29), Lieutenant Governor Appointees are equal members of PEO Council and carry the same responsibilities as elected members. Under the Act*

*PEO Council Succession Recommendations & Implementation Framework*

*and its Regulation, certain roles within the regulatory process related to the Registration Committee and the complaints and discipline processes must be filled by LGAs.*

Information about the Appointment process for PEO is available from the Government of Ontario at <https://www.ontario.ca/page/public-appointments> and specific to the PEO at <https://www.pas.gov.on.ca/Home/Agency/435>. According to the website there are currently three LGA vacancies.

LGA Term: In each year, the persons to be appointed by the Lieutenant Governor in Council are appointed for one year, two year or three-year terms in order that one-third, or as nearly as possible, are appointed in each year. A person whose term has expired is deemed to have been reappointed until his or her successor takes office.

**Committees with Requirements for Council Members as Members**

*The Registration Committee shall be composed of not fewer than two members of Council who were appointed to Council by the Lieutenant Governor-in-Council.*

*The Complaints Committee shall be composed of at least one member of Council who was appointed to Council by the Lieutenant Governor-in-Council.*

*The Complaints Review Councillor shall be appointed by and from among the members of Council appointed by the Lieutenant Governor-in-Council who are not members of PEO and is not eligible to be a member of the Complaints Committee or the Fees Mediation Committee.*

*The Discipline Committee shall be composed of at least one person from among the members of Council elected to Council and a member of Council appointed by the Lieutenant Governor-in-Council.*

**PEO Regions**

*For PEO electoral purposes, the province is divided into five regions. The boundary descriptions are described in Schedule 1 of Regulation 941 under the Professional Engineers Act. The boundaries are based on postal forward sortation designations, municipal boundaries, and fixed geographic features. Copies of the regional maps may be found at section 12.8 (Reference Material).*

*Each region includes a number of chapters, and is represented by two Councillors, elected in alternate years to two-year terms with the result that half the Regional Councillors may turn over every year. There are at present 36 chapters located throughout Ontario.*

*The five regions are: Northern Region (seven chapters); Eastern Region (seven chapters); Western Region (nine chapters); East Central Region (six chapters); and the West Central Region (eight chapters).*

*Regional Councillors have dual roles: They are part of PEO Council, and they also sit on PEO's Regional Councillors Committee (RCC), which is responsible for representing chapter and regional interests to PEO Council and taking Council's perspectives to the chapters and regions.*

*The Regional Election and Search Committee for each region is responsible for encouraging at least one member residing in that region to stand for election as Regional Councillor. The*

## *PEO Council Succession Recommendations & Implementation Framework*

*Regional Election and Search committees are chaired by the Junior Regional Councillor in each region and members are the serving chairs of each chapter in the region.*

### **Regional Councillors Committee/Regional Congresses**

*The RCC is a formal mechanism for bilateral communication between PEO and the regions, established within the governance model of the association.*

*Through By-law No. 1, a committee of chapters, known as the Regional Congress, has been established in each region. Three Regional Congresses are held a year in each region, in February, June and September.*

### **Chapters**

*PEO maintains a system of geographically-based chapters as forums for grassroots participation, professional development/affiliation, and planning of community events.*

*Chapters are recognized as an integral part of PEO. They are considered to be a subcommittee of the Regional Councillors Committee (RCC). PEO chapters are the local presence for Professional Engineers Ontario and are tasked with the responsibility of assisting PEO in meeting its objectives. This formal recognition was confirmed with the establishment of Terms of Reference for the chapters that were approved by Council in June 2004. These can be found in section 12.6 (Reference Material).*

*Chapters host ceremonies welcoming new PEO members into the profession and presenting license certificates. The chapter system is a training ground for volunteers interested in seeking election to PEO Council and participating in PEO committees and task forces. It is a dynamic model of volunteer organization.*

## **Current Succession Practices**

As per the CTLTF report, prior to 1999, PEO had a nominating committee that specifically nominated candidates for election to the Council. In 1999, PEO shifted its election preparations from nominating qualified candidates to searching for and encouraging candidates to run for positions on Council, with the rationale to democratize the process and to ensure open competition for the positions.

Recent changes include the adoption of term limits as well as opening up the president-elect and vice-president positions to those without prior Council experience. Term limit recommendations, as approved by PEO Council, June 2017, are included in [Appendix B](#).

The Central Election and Search Committee (CESC) is currently responsible for seeking out qualified candidates for nomination. As per their 2018/2019 work plan, they are to encourage members to seek nomination for election to the Council as president-elect, vice-president, or a councillor at large (at least two candidates for one or two positions), review complaints, review the election process, as well as to develop a broader election communications plan to increase voter participation. They have also worked to develop a greater understanding of why members are not engaged in the election process, for example by undertaking research through an Ipsos Reid survey (Ipsos Reid, 2013). In addition to the CESC, each of the five regions has its own Regional Election and Search Committee to help identify potential candidates for election.

*PEO Council Succession Recommendations & Implementation Framework*

Two pipelines to search for candidates currently exist – through committees and the chapters. There is no requirement that candidates be a member of a chapter board prior to running for council.

Three documents exist to guide candidates through the election process: The Election Voting Procedures, Council Election Guide, and the Elections Publicity Procedures. These documents provide comprehensive information about the Council election process, as well as information for candidates about the duties of Councillors, term limits, time expectations and competencies (based on values). All three documents are updated on an annual basis.

Once the election is in process, the Chief Electoral Officer deals with complaints and monitors the process.

Succession planning has been implemented for committees—HR work plans are developed on an annual basis to understand current and future needs of each committee. The HR work plans identify current and target core competencies, experience level, gender/diversity, geographic representation, etc. The Council Manual outlines the process for committees very clearly.

### **Diversity**

Diversity is a concern for many governing boards. Currently, the PEO council is quite gender diverse. This is partly due to concerted efforts to recruit women to run as candidates in the previous election, resulting in more female Councillors elected. Diversity of Council has also been assisted by the government through the LGA appointment process. An Equity and Diversity Policy, approved in 2013 (contained within the Volunteer Manual and on the PEO website), outlines the organization's equity and diversity expectations, though there are no clear guidelines on how to achieve diversity or specifically what diversity means. Council has recently approved a revised work plan for the 30 by 30 Task Force - created to support Engineers Canada's 30 by 30 initiative, a commitment to raising the percentage of newly licensed engineers in Canada who are women to 30% by 2030, and to develop and act on a plan for PEO to help resolve gender inequity.

### **Training and Orientation**

As outlined on the PEO website, a Volunteer Manual has been developed for volunteers. The manual is comprehensive and outlines information about PEO's regulatory role, its governance structure and volunteer policies and procedures. In addition, three training modules are available to assist in the onboarding process. There is also a PEO Council Manual for Council members.

## **Current State Analysis**

Based on information gathered through the document review, conversations with SPTF members, and key informant interviews, the following succession related issues have been identified:

### **Low Member Engagement**

- There is, historically, low member engagement and voter turnout for Council elections despite attempts to increase turn out (candidate webcasts and e-blasts, town halls). From the most recent Dimensions magazine (PEO, 2019), 12.4% of PEO Membership voted in 2019, a downturn from 2018, when 13.2% voted.

### **Limited Candidate Pool**

- The two pipelines for searching for and identifying potential candidates are insufficient. In some geographic areas, candidates are acclaimed. Council committees (which is one of the pipelines)

*PEO Council Succession Recommendations & Implementation Framework*

tend to be populated by experienced, dedicated volunteers who have already sat on other Council committees. Some younger members who have expressed a desire to be on a committee, and have applied, have not been selected.

- There are difficulties for new candidates to run against incumbents due to name recognition.
- Larger chapters tend to naturally provide more votes.
- Prospective candidates lack the knowledge to fully understand the roles and responsibilities, and the time requirements, of Councillors. Training is provided to the leadership of committees and chapters to develop leadership skills, but not for governance or regulatory competency.
- Due to the recent implementation of term limits, there is concern that there will be insufficient individuals to fill gaps left by Council vacancies.
- There is little employer engagement with regards to Council membership. There are opportunities to improve communications to employers so they understand the value of having an employee on council (and understand time requirements).
- Councillors are expected to spend significant time on committees, of which there are many. The time requirement is likely a deterrent to some.

**Board Composition**

- Core competencies for council positions have not been developed. Council members are not selected based on their competencies. Attempts to cover perceived gaps may be made by the government through the LGAs. However, the LGA process is opaque. At times, Councillors who fail to be elected go through as LGAs instead.
- There is a lack of role clarity in regards to Council's role to govern a regulatory body. Some Councillors seem to feel their role is instead to represent member interests.
- Council tends not to be representative of the membership's true diversity. For example, there has been difficulty recruiting younger engineers and female engineers.
- LGA appointees' terms may change with changing government, leaving terms unfulfilled.
- President and President-Elect are not required to serve on Council prior to running for these positions. In addition, there is potential for Council Chair not to be the elected President and a second Council Vice-President is elected from members of Council.

**Election Process**

- There has been a suggestion that the election period is too long (five weeks, with three weekly e-blasts towards the end of this period). Voting begins before all of the e-blasts have been sent.
- There is no requirement that candidates be a member of a chapter board prior to running for Council. As well, there is no requirement that candidates running for the position of President to have been on Council first.
- It was noted that there is an opportunity to ensure Council members are better informed about their roles and responsibilities as Council members – prior to the election process, and once elected/appointed. It is especially important to ensure Council members understand their responsibility to protect the public and improve regulation of engineers, as well as the importance of alignment between board objectives and the organization's strategic plan.
- Some candidates submit nomination papers at the very last minute.
- There is no oversight of candidate election materials. PEO staff are prohibited from editing or make changes to any of the information, even if is not factual.
- There is not a requirement for candidates to undergo a criminal record check.

## BEST PRACTICE REVIEW

A best practices review was undertaken to better understand succession within the context of a regulatory body in the Province of Ontario. The following topics were explored:

1. Trends related to regulatory authorities
2. Recent changes at other Ontario regulatory authorities
3. Board composition & competencies
4. Board diversity
5. Non-profit board succession
6. Board appointments

### Trends Related to Regulatory Authorities

Globally, there has been a trend of increased external scrutiny of regulatory authorities. This includes heightened government oversight and intervention in regulatory practices (Barry, 2014). In Canada, especially in British Columbia, there have been multiple reports exploring governance of regulators, especially within the health sector.

According to a blog post by James Casey (Casey, 2019), a partner at Field Law in British Columbia, “professional regulators should be aware that the political winds are blowing,” and professional regulators need to take heed. He states that “societal and political skepticism in Canada of the societal value of self-regulation is at an all-time high, and that there are trends towards rebalancing councils to include a majority of public members, as well as rethinking the role of councils to consider merit-based appointments rather than electing members.”

L’Ordre des ingénieurs du Québec, Québec’s engineering regulator, recently returned to full regulatory status after the implementation of a 2.5-year trusteeship due to financial instability and inability to effectively regulate and discipline the engineering profession.

In November 2018, the BC government passed the *Professional Governance Act*, which consolidated government oversight of the five professional regulators for engineering and geoscience, forestry, agrology, applied biology, and applied science technology under a new Office of the Superintendent of Professional Governance (Engineers & Geoscientists British Columbia, n.d.). The Act provides a framework to be administered by a new Office of the Superintendent of Professional Governance, for consistent governance standards across the five regulators. These standards include:

1. Increasing public representation and instituting a merit-based nomination process for Council;
2. Setting common ethical principles;
3. Requiring competency and conflict of interest declarations from qualified professionals;
4. Strengthening professionals’ duty to report unethical conduct of other professionals;
5. Providing whistle blower protections to those who report; and
6. Enabling professional regulators to regulate firms.

Engineers and Geoscientists British Columbia have since implemented a new election process for their Council. On their website, they outline the new candidate selection process, well as describe the role of council, skills and expertise, commitment and eligibility. The screen snap shot (on the following page) provides a brief overview of how their election process has changed with the adoption of the new Act

*PEO Council Succession Recommendations & Implementation Framework*

(Engineers and Geoscientists British Columbia, n.d.):

What's Changing?	How is it Changing?	When is it Effective?
<b>Nomination Criteria</b>	A new merit-based nomination process will be established; only those candidates approved through this process are eligible to stand for election. Nomination by 25 members is no longer permitted under the new Act.	2019/2020 Council election
<b>Council Composition</b>	12 members in total. Of these, 11 will be voting members: <ul style="list-style-type: none"> <li>• four government-appointed laypersons</li> <li>• five Councillors</li> <li>• one Vice President</li> <li>• one President</li> </ul> The Immediate Past President will be a non-voting member.	To be determined; not effective for 2019/2020
<b>Councillor Terms</b>	Councillors: three years President and Vice President: up to three years.	To be determined; not effective for 2019/2020
<b>Term Limits</b>	Councillors: six years in one position, and 12 years in total.	To be determined; not effective for 2019/2020

## Recent changes at other Ontario Regulatory Authorities

As a result of this increased scrutiny, some professional regulators have undertaken governance reviews to ensure they are well positioned to defend their role to government. The College of Nurses of Ontario (Council of Nurses of Ontario, 2017) recently undertook a governance review of its Council, which, like PEO, is a professional regulatory body. The purpose of the review was to position the organization as a leader in regulatory governance. The review involved an engagement process, a literature review, a review of trends and best practices, and a review of surveys undertaken by other regulators. The following recommendations were made:

1. Decrease the size of the council from 37 to 12 members
  - a. Why: Small boards make more effective decisions and foster input from all directors. As well, regulatory governance is moving away from large, representative elected boards to smaller, competency based appointed boards.
2. The board will have an equal number of public (6) and professional members (6).



*PEO Council Succession Recommendations & Implementation Framework*

- a. Why: Reinforces public confidence that the board is focused on the public and not on professional interests; reflects the board's commitment to the public interest; and, is the best compromise between public trust and maintaining professional expertise.
3. Directors will be selected based on having the competencies needed for the role
  - a. Why: Literature supports competency-based boards; a move to competency-based boards is a recent trend in regulatory governance; public confidence will be enhanced if skills and competencies on the board are transparent.
4. Move from an election to a competency-based application and appointment process via a nominating committee.
  - a. Why: Allows the board to build and maintain a strong, competent group to support evidence-informed, public focused decision-making; ensures needed diversity; there is evidence in the regulatory literature that election of members of a regulator board sets up an inherent conflict and potential misunderstanding of the role among members of the procession who believe they are being represented.
5. Implement a transparent, and open appointment process. Includes attendance at a boot camp prior to applying to ensure understanding about needed competencies, board roles and commitment.

Similar to the Ontario College of Nurses, the Ontario College of Teachers also recently undertook a governance review. From a report drafted for the Ontario Council of Teachers, by GovernanceSolutions (GovernanceSolutions, 2018),

*“There are two main schools of thought regarding self-regulatory governance models. These emerged clearly from the main diagnostics – i.e. authoritative research, comparator practices and trends, research surveys, and interviews – as distinct approaches to self-regulation.*

***One is a representative approach.***

*The fundamental precept in this model is that members of the profession are best – perhaps uniquely – suited to regulating their profession. This encompasses accreditation and standards setting, as well as investigations and hearings on reported breaches: teachers are best suited to understand both the professional expectations and the job context of situations. This extends to the composition of the Council (governing body) and Committees (which convene panels and committee meetings to hear cases and render decisions). Teachers and other members of the profession should make up at least the majority of each of these, at all levels of governance, to ensure that the profession's expectations and context are appropriately expressed, and to bring a peer review to potential breaches. Perhaps more subtly, the mandate and strategic priorities of the regulatory body extend to – and may even focus primarily on – the protection and advancement of the profession itself.*

***A second is a regulatory approach.***

*The fundamental precept in this model is that the protection of the public interest is paramount in the mandate of the body, and to the extent that this is in tension with members' or the profession's interests, the public interest trumps these every time. The Council and Committees are composed of at least an equal number of individuals who are independent from the profession and its membership, some would say a majority. Council and Committee membership is not determined by election from and by the membership, but based on competencies and attributes needed to best populate each. These competencies and attributes could differ from the Council to Committees, and from Committee to Committee, so there is no requirement that*

*PEO Council Succession Recommendations & Implementation Framework*

*Committees be populated by Council members – each has a unique role, best accomplished by people equipped to fulfill that.*

Similar to the Ontario College of Teachers, the PEO operates under a hybrid representative-regulatory governance model, but skews more toward the representative approach. In the report to the Ontario College of Teachers, GovernanceSolutions provide the following recommendations to ensure a focus on regulatory functions:

- Reduce council size from 37 members to 14, with an equal number of members from the profession and from outside.
- Select Council members from a pool of qualified applicants following a robust, transparent process. Members and the public will be encouraged to apply for Council membership, selected by a Governance & Nominating Committee (GNC), which will vet competencies. Public members will be appointed by the Province, informed but not limited by the recommendations of the GNC. Professional members will be appointed based on the recommendations of the GNC.
- Move from a representative election model to a competency-based appointment model calls for the GNC to put in place a process to intentionally and meaningfully reach out to regions, linguistic, minority and other groups to ensure diversity.
- The College will adopt a structured, mandatory governance education program for Council, senior staff and committee members to ensure a common understanding of corporate and regulatory governance and role clarity.

## **Board Composition & Competencies**

There are numerous sources of best practices for board composition. The examples below describe the need to select board members based on competencies.

A Regulatory Board Governance Toolkit (Barry, Regulatory Board Governance Toolkit, 2014), created for International Council of Nurses, states that “the addition of public members to Boards in recent decades came in response to increasing public concerns that Boards composed entirely of members of the profession may be more attuned to the interests of the profession than to those of the public.” Barry goes on to state “the Board, which is charged with the stewardship of the regulatory authority, needs to ensure the organization is effective, efficient, fair and transparent and protects the public. In order to do this, it is important that Board members have the necessary skill, expertise, knowledge and commitment and that the Board as a whole has the necessary skill, diversity and experience to make effective policy decisions and to steward the organization responsibly.” They also describe the recent trends in governance to move away from large representative bodies to small boards, as well as the need to select board members based on skills and competencies.

According to the Best Practices Guidelines (BC Government, 2005) developed for the Office of the Premier in British Columbia:

- The board should be made up of individuals who, collectively, have the required competencies and personal attributes to carry out their responsibilities effectively.
- Unless specified otherwise in the governing legislation, board members should be independent from management and have no material interest in the organization.
- The board has a committee that develops director selection criteria and identifies and evaluates potential candidates.

*PEO Council Succession Recommendations & Implementation Framework*

- The board has a competency matrix that is updated annually and when vacancies arise. The competency matrix is used to identify competency “gaps” on the board and direct the search for new candidates.
- The board has a board succession plan to recommend to Government the orderly turnover of directors.
- The board publishes the name, appointment term and a comprehensive biography of each director. Once board members are appointed, it is important that the public and all members of the organization are informed. As part of an organization’s communication strategy, the name, appointment term and biographical background of each director should be publicized and retained on the organization’s web site.

CPA Canada, in its 20 Questions Directors Should Ask About Building and Sustaining an Effective Board briefing (Watson, 2015) states that the composition of the board should be considered from the following perspectives:

- Specific skills and experience relevant to the organization’s opportunities and risks;
- Personal attributes of individual directors;
- Board leadership requirements;
- Committee requirements;
- Desired aspects of board diversity; and
- Establishing a strong, healthy board culture.

### Board Competencies

The Government of Alberta has created a Board Profile and Competency Matrix Tool (Government of Alberta, n.d.) for use by public agencies. The tool provides a list of critical competencies organized into three major areas and are examples of what can be used to create an overall profile for a board. Definitions are included in the tool.

Competency Area	Critical Competencies	Brief Description
Relevant Professional Experience	<ul style="list-style-type: none"> <li>• Governance</li> <li>• Business/Management</li> <li>• Legal/Regulatory</li> <li>• Human Resources</li> <li>• Accounting/Financial</li> <li>• Risk Management</li> <li>• Public Relations/Media</li> </ul>	The candidate has professional/volunteer experience that is relevant and valuable to the board of the public agency.
Specialized Environmental Knowledge	<ul style="list-style-type: none"> <li>• Government/Public Policy</li> <li>• Community/Stakeholder Relations</li> <li>• Industry/Sector</li> </ul>	The candidate has specialized knowledge of the environment or context affecting the board of the public agency.
Personal Effectiveness Skills	<ul style="list-style-type: none"> <li>• Leadership/Teamwork</li> <li>• Strategic Thinking/Planning</li> <li>• Critical Thinking/Problem Solving</li> </ul>	The candidate has personal skills or attributes of value to the board of the public agency.
Other	Additional competencies may be identified that do not fall within the categories provided above but are essential to the needs of the public agency.	

Skills and competencies described by Engineers and Geoscientists British Columbia include the following:

“For Council to achieve its goals and meet its fiduciary responsibilities, Council has identified the need for diverse voices on Council, with a blend of the following skills and competencies:

- Leadership
- Financial Literacy

*PEO Council Succession Recommendations & Implementation Framework*

- Risk Management
- Human Resources
- Strategy
- Regulatory Understanding
- Governance
- Technical Proficiency in Engineering and Geoscience

APEGA, the Association of Professional Engineers and Geoscientists of Alberta, also outlines skills and competencies for potential council members on their website (APEGA, n.d.).

- Effective Board Communication
- Governance Experience
- Knowledge about APEGA
- Leadership
- Regulatory Understanding
- Risk Management
- Strategic Planning
- Understanding of Self-Regulation
- Visionary
- Work Experience

Engineers Canada has also identified desired competencies of Board Members, listed in their board manual.

The Ontario College of Nurses outlines competencies and attributes for council members on their website. (Ontario College of Nurses, n.d.). Four dimensions of competencies and attributes are identified for members:

- Career knowledge and experience: Professional nursing experience, regulatory experience, patient rights, cross-cultural experience, broad health sector leaderships, financial/accounting expertise, education system, information technology, HR leadership
- Functional skills: Public interest, evidence-based decision making, decision-maker, stakeholder relations, leadership, strategic planning, risk management/oversight, governance and boards, quality management/oversight, change management, financial literacy, chairing boards and/or committees, business and commerce,
- Affinity attributes: Patient safety, gender diversity, urban-rural diversity, cultural/heritage diversity, geographic diversity across Ontario, age diversity, diverse patient population needs
- Character attributes: Communicator, constructive, emotionally mature, ethical, fiduciary, inclusive, independent, learner, listener, proactive, strategic, adaptable, forthright, professional judgement, astute, problem solver, unifier, systems-level thinker

## **Board/Council Diversity**

Board/Council diversity, especially in terms of gender equality, remains a key topic in corporate as well as non-profit governance globally and in Canada. Boards are under increasing pressure from legislators, regulators and their stakeholders to improve their diversity.

In a legal update provided by Wildlaw.ca (Wildeboer, Dellecluse LLP, 2017), March 2017, they state:

*PEO Council Succession Recommendations & Implementation Framework*

*“In June 2016, the Ontario government announced that it had accepted all 11 recommendations in Catalyst Canada’s report, entitled Gender Diversity on Boards in Canada: Recommendations for Accelerating Progress (the “Catalyst Report”). Catalyst is a non-profit organization focused on accelerating progress for women through workplace inclusion. The Ontario government commissioned the report in order to assess progress for women in the workplace and seek recommendations for companies, business leaders and the Ontario government to address Canada’s lag vis-a-vis other developed nations in achieving gender balance on corporate boards.*

*The Catalyst Report recommends that issuers set specific gender diversity targets by the end of 2017 and achieve them within three to five years. Specifically, Catalyst recommends that all issuers with one female director target 30% representation by 2017, and that all issuers with no female directors aim to have at least one female board member. The Catalyst Report also recommends that issuers adopt at least one mechanism to facilitate board renewal, such as director term and/or age limits, and establish written policies describing how issuers specifically intend to increase representation of women on their boards. To address gender diversity at all levels of an organization, the Catalyst Report recommends that issuers monitor and track promotion rates, aiming for proportional promotion and retention at each level, invest in inclusive leadership training and address pay equity by adopting pay transparency and ensuring there are no wage gaps.*

*In accepting all 11 recommendations in the Catalyst Report, **the Ontario government has established a target that, by the end of 2019, all Ontario provincial boards, agencies and commissions will be comprised of at least 40% women.** The Ontario government has also committed to considering more stringent legislative or regulatory approaches if the 30% target for women on corporate boards in Ontario is not met by the end of 2017.”*

Diversity is not only about gender. According to CPA Canada (Fiona Macfarlane, 2019), “While many of the documented examples of diversity initiatives focus on race and gender, the concept of diversity is broader and encompasses factors including age, culture, personality, skill, training, educational background and life experience.” They go on to say that “Diversity of thought and experience on the board can help lead to improved problem-solving, ability to take advantage of global opportunities, and avoidance of groupthink.”

Explicit steps boards and Councils can take to increase diversity:

1. Discuss what diversity means with Board Members. Discuss race, culture, ethnicity, gender and age. Ask what the board can do to become more inclusive and welcoming.
2. Create a clear board member role description that outlines expectations, roles and responsibilities, organizational values, and competencies. In the description, communicate your organization’s commitment to diversity, equity and inclusion (Standord Social Innovation Review, 2017).
3. Create a diverse pipeline of candidates. Intentionally seek out diverse candidates by clearly communicating needs and using non-traditional as well as traditional sources for candidates.
4. Develop a strong, and transparent vetting process.

*PEO Council Succession Recommendations & Implementation Framework***Public Appointments**

Public appointments in Ontario are co-coordinated through the Public Appointments Secretariat (the Secretariat reports to the Treasury Board). The Secretariat administers the program as well as provides support to ministries. Each year, approximately 1,500 public appointments to 184 provincial agencies and 360 other entities are made. Individuals interested in applying can find information about the process and vacancies on the Secretariat website (<https://www.ontario.ca/page/public-appointments>). The public appointment process is detailed in the 2016 auditor general report found at: [http://www.auditor.on.ca/en/content/annualreports/arreports/en16/v1\\_402en16.pdf](http://www.auditor.on.ca/en/content/annualreports/arreports/en16/v1_402en16.pdf)

An audit of the public appointment process took place in 2016, resulting in 6 recommendations and 14 actions. (Ontario Auditor General, 2016). Improvements that impact PEO include the following:

- To minimize the negative impact of delays, the appointments of new members and reappointments of existing members are to be done in a timely manner. Best practice guidelines have been provided to ministers' offices, as well the Treasury Board Secretariat also developed a short video for public appointee applicants and ministry staff to better understand the appointment process.
- Due to delays in the process some agencies and entities dropped below their minimum number of appointees. The Secretariat has since implanted an IT system to help ministries better track appointments.
- Transparency in the appointment process was found to be poor. The Secretariat has now developed educational and training materials that include information on the role agencies play in selecting and betting candidates.
- In 2016, only 40% of chairs strongly agreed that sufficient consultation and communication occurred between the ministry and their organization to ensure appointees have the necessary skills for their boards. They state that *'chairs, in conjunction with CEOs, are now consulted for their input on board requirements so that appointed board members have the competencies to fill the gaps in their boards.'*
- Finally, starting in 2019, the Secretariat will begin to monitor appointment diversity statistics and post them on its public website, to be in line with the provincial government's target of women composing 40% of board members on all provincial boards and agencies.

**Non-Profit Board/Council Succession**

Board/Council succession is critical to the success of all non-profit organizations, regulatory or not. Board Director planning is an essential piece of good governance, and sets the stage for member engagement, high performance and effective leadership.

There are known benefits to succession planning, including the following as identified in the Board Succession Toolkit developed for ONESTEP (The Ontario Network for Employment Skills Training Projects, 2018) by Laridae:

1. A ready supply of qualified, motivated people (or a process to identify them), who are prepared to take over when board members leave, or their terms expire.
2. Alignment between an organization's vision and its succession plan, which demonstrates an understanding of the need for board members to carry on and achieve strategic plans.

*PEO Council Succession Recommendations & Implementation Framework*

3. A commitment to term limits, which will facilitate the organization's ability to recruit top-performing board members (while also helping to ensure independent and fresh thinking on the board).
4. An external reputation as an organization with a high performing board.
5. A tangible value-proposition on the benefits of joining the board.

ONESTEP goes on to identify key factors to consider when developing a succession plan. The succession plan should:

- Link to the organization's mission, vision, and values.
- Look three to five years into the future.
- Be reviewed and updated annually by integrating the process into the annual objectives of the committee responsible for succession.
- Link to a process of building director proficiencies and skills for current and future board needs.
- Assess future needs of the board against the current membership.
- Include a systematic, non-biased process for recruiting, developing, and evaluating candidates.
- Implement systematic assessments of aspiring board members for leadership competencies.
- Be integrated with other board activities.

Even though the ONESTEP toolkit does not specifically apply to an elected and appointed Council of a regulatory authority, the broad foundational pieces for developing an effective succession plan are still applicable.

CPA Canada has also published an extensive guide for Board Succession for not-for-profit organizations (Dr. Richard Leblanc, 2010). Within the guide, they describe a number of relevant topics. For example:

- The composition of the board must be compatible with the current status of the organization and its future directions. A best practice is to create a competency matrix in which incumbent and prospective directors are matched against each of the skills needed. The matrix should be reviewed regularly to ensure it is aligned with the evolving strategic needs of the organization. A sample skills matrix is included within the Appendix;
- Conducting the search process and how to identify potential directors; and,
- Director orientation and development.

## PEO Council Succession Recommendations &amp; Implementation Framework

## COMPARATIVE ANALYSIS

A review of succession practices of engineering regulatory bodies, as well as a few other larger regulators in Ontario was undertaken to show the differences between the organizations. Note that three of the organizations have undergone regulatory reviews, resulting in significant changes to their Council composition.

Name	Governance Review	Council Size	# elected	# appointed	Officers selected from elected Councillors	Councillors are Elected	Councillors are Appointed	Competencies Identified	Vetted through a committee	# of member signatures	Criminal Record Check
Engineers and Geoscientists BC – <b>**Proposed Changes</b>	√	12	8	4		√		√	√	0	
Association of Professional Engineers and Geoscientists of Alberta (APEGA)		19	15	3		√		√	√	25	√
Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS)		19	17	2		√				5	
Engineers Geoscientists Manitoba		13	11	2	√	√		√	√	6	
Engineers Nova Scotia		11	11	0		√		√	√	10	
APEGNB - Engineers & Geoscientists New Brunswick		14	12	2		√				10	
Engineers PEI		10	10			√				5	
Professional Engineers and Geoscientists Newfoundland & Labrador (PEGNL)		12	9	3		√				3	
<b>PEO - Current</b>		<b>27</b>	<b>15</b>	<b>12</b>		√				<b>15</b>	
College of Nurses of Ontario CURRENT		37	21	14-18		√				2	
College of Nurses of Ontario <b>**Proposed Changes</b>	√	12	6	6			√	√	√		
Ontario College of Teachers CURRENT		37	23	14	√	√				10	
Ontario College of Teachers <b>**Proposed Changes</b>	√	18	9	9			√	√	√		
CPA Ontario		16	16			√		√	√		√
College of Physicians and Surgeons of Ontario		32-24	16	13		√		√		5	



*PEO Council Succession Recommendations & Implementation Framework*

## RECOMMENDATIONS

### **Recommendation 1: Undertake a Governance Review**

Based on best practice research we recommend that PEO undertake a comprehensive governance review to examine structural changes that could be made to strengthen Council's ability to govern the organization. It is especially timely given the recent adoption of term limits and the implementation of recommendations from the regulatory review. A governance review would ensure that the Council is in alignment with regulatory changes. A governance review should be comprised of at least the following:

- Review of the PEO Act, bylaws, and associated policies and procedures
- Review of Council composition, including the total number of Councillors, number of professional and lay members, and geographic representation
- Review of the role of Councillors, including officer positions
- Review of the number of PEO committees, committee composition and mandates
- Review of elected vs appointed Councillors and officers
- Review of chapter structure
- Review of governance culture (risk, strategic directions, performance, etc.)

As shown in the best practice review, other regulatory bodies are moving towards having smaller councils, equally comprised of members from the profession and public, selected from a pool of qualified applicants, following a robust, transparent appointment process. A governance review would have the necessary scope and mandate to properly consider, and make recommendations, in this regard.

### **Recommendation 2: Implement Interim Best-Practices for Succession Planning**

With the recent implementation of term limits for council members, developing a more robust Council succession planning process is important for continued effective governance of PEO. Building on the comprehensive work of the CTLTF and the recommendations previously made regarding succession planning, a number of recommended actions have been developed. Implementation details are outlined in the Implementation Framework (PART B of this report).

In advance of a full governance review, these interim actions will help strengthen succession planning for the organization. The recommended actions are based on best practice, and when best-practice is not yet feasible, includes interim measures that can be taken. In the long-term, these actions should reduce barriers for those who have the needed skills and competencies and desire to run for Council (through better education, and clear expectations of roles and responsibilities).

*PEO Council Succession Recommendations & Implementation Framework*

Recommended Actions

- 2A Establish the Succession Planning Committee (SPC) to oversee ongoing succession work for the Council.

**Rationale:** Nomination/succession tasks typically assigned to one committee to ensure effective and efficient oversight.

**Description:** As per the CTLTF recommendations, a Succession Planning Committee should be established to oversee implementation of PEO's succession planning process. The SPC will drive implementation and determine how succession related responsibilities are distributed among pre-established committees (i.e. CESC, HRC). To ensure success, it is recommended that members of the committee serve multiple year terms.

**Required Documents/Tools:**

- Succession Planning Committee Terms of Reference
- Annual work plan

- 2B Identify the purpose, objectives and principles to guide succession planning.

**Rationale:** Ensures a collective understanding of what succession planning is at PEO.

**Description:** As a starting point, the following draft statements have been prepared. They can be built into a Succession Planning Policy.

Purpose of Succession Planning:

To ensure that a process is in place for the effective and orderly succession of Councillors that will result in the collective knowledge, skills and experience necessary for the Council to effectively govern PEO.

Goals of Succession Planning:

- a) Strengthen governance of PEO by attracting candidates who have desired skills and competencies to govern the organization.
- b) Create an informed electorate by providing clear, objective and timely information/education about the role of Council, the responsibilities of Councillors, and candidates running for election.
- c) Reduce barriers to volunteer (on Council and committees) through strengthened governance and an informed electorate.

Guiding principles:

- a) Succession planning is tied to PEO's strategic plan, mission, vision and core values and is line with PEO's equity and diversity policy.
- b) Succession planning is skill and competency based and includes an objective process that identifies suitable candidates and prepares them for their role on Council through board orientation and ongoing development.
- c) Succession planning is transparent, objective, and is clearly communicated to membership. Roles and responsibilities are clearly articulated, and well understood.

**Required Documents/Tools:**

- Succession Planning Policy and Procedures

*PEO Council Succession Recommendations & Implementation Framework*

2C Implement a competency-based succession process.

**Rationale:** Best practice and in line with changes occurring at other regulators across Canada. Will strengthen understanding of roles and responsibilities and overall governance of PEO. Without first undertaking a full governance review, PEO is not ready to move away from the current election process for Council. We recognize that without the ability to appoint Council members based on competencies, there could be gaps in skills at the Council table. However, implementing a competency based vetting process, will set clear expectations for potential candidates in the near term.

**Description:**

- a) Develop a Competency Profile for Councillors. Competencies should be high level and broad, relevant for a regulatory body, and be connected to PEO's strategic plan.
- b) Develop a process to assess competencies and skills of sitting Councillors to determine future needs.
- c) Communicate competency and skill needs to the membership to encourage suitable candidates to stand for election.
- d) Ask election candidates to self-assess their competencies and skills against gaps. This will further inform candidates about the desired skills and competencies of council members, and can be used for campaigning.

**Required Documents/Tools:**

- Competency Profile for Councillors
- Competency Matrix
- Communications Plan

2D Implement a 'green light' pre-election assessment process for all candidates.

**Rationale:** Best practice. Improves transparency. Sets objective criteria and clear expectations for candidates. By completing all the pre-election tasks, candidates are demonstrating their commitment to serve on Council.

**Description:**

- a) Implement minimum criteria that interested candidates must meet prior to being allowed to stand for election. The vetting process should be overseen by the SPC and be as objective as possible – if all minimum criteria have been met, then a candidate may stand for election.

Recommended minimum criteria:

- Completion of the application package and submission by the deadline
  - Completion of the Pre-Election "boot camp" webinar
  - Completion of the Skills Matrix self-assessment
  - Completion of a Criminal Record Check
  - Completion of PEAK
  - Declaration that they are a member in good standing
  - Fill in mandatory questions and agree to abide by the campaign publicity rules
- b) Eliminate the need for the 15 signatures as a requirement to stand for election. No longer necessary with the minimum criteria.

*PEO Council Succession Recommendations & Implementation Framework*

- c) Develop a 'green-light' policy and associated procedures for the SPC to follow. Review election timelines and revise to accommodate the new process.
- d) Develop the candidate application process.

**Required Documents/Tools:**

- Green-light process and procedure and associated forms
- Candidate application package
- Skills matrix

- 2E Increase oversight of the election process, creating stricter standards for materials candidates are able to publish.

**Rationale:** Ensures that candidates have clear guidelines in respect to PEO's role as a regulator (as opposed to a member driven association). Provides fair and clear standard that all candidates must follow. Reduces false or misleading statements from candidates.

**Description:**

- a) Review the current Elections Publicity Procedure. Revise to ensure there is more control over content that can be published to remove misleading or false statements, and to ensure that the policy does not allow for electioneering by candidates outside of the approved channels.
- b) Prepare mandatory questions that candidates must answer. Mandatory questions should be related to regulatory or governance related issues impacting PEO in that particular year.
- c) Publish a pre-election Candidate Profile document (web-based using a pre-approved template) that outlines Candidate information including a candidate photo, candidate statement, answers to mandatory questions and candidate information (skills & competencies, education, related work and professional experience, and volunteer experience).

**Documents/Tools:**

- Election Publicity Policy & Procedures
- Approved templates with clear consistent guidelines
- Pre-election Candidate Profile Document

- 2F Enhance Councillors' understanding of their roles and responsibilities.

**Rationale:** Best practice. Ensures Councillors and candidates understand PEO's role as a regulator. Especially important in light of the recent regulatory review and implementation of recommendations by Council.

**Description:**

- a) Develop a pre-election training workshop for interested candidates to ensure they understand Council competency requirements, board roles and commitments. This can be a recorded webinar, allowing candidates to review it when they are able. The curriculum should include a review of at least:
  - Good governance principles
  - Non-constituency based voting
  - Fiduciary duties
  - Role of Council in regulation of the profession
  - Role of staff vs management

*PEO Council Succession Recommendations & Implementation Framework*

- Role of an association vs a regulatory body
  - Director liability
  - Time commitment
  - Council committees and expectations for Councillors to join them.
- b) Review and update the onboarding process to ensure that it is relevant and that it adequately addresses Councillor roles and responsibilities and is in line with the pre-election training webinar.
- c) Continue to update the Council Manual and Council Elections Guide on an annual basis to reflect changes to the election process.
- d) Establish a mentorship program for new Councillors. The mentorship program can be informal. At a minimum, more experienced Councillors should be paired with new Councillors to offer support and guidance when needed.

**Required Documents/Tools:**

- Pre-election training webinar
- Onboarding Process
- Council Manual
- Mentorship Program policy and procedures

- 2G Enhance member awareness of the role of Council and the new succession program.

**Rationale:** Voter turnout has been historically low. Rolling out this new program provides an opportunity to re-engage membership using new communications. Clear communication can add transparency and equity, and ought to help improve interest by members who have traditionally not participated in the voting process or sought election.

**Description:**

- a) Develop a Communications Plan that guides communications to membership to inform about changes to the election process. Ensure members are aware of roles and responsibilities of Council members as well as desired competencies and attributes for upcoming Council elections.
- b) Include an additional on-line module focusing on PEO's mandate, Council responsibilities, and the importance of an effective election process (to go along with the Ethics and PEAK modules) at the time of renewal. The information could be another module with the Ethics exams. When PEAK is made mandatory, make it part of the license renewal process, ethics module and a voting module, (declare whether you are practicing, take the ethics module and then take the election module), then you get your license.
- c) Develop an outreach program, where experienced Councillors attend regional meetings to provide Council updates and information about Council and Council elections.

**Required Documents/Tools:**

- SPC Communications Plan

*PEO Council Succession Recommendations & Implementation Framework*

2H Maintain a diverse & robust pipeline of candidates.

**Rationale:** Best practice. A diverse Council provides a range of perspectives (regional, skills, background, culture, gender, etc.) which is critical to effective governance. Will result in a pipeline of interested candidates.

**Description:**

- a) Discuss what diversity means with Councillors. Discuss race, culture, ethnicity, gender and age. Ask what Council can do to continue to be inclusive and welcoming. Communicate PEO's commitment to diversity, equity and inclusion.
- b) Develop a process to intentionally seek out diverse candidates by clearly communicating needs and using a deliberate process to reach out to members using non-traditional as well as traditional methods to ensure a ready supply of qualified, motivated members (or a process to identify them), who are prepared to stand for election and volunteer on Council committees.
- c) Maintain the open call for vacancies on committees and develop a corresponding objective evaluation process to assess potential candidates.

**Required Documents/Tools:**

- SPC Communications Plan

2I Appoint Council officer positions from within elected Councillors to ensure sound leadership succession.

**Rationale:** Good governance. A stepped approach through membership to leadership is an important journey. Changing from an elected president to one appointed by Councillors allows for graduated and predictable leadership succession. Ensures that officers have a sound understanding of the roles and responsibilities of Council prior to taking on leadership of the organization.

Recognizing that this action may be a more difficult change for some members to accept, it may be best implemented after a full governance review has been completed and council has moved to a merit-based appointment process (assuming that is a recommendation).

**Description:**

- a) SPC to review the appointment process to fill officer positions from within elected Councillors. Require that the President be on Council for at least one year prior to taking on role.

**Required Documents/Tools:**

- Officer Appointment Policy and Procedure

# PART B

## PEO SUCCESSION IMPLEMENTATION FRAMEWORK

This section of the report outlines:

- Implementation Framework
- Succession Tools and Templates

*PEO Council Succession Recommendations & Implementation Framework*

## IMPLEMENTATION FRAMEWORK

A draft succession Implementation Framework has been developed based on the best practice recommendations provided in PART A of this report. It has been laid out into two sections.

**SECTION 1: Draft Framework to implement the succession planning program**

The framework identifies high level actions that must be completed before a succession planning program can be implemented. Actions are tied to recommendations made in PART A of this report and include a schedule, identification of resource needs, and tools and templates to assist with implementation. The goal is to establish most of the foundational elements in year 1 with further development in years 2 & 3.

**SECTION 2: Draft Annual work plan for the Succession Planning Committee**

The draft annual work plan identifies recommended annual actions required for succession at PEO Council. Key steps with, associated timelines are identified. This work plan would be implemented once foundational succession planning pieces are in place (likely year 2 or 3).

**Section 1: Framework to implement the succession planning program.**

Actions		Required Tools & Documents	Year 1	Year 2	Year 3	Rec.#	Resp.	Resources
1	Establish the Succession Planning Committee	- SPC Terms of Reference (draft in <a href="#">Appendix D</a> )				2A	Council	Annual committee budget for meetings
2	Develop PEO Council Succession Planning Policies & Procedures	- Council Succession Planning Policy - Identify the purpose, objectives and principles to guide succession planning.				2B	SPC	Committee time
3	Develop a Succession Planning work plan	- Annual Work plan. Ensure that the new succession planning process is systematized and is embedded in ongoing processes so it becomes a part of the Council's annual work plan and that it is aligned with the work of other committees.				2A	SPC	Committee time. Peer review by other committees
4	Develop core competencies for council members	- Council Competency Profile - Council Competency Matrix				2C	SPC	Committee time



*PEO Council Succession Recommendations & Implementation Framework*

Actions		Required Tools & Documents	Year 1	Year 2	Year 3	Rec.#	Resp.	Resources
5	Develop a process for self-assessment of sitting Councillors	<ul style="list-style-type: none"> <li>- Council self-assessment procedure</li> <li>- Council Competency Matrix</li> </ul>				2C	SPC	Committee time
6	Develop the 'green light' pre-election assessment process	<ul style="list-style-type: none"> <li>- Minimum criteria for potential candidates</li> <li>- Candidate application process</li> <li>- Green-light procedures and associated forms</li> </ul>				2D	SPC	Committee time
7	Review and update the Election Publicity Policy & Procedure	<ul style="list-style-type: none"> <li>- Update to reflect changes to materials candidates may publish during campaigning</li> <li>- Develop mandatory questions and templates</li> </ul>				2E	SPC	Committee time
8	Develop the pre-election training workshop for interested candidates	<ul style="list-style-type: none"> <li>- Pre-election training Webinar</li> </ul>				2F	SPC/ Consultant	Research and curriculum development costs
9	Revise the onboarding process for new councillors	<ul style="list-style-type: none"> <li>- Council onboard process. Evaluate the current onboarding process for new members and make improvements where needed, ensuring roles, responsibilities and other relevant accountabilities are clearly outlined</li> </ul>				2F	SPC	Committee time
10	Update the Council Manual to reflect changes to process and policy.	<ul style="list-style-type: none"> <li>- Council Manual</li> </ul>				2F	SPC	Committee time
11	Develop a communications plan to inform membership about the new succession process	<ul style="list-style-type: none"> <li>- Communications Plan</li> </ul>				2G	PEO Staff	Staff time
12	Develop a mentorship program for new Councillors	<ul style="list-style-type: none"> <li>- Councillor Mentorship policy and associated procedures</li> </ul>				2F	SPC	Committee time
13	Develop a process to seek out qualified candidates on Council and Council committees	<ul style="list-style-type: none"> <li>- Outreach policy and procedure</li> </ul>				2H	SPC	Committee time

*PEO Council Succession Recommendations & Implementation Framework*

Actions		Required Tools & Documents	Year 1	Year 2	Year 3	Rec.#	Resp.	Resources
14	Enhance awareness of the role of Council	- Outreach policy and procedure				2G	SPC	Committee time
15	Enhance awareness of the role of Council	- Develop additional online module focusing on PEO's mandate, council responsibilities and importance of the election process to be included at member renewal on-line module				2G	SPC	Research and curriculum development costs
16	Review the process for electing officers	- Update necessary policies and procedures				2I	SPC	Committee Time Peer review

**Section 2: Draft Annual work plan for the Succession Planning Committee**

Timeframe	Item	Supporting Documents/Policy/Tools
May 1st	New Council term starts	
May-Sept	Roll out the onboarding process for new councilors. Ensure ongoing training and development opportunities are offered to Councilors	Can use the skills matrix to identify training needs (i.e., if the Council is weak in a particular competency)
September	Councillors to complete Council Competency Skills Matrix	Tool: Skills Matrix
Sept - Oct	Conduct gap analysis to determine competencies required for following year	Tool: Skills Matrix
October	Communicate competency requirements to members.	Tool: PEO Council Succession Communications Plan Publish results of the Gap Analysis. Possible communications channels include Engineering Dimensions, e-blasts, website, chapters, and the election information package
October	Run education sessions to educate members about the election	Create a webinar so it is available throughout the year. Visit regional council meetings to discuss PEO council.
October	Begin the search process to identify suitable candidates from within the member base	Tie to recruitment tactics, especially to groups that may be underrepresented

*PEO Council Succession Recommendations & Implementation Framework*

Timeframe	Item	Supporting Documents/Policy/Tools
		Work with PEO chapters, engineering firms, and other engineering associations to seek out potential candidates
Mid October	Nominations Open – distribute application packages	Candidate Application Package, Election policies and procedures
October	Hold the pre-election webinar	For all interested candidates (both elected and appointed), prior to applying, to ensure they understand competency requirements, board roles and commitment
Late November	Nominations Close	
Nov 15-Dec	Green-light vetting process	Ensure compliance with minimum requirements
Early December	Publish list of 'green-lit' candidates	
Early December	Deadline for receipt of candidate materials for publication	
Mid-Dec to Feb	Candidate campaigning	
January	All candidates meeting	5-minute video vignettes
January - Feb	Voting	
March	New Councillor orientation. Implement mentorship program	Council Manual Council Onboarding Council Mentorship Policy and Procedures
Continuously	Review, revise and create election and succession policies and procedures as required for the next cycle.	
Continuously	Communicate skill and competency requirements for LGA councilors to the Public Appointments Secretariat	Tool: PEO Council Succession Communications Plan
Continuously	Reach out to suitable candidates	Tool: PEO Council Succession Communications Plan
Continuously	Visit regional council meetings to discuss PEO council	

## SUCCESSION TOOLS & TEMPLATES

### PEO Competency Profile

Competencies are the knowledge, skills & abilities, and personal qualities, demonstrated through behavior, that result in service excellence. A competency profile is in turn formed through the development of a combination of competencies and associated behaviors which link directly to the work to be performed.<sup>i</sup> Competencies should support and facilitate PEO's mission and vision, and be aligned with the Council's short- and long-term goals.

Having competency profiles in place provides a guideline for recruitment and enables a higher awareness over the skills that candidates bring with them to Council. Competency profiles also provide voters with further information about each candidate. According to the PEO IPSOS Reid Member Survey (Ipsos Reid, 2013), 33% of members surveyed noted that they did not know enough about the candidates. Having competency profiles in place reflects the practices of many other regulatory bodies

It is not expected that every member of Council will excel in all of the following recommended competencies. Rather, Councillors should bring skills and competencies that, when combined, provide Council with a comprehensive competency profile. Of course, without the ability to appoint Council members based on competencies, there could still be gaps in competencies and skills at the Council table. However, implementing a competency-based vetting process, will, in the near term, set clear expectations for potential candidates resulting in stronger governance. PEO's Competency profile needs should be reviewed and updated, at a minimum, when strategic planning occurs.

#### Recommended PEO Council Competencies

Based on best practices at other regulatory bodies and feedback from the SPTF, the following competencies are recommended for PEO.

##### Leadership

**Definition:** Demonstrates confidence and good judgment in inspiring, motivating, and offering direction and leadership to others. Reinforces high standards of professionalism, accountability, integrity, commitment, and ethics. Fosters the values and principles of PEO.

**Best Practice:** competency for Engineers and Geoscientists BC, Association of Professional Engineers and Geoscientists of Alberta (APEGA), Ontario College of Teachers governance review

##### Board and Governance Experience

**Definition:** Has experience with, or can demonstrate knowledge or expertise in, board governance in the private, public, and/or non-profit sector, through prior Board or committee service or reporting to or working with a Board as an employee. Clearly understands the distinction between the roles of the Council versus the role of management.

**Best Practice:** competency for Engineers and Geoscientists BC, APEGA, Engineers Nova Scotia Ontario College of Teachers governance review

*PEO Council Succession Recommendations & Implementation Framework*

Risk Management

**Definition:** Experienced with, or able to demonstrate knowledge or expertise in, risk management best practices and procedures, crisis management, and related laws and regulations.

**Best Practice:** competency for Engineers and Geoscientists BC, APEGA, Ontario College of Teachers governance review, Engineers Nova Scotia CPA Ontario

Regulatory Understanding

**Definition:** Knowledgeable about regulations and regulatory organizations, including the purpose of regulation. Familiarity with the oversight of the engineering profession in the public interest by representative members of the profession in accordance with the Professional Engineers Act. Knowledge gained from working with legislation, having experience being a part of a regulator, or working in a heavily regulated industry, as well as through involvement and interaction with PEO.

**Best Practice:** competency for Engineers and Geoscientists BC, APEGA

Communication

**Definition:** Demonstrates an ability to effectively, clearly and concisely convey information, ideas or policy in various formats to a wide range of audiences. Listens well and shows an openness to others' thoughts and ideas. Is a strong ambassador for the organization.

**Best Practice:** competency for APEGA

Technical Proficiency

**Definition:** Professional experience of at least 10 years. Demonstrates the appropriate level of proficiency in the principles and practices of engineering. Demonstrates a commitment to continuous improvement.

**Best Practice:** competency for Engineers and Geoscientists BC, APEGA

**Note:** *In the IPSOS Reid Membership Survey (2013), 29% of members surveyed strongly agree and 34% somewhat agree that candidates running for election should have at least 10 years' experience working as a professional engineer.*

Strategy

**Definition:** Understands the implications of decisions and strives to improve organizational performance. Able to understand PEO's responsibilities, processes, and outcomes as they impact key stakeholders and the organization's strategic direction. Understanding of and experience with an organization's process of defining its strategy, or direction, and making decisions on the allocation of resources.

**Best Practice:** competency for Engineers and Geoscientists BC, APEGA, Ontario College of Teachers governance review

Vision

**Definition:** Ability to employ future-focused and big-picture thinking in a creative and strategic way. Ability to see a desirable future state, while considering the impacts of actions and decisions.

*PEO Council Succession Recommendations & Implementation Framework*

**Best Practice:** competency for APEGA

#### Financial Literacy

**Definition:** Experienced with, or is able to demonstrate knowledge or expertise in, accounting or financial management. This may include analyzing and interpreting financial statements, evaluating organizational budgets, and/or understanding financial reporting.

**Best Practice:** competency for Engineers and Geoscientists BC, Engineers Nova Scotia

#### Human Resources

**Definition:** Experienced with, or is able to demonstrate knowledge or expertise in strategic human resource management. This may include workforce planning, employee engagement, succession planning, organizational capacity, compensation, CEO performance management and evaluation, and/or professional development.

**Best Practice:** competency for Engineers and Geoscientists BC, Ontario College of Teachers governance review

#### Competency Criteria

The following chart describes criteria that PEO/candidates should consider when determining their level of skill for each competency.

Competency Level	Description (Experience/Qualifications)
0	<ul style="list-style-type: none"> <li>• Very basic knowledge of the competency</li> <li>• Understands terminology and can identify skills and attributes associated with the competency</li> </ul>
1	<ul style="list-style-type: none"> <li>• Good understanding of the fundamentals of the competency gained through an appropriate combination of education, working knowledge, previous board experience and training.</li> <li>• Sufficient knowledge and experience to apply concepts to less complex issues.</li> </ul>
2	<ul style="list-style-type: none"> <li>• Significant understanding and expertise of the competency gained through an appropriate combination of education, practical work experience, previous board experience and training.</li> <li>• Participates fully in board analysis, discussion and debate on more complex issues.</li> <li>• Ensures sufficient information is provided to support analysis and recommendations.</li> <li>• Uses knowledge to mentor new directors and provide greater understanding of competency.</li> <li>• Challenges management's assumptions when needed and speaks out appropriately at board meetings.</li> <li>• Makes significant contributions to long-range planning.</li> </ul>
3	<ul style="list-style-type: none"> <li>• Expert understanding of the competency gained through an appropriate combination of direct practical working experience in a senior position or function,</li> </ul>

*PEO Council Succession Recommendations & Implementation Framework*

	<p>previous board experience, professional designation, qualification or degree in the subject matter or completion and accreditation of a director training program.</p> <ul style="list-style-type: none"> <li>• Participates fully in board analysis, discussion and debate on more complex issues.</li> <li>• Ensures sufficient information is provided to support analysis and recommendations.</li> <li>• Uses knowledge to mentor new directors and provide greater understanding of competency.</li> <li>• Interprets complex data to contribute new knowledge in the competency areas.</li> <li>• Provides expert analysis and advice on complex issues.</li> <li>• Challenges management's assumptions when needed and speaks out appropriately at board meetings.</li> <li>• Makes significant contributions to long-range planning.</li> </ul>
--	---

Source: [https://www.dico.com/design/Publications/En/Director-Training-June-2012/2012\\_Director\\_Training\\_and\\_Qualifications\\_Policy\\_Development\\_Guide\\_June11.pdf](https://www.dico.com/design/Publications/En/Director-Training-June-2012/2012_Director_Training_and_Qualifications_Policy_Development_Guide_June11.pdf)

### Sample Skills Matrix

A skills matrix is a commonly used tool to help assess the level of experience each Councillor has in various skill and competency areas, as well as to assess the overall composition of the Council related to diversity.

**Why use it?** To assess competencies and skill levels of sitting Councillors and to determine gaps in experience and expertise the Council needs to fulfil its mandate.

#### How to use it?

- On an annual basis, Council to evaluate skills of sitting Councillors using the Skills Matrix. Councillors can self-identify their skill levels.
- SPC to review the completed matrix and identify strengths and the competencies/attributes that are especially needed for the upcoming year. It is important to also reflect on vacancies due to term limits.
- SPC to communicate competency needs to membership and to actively search for candidates.
- Use the skills matrix to consider new candidates. Have interested candidates complete their own skills profile, which they can then use in election material.

**Skills Matrix Template:** In Appendix C of this Report.

*PEO Council Succession Recommendations & Implementation Framework***Draft Green-Light Assessment Process**

The purpose of the green-light assessment process is to ensure that candidates who wish to run for election meet minimum criteria set out by the SPC.

The process is transparent, objective and confidential. In order to run for election, candidates must first be approved by the SPC. In addition to the minimum criteria identified below, candidates must also meet the requirements of governing legislation.

**Sample Green-light Assessment Form**

Candidate Name:

Position:

<b>Minimum Criteria</b>	<b>Yes/No</b>	<b>Notes</b>
<i>Completed and submitted application package by deadline</i>		
<i>Submitted a CV</i>		
<i>Completed the Pre-election Webinar Training</i>		
<i>Completed the Skills Matrix</i>		
<i>Submitted a criminal record check</i>		
<i>Is a member in good standing</i>		
<i>Is PEAK compliant</i>		
<i>Agrees to abide by the campaign publicity rules</i>		



*PEO Council Succession Recommendations & Implementation Framework***Communications Framework**

A communications plan is key to ensuring the PEO membership understand the new processes required to ensure effective succession of the PEO Council and is the main tool to successfully deliver messages in a consistent and effective manner. The plan will not only ensure that members are informed, it will build awareness and, ideally, drive engagement in the election process. To help PEO, this draft communications framework outlines high-level items that ought to be considered in the development of a tactical Communications Plan.

**Purpose:** To inform PEO membership about the new Council Succession Planning Program.

**Objectives:**

- Increase knowledge about the role of PEO Council and the roles and responsibilities of Councillors.
- Inform members about new succession processes, including skill and competency requirements and needs, and changes to the election process.
- Inform the Ontario Public Appointments Secretariat about PEO's most-needed skills and competencies, with the intent to focus their search for candidates that will help to fill gaps in those skills and competencies.
- Develop a pipeline of diverse candidates who wish to stand for election.
- Improve employer support of staff who may choose to stand for election.
- Improve engagement in the election process.

**Audience:**

- PEO Membership
- Sitting Councillors
- Employers of PEO members
- Ontario Public Appointments Secretariat

**Influencers/Partners:**

OSPE

**Key Messages**

- With the recent implementation of term limits for council members, PEO is developing a more robust Council succession planning process.
- This new process is important for the continued effective governance of PEO. It brings us in line with other regulators in Ontario, Canada, and around the world.
- Get engaged! We are only as strong as our membership. Take time to learn about the new process. Learn about the candidates who are hoping to earn your vote, and represent the best interests of our profession and the public.
- Considering running for Council? There are new steps you need to take. Learn more <here>.

**Suggested Activities:**

- Regional Councillors to deliver one workshop/year at regional congresses to improve awareness of the election process.
- Publish results of Council gap analysis.

**Implementation:** Implemented by the PEO Communications department. Oversight by the SPC.

## WORKS CITED

- APEGA. (n.d.). *Councillor Skills and Experience*. Retrieved June 2019, from APEGA: For Council to achieve its goals and meet its fiduciary responsibilities, Council has identified the need for diverse voices on Council, with a blend of the following skills and competencies: Leadership Financial Literacy Risk Management Human Resources Strategy Regulatory Understanding Governance Technical Proficiency
- Association of Professional Engineers & Geoscientists of Saskatchewan. (2018, December). *Competency Assessment Guide*. Retrieved June 2019, from [https://www.apegs.ca/Portal/Sites-Management/FileDownload/DataDownload/79702/Competency%20Assessment%20Guide\\_APEG\\_S\\_v11/pdf/1/1033](https://www.apegs.ca/Portal/Sites-Management/FileDownload/DataDownload/79702/Competency%20Assessment%20Guide_APEG_S_v11/pdf/1/1033)
- Barry, J. (2014). *Regulatory Board Governance Toolkit*. International Council of Nurses (ICN). ICN.
- Barry, J. (2014). *Regulatory Board Governance Toolkit*. Retrieved May 2019, from International Council of Nurses: [https://www.icn.ch/sites/default/files/inline-files/2014\\_Regulatory\\_Board\\_Governance\\_Toolkit.pdf](https://www.icn.ch/sites/default/files/inline-files/2014_Regulatory_Board_Governance_Toolkit.pdf)
- BC Government. (2005, February). *Best Practice Guidelines, BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations*. Retrieved May 2019, from BC Government: <https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/services-policies-for-government/public-sector-management/cabro/best-practice-guidelines-for-board-appointees-bc.pdf>
- Bersin, J. (2008, January 26). *Leadership Development: The Six Best Practices*. Retrieved May 2019, from JoshBersin.com: <https://joshbersin.com/2008/01/leadership-development-the-six-best-practices/>
- British Columbia Government. (2005). *Best Practice Guidelines BC Governance and Disclosure Guidelines for Governing Boars of Public Sector ORganizations*. The Board Resourcing and Development Office of the Premier.
- Casey, J. (2019, May). *Professional Regulation: The Political Winds are Blowing*. Retrieved May 2019, from Field Law: <https://www.fieldlaw.com/News-Views-Events/149707/Professional-Regulation-The-Political-Winds-are-Blowing>
- Center for Creative Leadership. (2019, April 5). *7 Factors Affecting the Success of Organizaitonal Leadership Development*. Retrieved May 2019, from <https://www.ccl.org/blog/creating-organizational-impact-leadership-development/>
- College of Nurses of Ontario. (2019, May 15). *Governance Task Force, Trends in Regulatory Governance*. Retrieved from cno.org: <http://cno.org/globalassets/1-whatiscno/governance/trends-is-regulatory-governance.pdf>
- Council of Nurses of Ontario. (2017, May). *Final Report: A vision for the future*. Retrieved June 2019, from Council of Nurses of Ontario: <http://www.cno.org/globalassets/1-whatiscno/governance/final-report---leading-in-regulatory-governance-task-force.pdf>
- Dr. Richard Leblanc, H. L. (2010). *20 Questions Directors of Not-for-Profit Organizaitons should ask about Board Recruitment, Development and Assessment*. CPA.
- Engineers & Geoscientists Bristish Columbia. (n.d.). *Professional Governance Act*. Retrieved June 2019, from Engineers & Geoscientists Bristish Columbia: <https://www.egbc.ca/About/Initiatives-and-Consultations/Professional-Reliance-Review/Professional-Governance-Act>
- Engineers and Geoscientists British Columbia. (n.d.). *Council Election 2019/2020*. Retrieved June 2019, from Engineers and Geoscientists British Columbia: <https://www.egbc.ca/About/Our-Team/Council/Council-Election-2019-2020>
- Fiona Macfarlane, D. S. (2019). *Diversity Briefing, Questions for Directors to Ask*. Chartered Professional Accountants of Canada. Retrieved from

*PEO Council Succession Recommendations & Implementation Framework*

- <https://www.allianceon.org/sites/default/files/documents/Diversity%20Briefing%20-%20QUESTIONS%20FOR%20DIRECTORS%20TO%20ASK.pdf>  
(October 2015). *Governance Centre of Excellence*. Ontario Hospital Association.
- GovernanceSolutions. (2018, March). *Attributes & Competencies Framework and Profile*. Retrieved June 2019, from The College of Nurses of Ontario: <http://www.cno.org/globalassets/1-whatiscno/council/governance-vision-2020/2cno-board-attributes-and-competencies-profile-consultations.pdf>
- GovernanceSolutions. (2018, November 26). *Ontario College of Teachers*. Retrieved May 2019, from Governance Review Report: <https://www.oct.ca/-/media/PDF/Governance%20Review%20Report/Governance%20Review%20Report.pdf>
- Government of Alberta. (n.d.). *Board Profile & Competency Matrix Tool*. Retrieved June 2019, from [https://www.alberta.ca/documents/PAS-Board\\_Profile\\_and\\_Competency\\_Matrix\\_-\\_Template.pdf](https://www.alberta.ca/documents/PAS-Board_Profile_and_Competency_Matrix_-_Template.pdf)
- Hazell & Collins Associates. (n.d.). *Transforming Culture Through Team and Cohort Learning & Leadership Programs*. Retrieved May 2019, from <https://hazell.com/leadership-development-program-transform-culture/>
- Human Resources Professionals Association. (2014, October). *Professional regulatory practices assessment - Rating Guide*. Retrieved June 2019, from hrpa.ca: <https://www.hrpa.ca/Documents/Regulation/Regulatory-practices-assessment-rating-guide-20141014.pdf>
- Ipsos Reid. (2013). *Council Elections Membership Survey - Draft Report, conducted by IPSOS Reid*. PEO.
- National Center for Healthcare Leadership. (2010). *Best Practices in Health Leadership Talent Management and Succession Planning: Case Studies*. Retrieved April 2019, from [http://www.nchl.org/documents/ctrl\\_hyperlink/doccopy5800\\_uid6102014456192.pdf](http://www.nchl.org/documents/ctrl_hyperlink/doccopy5800_uid6102014456192.pdf)
- Ninth House Inc. (n.d.). *Leadership Development Practices of Top-Performing Organizations*. Retrieved from Mailleux Associates: <https://www.mailleuxassociates.com/pub/newsletter/pdf/LDPNH.pdf>
- Ontario Auditor General. (2016). *The Provincial Public Appointment Process*. Retrieved from [http://www.auditor.on.ca/en/content/annualreports/arreports/en18/v2\\_114en18.pdf](http://www.auditor.on.ca/en/content/annualreports/arreports/en18/v2_114en18.pdf)
- Ontario College of Nurses. (n.d.). *Board Profile*. Retrieved June 2019, from <http://www.cno.org/en/what-is-cno/councils-and-committees/council/governance-vision-2020/board-profile/>
- Ontario Network of Employment Skills Training Programs. (n.d.). *Succession Planning Toolkit for nonprofit organization leadership*. ONESTEP.
- Ontario Network of Employment Skills Training Projects (ONESTEP). (n.d.). *Succession Planning Toolkit for nonprofit organization leadership*. Toronto: ONESTEP.
- Oxford County. (2015, April). *Succession Planning and Leadership Development*. Retrieved May 2019, from <http://www.oxfordcounty.ca/Portals/15/Documents/HumanResources/HR%20Succession%20Planning%20Toolkit%2020150602.pdf>
- PEO. (2019, May/June). *Engineering Dimensions*. Retrieved June 2019
- Professional Engineers Ontario. (2011). *PEO Council Manual*.
- Professional Engineers Ontario. (2017). *Council Term Limits Task Force (CTLTF) Report and Recommendations*.
- Standard Social Innovation Review. (2017, August). *A Roadmap to Better Boards*. Retrieved June 2019, from [https://ssir.org/articles/entry/a\\_roadmap\\_to\\_better\\_boards](https://ssir.org/articles/entry/a_roadmap_to_better_boards)
- Sweeney, B. (2013, January). *Success through Succession: A Review of Recent Literature*. Retrieved April 2019, from Queens Industrial Relations Centre: <https://irc.queensu.ca/articles/success-through-succession-review-recent-literature>

*PEO Council Succession Recommendations & Implementation Framework*

- The Ontario Network for Employment Skills Training Projects. (2018). *Succession Planning Toolkit for nonprofit board directors*. ONESTEP.
- Vollman, A. R. (2013). *Public Health Nursing Leadership Development in Canada*. Retrieved from Registered Nurses Association of Ontario:  
[http://neltoolkit.rnao.ca/sites/default/files/Public%20Health%20Nursing%20Leadership%20Development%20in%20Canada\\_September%202013.pdf](http://neltoolkit.rnao.ca/sites/default/files/Public%20Health%20Nursing%20Leadership%20Development%20in%20Canada_September%202013.pdf)
- Watson, E. (2015). Retrieved June 2019, from CPA Canada:  
<https://www.google.com/search?client=safari&rls=en&q=CPA:+20+Questions+%E2%80%94+Building+and+Sustaining+an+Effective+Board&ie=UTF-8&oe=UTF-8>
- Wiesman, J. (n.d.). *Succession Planning and Management Best Practices*. Retrieved April 2019, from  
<https://www.nwcphp.org/documents/training/hot-topics-1/successionplanningandmanagementbestpractices.pdf>
- Wildeboer, Delleclce LLP. (2017, March 29). *Legal Updates*. Retrieved June 2019, from  
<https://www.wildlaw.ca/resource-centre/legal-updates/2017/initiatives-to-accelerate-gender-diversity-on-boards-and-in-senior-management/>

*PEO Council Succession Recommendations & Implementation Framework*

## APPENDIX A: Document Review

The purpose of the review was to learn more about how the Council operates and to determine if policies and procedures need to be adapted or created to enable succession planning.

Document Title	Notes
SPTF Terms of Reference & work plan	Council motion: <i>The SPTF will develop a comprehensive implementation plan with schedule, future operating expenses of search and training modules, candidate targets, media programme to educate members etc.</i>
Council Term Limits Task Force (CTLTF) revised recommendations for succession planning and term limits	Describes recommendations related to succession planning and term limits.
Council Term Limits Task Force Final Report	Received at the March 24, 2017 PEO Council meeting
PEO Strategic Plan 2018-2020	Strategic Objective 7: Refine the volunteer leadership framework – PEO-specific leadership values will be consistently practiced by volunteers, and promoted through recruitment, training, mentorship, term limits, succession planning and evaluation.
PEO Council Manual, last approved February 2011	Sections important to this project are in Appendix B. Will need to be updated to reflect changes.
PEO Council Meeting Schedule	
PEO Council Meeting Agenda and Minutes, June 2017	Adoption of CTLTF recommendations (as amended in the meeting) for the start of the 2019 election cycle.
Volunteer Manual, 2016	Based on the PEO Council Manual, more user friendly. Describes volunteer opportunities, along with volunteer pathways (i.e. chapter volunteer program). Includes PEO's Equity and Diversity Policy: <i>"That PEO's activities in recruitment and retention of staff and volunteers have a focus on achieving equity and increasing diversity within the engineering profession"</i> .
List of Committees and Task Forces	
Regional Councillor Committee Info	Lists committee rosters
Regional Councillor Committee Terms of Reference	Nothing re. succession to the PEO council
2019 Election Publicity Procedures and 2019 Voting Procedures	
2020 Election Guide	
Election and Search Committee Terms of Reference	
PEO Annual Review, 2018	
Engineering Dimensions, May/June 2019	

## APPENDIX B: SPTF Terms of Reference & CTLTF Recommendations

### SPTF Terms of Reference

1. Develop an Implementation Plan for succession planning, based on Council approved succession planning recommendations 1 to 13.
2. Prepare Terms of Reference for the Succession Planning Committee that will implement succession planning as per Council approved Recommendation 16: *Upon completion of its work, the SPTF will be replaced by a Succession Planning Committee (SPC) to maintain the programme and manage its evolution in future years.*
3. Task Force deliverables include the above Terms of Reference and Implementation Plan for the proposed Succession Planning Committee. The Implementation Plan shall include key recommendations, a schedule, a maintenance & oversight process and potential operating expenses.
4. Engage key stakeholders through meetings and the peer review process in the development of the plan. Stakeholders shall include, at a minimum, the Central Election and Search Committee (CESC), the Human Resources Committee (HRC), the Advisory Committee on Volunteers (ACV) and the Equity and Diversity Committee (EDC).

### CTLTF Recommendations

Recommendations 1-13 as approved at the June 2017 Council Meeting:

- 1 Council must identify the skills and experience that the best Councillors would exhibit.
- 2 Council undertakes a gap analysis on an annual basis to identify weaknesses in the current Council make-up, and identifies appropriate criteria for strengthening the team.
- 3 The search committee employs the defined skills list to find suitable candidates in the engineering community and the PEO volunteer community.
- 4 PEO must develop a leadership program and provide training opportunities for interested candidates to upgrade their skill sets in the areas that are deemed of value.
- 5 A Future Leaders Symposium should be held yearly or bi-annually to introduce PEO, the organization and leadership possibilities within the organization, to young and new volunteers.
- 6 The electorate must be educated on the necessary skills and competencies to look for in Council candidates.
- 7 The engineering public must be educated on the importance of Council's role in regulating the profession. This may increase interest of suitable candidates to aspire for service to their profession.
- 8 PEO must work with engineering employers to encourage ways to facilitate their employees to consider service to the profession.
- 9 A determination must be made if it is possible to remove barriers that impede certain volunteers of a specific demographic (specifically age and family status) from serving on Council.
- 10 PEO must set aside money for training and possibly employer compensation.

*PEO Council Succession Recommendations & Implementation Framework*

- 11** The Council Manual should be updated and be more complete so that it can be used for information and training on the expected roles, responsibilities and time commitments as a Councillor.
- 12** A mentorship program should be set up for new Councillors.
- 13** HRC must share our skills competencies guideline with the Public Appointments Secretariat. It is hoped that the Lieutenant-Governor Appointed Councillors (if staggered in time) may help fill skills gaps.





*PEO Council Succession Recommendations & Implementation Framework***APPENDIX D: Draft SPC Terms of Reference****Draft SPC Terms of Reference**

A draft Terms of Reference for the SPC has been created to use as a starting point. It will be completed by either the SPTF or SPC.

Legislated and other Mandate approved by Council	To oversee PEO Council's succession planning.
Key Duties and Responsibilities	Insert annual work plan
Constituency, Number & Qualifications of Committee Members	
Term Limits for Committee Members, Chair	Chair: Committee Members: - Multiple year terms
Qualifications and election of the Chair	
Succession Planning	
Quorum	In accordance with Wainberg's Society Meetings Including Rules of Order and section 25(i) of By-Law No. 1, quorum for the purpose of having the meeting's decisions be considered binding is at least 50 per cent of the committee's/task force's membership present at the meeting.
Meeting Frequency & Time Commitment	
Operational Time Frame	
Committee Advisor	
Committee Support	

C-549-XXX  
 App F(ii)

### Submission #6: Council Member Succession Planning

#### Public Responses

#### Mover Comments (General)

We trust that councillors, as they consider our motion, consider the 2022 election in their deliberations. This year three of five regional councillor positions were determined by acclamation. That this happened in an organization with several hundred volunteers speaks loudly about how we fail to recruit the best of our members to sit on the board that governs the Association. As usual, many of the candidates for Council came from the chapters, which are non-regulatory parts of PEO, and virtually none of the candidates were from regulatory committees. It is hard to see how we can strengthen our regulatory focus in Council when so few councillors have direct experience in the fundamental aspects of PEO operations. Not implementing Succession Planning will result in similar results in future elections.

Final Note: The movers are concerned that the PEO Secretariat has elected not to provide them with the names of the commenters. This is contrary to the practice at AGMs where open discussion of member motions is the norm. This year, while the movers' names are available to all, the responders are anonymous. Especially given that the first responder has addressed several of his comments directly to us, it is only fair that commenters should be obliged to reveal who they are.

#	Date	Public Response	Mover Comment
1	4/30/22	<p>I would like to express my dissent of this submission.</p> <ul style="list-style-type: none"> <li>• Could the movers fulfill the basic submission requirements (9 mandatory items)?</li> <li>• Could the movers explain their position that members of the PEO are unable or should not be able to judge the competency of candidates themselves?</li> <li>• Could the movers explain their position that Professional Engineers who are already serving in a regulated profession and tasked with safeguarding the public on a daily basis need to further prove their competency to be able to safeguard the public?</li> <li>• Could the movers provide examples of the incompetence they are trying to rectify?</li> <li>• Could the movers provide reasoning for their dissent to an "open" election process where fair and open elections are central to any functioning society or organization?</li> <li>• The SPTF and Laridae recommendations are largely that incoming councillors should be sufficiently educated of their roles and responsibilities. Could the movers explain their interpretation of this direction to instead eliminate fair and open elections?</li> <li>• Could the movers justify why their motion fails to address the recommendations for incoming councillor training?</li> <li>• Could the movers clarify how the competencies of the Succession Planning Committee will be assessed?</li> </ul>	<p>These are comments on the SPTF final report and not on our motion. Our motion proposes that Council implements the previously accepted recommendations of the SPTF that have been on hold due to the governance review. It calls on current councillors to consider the SPTF report and take appropriate action as directed by Council in 2019. Today's Council is responsible for establishing the Succession Planning Committee (SPC) recommended in the report and determining its membership. The SPC will then determine the path forward to SP implementation. The commenter's specific questions should be answered by the SPC based on its understanding of election governance principles.</p>

		<ul style="list-style-type: none"> <li>• Could the mover describe in precise detail the fair and transparent process that would allow members to elect qualified candidates to the Succession Planning Committee?</li> <li>• Given that the PEO records (<a href="https://www.peo.on.ca/about-peo/committees-and-task-forces/succession-planning-task-force">https://www.peo.on.ca/about-peo/committees-and-task-forces/succession-planning-task-force</a>) show that the Succession Planning Task Force has only ever met once, could the movers explain how this issue has been significantly discussed to warrant a list of recommendations and motion.</li> <li>• Could the movers provide the names of the individuals who would sit on the Succession Planning Committee?</li> <li>• Could the movers clarify whether members of the Succession Planning Task Force are allowed to serve on the Succession Planning Committee?</li> <li>• Could the movers clarify whether having served on the SPTF could ostensibly be assessed as a competency for joining the Succession Planning Committee?</li> <li>• The competency form in Appendix C demonstrates where potential candidates would identify their "Gender / Other self-identified Diversities" as part of the competency assessment. Could the movers justify their position to discriminate candidates based on gender and other immutable characteristics?</li> <li>• Could the movers reconcile the fact that their position to include "Gender / Other self-identified Diversities" in the "PEO Council Skills Matrix and Inventory" contravenes the Ontario Human Rights Code?</li> <li>• Could the movers provide the cost-benefit analysis (for PEO members who ultimately pay for the additional bureaucracy) which justifies the recommendations of the SPTF and its consultants?</li> </ul>	
--	--	--	--

2	5/1/22	<p>The former training of potential councillors was from grass-roots chapter activities to President were lost in a 2017 motion to imposition of term limits. This imposition is what needs review to determine what impediments face potential councillors, including any future reduction of volunteer committees and other member service to PEO. Our is a role of giving back, as well as a facility to use our personal on the job experience to identify potential public endangerment. There is no book of public danger, but rather personal experience.</p> <p>That acceptance by Council in 2019 without any follow-up or explanation remains an insult to the task-force and to members.</p> <p>While it was not part of the original submission by former councillors Wilson and Ballantine, there was a "suggestion" by President Colucci that consideration be given to paying councillors. These two ideas should not be combined.</p> <p>Very few paid LPA Councillors have contributed to council discussions over past terms, and the idea of supplementing the income of councillors, who are work deprived, does not encourage our public protection role, but rather they may act as engineering advocates, which is now the role of OSPE.</p>	<p>Both succession planning and term limits are part of proper governance for non-profit organizations. Term limits were implemented to limit the length of time that councillors were on Council and to provide the opportunity for new members of PEO to participate in running the organization. Term limits are not an impediment to potential councillors or members of committees, and in fact may incentivize some members to participate when they are assured their commitment has a time limit.</p>
3	5/26/22	<p>Succession planning – The concept is good, but I don't see how you can do succession planning for elected officials. Also I am not sure that you can pre-screen candidates for their postilions and disallow ones you don't agree with For volunteer committees succession planning and knowledge of the committee is reasonable.</p>	<p>As outlined in the SPTF Report and in its predecessor Council Term Limits report, succession planning for elected boards is the norm in most non-profit organizations. We currently pre-screen all non-board committee appointments at PEO, except for Council which is a major omission. The committee responsible for our elections does not even have the authority to prevent members who have recently committed professional misconduct from standing for election.</p>

**Submission #6: Council Member Succession Planning**

## Public Responses

## Mover Comments (General)

We trust that councillors, as they consider our motion, consider the 2022 election in their deliberations. This year three of five regional councillor positions were determined by acclamation. That this happened in an organization with several hundred volunteers speaks loudly about how we fail to recruit the best of our members to sit on the board that governs the Association. As usual, many of the candidates for Council came from the chapters, which are non-regulatory parts of PEO, and virtually none of the candidates were from regulatory committees. It is hard to see how we can strengthen our regulatory focus in Council when so few councillors have direct experience in the fundamental aspects of PEO operations. Not implementing Succession Planning will result in similar results in future elections.

Final Note: The movers are concerned that the PEO Secretariat has elected not to provide them with the names of the commenters. This is contrary to the practice at AGMs where open discussion of member motions is the norm. This year, while the movers' names are available to all, the responders are anonymous. Especially given that the first responder has addressed several of his comments directly to us, it is only fair that commenters should be obliged to reveal who they are.

#	Date	Public Response	Mover Comment
1	4/30/22	<p>I would like to express my dissent of this submission.</p> <ul style="list-style-type: none"> <li>• Could the movers fulfill the basic submission requirements (9 mandatory items)?</li> <li>• Could the movers explain their position that members of the PEO are unable or should not be able to judge the competency of candidates themselves?</li> <li>• Could the movers explain their position that Professional Engineers who are already serving in a regulated profession and tasked with safeguarding the public on a daily basis need to further prove their competency to be able to safeguard the public?</li> <li>• Could the movers provide examples of the incompetence they are trying to rectify?</li> <li>• Could the movers provide reasoning for their dissent to an "open" election process where fair and open elections are central to any functioning society or organization?</li> <li>• The SPTF and Laridae recommendations are largely that incoming councillors should be sufficiently educated of their roles and responsibilities. Could the movers explain their interpretation of this direction to instead eliminate fair and open elections?</li> <li>• Could the movers justify why their motion fails to address the recommendations for incoming councillor training?</li> <li>• Could the movers clarify how the competencies of the Succession Planning Committee will be assessed?</li> </ul>	<p>These are comments on the SPTF final report and not on our motion. Our motion proposes that Council implements the previously accepted recommendations of the SPTF that have been on hold due to the governance review. It calls on current councillors to consider the SPTF report and take appropriate action as directed by Council in 2019. Today's Council is responsible for establishing the Succession Planning Committee (SPC) recommended in the report and determining its membership. The SPC will then determine the path forward to SP implementation. The commenter's specific questions should be answered by the SPC based on its understanding of election governance principles.</p>

		<ul style="list-style-type: none"> <li>• Could the mover describe in precise detail the fair and transparent process that would allow members to elect qualified candidates to the Succession Planning Committee?</li> <li>• Given that the PEO records (<a href="https://www.peo.on.ca/about-peo/committees-and-task-forces/succession-planning-task-force">https://www.peo.on.ca/about-peo/committees-and-task-forces/succession-planning-task-force</a>) show that the Succession Planning Task Force has only ever met once, could the movers explain how this issue has been significantly discussed to warrant a list of recommendations and motion.</li> <li>• Could the movers provide the names of the individuals who would sit on the Succession Planning Committee?</li> <li>• Could the movers clarify whether members of the Succession Planning Task Force are allowed to serve on the Succession Planning Committee?</li> <li>• Could the movers clarify whether having served on the SPTF could ostensibly be assessed as a competency for joining the Succession Planning Committee?</li> <li>• The competency form in Appendix C demonstrates where potential candidates would identify their "Gender / Other self-identified Diversities" as part of the competency assessment. Could the movers justify their position to discriminate candidates based on gender and other immutable characteristics?</li> <li>• Could the movers reconcile the fact that their position to include "Gender / Other self-identified Diversities" in the "PEO Council Skills Matrix and Inventory" contravenes the Ontario Human Rights Code?</li> <li>• Could the movers provide the cost-benefit analysis (for PEO members who ultimately pay for the additional bureaucracy) which justifies the recommendations of the SPTF and its consultants?</li> </ul>	
--	--	--	--

2	5/1/22	<p>The former training of potential councillors was from grass-roots chapter activities to President were lost in a 2017 motion to imposition of term limits. This imposition is what needs review to determine what impediments face potential councillors, including any future reduction of volunteer committees and other member service to PEO. Our is a role of giving back, as well as a facility to use our personal on the job experience to identify potential public endangerment. There is no book of public danger, but rather personal experience.</p> <p>That acceptance by Council in 2019 without any follow-up or explanation remains an insult to the task-force and to members.</p> <p>While it was not part of the original submission by former councillors Wilson and Ballantine, there was a "suggestion" by President Colucci that consideration be given to paying councillors. These two ideas should not be combined.</p> <p>Very few paid LPA Councillors have contributed to council discussions over past terms, and the idea of supplementing the income of councillors, who are work deprived, does not encourage our public protection role, but rather they may act as engineering advocates, which is now the role of OSPE.</p>	<p>Both succession planning and term limits are part of proper governance for non-profit organizations. Term limits were implemented to limit the length of time that councillors were on Council and to provide the opportunity for new members of PEO to participate in running the organization. Term limits are not an impediment to potential councillors or members of committees, and in fact may incentivize some members to participate when they are assured their commitment has a time limit.</p>
3	5/26/22	<p>Succession planning – The concept is good, but I don't see how you can do succession planning for elected officials. Also I am not sure that you can pre-screen candidates for their postilions and disallow ones you don't agree with For volunteer committees succession planning and knowledge of the committee is reasonable.</p>	<p>As outlined in the SPTF Report and in its predecessor Council Term Limits report, succession planning for elected boards is the norm in most non-profit organizations. We currently pre-screen all non-board committee appointments at PEO, except for Council which is a major omission. The committee responsible for our elections does not even have the authority to prevent members who have recently committed professional misconduct from standing for election.</p>

## Motion regarding Practice Guidelines

Submission #7

C-549-2.13

App G(i)

### PEO 2022 AGM Member Motion

WHEREAS: Since the Regulatory Review in 2019 PEO has been focused on Right Touch Regulatory Principles and transitioning to a Modern Regulator;

WHEREAS: As a modern Regulator PEO should focus on Standards and Professional Development;

WHEREAS: PEO currently has 31 Guidelines 70% of which are over 5 years old; 50% are over 10 years old; and 30% are more than 20 years old;

WHEREAS: The recently completed Practice Guideline for Design Evaluation and Field Review of Demountable Event and Related Structures took 4 years to develop and was finalized 6 years after the initial request from government;

WHEREAS: There is a clear need to have up to date practice guidelines and a clear need to provide timely practice guidelines;

WHEREAS: We support the recommendation in the Regulatory Review which recommended moving away from an over reliance on volunteers; and

WHEREAS: We support actions of PEO staff and Council with regard to the Action Plan and the Governance Road Map.

**MOTION:** that PEO operationalize within PEO staff the development and review of Practice Guidelines with clear KPI's and a robust stakeholder consultation

Moved by: Nancy E. Hill, P. Eng.



Seconded by: Peter Frise, P. Eng.



April 19, 2022



C-549-XXX  
App G(ii)

### Submission #7: Practice Guidelines

#### Public Responses

#	Date	Response
1	4/30/22	I would like to express my support for this motion.
2	5/1/22	<p>While the title might not fully apply the current delays by PEO in updating standards and guidelines does create public endangerment.</p> <p>Like “disruption” several good governance terms are mis-applied by well meaning members, and this speaks to inadequate communication within PEO. Using Engineering Dimensions to “educate” as well as inform members is an overlooked potential. While Engineering Dimensions claims “to reach all members” there are several who cannot access the on-line edition which is the only one currently active.</p> <p>PEO has created a Board Committee (RPLC) to provide closer direction over our volunteer committees and prevent project slippage from Council directives this board is failing to correct the problem, and needs to be reviewed, starting with the question to RPLC on how it can better protect the public.</p> <p>This issue is covered in more detail regarding submissions 8 and 12</p>
3	5/26/22	Practice Guidelines – agreed

**Submission #7: Practice Guidelines**

## Public Responses

#	Date	Response
1	4/30/22	I would like to express my support for this motion.
2	5/1/22	<p>While the title might not fully apply the current delays by PEO in updating standards and guidelines does create public endangerment.</p> <p>Like “disruption” several good governance terms are mis-applied by well meaning members, and this speaks to inadequate communication within PEO. Using Engineering Dimensions to “educate” as well as inform members is an overlooked potential. While Engineering Dimensions claims “to reach all members” there are several who cannot access the on-line edition which is the only one currently active.</p> <p>PEO has created a Board Committee (RPLC) to provide closer direction over our volunteer committees and prevent project slippage from Council directives this board is failing to correct the problem, and needs to be reviewed, starting with the question to RPLC on how it can better protect the public.</p> <p>This issue is covered in more detail regarding submissions 8 and 12</p>
3	5/26/22	Practice Guidelines – agreed

Submission #8

C-549-2.13

App H(i)

***INFORMATION TO BE PROVIDED, AS APPLICABLE***

1. Title of Submission  
**PEO AGM 2022 Member Resolution re Regulatory Policy Committee Structure and Composition**
2. Please briefly describe the issue, problem, risk or gap that this submission addresses.  
**Recent changes to committee structure and composition have rendered regulatory policy development ineffective and unsustainable by eliminating the involvement of PEO's most knowledgeable and experienced effective volunteers.**
3. Please summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above.  
**This resolution seeks to undo the above damage and restore a committee structure and composition that will ensure effective member participation in regulatory policy development and implementation.**
4. Please cite and briefly summarize any research that supports the proposed action.  
**The past year has demonstrated clearly the unworkability of the RPLC as constituted, and the inability of existing regulatory committees such as the Licensing Committee to complete their important work under the new structure.**
5. As applicable please describe how the proposed action will contribute to serving and protecting the public interest as it pertains to the regulation of professional engineering and the engineering profession.  
**PEO cannot regulate effectively in the public interest without the wisdom of its volunteer members who have in-depth knowledge and experience in the core regulatory areas of licensure, complaints and discipline, enforcement, and professional standards.**
6. Please identify any legal considerations (e.g., the need for changes to the statute, regulation, by-laws etc.) that may affect Council's ability to implement the proposed action.  
**Within purview of Council; no legislative changes required.**
7. Please identify any considerations that are relevant to the timing (or urgency) of the proposed action.  
**For immediate action.**
8. Please provide any other information that you feel will assist members of the AGM and Council in understanding your submission, in particular your proposed action.
9. Please list any attachments to this document.  
**AGM Resolution**

Member #1 (name/signature):

George Comrie, M.Eng., P.Eng., CMC, FEC



Member #2 (name/signature):

Thomas Chong, M.Sc., P.Eng., FCAE, FEC, PMP



Date: 20 April 2022

**PLEASE FORWARD THE COMPLETED SUBMISSION ELECTRONICALLY,  
WITH ANY ATTACHMENTS**

**TO:**

**CEO/REGISTRAR, c/o [AGMSUBMISSIONS@PEO.ON.CA](mailto:AGMSUBMISSIONS@PEO.ON.CA)**

**AT LEAST TEN (10) DAYS PRIOR TO THE ANNUAL GENERAL MEETING**

### **PEO AGM 2022 Member Resolution re Regulatory Policy Committee Structure and Composition**

WHEREAS the Canadian concept of a self-regulating profession is predicated on the effective involvement of licensed practitioners in the development and implementation of regulatory policy, and

WHEREAS recent Council decisions precluding Councillors from sitting on standing committees other than the four “super committees” and precluding non-Councillors from sitting on the four “super committees” ensure that:

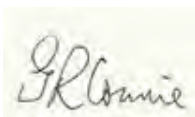
- (a) The Regulatory Policy and Legislation Committee (RPLC) will lack the in-depth knowledge of PEO’s regulatory business necessary to make sound policy recommendations that would come from members with experience on standing committees, and
- (b) The standing committees will become isolated from the Council and will therefore be unable to contribute effectively to regulatory policy, and
- (c) The four “super committees” will be unable to carry out their work effectively because of excessive turnover of membership from year to year, and
- (d) Council will be deprived of the wisdom of PEO’s most knowledgeable and experienced volunteers in its decision making,

NOW THEREFORE BE IT RESOLVED THAT

In order to ensure that Council and its committees can work together effectively to advance PEO’s regulatory agenda,

- (1) Council immediately suspend the resolution(s) creating the above unsustainable regulatory policy committee structure and composition, and
- (2) Reinstate the previously existing committee structure and composition, and ensure that all operational and policy committees have Councillors among their membership or appointed Council Liaisons.

**Mover:**



George Comrie, P.Eng., CMC, FEC  
Former PEO President: 2004-2005, 2016-2017  
VP, Engineers for the Profession Inc.

**Seconder:**



Thomas Chong, M.Sc., P.Eng., FCAE, FEC, PMP  
Former PEO President: 2015-2016  
Director, Engineers for the Profession Inc.

C-549-XXX  
 App H(ii)

### Submission #8: RPLC Structure and Composition

#### Public Responses

#	Date	Response
1	4/30/22	I would like to express my opinion that the movers have not provided sufficient information for PEO members to understand their motion.
2	5/1/22	<p>Submission 12 recommends inclusion of the four Board Committees into section 20 of the Professional Engineers Act, which seems more than a little premature given the problems and deficiencies of at least one of these boards (RPLC) as detailed in submission 8, itemized by past presidents DeVita and Chong.</p> <p>These deficiencies need to be resolved, and RPLC refocused on public protection before any inclusion into any act, resolution or ByLaw.</p>
3	5/26/22	RPLC – while I agree the RPLC has not been effective so far, I don't feel it is time to abandon the concept. Council needs to take ownership of the RPLC and develop a mandate for it with clear objective for each term

**Submission #8: RPLC Structure and Composition**

## Public Responses

#	Date	Response
1	4/30/22	I would like to express my opinion that the movers have not provided sufficient information for PEO members to understand their motion.
2	5/1/22	Submission 12 recommends inclusion of the four Board Committees into section 20 of the Professional Engineers Act, which seems more than a little premature given the problems and deficiencies of at least one of these boards (RPLC) as detailed in submission 8, itemized by past presidents DeVita and Chong.  These deficiencies need to be resolved, and RPLC refocused on public protection before any inclusion into any act, resolution or ByLaw.
3	5/26/22	RPLC – while I agree the RPLC has not been effective so far, I don't feel it is time to abandon the concept. Council needs to take ownership of the RPLC and develop a mandate for it with clear objective for each term

Submission #9

C-549-2.13

App I(i)

## INFORMATION TO BE PROVIDED, AS APPLICABLE

### 1. Title of Submission

#### **COMMIT TO ACTION on PEO 2021 AGM Motion entitled “Commit to Fundamental Principles of Good “Self-Regulation” Governance”**

### 2. Please briefly describe the issue, problem, risk or gap that this submission addresses.

*Last year's 2021 AGM motion "Commit to Fundamental Principles of Good "Self-Regulation" Governance" passed by an overwhelming majority and the largest margin of all 2021 AGM motions, but Council failed to act on it because specific actions were not identified. The inability of Council to identify any action aside, this motion rectifies this claimed shortcoming by providing a list of specific actions to improve peer review, knowledge-based-decision making, transparency, communication, and barriers to member input.*

### 3. Please summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above.

*See actions explicitly identified in motion.*

### 4. Please cite and briefly summarize any research that supports the proposed action.

*See last year's 2021 AGM motion "Commit to Fundamental Principles of Good "Self-Regulation" Governance", and Council's response reported in the 2021 November/December issue of Engineering Dimensions.*

### 5. As applicable please describe how the proposed action will contribute to serving and protecting the public interest as it pertains to the regulation of professional engineering and the engineering profession.

*Self explanatory. If one has to explain (one could write a thesis), for example, how transparency or knowledge-based decision making improve regulation then there is something seriously wrong with the regulating body.*

### 6. Please identify any legal considerations (eg., the need for changes to the statute, regulation, by-laws etc.) that may affect Council's ability to implement the proposed action.

*To be determined, but vast majority of actions to satisfy the motion do not require legal consideration.*

### 7. Please identify any considerations that are relevant to the timing (or urgency) of the proposed action.

*Actions are long past due, many can be implemented immediately, others in a very short time.*

### 8. Please provide any other information that you feel will assist members of the AGM and Council in understanding your submission, in particular your proposed action.

*Be sure to read entire motion including Preamble and Whereas statements.*



9. Please list any attachments to this document.

PDF entitled "PEO 2022 AGM Motion: COMMIT TO ACTION on PEO 2021 AGM Motion entitled "Commit to Fundamental Principles of Good "Self-Regulation" Governance" contains Preamble, Whereas', Motion, Copy of 2021 AGM motion, and copy of Engineering Dimensions article concerning handling of 2021 AGM motions.

Member #1 (name/signature):

Roydon Fraser



Member #2 (name/signature):

Leila Notash



Date: April 20, 2022

PLEASE FORWARD THE COMPLETED SUBMISSION ELECTRONICALLY,  
WITH ANY ATTACHMENTS  
TO:

CEO/REGISTRAR, c/o [AGMSUBMISSIONS@PEO.ON.CA](mailto:AGMSUBMISSIONS@PEO.ON.CA)

AT LEAST TEN (10) DAYS PRIOR TO THE ANNUAL GENERAL MEETING

**PEO 2022 AGM Motion:  
COMMIT TO ACTION on PEO 2021 AGM Motion entitled  
“Commit to Fundamental Principles of Good “Self-Regulation” Governance”**

**PREAMBLE:**

At the PEO 2021 AGM the motion entitled, “Commit to Fundamental Principles of Good “Self-Regulation Governance” was passed by an overwhelming majority (largest majority of all the 5 motions that passed at the PEO 2021 AGM). See Appendix A for a copy of this motion which focussed on having Council restore good “self-regulation” and “democratic” governance that respects members by adhering to, but is not limited to, the following governance principles:

1. Transparency.
2. Obtaining member input.
3. Respecting dissenting views.
4. Empowering members with knowledge, and a voice.

As reported in the 2021 November/December issue of Engineering Dimensions Council did not consider any of the member passed 2021 AGM motions, only received a report from staff as information in a consent agenda that recommended doing nothing with regards to any of the five motions. See Appendix B for a copy of the Engineering Dimensions article, “Council Reviews Member Submissions from 2021 AGM.”

Clearly the intent of last year’s motion Commit to Fundamental Principles of Good Self-Regulation Governance was lost on both staff and Council for the cornerstone intent of the motion was for Council to respect members, yet Council did not even extend the courtesy to actually discuss the motions. And furthermore, clearly, the past courtesy of inviting AGM motion movers and seconders to be present when the motions are considered is ancient history.

So when all five 2021 AGM motions full of policy implications are sidelined by a staff report that involved no member/peer input a big question naturally now arises:

*Q: Who really sets policy and direction for PEO, staff or Council?*

Key Quotes from Engineering Dimensions article,  
“Council Reviews Member Submissions from 2021 AGM.”  
(See Appendix B) [Bolding added for emphasis.]

- (i) Para 1: “The submissions ... most of them **passed** with a **significant margin.**”  
Comment: Would lead one to believe members expected some action, or at least some deep consideration that respected members.
- (ii) Para 1: “... first reviewed by **staff** before ... **staff report** to Council ..... for **information only** and **not for decision.**”  
Comment: Begs the question asked above, who really sets PEO policy and direction?
- (iii) Para 3: “The **staff report** for the **five submissions** ... suggests **no specific action** is required ...”  
Comment: Again, begs the question asked above, who really sets PEO policy and direction?
- (iv) Para 4: “... submissions ... did not **appear to** require any specific action.”  
Comment: Hard to believe PEO could be this blind and not see improvements to its peer review, knowledge-based decision making, transparency, effective communication, and systemic biases and barriers to hearing and respecting dissent. For this reason, this motion will not give some specific examples to get things started since PEO is clearly having difficulty seeing.

**PEO 2022 AGM Motion:  
COMMIT TO ACTION on PEO 2021 AGM Motion entitled  
“Commit to Fundamental Principles of Good “Self-Regulation” Governance”**

Whereas:

PEO Council failed to take action, or even discuss, the “passed with a significant margin,” 2021 AGM motion “Commit to Fundamental Principles of Good “Self-Regulation” Governance”, thus completely ignoring the primary intent of this motion which was to respect members.

Whereas:

Staff could not identify any specific action to be taken in regards to the 2021 AGM motion “Commit to Fundamental Principles of Good “Self-Regulation”. Does seem strange given the ease at which the list of many suggested actions to consider were generated for the motion given below.

And Whereas:

Deficiencies remain in PEO

- |     |  |     |                                  |
|-----|--|-----|----------------------------------|
| (a) | peer review,   | (b) | knowledge-based decision making, |
| (c) | transparency,  | (d) | communication, and               |
| (e) | removal of systemic biases and barriers to hearing and respecting diverse views. |     |                                  |

Be It Resolved and Moved That:

**Council commit to considering, discussing, and deciding upon the following specific actions:**

- (a) **For peer review:** (i) have separately identify staff review as distinct from peer review in briefing notes (i.e, recently staff reviews have replaced peer reviews); (ii) enforce the previously passed Council motion that all significant motions must have peer review (e.g., recent Regulation changes failed at this); (iii) Councillors vote separately on, or do not vote on, AGM Motions.
- (b) **For knowledge-based decision making:** (i) ensure unfiltered peer review information is able to reach Council, and in particular ensure dissenting views and reasons are not filtered out; (ii) support having the problem clearly identified and agreed to before jumping to a solution; (iii) do not prevent Councillors from sitting on committees.
- (c) **For transparency:** (i) make publicly available all non-in-camera Council agenda material two weeks prior to all Council meetings; (ii) clearly state specific reasons for going in-camera when Council goes in-camera; (iii) no secret or super-confidential meetings of Council - use to be called strategic meetings; (iv) have all Councillors publically state and have recorded their vision for PEO; (v) use technology so all Council votes are recorded votes; (vi) provide reports from member populated committees at AGM.
- (d) **For communication:** (i) actually obtain metrics on the degree to which Engineering Dimensions is read when in electronic form versus paper form; (ii) adopt the Caretaker Convention for elections (see 2022 AGM motion that explains this further); (iii) establish a regulatory communications purpose for Chapters which are currently not part of any of the 6 regulatory functions currently recognized by Council.
- (e) **For removal of barriers to hearing and respecting diverse views:** (i) record if requested dissenting views and reasons in minutes if requested by a Councillor; (ii) enable alternative views in Engineering Dimensions, perhaps via an editorial page;
- (f) **Engage processes of continual improvement in all five areas identified in items (a) to (e).**

Moved by: Roydon Fraser, P.Eng., FEC

New President-Elect, 9 times elected Councillor, 25+ years PEO volunteer

Seconded by: Leila Notash, P.Eng.

Councillor-at-Large, 19 years PEO volunteer

## Appendix A

### **PEO 2021 AGM Motion:**

### **Commit to Fundamental Principles of Good “Self-Regulation” Governance**

#### **PREAMBLE:**

Good “self-regulation” and “democratic” governance involves and respects members, and should adhere to, but is not limited to, the following governance principles:

1. Transparency.
2. Obtaining member input.
3. Respecting dissenting views.
4. Empowering members with knowledge, and a voice.

Our federal and provincial parliamentary systems empower the public through elections AND by opposition parties being given a formal voice and committee representation. PEO is not based on a party system, hence the formal voice must come from other means, e.g., peer review, referendum, etc. Elections are not enough. Autocracies can and do hold elections, however, they

- (i) control elections, and restrict who can run in an election
  - Council runs electronic elections that cannot be scrutinized, resists calls to investigate anomalies in election voting data, and imposed term limits taking away choice from members.
- (ii) control the messaging and media
  - PEO recently adopted the practice of removing dissenting views from minutes, yet dissenting views are the foundation of a fair and knowledge-based process as revealed, for example, by dissenting views being a formal part of legal decisions should they exist,
- (iii) control the information reaching decision making bodies
  - peer review is not sought for anything deemed to be governance related, and this includes any decision by Council concerning continuing professional development (CPD) despite a promise by previous Councils to seek member input first should there be a move to make CPD mandatory
- (iii) misrepresent the truth,
  - Council being told that the multiple-choice National Professional Practice Examination (NPPE) measures the same things as the written PEO Professional Practice Examination (PPE) - Ethics is the heart of the engineering profession, and whereas the NPPE does reveal what one knows, it is not designed to reveal how one thinks - for an analogy, just imagine if all your engineering courses only had multiple choice exams.
- (iv) intimidate,
  - Council currently emphasizing confidentiality of strategic meetings concerning governance despite governance not being a By-Law explicit reason for PEO to hold an in-camera session
- (v) Etc.

## Appendix A

### **PEO 2021 AGM Motion:**

#### **Commit to Fundamental Principles of Good “Self-Regulation” Governance**

Whereas:

PEO Council has taken to the practice that ALL GOVERNANCE decisions do not require peer review, no matter how significant - this is in direct conflict with previous Council policy that all significant motions to Council require peer review.

Whereas:

PEO Council rescinded a prior Council promise to hold a NON-BINDING referendum on mandatory continuing professional development (CPD) “program” - note the emphasis on program and non-binding..

Whereas:

PEO Council has adopted confidential meetings to discuss matters such as governance, matters that are not explicitly identified as permitted confidential items given in PEO’s By-Laws, and hence against the spirit of the By-Laws. To claim that the profession is really “self” regulating means that the members are fully capable of being involved in how it is governed.

Whereas:

Election platforms are insufficient to provide Councillors with mandates to proceed with significant policy changes if not part of their platform, for example, you will not find mention of support for mandatory CPD among the election platforms of some of the strongest supporters of a mandatory CPD program. You should ask yourself, “Why?”

Whereas:

PEO Council has taken to removing dissenting views from minutes.

Whereas:

PEO Council has taken to providing information on significant governance changes with only two weeks notice AT BEST prior to a Council meeting to vote on the matter, giving no time for members to effectively learn about and provide feedback on such matters even when so motivated. Often the actual briefing note is not available to members until just days before a Council meeting.

Whereas:

Etc - there is a lot more.

## Appendix A

Be It Resolved That:

**Council commit fully to**

- (a) peer review,**
- (b) knowledge-based decision making,**
- (c) highest levels of transparency,**
- (d) effective communication, and**
- (e) removal of systemic biases and barriers to hearing and respecting diverse views,**

**and that it halt all current procedures and practices that do not abide by these self-regulating governance principles.**

Moved by:

Roydon Fraser, P.Eng., FEC

9 times elected Councillor, 25+ years PEO volunteer

Seconded by:

Leila Notash, P.Eng.

Councillor-at-Large, 18 years PEO volunteer

## Appendix B

### IN COUNCIL

## COUNCIL REVIEWS MEMBER SUBMISSIONS FROM 2021 AGM

By Nicole Axworthy

543<sup>RD</sup> MEETING, SEPTEMBER 24, 2021

At its September meeting, Council reviewed the five member submissions that were presented and passed at PEO's 2021 Annual General Meeting in May (see AGM Minutes, p. 47). The submissions focused on issues related to the business and activities of PEO, and most of them passed with a significant margin. They were first reviewed by staff before being forwarded to Council; and the staff report to Council at this meeting was for information only and not for decision.

Though licence holders' input is important to the work of a self-regulating body, motions made at the AGM, while informative, bind neither Council nor PEO's CEO/registrar. A policy approved by Council in March 2020 requires staff to provide a report to Council following the AGM with respect to the motions that pass, to assess lawfulness and feasibility while considering Council's current work and other declared priorities.

The staff report for the five submissions from the 2021 AGM suggests that no specific action is required by Council at the present time, but in all instances Council committees—specifically the newly formed Governance and Nominating and Regulatory Policy and Legislation committees—might wish to consider the points raised in the submissions at the appropriate committee's discretion.

The first submission asked Council to commit to good governance principles, such as peer review, transparency and the removal of biases and barriers to hearing and respecting diverse views. Though the submission provided helpful advice, it did not appear to require any specific action. Therefore, staff noted that informed member and stakeholder consultation and expert input are components of effective, right-touch regulation, and this approach will be maintained and strengthened under the guidance of Council and its new governance committees. Additionally, regarding the need for transparency, PEO adheres to its bylaw obligations by conducting its meetings in public sessions, and its "Strategic Conversations" on governance matters are now being replaced by plenary sessions that are open to members and the public at large.

The second submission asked Council to immediately postpone its governance and organization changes and instead focus its agenda on the development and implementation of regulatory

policies to enable effective regulation in Ontario and in the public interest. Staff noted that, based on various decisions made in 2019, 2020 and 2021, Council has recognized that effective regulation depends not just on changes to the regulatory framework but also, more importantly, a regulatory governance structure that directs and controls those changes. These governance changes, including the new governance committees, are intended to support and improve Council's work as a regulatory board exercising vital direction and control functions.

The third motion pointed out the need for peer review and transparency in Council decision-making and hearing and respecting diverse views, similar to Motion 1. In addition to their response to the first motion, staff noted that a commitment to diversity is reflected in Council's ongoing work on anti-racism and anti-discrimination initiatives, currently stewarded by the Anti-Racism and Anti-Discrimination Exploratory Working Group.

The fourth submission positioned PEO as incapable of licensing new areas of engineering and their exclusive right to practice and requested that PEO work with the "Engineers for the Profession Incorporated" to lobby government for legislation that will create new discipline-specific regulatory bodies for modern engineering. Staff noted that PEO is charged with regulating engineering in the public interest and does not lobby or partner with advocacy organizations such as the one suggested. Council also has the power under section 7 of the *Professional Engineers Act* to create regulations in consultation with government. Currently, PEO has no plans to license on a discipline-specific basis, and any such plan would fall under the mandate of the Regulatory Policy and Legislation Committee, which is also responsible for any action to come from the report of the former Emerging Disciplines Task Force.

The fifth and last submission was also similar to Motions 1 and 3 with respect to transparency and open sessions of Council. It asked that, in the very specific circumstances that warrant a closed session, Council cite a description of the topic and the applicable section 15(4) category during the open session, and that when there is a minority debate concerning a resolution, that minutes note it along with the objection of any Council members who request that the objection be recorded. Staff noted that Council's approach to in-camera meetings, how they are recorded, as well as the content of minutes generally will continue to be informed by best practices and by the advice of PEO's governance consultants and parliamentarian. [e](#)

C-549-XXX  
App I(ii)

**Submission #9: “Commit to Fundamental Principles of Good “Self-Regulation” Governance”**

Public Responses

#	Date	Response
1	4/30/22	I would like to express my support for this submission.
2	5/1/22	<p>It seems that submission 4 on Openness &amp; Transparency by Past Presidents Comrie and Chong, overlaps submission 9 on Good Governance by councillor Notash and President elect Fraser.</p> <p>It would improve member involvement if the subject matter of all council and standing committees be included in Engineering Dimensions before the meeting, and where not possible be the subject of an e-blast to members.</p> <p>As well re-establishing the member forum should be considered to permit members to directly discuss issues with Council and committees.</p>
3	5/26/22	Governance – agree with the concept, but this is a significant undertaking. Perhaps this should wait until the transition to a modern regulator is complete and final structures at both staff and council are in place and functioning.



**Submission #9: “Commit to Fundamental Principles of Good “Self-Regulation” Governance”**

## Public Responses

#	Date	Response
1	4/30/22	I would like to express my support for this submission.
2	5/1/22	<p>It seems that submission 4 on Openness &amp; Transparency by Past Presidents Comrie and Chong, overlaps submission 9 on Good Governance by councillor Notash and President elect Fraser.</p> <p>It would improve member involvement if the subject matter of all council and standing committees be included in Engineering Dimensions before the meeting, and where not possible be the subject of an e-blast to members.</p> <p>As well re-establishing the member forum should be considered to permit members to directly discuss issues with Council and committees.</p>
3	5/26/22	Governance – agree with the concept, but this is a significant undertaking. Perhaps this should wait until the transition to a modern regulator is complete and final structures at both staff and council are in place and functioning.

## INFORMATION TO BE PROVIDED, AS APPLICABLE

### 1. Title of Submission

***PEO to Adopt the Election Caretaker Convention***

### 2. Please briefly describe the issue, problem, risk or gap that this submission addresses.

*PEO long ago adopted explicitly the Election Caretaker Convention for Councillors, however, PEO staff's remains empowered to use the tools available at PEO (e.g., email access to all members) to endorse candidates, influence the election, etc. And this year there was a complaint that PEO headquarters had done just this which was followed with a legal opinion that PEO 'legally' does not have to follow the Election Caretaker Convention even though it is a fundamental part of Canadian federal, provincial, and municipal elections. To preserve the integrity of PEO's elections the Election Caretaker Convention needs to be explicitly extended to PEO headquarters. This is a policy decision for Council, not a decision for staff to make.*

### 3. Please summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above.

*That PEO adopt the Elections Caretaker Convention of non-interference in elections for PEO headquarters in addition to the existing adoption of the Elections Caretaker Convention for Councillors already in place.*

### 4. Please cite and briefly summarize any research that supports the proposed action.

*For example, see Government of Canada website referred to in attachment.*

### 5. As applicable please describe how the proposed action will contribute to serving and protecting the public interest as it pertains to the regulation of professional engineering and the engineering profession.

*Improving the integrity of PEO elections is to the benefit of all, PEO, the public, and members.*

### 6. Please identify any legal considerations (eg., the need for changes to the statute, regulation, by-laws etc.) that may affect Council's ability to implement the proposed action.

*Nothing prevents Council from adopting an Elections Caretaker Convention policy, in fact it has already partially adopted the convention.*

### 7. Please identify any considerations that are relevant to the timing (or urgency) of the proposed action.

*Since a violation of the Elections Caretaker Convention was a concern in the 2021 PEO elections, the Elections Caretaker Convention should be introduced as soon as possible for PEO headquarters in addition to that already existing for Councillors.*

8. Please provide any other information that you feel will assist members of the AGM and Council in understanding your submission, in particular your proposed action.

*A simple scan of the world will reveal that the autocratic leaning, least democratic, governments do not adhere to the Elections Caretaker Convention as by not following the convention they can control the elections. This is very non-Canadian and why federal, provincial, and municipal governments abide by the Elections Caretaker Convention.*

9. Please list any attachments to this document.

*See attachment that includes motion Preamble, Whereas', and the actual motion.*

Member #1 (name/signature): Roydon Fraser

Member #2 (name/signature): Keivan Torabi

Date: April 20, 2022

**PLEASE FORWARD THE COMPLETED SUBMISSION ELECTRONICALLY,  
WITH ANY ATTACHMENTS**

**TO:**

**CEO/REGISTRAR, c/o AGMSUBMISSIONS@PEO.ON.CA**

**AT LEAST TEN (10) DAYS PRIOR TO THE ANNUAL GENERAL MEETING**

## **PEO 2022 AGM Motion: PEO to Adopt the Election Caretaker Convention**

### **PREAMBLE:**

This year's PEO election saw a complaint concerning the well established Canadian democratic election principle of the Caretaker Convention that went so far as to illicit a legal opinion by PEO. In brief, PEO adopted long ago the Caretaker Convention (simple interpretation, non-interference in the election) for Councillors, while the complaint alleged that the Caretaker Convention was violated by staff - in the end a legal opinion obtained concluded that PEO does not have to follow the Caretaker Convention and hence the complaint was judged as moot, there being no restrictions on what staff can do during an election even if it is effectively a counter-campaign to one or more of the candidates. The legal opinion did not say PEO cannot follow the Caretaker Convention, and it must be remembered that it is only an opinion, therefore *the purpose of this motion is to uphold the integrity of PEO's elections by having PEO adopt the Caretaker Convention.*

### **BACKGROUND: Canadian Elections Caretaker Convention**

One explicit example of the Elections Caretaker Convention can be found on the Government of Canada's website, "Guidelines on the conduct of Ministers, Ministers of State, exempt staff and public servants during an election".

<https://www.canada.ca/en/privy-council/services/publications/guidelines-conduct-ministers-state-exempt-staff-public-servants-election.html>

In Section 2 of this Guideline, the section concerning government business during the election period, Quotes #1 and #2 can be found. Note, one only need replace references to "government" with "PEO" to understand better how it should apply to PEO.

#### **Quote #1:**

"... must be especially vigilant with respect to the distinction between official government business .... and partisan political activities, taking care to avoid even the appearance .... being used for campaign purposes."

#### **Quote #2:**

"In order to respect the caretaker convention as well as the distinction between official government business and partisan activity. . . must:. . . ensure that routine departmental activities are carried out in a low-profile manner."

This motion is not about re-judging the elections complaint (hence no evidence from the complaint is provided), but rather is *directed at simply making a good policy decision* in the best interest of the integrity of PEO elections. Remember, Council already self-imposed the Caretaker Convention on Councillors recognizing it as good policy. It is suspected it was never expected that staff would need to be reminded of the Caretaker Convention hence no explicit rule exists today concerning staff possibly using PEO resources (e.g., able to communicate to all PEO members at will) to influence elections. This motion aims to correct this oversight.

---

**PEO 2022 AGM Motion:  
PEO to Adopt the Election Caretaker Convention**

Whereas:

PEO Council has adopted the Caretaker Convention for Councillors.

Whereas:

PEO Council has not yet adopted, or in fact made any previous decision concerning, the Caretaker Convention for staff.

And Whereas:

The Caretaker Convention, i.e, the convention of non-interference in elections by staff or those in positions of power with access to government resources not available to candidates, or if interference cannot be avoided that it be as minimal as possible, is as well established rule for Canadian democratic federal, provincial, and municipal elections.

Be It Resolved and Moved That:

**Council explicitly adopt the Election Caretaker Convention for staff in addition to its current adoption for Councillors.**

Moved by: Roydon Fraser, P.Eng., FEC

New President-Elect, 9 times elected Councillor, 25+ years PEO volunteer

Seconded by: Keivan Torabi, P.Eng.

Past Councillor

C-549-XXX  
App J(ii)

### Submission #10: Caretaker Convention

#### Public Responses

#	Date	Response
1	5/1/22	<p>At a plenary meeting on March 24th, 2022 Council was reminded by Richard Steinecke why the "caretaker convention" only applies in bipolar elections, whereas PEO's sole focus is on public protection.</p> <p>That said, there have been several instances of departing members of the executive committee attempting to complete legacy issues, while still holding the reins of office, often pushing these motions ahead of public safety concerns.</p> <p>It does seem that there is a need for an addition to PEO's "Special Rule" to be enacted annually, which bans any Governance or Legislation motion, unless passed by "full council consent" to be tabled between the closing of annual elections and the AGM. These dates have not been defined as the current voting period may at some time be rescheduled as mail-in ballots are no longer in use, and the voting period may be condensed.</p> <p>An addition to PEO's "Special Rule" is much simpler than adopting a Caretaker rule and could be in place very quickly.</p>
2	5/26/22	Election Caretaker Convention – agree with adding staff

**Submission #10: Caretaker Convention**

## Public Responses

#	Date	Response
1	5/1/22	<p>At a plenary meeting on March 24th, 2022 Council was reminded by Richard Steinecke why the "caretaker convention" only applies in bipolar elections, whereas PEO's sole focus is on public protection.</p> <p>That said, there have been several instances of departing members of the executive committee attempting to complete legacy issues, while still holding the reins of office, often pushing these motions ahead of public safety concerns.</p> <p>It does seem that there is a need for an addition to PEO's "Special Rule" to be enacted annually, which bans any Governance or Legislation motion, unless passed by "full council consent" to be tabled between the closing of annual elections and the AGM. These dates have not been defined as the current voting period may at some time be rescheduled as mail-in ballots are no longer in use, and the voting period may be condensed.</p> <p>An addition to PEO's "Special Rule" is much simpler than adopting a Caretaker rule and could be in place very quickly.</p>
2	5/26/22	Election Caretaker Convention – agree with adding staff

Submission #11

C-549-2.13  
App K(i)

## INFORMATION TO BE PROVIDED, AS APPLICABLE

### 1. Title of Submission

#### ***Reduce PEO Fee(s) to Reduce Large Budget Surplus***

### 2. Please briefly describe the issue, problem, risk or gap that this submission addresses.

*PEO has recently amassed a large surplus over the COVID period. There is a high potential (human nature) that PEO will spend this surplus on new ongoing expenditures that will lead to on-going increased fees with no input from members, and with no demonstrated added value. Given PEO has the ability to raise fees at will without member input, PEO should reduce the surplus by reducing member fees until the surplus is reduced to a nominal value. If PEO requires more money for future on-going initiatives these future initiatives can be used to justify future fee increases. This motion is really about accountability with member monies.*

### 3. Please summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above.

*Reduce member fees until PEO budget surplus is reduced to a nominal value. Removes the risk of PEO spending the surplus in a manner that increases future member fees while avoiding justifying these increases.*

### 4. Please cite and briefly summarize any research that supports the proposed action.

*See PEO Budget summaries at 2019, 2020, 2021, and 2022 AGMs.*

### 5. As applicable please describe how the proposed action will contribute to serving and protecting the public interest as it pertains to the regulation of professional engineering and the engineering profession.

*Will require PEO to justify value added for any future activities that require a fee increase. This is about accountability of the profession.*

### 6. Please identify any legal considerations (eg., the need for changes to the statute, regulation, by-laws etc.) that may affect Council's ability to implement the proposed action.

*Understanding is that PEO legally cannot refund the fees already paid, but PEO Council is completely free to set future fees which is what is the mechanism by which this motion would be implemented.*

### 7. Please identify any considerations that are relevant to the timing (or urgency) of the proposed action.

*Must be done as soon as possible for the longer the surplus remains, the longer the possibility exists that PEO will engage in ongoing fee increasing activities without a need to engage members.*



8. Please provide any other information that you feel will assist members of the AGM and Council in understanding your submission, in particular your proposed action.

*The argument has been put forward by some that PEO should keep the large surplus because non-profits are permitted large surpluses. This argument is flawed in two ways however. First, it is only true if there is a plan to spend the large surplus which PEO currently does not have. Second, and this is very important, most non-profits do not have control over their income, e.g., hospitals or charities, however, PEO has complete control and this is the fundamental reason PEO needs to reduce fees to reduce the surplus. For only in this way can PEO be held at least partially accountable for future fee increases.*

9. Please list any attachments to this document.

*See attached PDF of the Whereas' and the actual motion.*

Member #1 (name/signature): Roydon Fraser  
SIGNATURE IS ON ATTACHMENT, ON MOTION

Member #2 (name/signature): Vajahat Bandy  
SIGNATURE IS ON ATTACHMENT, ON MOTION

Date: April 20, 2022

**PLEASE FORWARD THE COMPLETED SUBMISSION ELECTRONICALLY,  
WITH ANY ATTACHMENTS**

**TO:**

**CEO/REGISTRAR, c/o AGMSUBMISSIONS@PEO.ON.CA  
AT LEAST TEN (10) DAYS PRIOR TO THE ANNUAL GENERAL MEETING**

**PEO 2022 AGM Motion:  
Reduce PEO Fee(s) to Reduce Large Budget Surplus**

Whereas:

PEO Council currently has a very large budget surplus primarily due to the unusual event of decreased spending during COVID lockdown.

Whereas:

The expectation for non-profits with large surpluses is that they have a plan for spending the surplus, yet no plan currently exists, or at least has not been transparently identified.

Whereas:

PEO has the power to increase fees unilaterally, unlike hospitals and charities, negating the need for a large budget surplus.

Whereas:

It is human nature to spend what one has, and it is bureaucracies nature to spend on items that contribute to long term spending as opposed to one-of expenses.

And Whereas:

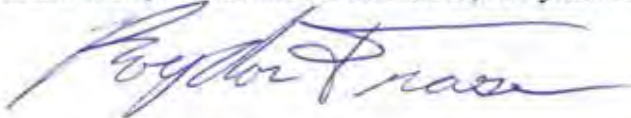
If there are to be long term spending increases they should be justified separately for value added and relevancy, and with peer review, as opposed to being imposed unilaterally just because a budget surplus exists.

Be It Resolved and Moved That:

**Council reduce PEO's budget surplus by reducing future fees (also known as a fee holiday in pension plans), or establish a clear plan for the budget surplus that may involve one-time, peer reviewed, expenditures but no ongoing expenditures (i.e., cannot be used to run mandatory PEAK program - mandatory PEAK program costs must be a separate line item outside the budget surplus).**

Moved by: Roydon Fraser, P.Eng., FEC

New President-Elect, 9 times elected Councillor, 25+ years PEO volunteer



Seconded by: Vajahat Banday, P. Eng., FEC, PE (Michigan)

New Councillor-at-Large, former Lieutenant-Governor Appointee, 15+ years PEO volunteer



C-549-XXX  
App K(ii)

### Submission #11: Reduce Fee due to Surplus

#### Public Responses

#	Date	Response
1	4/30/22	I would like to express my support for this motion.
2	5/1/22	<p>The remittance paid by members annually is “to permit the operation of PEO in it’s efforts to protect the public”, nor is there any reason why ‘COVID-19’ might decrease these costs.</p> <p>Given that the mortgage on 40 Shepard Ave West is practically paid-off could reduce expenditure, but increasing PEO oversight of public protection from emerging engineering disciplines will increase expenditure.</p> <p>Determining the optimum annual remittance is the task of PEO’s finance committee, which is tasked to determine an effective budget by November 2022.</p> <p>This is not to say that members should not be permitted to suggest that expenditure on one item seems excessive, and does suggest that more precise identification of consultant fees and other unique costs be more clearly identified, but to suggest that PEO reduce it’s public oversight via a general budget reduction.</p> <p>It would seem that rather than a tabulation of costs, it may be wiser to present at the AGM a pie-chart of PEO expenses and income, so that members can identify whether “staff salary”, “maintenance” “consultant fees” or other item as a percentage of expenditure, is disproportionate. There will always be a “variable” in legal fees, or enforcement costs that may exceed or fall below budget estimates, but annual debates over mail cost or other minor issues should not be debated without justification.</p> <p>Given that PEO costs are less that other professions or provinces the debate should rather focus on including or excluding liability insurance, or contract services.</p>
3	5/26/22	Fee reduction – disagree – PEO is moving too slow and staff appear to be overwhelmed. Before any changes in fees are discussed we need to complete the governance transformation and then do a staffing review to ensure the correct staff is in place to support the activities of the PEO

**Submission #11: Reduce Fee due to Surplus**

## Public Responses

#	Date	Response
1	4/30/22	I would like to express my support for this motion.
2	5/1/22	<p>The remittance paid by members annually is “to permit the operation of PEO in it’s efforts to protect the public”, nor is there any reason why ‘COVID-19’ might decrease these costs.</p> <p>Given that the mortgage on 40 Shepard Ave West is practically paid-off could reduce expenditure, but increasing PEO oversight of public protection from emerging engineering disciplines will increase expenditure.</p> <p>Determining the optimum annual remittance is the task of PEO’s finance committee, which is tasked to determine an effective budget by November 2022.</p> <p>This is not to say that members should not be permitted to suggest that expenditure on one item seems excessive, and does suggest that more precise identification of consultant fees and other unique costs be more clearly identified, but to suggest that PEO reduce it’s public oversight via a general budget reduction.</p> <p>It would seem that rather than a tabulation of costs, it may be wiser to present at the AGM a pie-chart of PEO expenses and income, so that members can identify whether “staff salary”, “maintenance” “consultant fees” or other item as a percentage of expenditure, is disproportionate. There will always be a “variable” in legal fees, or enforcement costs that may exceed or fall below budget estimates, but annual debates over mail cost or other minor issues should not be debated without justification.</p> <p>Given that PEO costs are less that other professions or provinces the debate should rather focus on including or excluding liability insurance, or contract services.</p>
3	5/26/22	Fee reduction – disagree – PEO is moving too slow and staff appear to be overwhelmed. Before any changes in fees are discussed we need to complete the governance transformation and then do a staffing review to ensure the correct staff is in place to support the activities of the PEO

Submission #12

C-549-2.13

App L(i)

**AGM 2022****Updates to the Professional Engineers Act to Reflect Governance Changes****Whereas:**

The recent governance changes and the establishment of new Governance Committees has the effect that Professional Engineers of Ontario is no longer in compliance with the *Professional Engineers Act*.

**Whereas:**

In September 2018, PEO's Council approved a motion to have an external regulatory performance review conducted to identify any gaps between PEO's current practices and the process, procedures and policies exhibited by the best regulators. The review assessed PEO's performance against its statutory mandate and legislative requirements, internal policies and the standards of good regulation across its core regulatory functions.

PEO developed an Action Plan to Implement the Recommendations from the External Regulatory Performance Review, 2019, which included addressing recommendations to review its committees, subcommittees and working groups to ensure they are both necessary and fit for a regulatory purpose, and to work with the Attorney General's office to seek changes to its statute to modernize its organization and regulatory powers.

**Whereas:**

Section 10 of the *Professional Engineers Act* states:

**Establishment of committees**

**10** (1) The Council shall establish and appoint the following committees:

- (a) Executive Committee;
- (b) Academic Requirements Committee;
- (c) Experience Requirements Committee;
- (d) Registration Committee;
- (e) Complaints Committee;
- (f) Discipline Committee;
- (g) Fees Mediation Committee,

**Whereas:**

The following committees were established in PEO's 2021 AGM and will ensure the continuation of PEO's Action Plan:

- Audit and Finance Committee;
- Governance and Nominating Committee;
- Human Resources and Compensation Committee; and
- Regulatory Policy and Legislation Committee

**Be it Resolved that:**

Council direct the CEO/Registrar to request changes to the *Professional Engineers Act* to reflect the regulatory transformation and governance structures changes, and to allow for ongoing modernization of the licencing process and reflect the principles of right-touch regulation.

These changes should include the establishment of the following committees under Section 10 of the *Professional Engineers Act*:

- Audit and Finance Committee;
- Governance and Nominating Committee;
- Human Resources and Compensation Committee; and
- Regulatory Policy and Legislation Committee

**Mover:**



Christina Visser, P.Eng.

**Seconder:**



Mark Frayne, P.Eng.

## 1. Title of Submission

Updates to the Professional Engineers Act to Reflect Governance Changes

## 2. Please briefly describe the issue, problem, risk or gap that this submission addresses.

Given the recent governance changes and the establishment of new Governance Committees, Professional Engineers of Ontario is no longer in compliance with the *Professional Engineers Act*. Thus, Council should request changes to the *Professional Engineers Act* to reflect the regulatory transformation and governance structures changes, and to allow for ongoing modernization of the licencing process and reflect the principles of right-touch regulation.

In September 2018, PEO's Council approved a motion to have an external regulatory performance review conducted to identify any gaps between PEO's current practices and the process, procedures and policies exhibited by the best regulators. The review assessed PEO's performance against its statutory mandate and legislative requirements, internal policies and the standards of good regulation across its core regulatory functions.

At its June 21, 2019 meeting, Council unanimously passed the following motions:

*"That Council direct the Registrar to develop a high-level action plan related to the 15 recommendations contained in the April 2019 report A review of the regulatory performance of Professional Engineers Ontario from Harry Cayton, Kate Webb and Deanna Williams for consideration at the September 2019 Council meeting."*

These recommendations include:

**Recommendation 1:** PEO should review all its committees, subcommittees and working groups to ensure they are both necessary and fit for a regulatory purpose (3.28-3.36).

**Recommendation 14:** PEO should work with the Attorney General's office to seek changes to its statute to modernize its organization and regulatory powers (for example, 4.58, 4.62, 4.63, 4.85).

**Recommendation 15:** Council should assess and implement these recommendations. It should require an action plan and time-frame for implementation from its executive staff. When it approves the action plan, Council should commit the necessary resources to deliver it.

In addition to this, PEO's Action Plan to Implement the Recommendations from the External Regulatory Performance Review, 2019 identifies the need for a change in vision.

On page 5 of PEO's Action Plan it says:

*"PEO aspires to become a professional, modern regulator that delivers on its statutory mandate and is supported by a governance culture that consistently makes decisions that serve and protect the public interest."*

*As a professional, modern regulator, PEO will have:*

- a) Adopted right-touch regulation principles and applied them to all of its work;*
- b) Professionalized its regulatory practices based on right-touch regulation principles;*
- c) Focused its resources on delivery of its statutory mandate; and*
- d) Built a modern IT infrastructure for business practices and the management of confidential information and data security to support its work and increase efficiency.*

*Delivering on its statutory mandate means that PEO functions as a public interest regulator and not as a professional association.*

*Governance culture is defined as the mindset, structures, processes, practices and behaviours needed to support PEO's statutory mandate and its ability to serve and protect the public interest, while respecting the separate accountabilities of Council and the Registrar."*

These actions are important to ensure that PEO moves forward as a modern regulator.

However, Section 10 of the *Professional Engineers Act* states:

**Establishment of committees**

**10 (1)** The Council shall establish and appoint the following committees:

- (a) Executive Committee;
- (b) Academic Requirements Committee;
- (c) Experience Requirements Committee;
- (d) Registration Committee;
- (e) Complaints Committee;
- (f) Discipline Committee;
- (g) Fees Mediation Committee,

The *Professional Engineers Act* needs to be changed to update the necessary formation of the following committees, which were established in PEO's 2021 AGM and which will ensure the continuation of PEO's Action Plan:

- Audit and Finance Committee;
- Governance and Nominating Committee;
- Human Resources and Compensation Committee; and
- Regulatory Policy and Legislation Committee

**3. Please summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above.**



That Council direct the CEO/Registrar to request changes to the *Professional Engineers Act* to reflect the regulatory transformation and governance structures changes, and to allow for ongoing modernization of the licencing process and reflect the principles of right-touch regulation.

These changes should include the establishment of the following committees under Section 10 of the *Professional Engineers Act*:

- Audit and Finance Committee;
- Governance and Nominating Committee;
- Human Resources and Compensation Committee; and
- Regulatory Policy and Legislation Committee

**4. Please cite and briefly summarize any research that supports the proposed action.**

The concept of Right-touch regulation emerges from the application of the principles of good regulation. Right-touch regulation means using only the regulatory force necessary to achieve the desired effect. It sees regulation as only one of many tools for ensuring safety and quality and therefore that it must be used judiciously. Professional regulation exists not to promote or protect the interests of professional groups but to enhance public safety and protect the interests of the public<sup>1</sup>. The principles state that regulation should aim to be:

- Proportionate: regulators should only intervene when necessary. Remedies should be appropriate to the risk posed, and costs identified and minimised
- Consistent: rules and standards must be joined up and implemented fairly
- Targeted: regulation should be focused on the problem, and minimise side effects
- Transparent: regulators should be open, and keep regulations simple and user friendly
- Accountable: regulators must be able to justify decisions, and be subject to public scrutiny

Adopting a Right-touch approach means staying focused on the outcome that an organisation is looking to achieve, rather than being concerned about process, or prioritising interests other than public safety. The outcome should be both tangible and measurable, and it must be directed towards the reduction of harm.

**5. As applicable please describe how the proposed action will contribute to serving and protecting the public interest as it pertains to the regulation of professional engineering and the engineering profession.**

Focusing on right-touch regulation will:

1. Bring PEO in line with the best practices of other professional regulators, including other engineering regulators, which have a mandate to protect the public.
2. Foster public confidence in the profession.

---

<sup>1</sup> <https://www.peo.on.ca/sites/default/files/2019-10/PEOReviewReport.pdf>

3. Conform with recent recommendations from several key government-related stakeholders, including the Elliot Lake Commission of Inquiry and the inquiry into the fatal 2012 Radiohead concert stage collapse.
4. Meet regulatory expectations that have been communicated by Attorney General of Ontario, who is the Minister with responsibility for PEO and the *Professional Engineers Act*.

Member #1: Christina Visser, P.Eng.

A handwritten signature in black ink, appearing to read 'C. Visser', written in a cursive style.

Member #2: Mark Frayne, P.Eng.

A handwritten signature in black ink, appearing to read 'Mark Frayne', written in a cursive style.

Date: April 20, 2022

C-549-XXX  
App L(ii)

### Submission #12: Act to Reflect Governance Changes

#### Public Responses

#	Date	Public Response	Mover Comment
1	4/30/22	I would like to express my support for this motion.	Thank you.
2	5/1/22	<p>Submission 12 recommends inclusion of the four Board Committees into section 20 of the Professional Engineers Act, which seems more than a little premature given the problems and deficiencies of at least one of these boards (RPLC) as detailed in submission 8, itemized by past presidents DeVita and Chong.</p> <p>These deficiencies need to be resolved, and RPLC refocused on public protection before any inclusion into any act, resolution or ByLaw.</p>	<p>I respectfully disagree. The external reviews conducted by the Professional Standards Authority, by Ms. Patricia DeGuire and Ms. Shashu Clacken, and by Ms. Lenka Los, have identified many issues with the governance and operations at PEO. The recent consultation conducted by Magnetic North Consultants as part of PEO's Strategic Planning process delivered to PEO Council in May, 2022 identified that these issues still exist at PEO, and reported that Engineering Licence Holders, Key External Stakeholders, and representatives from the public have significant concerns with PEO's ability to effectively regulate the practice of professional engineering in public interest. These changes to committee structure place the full responsibility of governance where it must lie--with elected and appointed councillors, not with volunteers. Council is ultimately accountable for the governance of PEO.</p>
3	5/26/22	Changes to PEO Act – agree with the concept, but perhaps a better approach would be to remove the requirement to have changes PEO structure done through changes in the Act	<p>This is an interesting point, but enshrining the changes in legislation ensures that future council won't make changes to these committees without thoughtful consideration. Future council will need enough rationale to go back to government with a request for the change, and will need to demonstrate how the future changes will make council more accountable and improve PEO's ability to protect the public interest.</p>

**Submission #12: Act to Reflect Governance Changes**

## Public Responses

#	Date	Public Response	Mover Comment
1	4/30/22	I would like to express my support for this motion.	Thank you.
2	5/1/22	<p>Submission 12 recommends inclusion of the four Board Committees into section 20 of the Professional Engineers Act, which seems more than a little premature given the problems and deficiencies of at least one of these boards (RPLC) as detailed in submission 8, itemized by past presidents DeVita and Chong.</p> <p>These deficiencies need to be resolved, and RPLC refocused on public protection before any inclusion into any act, resolution or ByLaw.</p>	<p>I respectfully disagree. The external reviews conducted by the Professional Standards Authority, by Ms. Patricia DeGuire and Ms. Shashu Clacken, and by Ms. Lenka Los, have identified many issues with the governance and operations at PEO. The recent consultation conducted by Magnetic North Consultants as part of PEO's Strategic Planning process delivered to PEO Council in May, 2022 identified that these issues still exist at PEO, and reported that Engineering Licence Holders, Key External Stakeholders, and representatives from the public have significant concerns with PEO's ability to effectively regulate the practice of professional engineering in public interest. These changes to committee structure place the full responsibility of governance where it must lie--with elected and appointed councillors, not with volunteers. Council is ultimately accountable for the governance of PEO.</p>
3	5/26/22	Changes to PEO Act – agree with the concept, but perhaps a better approach would be to remove the requirement to have changes PEO structure done through changes in the Act	<p>This is an interesting point, but enshrining the changes in legislation ensures that future council won't make changes to these committees without thoughtful consideration. Future council will need enough rationale to go back to government with a request for the change, and will need to demonstrate how the future changes will make council more accountable and improve PEO's ability to protect the public interest.</p>

# Briefing Note – Decision

C-549-2.14

## REIMBURSEMENT POLICY: CHAPTER VOLUNTEERS

**Purpose:** To direct the Audit & Finance Committee to amend the Reimbursement Policy.

**Motion(s) to consider: (requires a simple majority of votes cast to carry)**

That Council direct the Audit & Finance Committee to consider the inclusion of a chapter-specific appendix in the Reimbursement Policy, to include partner expense reimbursements when a volunteer attends a Regional Congress.

**Prepared by:** Julie Hamilton – Chapter Coordinator

**Moved by:** Luc Roberge, P.Eng. – Northern Region Councillor

### 1. Need for PEO Action

#### Background

In 2021, an updated Reimbursement Policy was approved by Council after a lengthy consultation period of four years. Appendix F, *Chapter Specific Policies*, was in the draft circulated for peer review and consultation; it was taken out of the final draft of the policy.

In May 2022 Regional Congresses returned to in-person and the Northern Congress motioned an Open Issue to the Regional Councillors Committee (RCC):

*Northern Region Congress moves that in light of Council removing the Chapters' section of the PEO Reimbursement Policy, and the fact that this has led to a reduction in volunteer expense coverage; the region requests RCC's support; that they discuss this matter at the next RCC meeting and vote to bring this issue to Council. CARRIED*

At the July 23 2022 RCC meeting, the committee discussed the issue and made the following motion:

*RCC requests that Council direct the Audit & Finance Committee to consider the inclusion of guest expense reimbursements when a volunteer attends a Regional Congress. CARRIED*

### 2. Proposed Action / Recommendation

That chapter volunteer partner expenses be written into the Reimbursement Policy; perhaps by re-inserting the sixth appendix ("F. Chapters Specific") into the policy.

### 3. Next Steps (if motion approved)

The Audit & Finance Committee to compare the 2019 peer reviewed version of the Expense Reimbursement Policy with the 2021 Council approved document, and consider how best to include chapter volunteer expenses; possibly by re-inserting Appendix F. If the current policy undergoes change, peer review by the chapter office is requested, before a final draft of the amended policy is presented to Council for approval.

**4. Financial Impact on PEO Budgets (for five years)**

	Operating	Capital	Explanation
Current to Year End	\$2,000	\$	It is difficult to predict as it is not known how many volunteers this would apply to. These numbers represent a rough forecast.
2 <sup>nd</sup>	\$4,000	\$	
3 <sup>rd</sup>	\$4,000	\$	
4 <sup>th</sup>	\$	\$	
5 <sup>th</sup>	\$	\$	

If program is not designated as ending in less than five years (such as creating a Task Force), subsequent years will be assumed to be similar to the fifth year of funding.

**5. Peer Review & Process Followed**

<b>5 Process Followed</b>	<p>The former expense reimbursement policy was approved by Council at the June 9, 2014 Council meeting.</p> <p>In 2017, research was conducted to review the expense reimbursement policies of other organizations including other provincial engineering associations.</p> <p>Peer review groups included Finance staff, the Senior Management Team, the Chapters Office and other stakeholders including Audit Committee and Advisory Committee on Volunteers (ACV). The expense policy was revised to incorporate some of the practices in other organizations and the feedback received from the various stakeholders identified above.</p> <p>A revised draft policy incorporating the proposed changes was reviewed by the Finance Committee at the meeting held on July 24, 2018 and the feedback provided by the committee members was incorporated in the draft. This draft was then reviewed by the ACV (Advisory Committee on Volunteers) on August 9, 2018 and the feedback provided incorporated in the policy. The revised draft policy incorporating feedback from the above mentioned and various other stakeholders then was then reviewed and approved by the Audit Committee in a meeting held on November 1, 2018.</p> <p>The revised policy included all six appendices from the 2014 version:</p> <ul style="list-style-type: none"> <li>A. Travel</li> <li>B. Accommodation</li> <li>C. Meals</li> <li>D. Miscellaneous</li> <li>E. Appeals</li> <li>F. Chapter Specific Policies.</li> </ul>
-----------------------------------	--

	<p>This was presented to Council at its 525th meeting on Mar 22, 2019 for approval. [See Appendix A]</p> <p>It was referred back to Finance Committee for review and further consultation. Some Councillors were of the opinion that the policy needed to be expanded for additional flexibility for taxi usage, meals, allowances, etc.</p> <p>The draft version was circulated to various stakeholders including the Chapter Office. The Chapter Office reviewed the draft at the June 2019 regional congresses. The summarized feedback was submitted to Finance Committee.</p> <p>Additional feedback on various improvements to the policy was provided by the Audit and Finance Committees at the joint meetings held on Mar 3, 2020. These suggestions were incorporated into the draft which was reviewed and approved by the Audit and Finance committees at the joint meet on Mar 10, 2021.</p> <p>Following a review by GSI for consistency with other changes resulting from Council's work on governance, a further meeting was held on April 19, 2021, to incorporate additional revisions.</p> <p>Finally, this further revised policy was presented to Council for approval. The motion carried at the April 30, 2021 Council meeting.</p>
--	--

## 6. Appendices

- Appendix A – Briefing note from March 21, 2019, including draft copy of updated Reimbursement Policy, circulated for peer review and presented to Council.

# Briefing Note – Decision

## EXPENSE REIMBURSEMENT POLICY

**Purpose:** To approve the revised Expense Reimbursement Policy.

**Motion to consider: (requires a simple majority of votes cast to carry)**

That Council approve the Expense Reimbursement Policy.

**Prepared by:** Chetan Mehta, Director - Finance

**Motion Sponsor:** Ishwar Bhatia, M.Eng., P.Eng., Eastern Region Councillor, Chair - Audit Committee

### 1. Need for PEO Action

PEO's expense reimbursement policy was due for review in 2016. Initial work on revising the policy commenced in 2016 to incorporate the feedback received from staff and volunteers when it was felt that further research should be conducted to consider the expense reimbursement policies of other organizations, including other provincial engineering associations.

Subsequently, after a review of the policies in other organizations and after inputs from the management team and other staff, a policy was drafted to seek additional feedback from other stakeholders in 2017. The peer review process followed has been outlined in Section 4.

### 2. Proposed Action / Recommendation

That the draft Expense Reimbursement Policy be approved by Council.

### 3. Next Steps (if motion approved)

The Expense Reimbursement Policy will be communicated to staff and volunteers once approved by Council. Adherence to the policy will be monitored by the approvers and Finance staff. An appeals process is outlined in the policy for any volunteer or staff whose claim has been denied.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	PEO's expense reimbursement policy was due for review in 2016.
<b>Council Identified Review</b>	Peer review groups were: <ul style="list-style-type: none"> <li>• Finance staff, the Senior Management Team, the Chapters Office and other stakeholders</li> <li>• Audit Committee</li> <li>• Finance Committee</li> <li>• Advisory Committee on Volunteers (ACV)</li> </ul>
<b>Actual Motion Review</b>	In 2017, research was conducted to review the expense reimbursement policies of other organizations including other provincial engineering associations. In addition, feedback was sought from the senior management team, the Chapters office and other stakeholders for improvements to the policy. The expense policy was revised to incorporate some of the practices in other organizations and the feedback received from the various stakeholders identified above.



	<p>The revised draft policy incorporating the proposed changes was reviewed by the Finance Committee at the meeting held on July 24, 2018 and the feedback provided by the committee members was incorporated in the draft.</p> <p>This draft was then reviewed by the ACV (Advisory Committee on Volunteers) on August 9, 2018 and the feedback provided has been incorporated in the policy.</p> <p>The revised draft policy incorporating feedback from the above mentioned and various other stakeholders then was then reviewed and approved by the Audit Committee in a meeting held on November 1, 2018.</p>
--	---

**5. Appendices**

Appendix A – PEO Expense Reimbursement Policy

**APPENDIX A**

C-525-2.3  
Appendix A

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

Formatted: English (Canada)

**PEO POLICY NUMBER:** *Policy numbers will be assigned after Policy and Procedures Manual is completed.*

Formatted: Top: 0.98", Header distance from edge: 0.1"

<b>Expense Reimbursement Policy</b>	Approval Date: <del>June 9, 2014</del> <u>Mar 22, 2019</u>
	Approved by: Council (C- <del>494</del> <u>523-42.3</u> )
	Review Date: <del>June 30, 2016</del> <u>June 2021</u>

Formatted: Font color: Auto

<b>POLICY STATEMENT</b>	Professional Engineers Ontario (PEO) will reimburse PEO Councillors, PEO volunteers and PEO staff for all reasonable expenses on travel, accommodation, meal and other miscellaneous expenses incurred while conducting PEO business.
<b>PURPOSE</b>	To set out rules and principles for the reimbursement of expenses incurred while conducting PEO business to ensure fair and reasonable practices and to provide a framework of accountability to guide the effective use of PEO resources in the reimbursement of expenses.
<b>APPLICATION AND SCOPE</b>	<p>This policy sets out the rules for managing travel, accommodation, meals and other miscellaneous expenses for:</p> <ul style="list-style-type: none"> <li>• all current members of PEO Council;</li> <li>• all current members of PEO committees and task forces;</li> <li>• all current members of PEO chapter executives except as otherwise specified in Appendix F;</li> <li>• all PEO staff;</li> </ul> <p>The policy includes the following:</p> <ul style="list-style-type: none"> <li>• Appendix A: Travel Expense Reimbursement</li> <li>• Appendix B: Accommodation Expense Reimbursement</li> <li>• Appendix C: Meals Expense Reimbursement</li> <li>• Appendix D: Other/Miscellaneous Expense Reimbursement</li> <li>• Appendix E: Expense Claims Appeals Procedures</li> <li>• Appendix F: Chapter Specific Policies</li> </ul> <p>Payment of expenses is limited to covering out-of-pocket expenses <del>actually incurred</del><u>incurred</u> and is subject to the limits outlined in this Expense Reimbursement Policy.</p>

Page 1 of 18

Association of Professional Engineers of Ontario

	Where the Ontario Government pays expenses for LGA Councillors, PEO will reimburse any incremental difference between the actual expense incurred subject to the limits in the Policy and the Ontario Government reimbursement rates.
<b>DEFINITIONS</b>	<p>The following definitions apply for the purpose of this Expense Reimbursement Policy:</p> <p><b>Accommodation Expense</b> - refers to hotel expenses incurred only for approved attendance at PEO meetings or events where overnight stays are necessary.</p> <p><b>Approver</b> - refers to the person with the authority to approve expense claims submitted under this policy (refer to approval authority section).</p> <p><b>Authorized External Event</b> - refers to any meeting or event not organized or hosted by PEO and for which prior approval for attendance on PEO's behalf has been provided, including but not limited to Engineers Canada meetings or events or those of Engineers Canada's constituent members; PEO approved political provincial fundraisers or other events for which prior approval to attend on PEO's behalf has been given.</p> <p><b>Chapter Executive</b> - refers to any sitting member of the executive of any of PEO's chapters.</p> <p><b>Claimant</b> - refers to any person making an expense claim under this policy.</p> <p><b>Councillor</b> - refers to any elected or appointed current member of PEO Council.</p> <p><b>Meals</b> - includes restaurant meals required only while travelling to and from or during approved attendance at PEO meetings or events where the meal is not already provided by the event host.</p> <p><b>PEO Meeting or Event</b> - unless otherwise specified, refers to any event or meeting hosted or organized by PEO, including PEO Council, PEO committees/task forces meetings or PEO training sessions, conferences or workshops.</p> <p>Council, PEO committees/task forces meetings or PEO training sessions, conferences or workshops.</p>

	<p><b>Travel</b> – refers to direct travel by car, train, bus or airplane to and from the home or work location of a PEO Councillor, PEO volunteer or PEO staff member for approved attendance at a PEO event</p> <p><b>Volunteer</b> – refers to any volunteer, except for a Councillor who is currently a member of a PEO committee, task force or chapter executive who is duly elected or appointed and who is not an employee of PEO.</p> <p><b>Volunteer Expense Claim Appeal Subcommittee of the Audit Committee</b> – refers to a sub-committee of the Audit Committee established by the Audit Committee to resolve expense claims appeals by volunteers.</p>
<b>ALLOWABLE EXPENSES</b>	<p>Expenses for attendance at defined PEO meetings or events shall be reimbursed as follows:</p> <p><u>Travel</u>: All reasonable expenses for travel shall be reimbursed in accordance with Appendix A.</p> <p><u>Accommodation</u>: All reasonable expenses for accommodation shall be reimbursed in accordance with Appendix B.</p> <p><u>Meals</u>: All reasonable expenses for meals that are not included in the transportation or provided by the event host shall be reimbursed in accordance with Appendix C.</p> <p><u>Other/Miscellaneous</u>: Other reasonable expenses for goods and services related to attendance at meetings or events shall be reimbursed in accordance with Appendix D.</p> <p><u>Expenses for Authorized External Meetings or Events</u>: Authorization for expenses for attendance at authorized external events must be obtained prior to attending the event.</p> <p>The President and the Registrar or their designated representative may on occasion, incur expenses which exceed prescribed spending limits due to the requirements of their positions and their roles as official representatives of PEO.</p>

<b>APPROVAL AUTHORITY</b>	<p>Approvers must provide approval only for expenses that were incurred in the performance of PEO business and only for claims that include all appropriate information and supporting documentation.</p> <p>Approvers will ensure that all charges/expenses are reasonable and within the guidelines of this policy.</p> <p>Approvers <del>must</del> <u>can</u> not approve their own expenses.</p> <p><u>Event approval:</u> Expenses will be reimbursed for attendance at PEO events provided attendance at such events is in accordance with the Attendance at PEO Meetings and Events Policy. Approval of expenses for attendance at Authorized External Events must be obtained from the appropriate approver (see below) <u>prior to attending the event and is subject to budgetary availability.</u></p> <p>Staff expense reports must <del>be submitted include receipts and the appropriate general ledger number, and must be signed off by the staff person who incurred the expense and approved by the appropriate concerned PEO manager or designate for approval.</del></p> <p><u>Volunteer</u> expense report/s <del>must be submitted to the appropriate committee advisor for approval, must include receipts and must be approved by the appropriate committee advisor before submission to Financial Services Department for reimbursement. Claims must include the appropriate general ledger number.</del> Committee advisors will assist volunteers to complete the expense report when <del>necessary.</del> <u>necessary.</u></p> <p><u>LGA Councillors'</u> expense reports are to be approved by the Chief Administrative Officer <del>(CAO).</del></p> <p><u>Councillor</u> expenses, with the exception of the President's Expenses, shall be approved by the Manager - Secretariat or the <del>Chief Administrative Officer</del> <u>CAO.</u></p> <p><u>The Registrar's</u> expenses are to be approved by the President.</p> <p><u>The President's</u> expenses are to be approved by the President Elect.</p>
-------------------------------	--

Formatted: Line spacing: Multiple 1.08 li

<b>SUBMISSION OF EXPENSES</b>	<p><u>Supporting documentation:</u></p> <ul style="list-style-type: none"> <li><del>All expense claims must be submitted using the approved PEO expense reimbursement claim form.</del></li> <li>All appropriate approvals must be obtained before incurring expenses; if no prior approval was obtained, a written explanation indicating why approval was not obtained prior to incurring the expense must be submitted with the claim;</li> <li>All original, itemized receipts must be submitted with all claims (credit card statements are not sufficient). When submitting an expense claim electronically, an electronic copy of receipts in Portable Document Format (PDF) is acceptable. It is recommended that original receipts be kept until reimbursement is received.</li> <li>If there is no itemized receipt accompanying an expense claim, a written explanation itemizing the expense along with the reason for the missing receipt/s must be submitted.</li> </ul> <p><u>Submission Process:</u></p> <ul style="list-style-type: none"> <li>All expense claims by staff must be submitted using the web-based online travel and expense solution (i.e. Certify).</li> <li><del>Volunteers have the option of submitting expenses via Certify or via the PEO Volunteer Expense claim form. When using this form, ALL volunteer expense claims must be filled out in the standard PEO Volunteer Expense claim form and along with</del> all relevant receipts and supporting documentation be either handed over to the concerned staff advisor or preferably, emailed to <a href="mailto:volunteereexpenses@peo.on.ca">volunteereexpenses@peo.on.ca</a></li> </ul> <p><u>Limitation Period:</u></p> <ul style="list-style-type: none"> <li>Expense claims shall be submitted within three (3) months of incurring the expense.</li> <li>All expenses incurred after October 15 must be submitted no later than January 15<sup>th</sup> of the following year to meet year-end deadlines.</li> </ul> <p>An approver is not authorized to process claims for expenses submitted more than three (3) months after the expense was incurred; or, that are submitted after the 15<sup>th</sup> of January for any expense incurred in the previous year.</p> <p><u>Exceptions:</u> Claims for expenses that are submitted after the set deadlines or are exceptions to, or are outside of this policy, are to be submitted for review and final decision as follows:</p>
-----------------------------------	--

Formatted: Indent: Left: 0", Hanging: 0.25", Space After: 6 pt

Formatted: Font: 10 pt

Formatted: Space After: 0 pt

Formatted: Indent: Left: 0", Hanging: 0.25", Space After: 6 pt, Line spacing: single

Formatted: Font: 10 pt

Formatted: Space After: 6 pt, Line spacing: Multiple 1.09 li

Formatted: Font: 10 pt

	<ul style="list-style-type: none"> <li>For volunteers <u>(including the President)</u>, claims shall be submitted to the Volunteer Expense Claim Appeal Subcommittee of the Audit Committee at <a href="mailto:VolunteerExpenseAppeals@peo.on.ca">VolunteerExpenseAppeals@peo.on.ca</a>;</li> <li>For staff, claims shall be submitted to the Registrar.</li> <li><u>For the Registrar, claims shall be submitted to the President-elect and Past President.</u></li> </ul>
<b>NON-REIMBURSABLE EXPENSES</b>	<p>Non-reimbursable expenses include but are not limited to:</p> <ul style="list-style-type: none"> <li>Clothing and formal wear</li> <li>Home internet and telephone service</li> <li>Computer equipment or peripherals</li> <li>Personal mobile telephone plans</li> <li>Air travel insurance coverage <u>(except for AGM)</u></li> <li>Entertainment expenses</li> <li>Hotel room mini-bar</li> <li>Spa charges</li> <li>Laundry services except as outlined in Appendix D.</li> <li>In-room movies or games</li> <li>Telephone, photocopy, paper and ink cartridge charges except as outlined in Appendix D.</li> <li>Personal items (e.g. toothbrush, cosmetics, medication, mouthwash, etc.)</li> <li>Personal provisions (e.g. <del>stationery</del><u>groceries</u>)</li> <li>Alcohol <del>(except as outlined in Appendix C)</del></li> <li>Parking or traffic infractions</li> <li>Pet care</li> <li>Professional Services fees</li> </ul>
<b>APPEAL PROCEDURES</b>	<ul style="list-style-type: none"> <li>Claims over the maximum allowable limits will be adjusted to the maximum allowable levels unless excepted in the Appendices.</li> <li>Adjustments that are questioned by the claimant will be referred to the <u>Director of Finance</u>/Controller for verification.</li> <li><u>Volunteer claims appeals will be referred to the Volunteer Expense Claim Appeal Subcommittee of the Audit Committee for decision in accordance with Appendix E.</u></li> <li><u>For the Registrar, appeals shall be submitted to the President-elect and Past President for decision.</u></li> <li>Staff claims appeals will be referred to the Registrar for decision.</li> </ul>

	<ul style="list-style-type: none"> <li>• <del>Decisions resulting from the appeals process are final.</del></li> <li>• </li> </ul>
	<ul style="list-style-type: none"> <li>• <del>Volunteer claims appeals will be referred to the Volunteer Expense Claim Appeal Subcommittee of the Audit Committee for decision in accordance with Appendix E.</del></li> <li>• <del>Staff claims appeals will be referred to the Registrar for decision.</del></li> <li>• <del>Decisions resulting from the appeals process are final.</del></li> </ul>
<b>RELATED PEO POLICIES</b>	The Expense Reimbursement Policy is a component of PEO's Internal Control Policies and Procedures.
<b>RESPONSIBILITY</b>	<p>The PEO Finance Department has responsibility for the administration, implementation and communication of all Internal Control Policies including the Expense Reimbursement Policy.</p> <p>All PEO Volunteers and PEO staff should be aware of the policy.</p>

Formatted: Line spacing: Multiple 1 li



## Appendix A: Travel Expense Reimbursement

Travel arrangements shall be made well ahead of time, using the most ~~cost effective~~cost-effective mode of transportation.

### Air travel

Air travel is permitted if it is the most practical and economical way to travel. Economy (coach) class is the standard option for airline ticket purchase. Travelers are encouraged to book 7- to 14-days in advance to minimize costs. Should an event be rescheduled or cancelled, ticket change or cancellation fees will be covered.

Travel by other than economy class must have the prior approval of the President in the case of the Registrar Councillors or volunteers, or the Registrar in the case of staff, ~~and~~ may be considered only for flights of a duration of more than six consecutive hours.

### Train or Bus travel

Travel by train or bus is permitted when it is the most practical and economic way to travel. Economy (coach) class is the standard option for train or bus ticket purchase. Business class will be reimbursed up to the standard rate of economy (coach) class.

### Automobile travel

PEO will reimburse expenses incurred through the use of a personal vehicle only by paying the kilometric rate (see below) in effect at the time of the travel.

When road transportation is the most practical, economical way to travel, the order of preference is:

#### 1. Personal vehicle

- It is the responsibility of the owner/user of the personal vehicle to carry relevant vehicular insurance and to comply with prevailing vehicle related laws.
- PEO will not reimburse any personal vehicle maintenance or repair costs.
- Gas usage for personal vehicles shall not be reimbursed.

#### 2. Rental vehicle:

- A rental vehicle may be justified to travel to and from a PEO event only, and where it is more economical than other travel options.
- Use of ~~Only mid~~-sized models or smaller ~~are permitted~~ is encouraged.
- Luxury and sports vehicles are prohibited.

Any exceptions to the above should be documented prior to the rental if possible; and guided by the principle that the rental vehicle chosen is the most economical and practical size, taking into account the business purpose, number of occupants and safety (including weather) conditions.

- Rental cars must be refueled before returning the car to the rental company. PEO will reimburse such refueling charges.
- to avoid extra charges. PEO will not reimburse Penalties or extra charges incurred for returning an unrefueled car shall not be reimbursed.
- ~~refueling charges.~~
- All PEO volunteers and staff are covered for bodily injury under PEO's travel accident insurance. The purchase of motor vehicle liability insurance for rental vehicles may be authorized.

#### **Vehicle Accident reporting**

All accidents must be reported immediately to local law enforcement authorities and, in the case of staff, to the immediate supervisor. In addition:

In the case of a rental vehicle, advise the rental car agency and contact the motor vehicle liability insurance provider to initiate the claims process.

#### **Kilometric rate**

Kilometric rate will be reimbursed at the maximum rate allowable by the Government of Canada, Department of Finance policy as communicated by the Minister of Finance at the beginning of each year and as published by PEO.

PEO does not pay mileage rates for rental vehicles.

Expense claims must be submitted with distances indicated in kilometers.

PEO may, from time to time, request proof of mileage travelled. Printouts from Google Maps, MapQuest or the like are acceptable as proof of mileage. Certify mileage calculator will also be acceptable. Mileage above the norm will require explanation in order to be reimbursed. In the absence of an explanation, PEO will not reimburse mileage claims in excess of the norm.

#### **Parking and Tolls**

Reimbursement is provided for necessary and reasonable expenditures on parking, as well as tolls for bridges, ferries, and highways, when necessary.

Parking and toll claims will be reimbursed when accompanied by original receipts. Costs for leasing 407 transponders shall not be reimbursed.

There is no reimbursement for traffic or parking violations or related legal fees.


### **Taxis**

Prior approval to use a taxi should be obtained whenever possible.

Taxis may be justified in cases where:

- group travel by cab is more economical than the total cost of having individuals travel separately by public transit, shuttle or personal vehicle; or
- taking a cab allows for the meeting of an unusually tight meeting schedule.

Taxis may not be used to commute between home and PEO, except under exceptional circumstances; for instance:

- health or safety considerations indicate it is the best, appropriate option; or  transport of work-related baggage or parcels is required.

### **Public Transit**

Local public transportation including hotel/airport shuttles should be used whenever possible.

**Appendix B: Accommodation Expense Reimbursement**

**Hotel Accommodation**

PEO will reimburse expenses for hotel accommodations only up to the preferred rate at the hotel designated for the meeting or event. -Whenever possible room bookings at hotels where PEO has preferred rates is required.

Penalties incurred for non-cancellation of guaranteed hotel reservations are the claimant's responsibility and may be reimbursed only in exceptional circumstances.

**Appendix C: Meals Expense Reimbursement****Meals**

Only meals that are necessitated by travel schedule will be reimbursed, ~~within the following limits: When more than one meal is claimed for in a day, the maximum can be allocated between the all reimbursable meals regardless of what is spent on each meal.~~

For meal expenses that are submitted with original itemized receipts, the following daily maximum limits which include taxes and gratuities apply:

- Breakfast      \$~~20~~25.00 per person
- Lunch            \$~~30~~35.00 per person
- Dinner          \$~~50~~55.00 per person

~~Limits include taxes and gratuities.~~ Expenses exceeding these limits will not be reimbursed.

Cost for alcohol will not be reimbursed as part of any meal expense. However, alcohol may be served at events hosted by PEO such as Council meetings, AGMs, Council retreat, OPEA Gala, etc. OR if it is necessary and desirable for a PEO President or Registrar to host and entertain others in connection with PEO business.

Costs for alcohol as part of a meal for official PEO business by staff and volunteers will be reimbursed only with prior approval of the Registrar.

~~Alcohol will be reimbursed only as part of a meal expense and that falls within the meal limit.~~

~~Original itemized receipts for meals must be submitted for reimbursement. Grocery receipts are not acceptable as a legitimate meal expense.~~

Reimbursement will not be provided for meals consumed at home or when included in the cost of transportation, accommodation, seminars or conferences.

~~Meal expenses that are missing itemized receipts may be reimbursed and will be subject to the following daily maximum limits which include taxes and gratuity:~~

- Breakfast      \$10.00 per person
- Lunch            \$15.00 per person
- Dinner          \$20 per person

En-route meals will only be reimbursed as is necessitated by the travel schedule where an individual resides beyond a 100 km radius from the destination/event.

Meals eaten in lieu of event group meals are not eligible for reimbursement.

Exceptions may be made for reasonable meal expenses incurred for approved attendance at Authorized External Events.

**Appendix D: Other/Miscellaneous Expense Reimbursement**

Reasonable incidental expenses for goods and services related to attendance at approved meetings or events on behalf of PEO, and which are required in order to conduct PEO business, shall be reimbursed up to a maximum of \$1,000 per year per person.

Incidentals

Itemized receipts are required for all incidentals while travelling on PEO business.

Exceptions to the requirement for itemized receipts are:

TTC-/

Bus fare between hotel and airport, train station, etc.

- One long distance call within Canada of reasonable length per day.
- Reasonable gratuities for porter, hotel room services, and taxis. Keep a record of gratuities paid.

The following incidentals will be covered with itemized receipts in the following circumstances:

- If traveling on business for four consecutive nights or more, reimbursement is allowed within reasonable limits for laundry, dry cleaning, and other hotel services such as pressing, steaming, and shoe polishing.
- Internet connections, hotel business center access charges, computer access charges, facsimile transmissions, word processing or photocopy services required to conduct urgent PEO business that cannot wait.

Child care or care giver expenses

Child care or care giver expenses for volunteers participating on committees shall be reimbursed up to a limit of \$1500 per annum.

Entertainment

In the event that it is necessary and desirable for a PEO President or Registrar to host and entertain others in connection with PEO business, PEO will reimburse expenses directly

Formatted: Indent: Left: 0", First line: 0", Space After: 0 pt, Line spacing: Multiple 1.08 li

incurred, provided all items are appropriately claimed with an accompanying itemized receipt and the expenses are made with reasonable discretion.

In all instances of hosting, it must be clearly indicated on the expenses claim the names and affiliations of the individuals hosted and the purpose of the hosting activity. ~~Prior approval for such meetings or events must be approved by the President for the Registrar and by the President Elect for the President.~~

#### Partner Expenses

Where partners have been invited by the PEO President or Registrar to attend a PEO meeting or event or authorized external event, PEO will pay reasonable travel and other expenses, in accordance with this policy, for partners of Councillors, volunteers and staff, and invited guests of the President or of the Registrar.

In-hotel child care services will be reimbursed for events where partners have been invited excluding the AGM events and Chapter Leaders Conference.

PEO will not reimburse travel, meal or accommodation expenses for any additional guests.



#### **Appendix E: Expense Claim Appeals Procedures**

- Any volunteer denied a claim for reimbursement for expenses, may ~~make an email~~ written a submission to the Volunteer Expense Claim Appeal Subcommittee of the Audit Committee at [volunteerexpenseappeals@peo.on.ca](mailto:volunteerexpenseappeals@peo.on.ca), within 20 days of the notification of denial of the claim, outlining the grounds for appeal. A copy of the denied expense report must be attached.

The Volunteer Expense Claim Appeal Subcommittee of the Audit Committee will review the appeal and provide a written decision. All subcommittee decisions are final and binding.

- Staff expense claims that are denied may be submitted to the Registrar for decision.

The Registrar will review the expense claim and provide a decision within ~~30-5~~ -7 days of receiving the appeal. The decision of the Registrar is final and binding.

- The Registrar's claims that are denied may be submitted to the President-elect and Past President for decision.
- The foregoing shall not prevent a partial payment upon request for items that are in compliance with the policy.

## **Appendix F: Chapter Specific Policies**

### **Definitions:**

**Chapter and Chapter related meetings** – this includes Regional Congresses, RCC meetings and any working group meeting as authorized by RCC.

**Partner/Spouse** – refers to any person accompanying the delegate other than another Chapter delegate, unless they are living at the same address.

### **Approval Authority:**

**Chapter Volunteer Expenses** that are to be reimbursed by PEO (rather than the Chapter) are to be approved by the Chief Administrative Officer or Chapter Manager or their designate.

### **REGIONAL COUNCILLORS**

Regional Councillor's expenses for travel to/meals/attendance at events hosted by Regional Councillor's home chapters will not be reimbursed if travelling less than 30 km one way.

### **Air, train or bus travel**

Air, train or bus travel expenses for a partner/guest travelling with a delegate to a chapter or chapter related event including RCC meetings shall be reimbursed up to a maximum of twice a year for each chapter.

Kilometric rate will be reimbursed for a partner/spouse that must travel separately from the delegate on PEO Business once per year.

### **Hotel Accommodation**

#### **Regional Congress delegates hotel accommodations policy**

- ▲ ~~Hotel room blocks for Regional Congresses are centrally handled by the Chapter Office for best rates.~~
- It is important that all delegates inform the Chapter Office Administrative Assistant if accommodation is NOT required to avoid no show penalties.
- East Central and West Central Regional Congresses are usually held locally where local delegates can travel to the meeting location, meet, and go home on the same day. Prior approval should be obtained from the Chapter Office in special circumstances where overnight accommodation is required.
- For Eastern, Western and Northern Regional Congresses, hotel accommodations for out-of-town congress delegates will be provided for one night.

- Hotel accommodation is not provided for delegates from the local hosting chapter unless approved by the Chapter Office.
- Second night accommodation is not offered as it is assumed that all delegates leave after the congress. Additional night of accommodation may be provided by PEO in special cases and with prior approval from the Chapter Office.

#### **Meal Expenses**

Partner expenses of en-route meals that are necessitated by separate travel, partner/spouse group meals and meals in lieu of non-group meals are not reimbursable.

Where partners are authorized to attend an event within the scope of this policy, all meal expenses are subject to the same limitations as registered delegates.

#### **Partner Expenses**

For Regional Congresses and RCC meetings, it is customary for spouse/partner to accompany the delegate, volunteer or staff. Spouse/partner travel by air or train is restricted to once per year per delegate per chapter (as per above) for RCC meetings.

# Briefing Note – Decision

C-549-3.0

## CONSENT AGENDA

**Purpose:** To approve the items contained in the consent agenda

**Motion(s) to consider:** (requires a simple majority of votes cast to carry)

***That the consent agenda be approved.***

**Prepared by:** Eric Chor, Research Analyst

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

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

Please review the minutes ahead of time for errors or omissions and advise Dale Power (416-224-1100, extension 1130 or [dpower@peo.on.ca](mailto:dpower@peo.on.ca)) if there are any required revisions prior to the meeting so that the minutes, when presented, may be considered within the consent agenda.

The following items are contained in the consent agenda:

- 3.1 Minutes – 549th Council meeting – June 24, 2022
- 3.2 Consulting Engineer Designation Applications
- 3.3 Engineers Canada Directors Report
- 3.4 Governance Committee Reports and 2022-2023 Workplans

# Briefing Note - Decision

C-549-3.1

## OPEN SESSION MINUTES – 548<sup>th</sup> Council Meeting – June 24, 2022

**Purpose:** To record that the minutes of the open session of the 548<sup>th</sup> meeting of Council accurately reflects the business transacted at that meeting.

**Motion to consider:** (requires a simple majority of votes cast to carry)

*That the minutes of the 548<sup>th</sup> meeting of Council, held June 24, 2022, as presented to the meeting at C-549-3.1, Appendix A, accurately reflect the business transacted at that meeting.*

Prepared by: Dale Power, Secretariat Administrator

### 1. Need for PEO Action

In accordance with best business practices, Council should record that minutes of an open session of a meeting of Council accurately reflect the business transacted at a meeting.

### 2. Current Policy

Chapter X Minutes, Section 211 Approval of minutes of previous meeting, of Nathan and Goldfarb's Company Meetings states under Comment that, "There does not appear to be any obligation to have minutes signed to be valid or approved, but it is considered good practice. The motion does not by itself ratify or adopt the business transacted; it merely approves the minutes."

### 3. Appendices

- Appendix A - Minutes – 548<sup>th</sup> Council open session meeting – June 24, 2022



## MINUTES

The 548th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held at the Pan Pacific Toronto on Friday, June 24, 2022, at 10:00 a.m.

**Present:**

- N. Colucci, P.Eng., President and Council Chair
- C. Bellini, P.Eng., Past President
- R. Fraser, P.Eng., President-elect
- G. Wowchuk, P.Eng., Vice President Elected
- L. Cutler, P.Eng., Vice President Appointed/Lieutenant Governor-in-Council Appointee
- V. Banday, P.Eng., Councillor-at-Large
- R. Brunet, P.Eng., Lieutenant Governor-in-Council Appointee
- C. Chahine, P.Eng., East Central Region Councillor
- C. Chiddle, P.Eng., Councillor-at-Large
- J. Chisholm, P.Eng., West Central Region Councillor
- A. Dryland, CET, Lieutenant Governor-in-Council Appointee
- V. Hilborn, P.Eng., Western Region Councillor
- D. Kiguel, P.Eng., East Central Region Councillor
- T. Kirkby, P.Eng., Eastern Region Councillor
- S. MacFarlane, P.Eng., Western Region Councillor
- P. Mandel, P.Eng., Lieutenant Governor-in-Council Appointee
- D. Montgomery, P.Eng., Northern Region Councillor
- G. Nikolov, P.Eng., Lieutenant Governor-in-Council Appointee
- L. Notash, P.Eng., Councillor-at-Large
- L. Roberge, P.Eng., North Region Councillor
- S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee
- P. Shankar, P.Eng., West Central Region Councillor
- S. Sung, Lieutenant Governor-in-Council Appointee
- R. Walker, P.Eng., Eastern Region Councillor

**Regrets:**

- A. Arenja, P.Eng., Lieutenant Governor-in-Council Appointee

**Staff:**

- D. Abrahams, VP Legislation and Policy
- L. Latham, VP Regulatory Operations/Deputy Registrar
- L. Maier, VP Organizational Effectiveness
- C. Mehta, Director, Finance
- D. Smith, Director, External Relations
- M. Solakhyan, Director, Governance
- S. Rose, Director, Program Management
- M. Wehrle, Director, Information Technology
- J. Max, Manager, Policy
- E. Chor, Research Analyst, Secretariat
- M. Feres, Supervisor, Council Operations
- D. Power, Secretariat Administrator
- B. St. Jean, Senior Executive Assistant
- N. Axworthy, Editor, Engineering Dimensions



Guests: M. Barzallo, Compliance Analyst, Office of the Fairness Commissioner  
D. Chui, PEO Director, Engineers Canada  
N. Hill, P.Eng., PEO Director, Engineers Canada  
A. Kapur, Parliamentary Services  
M. Sterling, P.Eng., PEO Director, Engineers Canada  
S. Tanchak, Magnetic North Consulting

Council convened at 10:00 a.m. on Friday, June 24, 2022.

## CALL TO ORDER

Notice having been given and a quorum being present, President Colucci called the meeting to order at 10:00 a.m. and made announcements applicable to the conduct of the meeting.

## 12453 – APPROVAL OF AGENDA

Requests were made to remove the following items from the consent agenda: 3.1 Approval of the C-546 and C-547 minutes, 3.3 Central Election and Search Committee, 3.4 Statutory Committees – Re-Appointments Subject to Approval by the Attorney General, and 3.5 Changes to the 2022 Statutory and Regulatory Committees' Membership Lists.

Agenda item 2.10 Notice of Motion was added.

Moved by Councillor Schelske, seconded by Councillor Nikolov:

That:

- a) The agenda, as presented to the meeting at C-548-1.2, Appendix A be approved as amended; and
- b) the Chair be authorized to suspend the regular order of business.

**CARRIED**  
**1 opposed**

## 12454 – DECLARATION OF CONFLICTS OF INTEREST

There were no conflicts of interest declared.

## 12455 – PRESIDENT'S REPORT

President Colucci provided a quick recap of events he recently attended as PEO president as follows:

- attended the OSPE Golf Tournament on May 18<sup>th</sup>.
- on May 26 – 28 he participated in Engineers Canada meetings, including providing PEO's annual regulatory update.
- attended the OACETT conference which took place in early June.

Accomplishments since the April 30<sup>th</sup> annual general meeting included a kick-off meeting on May 4 that focused on the Council schedule and its priorities for the coming term. The May strategic planning workshop was discussed, and Council made appointments for positions including Council chair, Regional Councillor Committee chair and vice president, as well as appointments to fill Council vacancies, specifically Councillor-at-Large and Northern Region Councillor positions. In addition, Councillors and chairs were appointed to the four governance



committees that support Council's direction and control functions. All councillors were appointed to serve on at least one governance committee; and as per Council's new governance tenets, councillors will only serve on governance committees going forward.

During the 2022-23 term, Council is scheduled to meet four times, along with three plenary sessions, and a transition meeting next April. These meetings will focus on priority items, including:

- Licensing renewal and meeting new requirements set out under amendments to the *Fair Access to Regulated Professions and Compulsory Trades Act (FARPACTA)*
- Overseeing completion of outstanding elements of the current strategic plan, and ushering in a new plan for 2023 and beyond
- Exploring council remuneration
- Developing a strategic approach to stakeholder relations

The province's recent passage of the Working for Workers Act includes significant changes to FARPACTA that requires PEO and other affected regulators to make significant changes to PEO's registration processes to remove any potential barriers for internationally trained applicants. This will be a key priority over this term and PEO staff are now working on addressing these changes, which include:

- eliminating the Canadian work experience requirement for licensure
- establishing time limits for compliance for licensing activities, including issuing registration decisions
- expediting registration processes during states of emergency
- And limiting language proficiency testing for applicants

Complying with the new FARPACTA obligations will form an important part of one of PEO's new strategic plan goals.

On May 12 and 13, Council participated in a two-day strategic planning workshop to lay the groundwork for PEO's 2023-2025 strategic plan.

The sessions were informed by feedback gathered by stakeholder consultations, a licence holder survey, a public focus group, an internal capacity analysis and regulatory environmental scan that were conducted earlier this year to identify the capacity, gaps, and opportunities to be considered in the strategic planning process. As decided at this workshop, PEO's new mission statement will be to "Regulate the practice of professional engineering in Ontario to safeguard life, health, property, economic interests, the public welfare and the environment."

PEO's goals will include:

- Improving PEO's licensing processes, without compromising public safety
- Optimizing organizational performance
- Implement a continuous governance improvement program
- And refreshing PEO's vision to ensure all stakeholders see relevance and value in PEO.

On June 14, PEO celebrated its centennial—100 years regulating the engineering profession in Ontario.

There was a special centennial dinner on May 13 for 130 guests including past and current Council members, chapter chairs and representatives from other regulators.





The dinner featured a preview of PEO's centennial publicity materials and speeches from President Colucci, CEO/Registrar, Johnny Zuccon and keynote speaker Peter Mansbridge—the former broadcaster from CBC's *The National*.

Throughout 2022, PEO will continue its centennial celebrations with:

- an Ontario-wide social media campaign beginning this month that will highlight PEO's role as a modern, effective regulator, and targeting almost 5 million people; and
- a media kit for chapters to host their own centennial events.

#### **12456 – CEO/REGISTRAR'S REPORT**

Council posed questions and discussed the information provided in the report. Staff will inform the CEO/Registrar of the questions raised upon his return and he will address these matters as appropriate.

#### **12457 – SIGNING AUTHORITY: POLICY DIRECTION REGARDING BY-LAW AMENDMENT – RECOMMENDATION FROM AUDIT AND FINANCE COMMITTEE (AFC)**

Councillor Cutler, Audit and Finance Committee Chair, advised that the signing authority policy has been updated to reflect PEO's current organizational structure. The updates also include signing limits. This was discussed with the auditors to ensure that proper controls were in place.

It was confirmed that all purchasing protocol will be followed.

Council was advised that staff will draft the by-law which will be reviewed by AFC and then brought forward to Council for approval.

Moved by Councillor Cutler, seconded by Councillor Brunet:

**That Council approves the recommendation by the Audit and Finance Committee to update the signing authority for deeds, transfers, contracts, and other instruments requiring the signature of the Association, and that Council directs that an appropriate by-law amendment be prepared for its consideration as soon as practicable.**

**CARRIED**

#### **12458 – 2023 ELECTIONS – RECOMMENDATION FROM GOVERNANCE AND NOMINATING COMMITTEE (GNC)**

Past President Bellini, on behalf of Councillor Arenja, Governance and Nominating Committee (GNC) Chair, advised that both the 2021 and 2022 Issues Reports prepared by the Central Elections and Search Committee were referred to the Governance and Nominating Committee for consideration.

The issues of councillors endorsing candidates and consideration of the Caretaker Convention were raised. It was noted that these and other issues will be examined during a holistic review of the election processes, which is included in the GNC workplan for 2023.

Moved by Past President Bellini, seconded by Councillor Walker:

**That Council, with respect to the 2023 Council election:**

- approve the 2023 Voting Procedures, as presented to the meeting at C-548-2.4, Appendix A;**
- approve the 2023 Election Publicity Procedures, as presented to the meeting at C-548-2.4, Appendix B**
- approve the 2023 Nomination Form as presented to the meeting at C-548-2.4, Appendix C;**



- d) approve the 2023 Nomination Acceptance Forms for President-Elect, Vice President, Councillor-at-Large, and Regional Councillor as presented to the meeting at C-548-2.4, Appendix D;
- e) appoint the Regional Election and Search Committees (RESC) for each Region;
- f) appoint the Junior Regional Councillor in each Region (Dana Montgomery, P.Eng., Tim Kirkby, P.Eng., David Kiguel, P.Eng., Vicki Hilborn, P.Eng., Pappur Shankar P.Eng.) as Chair of the RESC for their Region.

It was noted that the forms require additional editing to make equity, diversity, and inclusion changes to correct, for example, binary references to gender.

Moved by Councillor Notash, seconded by Vice President Wowchuk:

**That Council refer the recommendations from the Governance and Nominating Committee (GNC) regarding the 2023 elections back to GNC.**

**DEFEATED**  
Recorded vote

**For: 7**

V. Banday  
R. Fraser  
D. Kiguel  
T. Kirkby  
L. Notash  
S. Sung  
G. Wowchuk

**Against: 15**

C. Bellini  
R. Brunet  
C. Chahine  
C. Chiddle  
J. Chisholm  
L. Cutler  
A. Dryland  
V. Hilborn  
S. MacFarlane  
P. Mandel  
D. Montgomery  
G. Nikolov  
L. Roberge  
S. Schelske  
R. Walker

**Abstain: 1**

P. Shankar

Moved by Councillor Walker, seconded by Councillor Schelske to close the debate and call the question.

**CARRIED**  
4 against  
1 abstain

Moved by President-elect Fraser, seconded by Councillor Banday:

**That item g) be added to the list of recommendations with respect to the 2023 Council election “include Equity, Diversity and Inclusion (EDI) improvement changes as defined at Council meeting C-548.”**

**CARRIED**

Council then voted on the original motion as amended:

**That Council, with respect to the 2023 Council election:**

- a) approve the 2023 Voting Procedures, as presented to the meeting at C-548-2.4, Appendix A;
- b) approve the 2023 Election Publicity Procedures, as presented to the meeting at C-548-2.4, Appendix B
- c) approve the 2023 Nomination Form as presented to the meeting at C-548-2.4, Appendix C;
- d) approve the 2023 Nomination Acceptance Forms for President-Elect, Vice President, Councillor-at-Large, and Regional Councillor as presented to the meeting at C-548-2.4, Appendix D;



- e) appoint the Regional Election and Search Committees (RESC) for each Region;
- f) appoint the Junior Regional Councillor in each Region (Dana Montgomery, P.Eng., Tim Kirkby, P.Eng., David Kiguel, P.Eng., Vicki Hilborn, P.Eng., Pappur Shankar P.Eng.) as Chair of the RESC for their Region.
- g) include Equity, Diversity and Inclusion (EDI) improvement changes as defined at Council meeting C-548.

**CARRIED**

Following discussion, suggestions were made for consideration by the GNC, including:

- communicating in Engineering Dimensions that an election review is in place that will be completed by the 2023 election
- digitize the nomination forms so that photocopying or scanning is not necessary
- include other regulators when conducting the holistic best practices review
- consider providing election materials in other languages, i.e., French
- ensure that *Accessibility for Ontarians with Disabilities Act* (AODA) requirements are being met – currently the only way to submit notification for inclusion is via email

A copy of the Regional Election and Search Committee (RESC) Terms of Reference will be sent to the 2022/23 RESC members.

#### **12459 – STRATEGIC PLANNING GOALS**

Past President Bellini advised that the strategic planning goals set out in the motion were the goals that were agreed upon at the May retreat. Consensus was reached by the end of the second day of the workshop on four goals. He noted that further details of the plan would be worked on by staff once approved by Council.

S. Tanchak provided an overview of four goals identified by Council for PEO to pursue over the next several years. It was noted that the goals were a result of a lengthy consensus building process aimed at guiding the operations of Council and were the result of a review of the research about stakeholder expectations, including a survey of members and key stakeholder interviews.

Council was advised that at least a couple of goals were already in progress and that the next step for staff is to receive direction from Council to develop a 2023-25 operating plan to bring forward with a timetable during the budgeting process.

A request was made for Council to vote on goal three separately in order to provide for more in-depth discussion. A “friendly” amendment that each of the four goals be voted on separately was offered and accepted.

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

**That Council vote on each of the four strategic planning goals separately.**

**DEFEATED**

A request was made to document that the four goals were developed with input from staff.

Moved by Past President Bellini, seconded by Councillor Schelske:

**Whereas Council, informed by the best available feedback and evidence from stakeholders, the public, and other jurisdictions, met on May 12-13 and agreed upon the key elements of a Strategic Plan; and**

**Had the opportunity to confirm these elements by survey,**

**Therefore, the following elements will form PEO’s 2023-25 Strategic Plan:**

**Goal 1: Improve PEO's licensing processes, without compromising public safety.****We will do this by:**

- Creating a fair, transparent, accessible and efficient application process that maintains competency and complies with FARPACTA by July 1, 2023
- Reviewing licensing business processes and implementing changes to improve efficiency without sacrificing public safety or information security by January 1, 2025
- Ensuring all licensing activities reflect the values of equity, diversity and inclusion

**Goal 2: Optimize organizational performance.****We will initiate this by:**

- Updating and developing standards and practice guidelines
- Ensuring adequate IT infrastructure, improving our capacity to collect and manage data
- Reviewing and improving communication and business processes, including ensuring they reflect the values of equity, diversity and inclusion

**Goal 3: Implement a continuous governance improvement program.****We will do this by:**

- Ensuring orientation for Councillors and PEO's Executive Leadership Team
- Ensuring Committees and Council have the necessary evidence to support quality decision-making
- Establishing metrics for governance performance, which include principles of equity, diversity and inclusion by spring 2023 and implementing an annual review

**Goal 4: Refresh PEO's vision to ensure all stakeholders see relevance and value in PEO.****We will do this by:**

- facilitating meaningful dialogue with members and other stakeholders
- undertaking required research
- developing a proposed vision for consultation

**CARRIED**  
Recorded vote

**For: 19**

C. Bellini  
R. Brunet  
C. Chahine  
C. Chiddle  
L. Cutler  
A. Dryland  
R. Fraser  
V. Hilborn  
D. Kiguel  
S. MacFarlane  
P. Mandel  
D. Montgomery  
G. Nikolov  
L. Notash

**Against: 3**

V. Banday  
T. Kirkby  
G. Wowchuk

**Abstain: 1**

J. Chisholm



L. Roberge  
S. Schelske  
P. Shankar  
S. Sung  
R. Walker

#### **12460 – CEO/REGISTRAR GOALS FOR 2022-2023 – RECOMMENDATION FROM HUMAN RESOURCES AND COMPENSATION COMMITTEE (HRCC)**

Moved by Councillor Roberge, seconded by Councillor Walker:

**That Council approve the CEO/Registrar goals as presented at C-548-2.6, Appendix A (Performance Review Form).**

**CARRIED**

Councillor Roberge advised that HRCC followed a similar process from the previous year, meeting with the CEO/Registrar to establish some goals as listed in Appendix A which include aligning key points in the strategic plan, addressing FARPACTA and fostering a positive work culture. Councillor Roberge confirmed that implementation of FARPACTA is part of the whole goal.

In response to a question about metrics, including examples regarding a positive work culture, it was noted that more information will be sought regarding the key performance indicators for this goal.

It was noted that staff will revise the *Establishing, Monitoring, Evaluating Goals* where needed to reflect gender neutral language.

#### **12461 – CEO/REGISTRAR SEARCH COMMITTEE UPDATE**

Councillor Roberge advised that he was pleased to report that the profile for the CEO/Registrar position has been approved by HRCC and the recruitment process is on schedule. The position has been posted on LinkedIn, several high-profile sites and a targeted list. There have been many applications and a short list is being developed.

Councillor Roberge, when asked if the job description could be shared with Councillors, advised that he would email a copy to Council members.

#### **12462 – GOVERNANCE COMMITTEE REPORTS AND 2022-2023 WORKPLANS**

##### **Audit and Finance Committee (AFC)**

There were no questions or comments.

##### **Governance and Nominating Committee (GNC)**

There was a question regarding clarification on the maximum number of governance committees that a councillor could sit on since one councillor expressed interest to be on two committees. Staff replied that most councillors were not appointed to more than one committee. The Chair advised that clarification will be sought for next year.

##### **Human Resources and Compensation Committee (HRCC)**

Clarification was requested regarding options available to PEO employees if they feel they are placed in an uncomfortable position. Council was advised that Human Resources is working to put a process in place to address this concern.

### **Regulatory, Policy and Legislation Committee (RPLC)**

It was noted that the RPLC's workplan is in development and will be reviewed by the Committee at its next meeting.

### **12463 – ENGINEERS CANADA DIRECTORS REPORT**

D. Chui provided an update in addition to the report that was included in the meeting package. The last Engineers Canada meeting was held May 27, 2022. Items discussed included the Executive reports, budget assumptions, board policy updates and board self-assessment report. Standing and Board committee reports included CEAB report, CEQB report, FAR Committee report, Governance Committee report, HR Committee report, 30 by 30 champion report and update on the 50-30 challenge.

Information was provided on a report from the chair of Engineering Deans Canada. In response to a question regarding the 30 x 30 initiative, it was noted that the deans do not have concerns about the initiative itself but rather the 30 x 30 requirements that are included as part of the accreditation process.

Council was advised the acclamation of President-elect Nancy Hill and the appointment of the 2022-23 HR Committee.

The annual meeting of members was held on May 28, 2022. This included a motion raised by Engineers Nova Scotia pertaining to the Engineers Canada Board of Directors being reduced in size to 16 members in the manner proposed in the Governance Committee's May 2020 report on Board size with the reduction taking effect by May 2025. That motion was defeated.

A workshop was held on June 20 and 21, 2022.

### **12464 – CONSENT AGENDA**

All consent agenda items were removed with the exception of 3.2 Consulting Engineer Designation Applications

### **12465 – CONSULTING ENGINEER DESIGNATION APPLICATIONS**

Moved by Councillor Chiddle, seconded by Councillor Walker:

1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as set out in C-548-3.2, Appendix A, Section 1.
2. That Council approve the applications for redesignation as Consulting Engineer as set out in C-548-3.2, Appendix A, Section 2.
3. That Council grant permission to use the title "Consulting Engineers" (or variations thereof) to the firms as set out in C-548-3.2, Appendix A, Section 3.

**CARRIED**

### **12466 – C-546 AND C-547 MEETING MINUTES**

Moved by Councillor Cutler, seconded by Councillor Notash:



**That the minutes of the 546<sup>th</sup> meeting of Council, held April 8, 2022 and the 547<sup>th</sup> meeting of Council, held May 4, 2022, as presented to the meeting at C-548-3.1, Appendix A and B, accurately reflect the business transacted at that meeting.**

Moved by Councillor Notash, seconded by Councillor Chahine:

**That the approval of the minutes of the 546<sup>th</sup> meeting of Council, held April 8, 2022, as presented to the meeting at C-548-3.1, Appendix A, be deferred to the September 23, 2022 Council meeting.**

**DEFEATED**  
**3 abstain**

It was agreed that the April 8, 2022 and May 4, 2022 minutes would be approved separately.

**That the minutes of the 546<sup>th</sup> meeting of Council, held April 8, 2022, as presented to the meeting at C-548-3.1, Appendix A and B, accurately reflect the business transacted at that meeting.**

**CARRIED**  
**1 abstain**

**That the minutes of the 547<sup>th</sup> meeting of Council, held May 4, 2022, as presented to the meeting at C-548-3.1, Appendix B, and amended, reflect the business transacted at that meeting.**

**CARRIED**  
**1 opposed**  
**3 abstain**

#### **12467 – CENTRAL ELECTION AND SEARCH COMMITTEE**

Section 12(1) of Regulation 941 requires that Council appoint a Central Election and Search Committee (CESC) each year, to be composed of (a) the penultimate past-president; (b) the immediate past-president; (c) the president; and (d) two or more other Members.

On April 18, 2022, a notice for the additional positions was posted PEO's website and an eblast calling for applications to the 2022-2023 CESC was sent out with a deadline for applications set for May 2, 2022. Nine applications were received.

The Penultimate Past-President, Immediate Past-President and President Members of the CESC – Marisa Sterling (Chair), Christian Bellini, and Nick Colucci – met on May 30, 2022 to vet the applications. With consensus, the reviewers are recommending that Michael Chan, P.Eng. and Dave Estrella, P.Eng. be appointed as two additional members of the 2022-2023 CESC.

Vice-President Wowchuk recused himself from the meeting.

There was a discussion regarding the rationale and criteria for the CESC's recommendations. It was noted that the CESC considered the following factors:

- Potential to have someone who can tap into different professional networks outside of the regular or standard PEO networks
- Someone is experienced and will be able to "hit the ground running"
- Non-councillor, as there are already 2 current councillors on the CESC



Moved by President-elect Fraser, seconded by Councillor Kirkby:

**That agenda item 3.3 Central Election and Search Committee be tabled to the in-camera session.**

**CARRIED**

Vice-President Wowchuk returned to the meeting.

#### **12468– STATUTORY COMMITTEES – RE-APPOINTMENTS SUBJECT TO APPROVAL BY THE ATTORNEY GENERAL**

Staff confirmed that permission was received by those individuals noted in Appendix B to publish their CV's.

Past President Bellini advised that this is part of a standard process that is followed. There are certain appointments that PEO makes to statutory committees that must be approved by the Attorney General's office.

Moved by Past President Bellini, seconded by President-elect Fraser:

**To re-appoint members, who are not members of the Council nor members of the Association, as specified in C-548-3.4, Appendix A, to their respective committees for three (3) year terms subject to and effective as of the date of approval by the Attorney-General as required pursuant to sections 19.1(1)1ii, 25.(1)(b) and 27(1)3ii of the *Professional Engineers Act*.**

**CARRIED**

#### **12469 – CHANGES TO THE 2022 STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LISTS**

This was provided as an information item.

In light of the governance structure adopted in 2021 in which councillors are members of governance and not regulatory committees, there was a discussion regarding the impact on evidence and knowledge-based decision making. It was noted that the decision to adopt this governance direction is a feature of Council's decisions during the 2-year governance renewal project to be a direction and control type of board, primarily setting strategic vision and direction, and monitoring and evaluating results. This allows the statutory committees to have independence.

#### **12470 – NOTICES OF MOTION**

The primary themes/discussion points included:

- Examining the CESC's processes and outputs in relation to its regulatory mandate;
- Requests for more information about the removal of Council Meeting Recordings from the PEO's website;
- Suggestions to re-instate sub-offices in universities across the provinces and to explore student scholarships; and
- Request for more discussion and information regarding the move to digital licences.

The Chair advised that these matters would be further examined by staff and/or the relevant governance committee.

Moved by Councillor Walker, seconded by Councillor Nikolov:

**That Council move in-camera.**

**CARRIED**





There being no further business the meeting concluded.

These minutes consist of 12 pages and minutes 12453 to 12470 inclusive.

---

N. Colucci, P.Eng., Chair

---

M. Solakhyan, Director, Governance

# Briefing Note – Decision

## CONSULTING ENGINEER DESIGNATION APPLICATIONS

**Purpose:** Pursuant to subsection 61(2) of Regulation 941 under the *Professional Engineers Act*, the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC makes the following recommendations.

**Motion for Council to consider: (requires a simple majority of votes cast to carry)**

1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as set out in C-549-3.2, Appendix A, Section 1.
2. That Council approve the applications for redesignation as Consulting Engineer as set out in C-549-3.2, Appendix A, Section 2.
3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as set out in C-549-3.2, Appendix A, Section 3.

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

**Moved by:** Christian Bellini, P.Eng., Past President

### 1. Need for PEO Action

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

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

### *Examinations*

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

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

### *Designation Requirements*

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

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

meet one or more of the criteria are grounds for denying the application for redesignation.

*Permission to Use the Title*

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

**2. Next Steps (if motion approved)**

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

**3. Peer Review & Process Followed**

<b>Process Followed</b>	All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on August 25, 2022.
<b>Council Identified Review</b>	Not applicable. Required by Regulation.
<b>Actual Motion Review</b>	As stated under above process.

**4. Appendices**

- Appendix A – Report of the Consulting Engineer Designation Committee
- Appendix B – Legal Implications

<p>C-549-3.2 Appendix A</p>
---------------------------------

To the 549<sup>th</sup> Meeting of the Council of  
Professional Engineers Ontario

**REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE**

Chair: Steve van der Woerd, P.Eng.

1. The Committee has reviewed the following applications for **DESIGNATION** and recommends to Council that these **10** applicants be exempted from examinations pursuant to Section 56(2) of O.Reg.941 and that they be considered for **DESIGNATION AS CONSULTING ENGINEER**, having met the requirements pursuant to Section 56(1) of O.Reg.941:

#	P.Eng.	Company Name	Address	Licence #
1.1	Arbour, Justine	Hrycay Consulting Engineers Inc.	1725 North Talbot Rd, Old Castle ON, N9G 0C2	100141343
1.2	Conte, Michael	FVB Energy Inc.	300-3901 Highway 7, Vaughan ON, L4L8L5	100151054
1.3	Deda, Endi	NDK Solutions Inc	40 Kirknewton Rd, Toronto ON, M6E 3Y1	100138077
1.4	Enendu, Justin	Rockville Eng Inc.	7-323 Coventry Rd, Ottawa ON, K1K 3X6	100111092
1.5	Gomez, Christopher	Tacoma Engineers	176 Speedvale Ave W, Guelph ON, N1H 1C3	100101673
1.6	Joffe, Daniel	Hammerschlag & Joffe Inc.	43 Lesmill Rd, Toronto ON, M3B 2T8	100125836
1.7	Politis, Chris	BOLD Engineering Inc.	104-2778 Dufferin St, Toronto ON, M6B 2R7	100109702
1.8	Saunders, Charles	CH2M Hill Canada Ltd	200-1565 Carling Ave, Ottawa ON, K1Z 8R1	100115486
1.9	Webster, Steven	Jp2g Consultants Inc.	12 International Dr, Pembroke ON, K8A 6W5	49281108
1.10	Yazdani, Arash	PRI Engineering Corp.	2-205 St George St, Lindsay ON, K9V 5Z9	100173202

- 2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 32 applicants be granted REDESIGNATION AS CONSULTING ENGINEER, having met the requirements pursuant to Section 57(2) of O.Reg.941:**

#	P.Eng.	Company Name	Address	Licence #
2.1	Afrooz, Manouchehr	AEC Consultants Ltd	387 Bantry Ave, Richmond Hill ON, L4B 4E9	90531427
2.2	Andrieux, Patrick	Andrieux & Associates Geomechanics Consulting (A2GC)	309-81 de Brésoles St, Montreal QC, H2Y 0A1	100021378
2.3	Attalla, Shady	Kodsi Engineering Inc.	2-886 Winston Churchill Blvd, Oakville ON, L6J 7X5	100144286
2.4	Audi, Saji	AECOM Arabia Ltd.	King Farad Rd, Neom Riyadh, 11414 KSA	100097564
2.5	Balbua, Raouf	HITE Engineering Corp.	Unit 17 & 18, 3200 Ridgeway Dr, Mississauga ON, L5L 5Y6	2079010
2.6	Baldesarra, Gaetano (Ron)	RAND Engineering Corp.	200-5285 Solar Dr, Mississauga ON, L4W 5B8	2085751
2.7	Blaney, Stephen	Blaney, Stephen John	2542 King Richards Pl, Mississauga ON L5K 2H2	4149019
2.8	Byrnes, Noemi	Vaughan Byrnes Engineering	21 Restwell Cres, Toronto ON, M2K 2A1	90538661
2.9	Caracciolo, Geoffrey	gmc Engineering Inc.	217 Eastcourt Rd, Oakville ON, L6J 4Y5	6839500
2.10	Clarke, Graham	8924457 Canada Limited	33-180 Station St, Ajax ON, L1S 1R9	90248717
2.11	Cucco, Christopher	Cucco Engineering + Design	1-119 Grace St, Toronto ON, M6J 2S6	90563735
2.12	Duffy, John	Van Harten Surveying Inc.	423 Woolwich St, Guelph ON, N1H 3X3	90442872
2.13	Handscumb, Jaimie	Stantec Consulting Ltd.	100-300 Hagey Blvd, Waterloo ON, N2L 0A4	90511759
2.14	Hawken, Stephen	Arcon Forensic Engineers	352 Consumers Rd, Toronto ON, M2J 1P8	90369315
2.15	Keenan, Paul	H.H. Angus & Associates Ltd.	1127 Leslie St, Toronto ON, M3C 2J6	90477217
2.16	Kerkusz, Roman	Skira & Associates Ltd.	100-3464 Semenyk Crt, Mississauga ON, L5C 4P8	23461015
2.17	Knoll, Raul	Knoll Engineering Inc.	315-3900 Yonge St, Toronto ON, M4N 3N6	24216905
2.18	Kresin, Michael	Kresin Engineering Corporation	536 Fourth Line E, Sault Ste Marie ON, P6A 6J8	90531799
2.19	Lamarre, John	Lamarre Consulting Group Inc.	25 Brookside Terr, Smithville ON, L0R 2A0	25390402

2.20	Llewellyn, Brian (Scott)	S. Llewellyn & Associates Ltd.	105-3228 South Service Rd, Burlington ON, L7N 3H8	27140300
2.21	Morlock, David	FlowSpec Engineering Ltd.	1-31 McBrine Dr, Kitchener ON, N2R 1J1	100009790
2.22	Perks, John	JPE Engineering	41 Kestrel St, Kitchener ON, N2K 4K2	90280538
2.23	Pumphrey, Steven	Nordmin Engineering Ltd.	160 Logan Ave, Thunder Bay ON, P7A 6R1	100120156
2.24	Ro, Young	1313161 Ontario Inc	62 Gibbs Cres, Guelph ON, N1G 5B8	39087010
2.25	Robertson, Ian	Meritech Engineering	202-1315 Bishop S N, Cambridge ON, N1R 6Z2	90330937
2.26	Seddik, Hoda	Wood Canada Limited	100- 3450 Harvester Rd, Burlington ON, L7N 3W5	90290966
2.27	Simic, David	Tecsar Engineering Inc.	117 N. Front St, Sarnia ON, N7T 7T1	42411504
2.28	Sorensen, Peter	EMS-Tech Inc.	699 Dundas Street W, Belleville ON, K8N 4Z2	43678010
2.29	Tattle, John	H.H. Angus & Associates Ltd.	1127 Leslie St, Toronto ON, M3C 2J6	45699303
2.30	Teron, William	Tacoma Engineers Inc.	176 Speedvale Ave W, Guelph ON, N1H 1C3	90492604
2.31	Thompson, David	WalterFedy	1000-20 Hughson St S, Hamilton ON, L8N 2A1	90409624
2.32	Yeremian, Joseph	Thermodyne Engineering Ltd	82 Mack Ave, Scarborough ON, M1L 1M9	51505014

3. The Committee recommends to Council that the following **2 FIRMS** be granted **PERMISSION TO USE THE TITLE “CONSULTING ENGINEERS”** (or variations thereof), having met the requirements pursuant to Section 68 of O.Reg.941:

#	Company Name	Address	Designated Consulting Engineer(s)
3.1	Aspect Structural Engineers Canada Ltd.	101 - 190 West 3rd Ave, Vancouver BC, V5Y 1E9	Andrew Chad, P.Eng.
3.2	Millennium Engineering Inc.	211-5045 Mainway, Burlington ON, L7L 5H9	Dharam Ahuja, P.Eng.

C-549-3.2  
Appendix B

**CONSULTING ENGINEER DESIGNATION APPLICATIONS**

**Legal Implications/Authority**

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

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

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



# Briefing Note – Information

C-549-3.3

## **ENGINEERS CANADA DIRECTORS REPORT**

**Purpose:** To provide an update on the activities of Engineers Canada.

An update on the Engineers Canada activities is provided in Appendices A and B.

### **Appendices:**

Appendix A – July 2022 Update

Appendix B – September 2022 Update



## Engineers Canada directors update July 2022

### Engineers Canada Board

From May 25-May 28, Engineers Canada hosted its spring 2022 meetings and AMM in Toronto, Ontario. These meetings included the CEO Group meeting, Presidents' Group meeting and Regulator Presentations, the Board meeting and the annual meeting of Members (AMM), among others.

The Board discussed and made a number of decisions, including to appoint members to the CEAB and CEQB and to approve a new National Position Statement (NPS) on the Role of Engineers in Building a Safe and Resilient Canada and revisions to the Procurement NPS. The Board also approved the new budget assumptions approval process and several Board policy revisions, and the new President-elect, Nancy Hill, was acclaimed. The disposition of motions for the Board meeting and the AMM can be [found here](#).

The newly appointed Human Resources Committee held their first meeting, chaired by Mike Wrinch, and nominated directors for positions on the Governance Committee, the Finance, Audit and Risk (FAR) Committee, the Collaboration Task Force, the Strategic Planning Task Force, the director appointees to the CEAB and CEQB, and the 30 by 30 Champion. All nominations were submitted to the Board for approval at the June Board meeting.

The Engineers Canada Board held its two-day Board Strategic Workshop from June 20-21 in Mont Tremblant, Quebec. On day one of the two-day workshop, the Board met briefly to confirm the appointment of members to committees and task forces, newly established committees and task forces held their first meetings of the year, where they confirmed their work plans for 2022-2023 and

Directors engaged in some get-to-know-you activities and governance training. On day two, a facilitated session contemplating the recent Board self-assessment results took place, followed by a team-building exercise. Former President Chui received a letter from Engineers Nova Scotia which outlined a summary of their perspectives on Engineers Canada resulting from a workshop they had held on the matter. President Chui and Engineers Canada subsequently met with Engineers Nova Scotia President, Darrin McLean, and CEO & Registrar, Pal Mann, to talk through the issues they raised. Subsequently, President Chui sent a response to President McLean. These exchanges were shared with the Board; we encourage you to read them as they provide much food for thought on the future direction of our organization.

The Board policy manual has been updated following the Board meeting approvals and is now available for [download/viewing here](#).

### **Strategic Priority 1.1: Investigate and Validate the Purpose and Scope of Accreditation**

SP1.1 reached an important milestone in the last few months. Two task forces completed two reports on benchmarking the Canadian engineering accreditation system to other systems internationally and to other professions in Canada, as well as another on the current reality and future possibilities in engineering education. The reports were both distributed in May. The task forces also presented their findings to the Steering Committee and the Regulatory Advisory Group. The presentations provided an opportunity for the Steering

Committee and Regulators to ask questions and discuss the implications of this research, and the changes that might be required.

From June 13-16, the staff project team working on SP1.1 met with our lead consultants, Coeuraj, at the Engineers Canada offices. The team went through detailed project planning to align the people and resources that will be required over the next two and a half years. The team brought in Steering Committee Chair, Annette Bergeron, to provide feedback on the plans. The most important outcome of the session was an approach for the entirety of the project, and a detailed plan to the end of 2023.

### **Strategic Priority 2.1: Accelerating 30 by 30**

Engineers Canada hosted the [third and final session](#) of our 2022 30 by 30 conference on April 27. The final week included a panel discussion with equity, diversity, and inclusion (EDI) leaders, who shared their passion for advocating for EDI in engineering, their lived experiences, and the challenges to EDI they see at play in the engineering workplace. The session was moderated by Claudia Gomez-Villeneuve, P.Eng., and included: Mairim Neves, P.Eng., of Sherritt International; Shohreh Roshani, P.Eng., of Ursa Environment Inc.; Nicole Wilson of the University of Alberta; and Josh Workman, P.Eng., of Stantec. The panel was followed by an interactive session featuring a self-care workshop with [Campfire Kinship's](#) Gayathri Shukla, P.Eng.

The [Canadian Coalition of Women in Engineering, Science, Trades and Technology \(CCWESTT\)](#) conference also took place where Engineers Canada presented at the lunchtime plenary and collaborated with former President of APEGNB, Christine Plourde, and Ailene Lim of EGBC on a presentation about Engineers Canada's [EDI Training for Engineers](#). There was also an opportunity to discuss Engineers Canada's outreach and engagement programs in a session called "Intersectionality and

Outreach: Engineers Canada's Commitment to the Next Generation".

Engineers Canada met with Engineers Nova Scotia to discuss: SP2.1 plans for 2022 and what is coming up for 2023; and Engineers Canada's outreach and engagement portfolio, with a focus on Future City.

Engineers Canada attended the virtual Electricity Human Resources Canada (EHRC) Advisory Committee Meeting on Building a Sexual Harassment-Free Workplace for Women in Electricity. Engineers Canada is a signatory to the EHRC Leadership Accord on Gender Diversity.

Engineers Canada hosted the 30 by 30 Post-Secondary Working Group meeting, which featured a research presentation and discussion on the effect of identity on teamwork led by Dr. Kim Jones, Associate Professor in the Department of Chemical Engineering at McMaster University, and Chair of the Ontario Network of Women in Engineering (ONWiE): "As teamwork expands in engineering course delivery, we must ensure that students have inclusive and equitable learning experiences. Using focus groups and interviews, we looked beyond gender effects to understand the effects of identity on group composition, roles, learning and comfort and propose doable interventions."

We also met with the 30 by 30 Early Career working group and were joined by Engineers and Geoscientists BC's Ailene Lim, Associate Director, Programs and Professional Development, and Marcie Cochrane, P.Eng., Equity, Diversity, and Inclusion Specialist, to discuss the changes made to Engineers and Geoscientists British Columbia's Practice Guideline on EDI. A recording of the session is available [here](#).

On June 23, we celebrated International Women in Engineering Day (INWED) 2022. The INWED theme for 2022 was Inventors and Innovators. We shone a spotlight on five

women and non-binary people in engineering who are not only recognized for their engineering accomplishments, but who are also equity, diversity, and inclusion (EDI) leaders in their workplaces and in their profession. Read [more](#).

### **Strategic Priority 2.2: Reinforce Trust and the Value of Licensure**

An [RFP](#) was released seeking service providers to lead the development of our marketing campaign, develop a value of licensure framework, undertake a gap analysis in support of the development of an EIT and engineering graduate outreach program, and conduct research in support of these components. Eleven proposals were received and a review team comprised of Engineers Canada staff and members of the advisory group of regulator staff are evaluating proposals. A selected vendor is expected to be in place in July.

### **Accreditation Board**

The CEAB held their Spring meeting June 3, 4, and 5 in Ottawa – the first in-person meeting since February 2020. Agenda items included:

- o Accreditation decisions related to 72 programs at 16 institutions
- o Decisions relating to Washington Accord business, including jurisdictions undergoing periodic review (1), applying for provisional signatory status (1), and full signatory status (4). The CEAB's recommendations related to these applications will inform the 2022 IEA meeting delegation's discussions later this month.
- o An update from Engineering Deans Canada (EDC), including a discussion about the EDC's overall reaction to the [CEAB's 30 by 30 working group report](#)
- o Updates on recent Engineers Canada meetings, CEQB initiatives, and CEAB sub-committee activities
- o A discussion about how the CEAB would like to engage in and contribute to Strategic

priority 1.1: Investigate and validate the purpose and scope of accreditation

- o An update from the Canadian Federation of Engineering Students, including preliminary data from their annual student survey

The CEAB acknowledged the milestone of having concluded a full slate of virtual visits over the past year and emphasized the collaborative effort between visiting teams, institutions, and the Secretariat for the successful pivot to a virtual visit modality.

The CEAB's Policies and Procedures Committee (P&P) also held their spring meeting with EDC's Deans' Liaison Committee (DLC) on April 29th. Agenda items included:

- o Discussion around an early prototype of a 'Learning Unit' which is being explored as a potential alternative to the Accreditation Unit (AU) to measure curriculum inputs.
- o The EDC proposal to address barriers to international student exchange experiences by developing an exception to CEAB criteria related to licensure requirements for the instruction of engineering science and engineering design. This is part of a broader discussion about the role of engineering licensure in undergraduate engineering education.
- o The launch of the consultation on the CEAB's 30 by 30 Working Group's report

The CEAB launched a [public consultation](#) on its 30 by 30 Working Group Report. An introductory webinar in English was offered on Thursday, May 12th at 2pm – 3pm EDT. The recording can be viewed [here](#). Stakeholders are also invited to attend one of the remaining sessions to provide their feedback:

- [July 25, 1:00 pm ET](#)
- [August 31, 12:00 noon ET](#)

Please note, each drop-in session will support both French and English participants. The consultation closes on August 31.

Engineers Canada received notice from Pierre G. Lafleur ing., Ph.D., FIC, FACG that he is resigning from the CEAB as his term as Chair concluded in late June. The CEAB thanked Pierre for his exceptional service at their June meeting. The Secretariat and Executive Committee are working to ensure that the vacancy does not impact the operational aspects of the CEAB's work.

Further to the Board discussion on the CEAB 30 by 30 Working Group Report, President Baig has sent a letter to the CEAB to ensure the concerns expressed by Engineering Deans Canada regarding the recommendations are given full consideration in the development of final recommendations for the Board.

The CEAB Accountability in Accreditation Committee conducted a short anonymous online survey seeking feedback from 2021-2022 Engineers Canada Board Directors on their impressions of various aspects of the accreditation system. Results from the survey, which closed on June 30, will help the CEAB refine the accreditation system to ensure its effectiveness, trustworthiness, transparency, and efficiency.

### **Qualifications Board**

The CEQB Syllabus committee met to approve the revised Agricultural/ Biosystems/ Bioresource/ Food engineering syllabus, which was updated based on the recent regulator consultation on the document. Additionally, the committee approved a draft revised version of the 2016 Mechanical engineering syllabus, which will be sent for consultation in the coming weeks. Three additional syllabi are expected to be approved for consultation in the coming months.

The CEQB Task Force on Software Engineering also met to approve the draft revisions to the 2016 Engineers Canada Paper on Software Engineering. The document is planned for CEQB

approval in July, following which it will go for regulator consultation.

Finally, the CEQB closed a consultation on its 2023 work plan as well as the Agricultural/Biosystems/Bioresource/Food engineering syllabus on June 7.

### **Equity, Diversity, and Inclusion**

At the May meeting of our Decolonizing and Indigenizing Engineering Education Network (DIEEN), guest speaker Pam Wolf and Danilo Caron of the University of British Columbia, and Fay Nelson modelled a system level conversation rooted in curiosity and collaboration, and invited other DIEEN members to rehearse what might be possible in their systems.

The IAC met to discuss 2022 workplan updates, evaluation of DIEEN, research reports, and a discussion of the request from our staff to name a room in the spirit of reconciliation.

Also, Engineers Canada met with the leadership of Black Engineers of Canada (BEC) to discuss how Engineers Canada can collaborate regarding the recruitment, retention, and success of Black engineers in the profession.

Engineers Canada partnered with the Canadian Council for Aboriginal Business (CCAB) and their Progressive Aboriginal Relations (PAR) Program on an awareness raising and information webinar. Luanne Whitecrow, Director of the PAR Program at the CCAB, led a discussion on the PAR program, a certification that confirms corporate performance in Indigenous relations for companies who are good business partners, great places to work, and committed to prosperity in Indigenous communities. Nicole MacDonald, M.Eng., PMP, Senior Project Manager, Team Lead, and Environmental Technical Lead at Colliers, and IAC chair, shared her perspectives on working to achieve this certification with Colliers, and why the IAC recommended this as a pathway of change and

commitment for us. The recording is available [here](#).

Engineers Canada published two reports on Indigenous people's experiences in Engineering. For the [Indigenous Inclusion in Engineering report](#) we partnered with Big River Analytics to survey Indigenous engineers in three regulatory jurisdictions: Engineers Geoscientists Manitoba, Engineers and Geoscientists BC, and the Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS) on the experiences of being Indigenous in the engineering profession. For the [Report on Truth and Reconciliation in Engineering Education](#), former and current Indigenous students, staff, and faculty in engineering faculties across Canada took part in interviews and completed surveys in which they shared their lived experiences of being an Indigenous person in engineering education, perspectives, and visions for inclusive and just engineering faculties.

### **Outreach and Engagement**

Engineers Canada hosted the annual Spring Meeting with the incoming and outgoing members of the Canadian Federation of Engineering Students (CFES) leadership team. The CFES is one of Engineers Canada's strategic partners.

Engineers Canada also held the [Future City Experience](#) Showcase along with Engineers of Tomorrow and Ontario Tech University featuring [Canadian astronaut, Joshua Kutryk](#) as this year's keynote speaker. This year's Future City Experience welcomed thousands of students participating from across Canada, paired with professional engineers and engineering student volunteer mentors in classrooms across eight provinces to support students as they designed and built a city on the moon.

### **National programs**

Engineers Canada met with Affinity partner, Victor Canada for its annual reporting meeting. Agenda topics included a program update, overview of the current market, claims review, and marketing of the program.

Engineers Canada met with the Affinity Advisory Committee. In consultation with its independent advisor Aon, Engineers Canada put forth a recommendation which was supported by the committee, to proceed and sign the January 1, 2022- 2027 Term Life Retention Agreement with Manulife.

Our affinity partner Canada Life hosted an educational webinar on market volatility and ensuring that investments stay on track through economic turmoil on May 31, 2022. The webinar was open to all members and staff of the engineering regulators

In June, Engineers Canada hosted a hybrid meeting with affinity partner Canada Life and Engineers Canada's independent advisor Aon, for their semi-annual partner reporting meeting. Topics covered by Canada Life included a report on program performance, a market update, a marketing overview, the report on our financial advisor services, and an introduction to Member Guide Services. Aon provided its investment review and an update on trends affecting the markets.

Also in June, Engineers Canada held a webinar, hosted by our insurance broker, Marsh, to provide a brief overview of Engineers Canada's Directors and Officers insurance coverage.

Engineers Canada met with affinity partner Manulife and Engineers Canada's independent advisor Aon. Agenda topics for the Life and Accident & Sickness programs included the Competitive Summary, marketing results, participation, and plan experience reports while Aon spoke to the financial performance of the programs.

Additionally, Engineers Canada met with affinity partner TD Insurance (TDI) and Engineers Canada's independent advisor RSM. Some of the topics covered by TDI included the Quarterly Performance Review, Regional overviews, marketing results and rating updates while RSM spoke to the financial performance of the program.

### **National Discipline and Enforcement Officials Group**

The National Discipline and Enforcement Officials Group met virtually in June. The group provided input to the CEQB's consultation on their 2023 work plan, shared their perspective on Strategic Priority 1.2: Strengthen Collaboration and Harmonization, shared updates on their own activities, and furthered their work on a unified approach to enforcement (or compliance) with regards to the use of the title "software engineer". Finally, the group bid farewell to APEGNB's Carol MacQuarrie, who retired in June.

### **Government Relations**

I provided testimony on behalf of Engineers Canada to the Standing Senate Committee on Transport and Communications regarding their study of the impacts of climate change on critical infrastructure in the transportation and communications sectors and the consequential impacts on their interdependencies. A full transcript of the remarks is available on our public website at the following [link](#).

Engineers Canada participated in the virtual Global Affairs Canada Chief Negotiator debrief for the Canada-India Comprehensive Economic Partnership Agreement (CEPA) Negotiations.

### **Regulatory research**

In May, we held our second set of focus groups for the envisioning exercise. The purpose of the envisioning exercise is to gather stakeholders

from outside of engineering regulation to describe possible futures of the engineering profession. On June 1, we gathered the same participants face-to-face for a one-day workshop to contemplate how both engineering regulators and Engineers Canada could respond to these challenges. These recommendations and ideas will inform our future work in regulatory research and be one of several inputs into this year's environmental scan – a first step in the development of the 2025-2027 strategic plan.

### **National Volunteer Week**

For this year's National Volunteer week, April 24-30, 2022, we emailed letters of appreciation to our volunteers and posted their thoughts about volunteering through our social media channels. We also published an [article](#) in Engineering Matters and posted on our LinkedIn and Twitter. Learn more about this year's theme, "Empathy in Action" at <https://volunteer.ca/nvw>.

### **Engineering Deans Canada Relations**

On May 16 and May 17, Engineers Canada attended the annual in-person meeting of Engineering Deans Canada with CEAB Chair Pierre Lafleur, CEAB Secretary Mya Warken, Vice President Stephanie Price, and CEO Gerard McDonald. Engineers Canada presented on Strategic priority 2.1: Accelerate 30 by 30 and sought input about what barriers EDC members saw and what interventions they believe have the most impact. The CEAB presentation also covered 30 by 30, with a focus on the CEAB [30 by 30 Working Group Report](#) consultation.

We also hosted an afternoon session regarding SP1.1: Investigate and validate the purpose and scope of accreditation. In this session, with help from our consultants Coeuraj and Steering committee members Wayne MacQuarrie and Annette Bergeron, we engaged every participant to answer questions about the benefits, costs and frustrations with the current

accreditation system. This was an important step in building trust so that we can collaborate with all stakeholders in the execution of this project.

### **Special**

We learned that Lia Daborn, CEO at APEGNB, received the Canadian Society of Association Executives (CSAE) 2022 Honorary Award of Excellence (see <https://csae.com/news/2022-csae-awards-that-is-a-wrap/>). The Honorary Award of Excellence is CSAE's most significant award and recognizes a member's sustained commitment and outstanding volunteer contributions to CSAE and thus to the association sector at large. Congratulations Lia!

As a reminder, Board Directors and regulator staff can access the Members Area of [engineerscanada.ca](https://engineerscanada.ca). There you can find current and upcoming consultations, read previous weekly updates, find guidelines and other reports just for regulators, resources for the licensing of engineering graduates, and more. If you don't have an account, contact our communications team at [communications@engineerscanada.ca](mailto:communications@engineerscanada.ca).





## Compte rendu à l'intention des administrateurs et administratrices d'Ingénieurs Canada Juillet 2022

### Conseil d'Ingénieurs Canada

Du 25 au 28 mai, Ingénieurs Canada a tenu ses réunions de printemps et son assemblée annuelle des membres (AAM) 2022 à Toronto (Ontario). Ces réunions comportaient, entre autres, la réunion du Groupe des chefs de direction, la réunion du Groupe des présidents et les présentations des organismes de réglementation et l'assemblée annuelle des membres (AAM).

Lors de sa réunion, le conseil a discuté de nombreux sujets et pris un certain nombre de décisions, notamment, la nomination de membres du BCAPG et du BCCAG, l'approbation d'un nouvel énoncé de principe sur le rôle des ingénieurs dans la construction d'un Canada sécuritaire et résilient et des révisions de l'énoncé de principe concernant l'approvisionnement. Le conseil a également approuvé le nouveau processus d'approbation des hypothèses budgétaires et les révisions de plusieurs politiques du conseil et nommé la nouvelle présidente élue, Mme Nancy Hill. Vous pouvez consulter les résolutions découlant de l'adoption des motions des réunions du conseil et de l'AAM [ici](#).

Le nouveau Comité des ressources humaines a tenu sa première réunion et nommé des administrateurs et administratrices à des postes au sein du Comité sur la gouvernance, du Comité des finances, d'audit et de gestion des risques (FAGR), du Groupe de travail sur la collaboration et du Groupe de travail sur la planification stratégique et désigné l'administrateur du BCAPG et l'administratrice du BCCAG, ainsi que le champion 30 en 30. Toutes les nominations ont été soumises à l'approbation du conseil lors de sa réunion de juin.

Le conseil d'Ingénieurs Canada a tenu son atelier stratégique de deux jours les 20 et 21 juin à Mont-Tremblant (Québec). Le premier jour de l'atelier, le conseil s'est réuni brièvement pour confirmer la nomination de membres aux comités et aux groupes de travail. Les nouveaux comités et groupes de travail ont tenu leurs premières réunions de l'année lors desquelles ils ont confirmé leurs plans de travail pour 2022-2023 et les administrateurs et administratrices ont participé à des activités pour mieux se connaître et à une formation sur la gouvernance. Le deuxième jour, une séance animée a eu lieu, pendant laquelle le conseil a pu examiner les résultats de son autoévaluation. Ensuite, une séance d'information sur les nouvelles priorités stratégiques a eu lieu, suivie d'un exercice de renforcement d'équipe.

Le président sortant, Danny Chui, a reçu une lettre d'Engineers Nova Scotia, qui résumait son point de vue sur Ingénieurs Canada à la suite d'un atelier que l'association avait organisé sur le sujet. Ensuite, Ingénieurs Canada et le président Chui ont rencontré le président d'Engineers Nova Scotia, Darrin McLean, et le chef de la direction et registraire, Pal Mann, pour discuter des questions soulevées. Par la suite, le président Chui a envoyé une réponse au président McLean. Ces échanges ont été communiqués au Conseil. Nous vous encourageons à les lire, car ils donnent matière à réflexion sur l'orientation future de notre organisme.

Pour donner suite aux approbations de la réunion du conseil, le Manuel des politiques du conseil a été actualisé et peut maintenant être [téléchargé/consulté ici](#).

### **Priorité stratégique 1.1 Examiner et valider le but et la portée de l'agrément**

Nous avons atteint un jalon important au cours des derniers mois en ce qui concerne la PS1.1. Deux groupes de travail ont rédigé deux rapports : un rapport sur l'analyse comparant le système canadien d'agrément des programmes de génie à ceux d'autres pays et d'autres professions au Canada, et un autre sur la réalité actuelle et les possibilités futures de la formation en génie. Les deux rapports ont été diffusés en mai. Les groupes de travail ont également présenté leurs conclusions au comité directeur et au groupe consultatif des organismes de réglementation. Le comité directeur et les organismes de réglementation ont eu l'occasion de poser des questions et de discuter des répercussions de ces recherches et des changements qui pourraient être nécessaires.

Du 13 au 16 juin, l'équipe de projet de la PS1.1 a rencontré l'un de nos consultants principaux, Coeuraj, dans les bureaux d'Ingénieurs Canada. L'équipe a présenté une planification détaillée du projet en vue d'aligner les personnes et les ressources qui seront nécessaires au cours des deux prochaines années et demie. L'équipe a invité Annette Bergeron, présidente du comité directeur, qui a formulé des commentaires sur les plans. Les principaux résultats de la séance étaient une approche à l'ensemble du projet et un plan détaillé jusqu'à la fin de 2023.

### **Priorité stratégique 2.1 : Accélérer 30 en 30**

Le 27 avril, Ingénieurs Canada a organisé la [troisième et dernière séance](#) de la conférence 30 en 30 de 2022. Cette dernière séance comprenait une table ronde avec des leaders de l'équité, de la diversité et de l'inclusion (EDI), qui ont parlé de leur passion pour la promotion de l'EDI en génie, de leurs expériences vécues et des défis pour l'EDI dans les milieux de travail en génie. La discussion était animée par Claudia Gomez-Villeneuve,

P.Eng., et comprenait : Mairim Neves, P.Eng., de Sherritt International; Shohreh Roshani, P.Eng., d'Ursa Environment Inc.; Nicole Wilson de l'Université de l'Alberta, et Josh Workman, P.Eng., de Stantec. Le débat a été suivi d'un atelier interactif sur le self-care pour les championnes et champions dirigé par Gayathri Shukla, P.Eng., de [Campfire Kinship](#).

La conférence de la [Coalition canadienne des femmes en génie, en sciences, et en technologie \(CCWESTT\)](#) a également eu lieu. Lors de cette séance, Ingénieurs Canada a donné une présentation lors de la séance plénière tenue à l'heure du déjeuner et collaboré avec l'ancienne présidente de l'AIGNB, Christine Plourde et avec Ailene Lim d'Engineers and Geoscientists British Columbia (EGBC) sur une présentation sur la [Formation à l'EDI](#) pour les ingénieurs offerte par Ingénieurs Canada. Une discussion sur les programmes de rayonnement et d'engagement d'Ingénieurs Canada a également pu avoir lieu lors d'une séance intitulée « Intersectionality and Outreach: Engineers Canada's Commitment to the Next Generation » (Intersectionnalité et Rayonnement : l'engagement d'Ingénieurs Canada envers la prochaine génération). Ingénieurs Canada s'est également réuni avec Engineers Nova Scotia pour discuter des plans pour la PS2.1 en 2022 et de ce qui se profile pour 2023, ainsi que du portefeuille Rayonnement et Engagement d'Ingénieurs Canada, en mettant particulièrement l'accent sur le programme Future City.

Ingénieurs Canada a assisté à la réunion virtuelle du Comité consultatif de Ressources humaines, industrie électrique du Canada (RHIEC) sur l'établissement de milieux de travail exempts de harcèlement pour les femmes dans le secteur de l'électricité. Rappelons qu'Ingénieurs Canada est signataire de l'Accord de leadership sur la diversité des genres de RHIEC.

Ingénieurs Canada a accueilli la réunion du Groupe de travail « Études postsecondaires » du réseau des champions et championnes 30 en

30, qui comprenait une présentation et une discussion concernant les recherches au sujet de l'effet de l'identité sur le travail d'équipe dirigées par Kim Jones, professeure agrégée au département de génie chimique de l'Université McMaster et présidente de l'Ontario Network of Women in Engineering (ONWiE) : « Alors que le travail d'équipe prend plus de place dans la prestation des cours de génie, nous devons nous assurer que les étudiant.e.s ont des expériences d'apprentissage inclusives et équitables. Par le biais de groupes de discussion et d'entretiens, nous avons regardé au-delà des effets liés au genre pour comprendre les effets de l'identité sur la composition des groupes, les rôles, l'apprentissage et le confort des étudiant.e.s, et proposer des interventions réalisables ».

Nous avons également rencontré le groupe de travail 30 en 30 « Ingénieurs en début de carrière », avec Ailene Lim, directrice adjointe, Programmes et développement professionnel d'Engineers and Geoscientists BC, et Marcie Cochrane, P.Eng., spécialiste de l'équité, de la diversité et de l'inclusion, pour discuter des modifications apportées au Practice Guideline on EDI d'Engineers and Geoscientists British Columbia. Vous trouverez un enregistrement de la séance ici :

[https://www.youtube.com/watch?v=d\\_puXSpJYpQ](https://www.youtube.com/watch?v=d_puXSpJYpQ)

Le 23 juin, nous avons célébré la **Journée internationale des femmes en génie (INWED) 2022**. Le thème d'INWED 2022 était « Inventrices et innovatrices ». Nous avons mis en lumière cinq femmes et personnes non binaires dans le domaine du génie qui non seulement sont reconnues pour leurs réalisations dans le domaine du génie, mais qui sont également des leaders en matière d'équité, de diversité et d'inclusion (EDI) dans leurs milieux de travail et dans leur profession. Pour en savoir plus, veuillez consulter la page <https://engineerscanada.ca/fr/nouvelles-et-evenements/nouvelles/inwed-2022-celebrer->

[les-femmes-et-les-personnes-non-binaires-dans-le-domaine-du-genie](#).

### **Priorité stratégique 2.2 : Renforcer la confiance et la valeur du permis d'exercice**

Nous avons publié une [demande de propositions](#) en vue de recruter des fournisseurs de services pour diriger le développement de notre campagne de marketing, élaborer un cadre pour la valeur du permis d'exercice, réaliser une analyse des lacunes en vue du développement d'un programme de rayonnement auprès des ingénieurs stagiaires et des diplômés en génie, et mener des recherches à l'appui de ces éléments. Nous avons reçu onze propositions, qui sont en cours d'évaluation par une équipe composée de membres du personnel d'Ingénieurs Canada d'un groupe consultatif composé de membres du personnel des organismes de réglementation. Un fournisseur devrait être choisi d'ici juillet.

### **Bureau d'agrément**

La réunion du printemps du BCAPG a eu lieu les 3, 4 et 5 juin à Ottawa. Il s'agit de la première réunion en personne depuis février 2020. Voici les points qui figuraient à l'ordre du jour :

- o Pris des décisions d'agrément au sujet de 72 programmes dans 16 établissements.
- o Prise de décisions concernant des affaires liées à l'Accord de Washington, notamment les zones de compétence soumises à des examens périodiques (1 zone), les zones de compétence qui ont demandé le statut de signataire provisoire (1) et le statut de signataire permanent (4). Les recommandations du BCAPG concernant ces demandes éclaireront les discussions lors de la réunion avec les délégués de l'IEA de 2022 vers la fin du mois.
- o Une mise à jour de Doyennes et Doyens d'ingénierie Canada (DDIC), notamment une discussion concernant la réaction globale de

cet organisme au [rapport du Groupe de travail 30 en 30 du BCAPG](#).

- o Des mises à jour sur les dernières réunions d'Ingénieurs Canada, sur les initiatives récentes du BCCAG et les activités du sous-comité du BCAPG
- o Une discussion sur la façon dont le BCAPG souhaite participer et contribuer à la Priorité stratégique 1.1 : Examiner et valider le but et la portée de l'agrément
- o Une mise à jour de la Fédération canadienne étudiante de génie, notamment les données préliminaires de leur sondage annuel auprès des étudiants en génie

Le BCAPG a reconnu que toute la liste de visites virtuelles a été conclue au cours de la dernière année et a souligné les efforts de collaboration entre les équipes de visiteurs, les établissements et le Secrétariat qui ont contribué à un passage réussi aux visites en mode virtuel.

Le 29 avril, le Comité des politiques et des procédures (P&P) a également tenu sa réunion du printemps avec le Comité de liaison des doyens (CLD) de DDIC. Voici les points qui figuraient à l'ordre du jour :

- o Une discussion portant sur un premier prototype de l'« unité d'apprentissage » (UAP) qui est étudiée comme solution de rechange potentielle à l'unité d'agrément (UA) pour mesurer les intrants d'un programme d'études en génie.
- o La proposition de DDIC visant à contrer les obstacles à la participation des étudiants à des échanges internationaux en permettant une exception aux normes du BCAPG exigeant la détention du permis d'exercice pour l'enseignement des sciences du génie et de la conception en ingénierie. Cette proposition s'inscrit dans le cadre d'une discussion plus large sur le rôle du permis d'exercice dans la formation de premier cycle en génie.
- o Le lancement de la consultation sur le rapport du Groupe de travail 30 en 30 du BCAPG.

Le Bureau d'agrément a lancé une [consultation publique](#) sur le rapport de son Groupe de travail 30 en 30. Des webinaires d'introduction seront offerts, en anglais le jeudi 12 mai de 14 h à 15 h, et en français le jeudi 19 mai, de 14 h 30 à 15 h 30. Vous pouvez visionner l'enregistrement [ici](#). Les parties prenantes sont également invitées à fournir leurs commentaires en participant à l'une de séances restantes :

- [25 juillet, 13 h \(HE\)](#)
- [31 août, 12 h \(HE\)](#)

Veuillez noter que chaque séance pourra accueillir des participants francophones et anglophones. La période de consultation se termine le 31 août.

Pierre G. Lafleur ing., Ph.D., FIC, FACG nous a informés qu'il démissionnerait du BCAPG une fois son mandat de président terminé à la fin de juin. Le BCAPG a remercié Pierre pour son service exceptionnel lors de sa réunion en juin. Le Secrétariat et son comité exécutif s'emploient à faire en sorte que le poste vacant n'ait pas d'impact sur les aspects opérationnels du travail du BCAPG.

À la suite de la discussion du conseil sur le rapport du Groupe de travail 30 en 30, Kathy Baig, présidente, a envoyé une lettre au BCAPG afin d'assurer que les préoccupations dont Doyennes et doyens d'ingénierie Canada (DDIC) a fait part concernant les recommandations seront entièrement prises en compte lors de la formulation de toute recommandation définitive présentée au conseil.

Le Comité sur la responsabilité en matière d'agrément du BCAPG a mené un bref sondage anonyme en ligne pour obtenir l'avis des membres du conseil d'Ingénieurs Canada de 2021-2022 concernant différents aspects du système d'agrément. Les résultats de ce sondage, qui s'est terminé le 30 juin, aideront le BCAPG à peaufiner le système d'agrément afin d'assurer son efficacité, sa fiabilité, sa transparence et son efficience.

### **Bureau des conditions d'admission**

Le Comité des programmes d'examens du BCCAG s'est réuni pour approuver la révision du programme d'examens de génie agricole/biosystèmes/bioressources/alimentaire, qui a été mis à jour sur la base de notre récente consultation avec les organismes de réglementation sur le document. En outre, le comité a approuvé une version révisée provisoire du programme d'examens de génie mécanique (2016), qui sera soumis à la consultation au cours des prochaines semaines. Il est prévu que trois autres programmes d'examens soient approuvés aux fins de consultation au cours des prochains mois.

Le Groupe de travail du BCCAG sur le génie logiciel s'est également réuni pour approuver les révisions préliminaires du document d'Ingénieurs Canada de 2016 sur le génie logiciel. Le document devrait être soumis au BCCAG en juillet pour approbation, puis aux organismes de réglementation pour consultation.

Enfin, le BCCAG a fermé sa consultation sur son plan de travail 2023 et sur le programme d'examens de génie agricole/biosystèmes/bioressources/alimentaire le 7 juin.

### **Diversité, équité et inclusion**

Lors de la réunion mensuelle de notre Réseau pour la décolonisation et l'autochtonisation de la formation en génie (RDAFG), les conférenciers Pam Wolf et Danilo Caron de l'Université de la Colombie-Britannique, ainsi que Fay Nelson, ont modélisé une discussion au niveau du système fondée sur la curiosité et la collaboration, et ont invité d'autres membres du RDAFG à modéliser ce qui peut être possible dans leurs systèmes.

Le CCA s'est réuni pour discuter des mises à jour de son plan de travail 2022, de l'évaluation du

RDAFG, des rapports de recherche, et de la demande de notre personnel qui souhaite qu'un nom autochtone soit donné à une salle de nos bureaux dans un esprit de réconciliation. Des membres du personnel d'Ingénieurs Canada ont également rencontré la direction de Black Engineers of Canada (BEC) afin de discuter de la collaboration avec Ingénieurs Canada en ce qui concerne le recrutement, le maintien en poste et le succès d'ingénieur.e.s noir.e.s dans la profession.

Ingénieurs Canada s'est associé au Conseil canadien pour l'entreprise autochtone (CCEA) et à son percutant Programme de relations progressistes avec les Autochtones (RPA) pour offrir un webinaire d'information et de sensibilisation. Luanne Whitecrow, directrice du RPA au CCEA, a mené une discussion sur le programme de certification qui atteste les résultats en matière de relations autochtones des entreprises qui s'avèrent être de bons partenaires commerciaux, d'excellents milieux de travail et engagés à la prospérité des collectivités autochtones. Nicole MacDonald, M.Eng., PMP, gestionnaire principale de projet, cheffe d'équipe et responsable technique des dossiers environnementaux chez Colliers, en plus d'être présidente du CCA, a fait connaître son point de vue puisqu'elle travaille à obtenir ce certificat dans l'industrie du génie chez Colliers, et a expliqué pourquoi le Comité a recommandé à Ingénieurs Canada cette voie de changement et d'engagement.

L'enregistrement est disponible ici :

<https://engineerscanada.ca/fr/nouvelles-et-evenements/nouvelles/enregistrement-webinaire-sur-le-programme-de-relations-progressistes-avec-les-autochtones>.

Ingénieurs Canada a publié deux rapports sur l'expérience des Autochtones en génie. Pour le rapport sur l'inclusion des Autochtones en génie, nous avons collaboré avec Big River Analytics afin de concevoir et de mener une enquête auprès des membres de trois organismes de réglementation, à savoir Engineers Geoscientists Manitoba, Engineers

and Geoscientists BC et l'Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS), sur l'expérience des Autochtones dans le domaine du génie. Pour le Rapport sur la vérité et la réconciliation dans la formation en génie, étudiants, employés et professeurs autochtones, anciens et actuels, de facultés de génie d'un bout à l'autre du Canada ont participé à des entrevues et rempli des questionnaires dans lesquels ils ont raconté ce qu'ils ont vécu dans les programmes d'études en génie et fait connaître leur point de vue et leur vision d'avenir pour rendre les facultés de génie inclusives et équitables.

### **Rayonnement et Engagement**

Ingénieurs Canada a tenu la réunion annuelle du printemps avec les membres sortants et les nouveaux membres de l'équipe de direction de la Fédération canadienne étudiante de génie (FCEG). La FCEG fait partie des partenaires stratégiques d'Ingénieurs Canada.

Ingénieurs Canada a également accueilli l'exposition de [l'Expérience Future City](#) en collaboration avec nos partenaires Engineers of Tomorrow et l'Institut universitaire de technologie de l'Ontario. Le conférencier invité était [l'astronaute canadien Joshua Kutryk](#). Le programme Expérience Future City de cette année comptait des milliers d'élèves participants partout au Canada, jumelés avec des ingénieur.e.s et des étudiant.e.s en génie qui agissaient comme mentors bénévoles auprès de classes de huit provinces pour les aider à concevoir et à construire une ville lunaire.

### **Programmes nationaux**

Ingénieurs Canada s'est réuni avec son partenaire affinitaire Victor Canada pour son rapport annuel. Les sujets abordés comprenaient une mise à jour sur le programme, une vue d'ensemble de l'état

actuel du marché, un examen des réclamations, et le marketing du programme.

Ingénieurs Canada s'est réuni avec le Comité consultatif des programmes d'affinité. Après avoir consulté son conseiller indépendant Aon, Ingénieurs Canada a formulé une recommandation de signer l'entente de rétention du Programme d'assurance vie temporaire pour 2022-2027 avec Manuvie. Cette recommandation a été appuyée par le comité.

Le 31 mai, notre partenaire affinitaire, Canada-Vie, a organisé un webinaire éducatif sur la volatilité des marchés et la nécessité de s'assurer que les investissements restent sur la bonne voie au cours des turbulences économiques. Le webinaire était ouvert à tous les membres et tout le personnel des organismes de réglementation du génie.

En juin, Ingénieurs Canada a organisé une réunion en mode hybride avec son partenaire affinitaire Canada Vie et son conseiller indépendant Aon pour le rapport semestriel des partenaires. La Canada Vie a fourni un rapport sur le rendement du programme, une mise à jour sur le marché, un aperçu du marketing, un rapport sur nos services de conseils financiers et une introduction aux Guide des services aux membres. Aon a présenté un examen des investissements et fait le point sur les tendances qui influencent les marchés.

En juin également, Ingénieurs Canada a organisé un webinaire animé par son courtier d'assurance, Marsh, qui a donné un bref aperçu de la couverture d'assurance des administrateurs et dirigeants d'Ingénieurs Canada.

Ingénieurs Canada s'est réuni avec son partenaire affinitaire Manuvie et son conseiller indépendant Aon. Parmi les points à l'ordre du jour concernant l'assurance vie et l'assurance maladie et accident, on compte l'analyse de la concurrence, les résultats du marketing, la



participation et les rapports sur l'expérience du régime. De son côté, Aon a parlé du rendement financier des programmes.

En outre, Ingénieurs Canada s'est réuni avec son partenaire affilié TD Assurance et son conseiller indépendant RSM. Parmi les sujets abordés par TD Assurance, mentionnons l'examen du rendement trimestriel, des aperçus régionaux, des initiatives de marketing et des mises à jour sur la planification. RSM a parlé du rendement financier du programme.

#### **Groupe national des responsables de la discipline et de l'application de la loi**

Les membres du Groupe national des responsables de la discipline et de l'application de la loi se sont réunis virtuellement en juin. Le groupe a répondu à la consultation du BCCAG sur son plan de travail 2023, échangé des points de vue sur la Priorité stratégique 1.2 : Renforcer la collaboration et l'harmonisation fait le point sur ses propres activités et poursuivi son travail sur une approche unifiée en matière d'application de la loi (ou de conformité) en ce qui concerne l'utilisation du titre « ingénieur en logiciel ». Enfin, le groupe a salué Carol MacQuarrie de l'AIGNB, qui a pris sa retraite en juin.

#### **Relations gouvernementales**

J'ai présenté, au nom d'Ingénieurs Canada, un témoignage au Comité sénatorial permanent des transports et des communications dans le cadre de son Étude sur l'incidence des changements climatiques sur les infrastructures essentielles dans les secteurs des transports et des communications et les répercussions corrélatives sur leurs interdépendances. Une transcription complète des commentaires peut être consultée dans notre site Web public [ici](#).

Ingénieurs Canada a participé au débriefage en ligne du Négociateur en chef d'Affaires mondiales Canada pour les négociations de

l'Accord de partenariat économique global (APEG) entre le Canada et l'Inde.

#### **Recherche réglementaire**

En mai, nous avons tenu une deuxième ronde de groupes de discussion pour l'exercice de vision. L'exercice de vision a pour but de rassembler des parties prenantes qui ne sont pas impliquées dans la réglementation du génie en vue de décrire les avenir possibles de la profession d'ingénieur. Le 1<sup>er</sup> juin, nous avons rassemblé les mêmes participants en personne dans le cadre d'un atelier d'une journée pour examiner la façon dont les organismes de réglementation du génie et Ingénieurs Canada peuvent composer avec ces défis. Ces recommandations et ces idées éclaireront notre travail futur en matière de recherche sur la réglementation et constitueront l'un des nombreux intrants de l'analyse contextuelle de cette année – la première étape de l'élaboration du plan stratégique 2025-2027.

#### **Semaine de l'action bénévole**

Pendant la semaine de l'action bénévole cette année, qui a eu lieu du 24 au 30 avril, nous avons envoyé des courriels de remerciements à nos bénévoles et publié leurs réflexions sur le bénévolat sur nos réseaux sociaux. Nous avons également publié un [article](#) dans Parlons génie et publié des messages sur nos plateformes LinkedIn et Twitter. Pour en savoir plus sur le thème de cette année, « L'empathie en action », vous pouvez consulter ce site : <https://volunteer.ca/nvw>

#### **Relations avec Doyennes et doyens d'ingénierie Canada.**

Les 16 et 17 mai, Ingénieurs Canada a assisté à la réunion en personne de Doyennes et doyens d'ingénierie Canada avec Pierre Lafleur, président du BCAPG, Mya Warken, secrétaire du BCAPG, Stephanie Price, vice-présidente directrice, Affaires réglementaires et Gerard McDonald, chef de la direction. Ingénieurs

Canada a présenté la Priorité stratégique 2.1 : Accélérer l'initiative 30 en 30, et visaient à solliciter des commentaires sur les obstacles perçus par les membres de DDIC et les interventions qui, selon DDIC, auraient le plus d'impact. La présentation du BCAPG a également porté sur l'initiative 30 en 30, avec un accent sur les [constatations du groupe de travail sur l'initiative 30 en 30](#).

Nous avons également tenu une séance en après-midi sur la Priorité stratégique 1.1. : Examiner et valider le but et la portée de l'agrément. Au cours de cette séance, avec l'aide de nos consultants Coeuraj et les membres du comité directeur Wayne MacQuarrie et Annette Bergeron, nous avons demandé à chaque participant de répondre à des questions sur les avantages, les coûts et les frustrations associés au système d'agrément actuel. Il s'agissait d'une étape importante dans l'établissement d'un climat de confiance qui nous permettra de collaborer avec toutes les parties prenantes dans l'exécution de ce projet.

#### **Nouvelles particulières**

Nous avons appris que Lia Daborn, chef de la direction d'AIGNB, a reçu le Prix d'excellence honorifique 2022 de la Société canadienne des directeurs d'association (SCDA) (voir <https://csae.com/news/2022-csae-awards-that-is-a-wrap/>). Ce prix, le plus prestigieux décerné par la SCDA, reconnaît l'engagement soutenu d'un membre, ainsi que ses contributions bénévoles remarquables à la SCDA et, par conséquent, à l'ensemble du secteur associatif. Toutes nos félicitations, Lia!

Rappelons également que les membres du conseil et le personnel des organismes de réglementation ont accès à la Zone membres du site [engineerscanada.ca/fr](https://engineerscanada.ca/fr). C'est ici que vous pouvez accéder à toutes les consultations en cours et à venir, consulter les mises à jour hebdomadaires du chef de la direction, trouver des guides et d'autres rapports destinés uniquement aux organismes de réglementation,

des ressources pour l'octroi du permis d'exercice aux diplômés en génie, et d'autres documents. Si vous n'avez pas de compte, veuillez contacter notre équipe des communications à l'adresse : [communications@ingenieurscanada.ca](mailto:communications@ingenieurscanada.ca).





## Engineers Canada directors update September 2022

### Engineers Canada Board

In June, the Engineers Canada Board held its 2022 Board Strategic Workshop in Mont Tremblant, Quebec. On Monday June 20, the Board met briefly to confirm the appointment of members to roles, committees and task forces. The disposition of motions from the meeting can be found [here](#). Following the Board meeting, the newly established committees and task forces convened their first meetings of the year to select their chairs and conduct other business:

Ann English will serve as chair of the 2022-2023 Governance Committee. The Governance Committee reviewed and approved their work plan for the upcoming year and also revised a number of policies that will be presented to the Board for approval in September. The committee also reviewed and endorsed the adoption of a new Legislative Compliance Certificate, which will be introduced at the September Board meeting.

Arjan Arenja will serve as chair of the 2022-2023 FAR Committee. The FAR Committee reviewed and approved their work plan for the upcoming year and also reviewed the budget assumptions for 2023, under the new budget envelope assumptions process that was approved by the Board in May.

Nancy Hill will serve as chair of the Strategic Planning Task Force and Christian Bellini will serve as chair of the Collaboration Task Force. Both of the task forces met to approve their multi-year work plans and oriented themselves to the work of their groups.

The Finance, Audit and Risk (FAR) Committee met virtually in August where they reviewed the Q2 financial statements, Q2 Investment performance report, and the Corporate Risk Register. They were also presented with the first draft of the 2023 budget and the suggested per capita assessment fee for 2025, both of which will be presented to the Board for information at its September meeting.

The Engineers Canada fall meetings are taking place from September 27-29, 2022, in Ottawa. The complete meeting schedule can be found [here](#).

### Strategic Priority 1.1: Investigate and Validate the Purpose and Scope of Accreditation

In June, the project team for SP1.1 met with our Engineering Education Task Force and our Benchmarking Task Force, respectively, to harvest lessons learned from their work producing reports on the current and emerging realities in engineering education and on the benchmarking of our accreditation system to others both domestically and internationally.

The Steering Committee, Academic Requirement Task Force and Purpose of Accreditation Task Force of SP1.1 all reviewed the revised approach to the project execution. Due to a need to engage a larger diversity of participants including students, employers and the public, the project will hold an engagement session in late fall to consider the futures of engineering and engineering accreditation and to make use of prototyping and simulations to

develop our deliverables. All groups were supportive of the approach and will contribute to their execution.

The November strategic foresight session will bring together the diverse perspectives of the Canadian engineering ecosystem to begin the process of creating an accreditation system that moves everyone forward together. Together we will explore the question What will the engineer of the future need to do? This output from this session will be used in subsequent design processes to build and test models for the purpose of accreditation, and the academic requirement for licensure.

Over the summer, the Design Team that will develop the November foresight engagement session for SP1.1 began their work to scope and design this event. The team will meet bi-weekly in the fall to design a session to engage a diverse group of engineers and engineering stakeholders to consider what the engineer of the future will be required to do.

The Regulator Advisory Group for SP1.1 met to discuss the new project approach and communications with their regulator. The group supported the increased diversity of project participants, and brainstormed what information will help them keep their regulator fully informed.

#### **Strategic Priority 1.2: Strengthen collaboration and harmonization**

The Collaboration Task Force met throughout the summer to develop a position paper on collaboration and harmonization which will serve as the basis for regulator consultations in 2023. The project will consult with each regulators individually, and will also host a national consultation with all regulators in conjunction with the October 2023 Board meeting.

The Task Force also had the opportunity to meet the lead project consultants from Hill + Knowlton, who will facilitate the regional and national consultations next year. The Task Force shared insight on lessons learned from past endeavours as well as the challenges and opportunities in the project.

#### **Strategic Priority 2.1: Accelerating 30 by 30**

A key to the success of Strategic priority 2.1 is engagement, including employer engagement in our 30 by 30 work. To reach our desired outcomes within SP2.1 and within other areas of Engineers Canada overall, we have merged our Equity, Diversity, and Inclusion (EDI) portfolio with the Outreach and Engagement portfolio. To that end, I am very pleased to announce that the combined EDI and Outreach and Engagement portfolios will be led by Kim Bouffard (currently our Manager, Outreach and Engagement), who, effective Monday, August 29, became Manager, Belonging and Engagement. In addition, Yasemin Tanaçan-Blacklock (currently our Associate, Equity, Diversity and Inclusion) took on a new position, Advisor, Equity and Belonging.

Engineers Canada met with regulator staff from across the country regarding the development of a national engagement strategy for engineering employers. This strategy will advance the national 30 by 30 goal and equity, diversity, and inclusion broadly through the apparatus of licensure. The consultation session was ran by Jessica Vandenberghe of Guiding Star and Maxine Clarke of Flip Learning, and was facilitated by Brent Gibson, Kim Bouffard and Shelley Ford.

#### **Strategic Priority 2.2: Reinforce Trust and the Value of Licensure**

We finalized a service agreement with McMillan Vantage, the company that has been contracted to work with us on Strategic priority 2.2.

McMillan Vantage is an entrepreneurial, full-service communications consultancy with experience working across the engineering profession, the regulatory environment, and large-scale national campaigns. They are working with us on all aspects of the project, including the marketing campaign, our engineering graduate and EIT outreach, value of licensure messaging, and the research underpinning this work. McMillan Vantage was selected after successful completion of an RFP process. The Review Team consisted of Engineers Canada staff and regulator staff volunteers from our project advisory group. A big thank you to those staff on the Review Team from EGBC, APEGNB and Engineers PEI for their contribution to this important phase of the project.

The project team held their first virtual meeting with the team at McMillan Vantage. The kick-off meeting focused on clarifying project goals, expectations, and timelines. Currently, the project is preparing to deploy the initial research strategy and connecting with the regulator advisory group on the next steps.

#### **Accreditation Board**

The CEAB conducted a [public consultation](#) on its 30 by 30 Working Group Report. Stakeholders were invited to attend one of three drop-in sessions over the summer to provide their feedback. The consultation closed on August 31. The CEAB's Working Group on 30 by 30 has since met to discuss the [report's](#) consultation process and feedback received.

The CEAB's Policies and Procedures Committee held their summer meeting. Key agenda items included: approval of the 2022 Accreditation Criteria and Procedures, the 2023-2024 visit cycle documentation (including the Questionnaire submitted by programs under evaluation and visiting team tools and templates), updates on ongoing workplan

items, and input on the CEAB's 2023 draft work plan.

The CEAB's Accountability in Accreditation Committee met to discuss the findings from the 2021/2022 data collection. The 2022 Accountability in Accreditation Committee report will be presented to the CEAB in September and circulated widely thereafter. The CEAB expresses its thanks to all stakeholders who participated this year.

The Tandem System Advisory Committee met with staff to receive an update on the Tandem implementation schedule (targeted for September 2023 to support the 2024/2025 visit cycle) and to advise on the external user acceptance testing approach. The Advisory Committee will serve as testers later this Fall. Tandem is the new online data management system for accreditation, being implemented as part of the Accreditation Improvement Program. Engineers Canada staff attended the 2022 conference of the in Toronto. As a Platinum sponsor, the team hosted an information booth in the exhibit area. Additionally, Engineers Canada presented a podium talk titled, "[Accreditation vs. COVID: The CEAB's transition to virtual accreditation visits 2020/2021](#)" on behalf of co-authors. The team also facilitated a workshop on "How to prepare for a CEAB visit".

In June, Engineers Canada and [Canadian Engineering Education Association – Association Canadienne de l'Éducation en Génie \(CEEAC-ACÉG\)](#) entered into a formal five-year partnership where Engineers Canada will act as Sponsor and Contributor. The partnership between Engineers Canada and CEEA-ACÉG will support both parties' interest in advancing Canadian engineering through national outreach and collaboration, and to support engineering educators in meeting the standards of accreditation while sustaining and improving the quality of engineering education in Canada.

### Qualifications Board

In June, the CEQB Practice Committee met to review a draft of the new *Guideline for engineers and engineering firms on Indigenous consultation and engagement*. The document was very well received, and the committee was able to approve it “in principle”. Subsequently, the document was approved at the July CEQB meeting and is currently out for regulator consultation.

Also in June, the CEQB Executive committee met at the Engineers Canada offices to collaborate on plans for the upcoming CEQB virtual meeting and to discuss the CEQB’s upcoming work in the remainder of 2022. Notably, the meeting was chaired by Margaret Anne Hodges, who officially assumed the position of CEQB Chair on July 1st. At the meeting, the CEQB Executive also once again congratulated and thanked Mahmoud Mahmoud, Past CEQB Chair, for his eight years of service on CEQB. The Executive Committee also met later in the summer to discuss the September CEQB meeting and review progress on the work plan.

The CEQB Task Force on Workplace Gender Equity met to discuss consultation feedback and final revisions on its Guideline on workplace equity for women, as well as the publication and communications plans for the guideline. Based on regulator feedback concerning its usability for members, the guideline has been significantly streamlined and restructured. It is planned for CEQB approval in September and Engineers Canada Board approval.

The CEQB held its 119th meeting on July 18th, where the board welcomed its 2022-2023 chair, Margaret Anne Hodges. The primary purpose of this virtual meeting was to approve the recommended 2023 CEQB work plan, which will subsequently be reviewed and approved by the

Engineers Canada Board. Additionally, the CEQB approved several significant work items for next steps:

- The revised agricultural/biosystems/bioresource/food engineering syllabus, to be published on the Engineers Canada Website
- The draft new Guideline for engineers and engineering firms on Indigenous consultation and engagement, to be sent for regulator consultation
- The draft revised Guideline on good character, to be sent for regulator consultation
- The draft revised Engineers Canada paper on software engineering, to be sent for regulator consultation

Written feedback regarding the items up for consultation can be sent to Alison Peverley, Coordinator, Qualifications at [alison.peverley@engineerscanada.ca](mailto:alison.peverley@engineerscanada.ca). All consultations close on September 21.

The CEQB Task Force on Alternative Methods of Academic Assessment for non-CEAB applicants reviewed a draft of the Feasibility study on alternative methods of academic assessment for non-CEAB applicants. The draft guideline was subsequently approved by the task force. It is planned for CEQB approval in September, with regulator consultation to follow.

The CEQB Syllabus Committee approved a draft of the revised Electrical engineering syllabus for regulator consultation during the summer. At the meeting, the committee also reviewed the [Examination syllabi web page](#) framing and discussed the findings of a recent syllabus pulse check survey that went to NAOG members.

### **Equity, Diversity, and Inclusion**

On June 23, the INWED theme for 2022 was Inventors and Innovators. Engineers Canada spotlighted five women and non-binary people in engineering who were not only recognized for their engineering accomplishments, but who are also equity, diversity, and inclusion (EDI) leaders in their workplaces and in their profession. [Read more.](#)

Engineers Canada participated in the second of two virtual sessions with the University of Toronto (U of T) Troost Institute for Leadership Education in Engineering (ILead) research team that is working on the Social Sciences and Humanities Research Council (SSHRC) funded project on engineering career paths, specifically for underrepresented people and those pursuing non-traditional paths. The research focuses on tracking inequity in the workplace experiences of Canadian engineering graduates, including mobility patterns, the nature of workplace environments, and career stratification by gender or race. The work builds upon previous [ILead research](#)

Engineers Canada's Indigenous Advisory Committee attended Engineers Canada's office for our annual in-person meeting. The committee as well as staff travelled to Algonquins of Pikwakanagan First Nation for their 33rd annual summer Pow Wow, to continue the process of relationship and community building as part of our reconciliation in engineering work.

Engineers Canada signed a Memorandum of Understanding with Black Engineers of Canada (BEC). BEC was formed in 2020 with a mission to provide an enabling environment for growth and leadership by developing pathways to excellence for Black engineers and engineering graduates.

As of July 29, Cassandra Polyzou, our Manager, Equity, Diversity, and Inclusion, has said farewell to Engineers Canada to pursue a new path. We have shared with her our great thanks to her for her work since joining us in February 2018. We wish Cassandra all the very best!

### **Outreach and Engagement**

In July, the K-12 career awareness and post-Secondary early career working groups met to solidify plans for the rest of the year with a focus on next steps for the new National Crest Program, EIT/MIT research and National Engineering Month 2023.

### **National Programs**

Engineers Canada attended the virtual Global Affairs Canada (GAC) Chief Negotiator Round 2 debrief for the Canada-Indonesia Comprehensive Economic Partnership Agreement (CEPA) negotiations.

### **National Discipline and Enforcement Officials Group**

In July, the National Discipline and Enforcement Officials' Group's Software Enforcement Working Group finalized [a letter](#), signed by all twelve regulator CEOs and the Engineers Canada CEO, affirming that the regulation of the titles Software Engineer, IT Engineer and the like, as well as regulation of work related to software engineering, is consistent throughout Canada. This tool is expected to assist regulator staff in enforcing in these areas and dispel the myth that "other provinces don't regulate like this". The letter was distributed in a press release and on [Engineers Canada's website](#).

The National Discipline and Enforcement Officials Group convened for their annual face-to-face meeting in Calgary. In addition to sharing updates and the challenges and

successes of the last year, the group received updates from the CEQB on their work and from Engineers Canada on the national membership database and the annual IP/ trademark enforcement report. Finally, the group discussed changes to their own processes to improve activities such as triaging investigations, notification of other regulators regarding discipline cases, and the use of resignation agreements in disciplinary processes.

### **Government Relations**

The Public Affairs Advisory Committee's 2022-2023 workplan for the development of National Position Statements (NPSs) was distributed to Board members on June 8, 2022. Feedback regarding the development of new topics was accepted until July 8, 2022.

Engineers Canada's comments to the Treasury Board Secretariat regarding their Let's Talk Federal Regulation initiative have been submitted and posted on our public website at the following [link](#). A draft version of this submission was shared with regulators on June 9, 2022, with a deadline for comments of June 23, 2022. Engineers Nova Scotia, APEGA and Engineers Yukon responded with formal approval of the submission.

Engineers Canada attended the virtual Global Affairs Canada (GAC) Chief Negotiator debrief for the Canada-India Comprehensive Economic Partnership Agreement/Early Progress Trade Agreement (CEPA/EPTA) negotiations. Engineers Canada also attended the GAC Chief Negotiator debrief on the Canada-United Kingdom Free-Trade Agreement negotiations.

Engineers Canada's comments to Environment and Climate Change Canada regarding Canada's First National Adaptation Strategy have been submitted and posted on our public website at the following [link](#). A draft version of this

submission was shared with regulators on June 15, 2022, with a deadline for comments on July 12, 2022. APEGA, APEGNB and Engineers Nova Scotia responded with comments that were incorporated in the submission.

Prime Minister Justin Trudeau unveiled changes to his cabinet on August 31, 2022. Two changes were announced with Filomena Tassi becoming Minister Responsible for the Federal Economic Development Agency of Southern Ontario, and Helena Jaczek becoming Minister of Public Services and Procurement.

### **Regulatory research**

Engineers Canada's Regulatory Affairs team welcomed Kyle Smith as the new Manager, Regulatory research and international mobility. Kyle previously worked for Engineers Canada from 2016-2019 as our Manager, Assessments and has been working as a supervisor with Hydro Ottawa in the intervening years. Kyle's knowledge of regulation, engineering practice and association management, as well as his relationships with Regulators will all help him as he onboards to this new role.

### **International Mobility**

In late June and early July, Engineers Canada attended meetings of the International Engineering Alliance (IEA) regarding our participation in the Washington Accord (WA) and the International Professional Engineers Agreement (IPEA) and APEC Engineers Agreement (APEC-EA). Washington Accord signatories unanimously agreed to extend our full signatory status for another six years, the longest period possible.

In August, Engineers Canada participated in the annual general meeting and conference of the American National Council of Examiners for Engineering and Surveying (NCEES). President Kathy Baig and Manager, Regulatory research and international mobility, Kyle Smith, attended

on our behalf and brought back the following key updates:

- The council agreed to raise the price of the Fundamentals of Engineering (FE) exam from \$175 to \$225 (USD) to better cover the cost of running the computer-based testing program.
- The council updated a position statement to broaden acceptable engineering education to include a bachelor's degree in engineering technology as well as additional forms of supplemental education.
- Moving forward, the council will further explore the possibility of a common set of requirements for state-to-state mobility.
- Finally, the NCEES continues to address threats to professional licensure in collaboration with the Alliance for Responsible Professional Licensing (ARPL).

practice engineering in Canada, and thus the Mark is deceptively misdescriptive. Anyone with questions about the decision are invited to contact Evelyn Spence, General Counsel and Corporate Secretary, at [evelyn.spence@engineerscanada.ca](mailto:evelyn.spence@engineerscanada.ca).

### **Special**

Former Engineers Canada President, David Lynch, was appointed an Officer of the Order of Canada, and G. Ross Peters, former CEAB Chair, was appointed a Member of the Order of Canada. Visit [here](#) for more information.

Engineers Canada's opposition of the trademark ENGINEERING TOMORROW. TOGETHER (the "Mark"), applied for by Germany-based company, ThyssenKrupp AG ("ThyssenKrupp"), resulted in a successful decision, with the Mark being refused by the Trademarks Opposition Board. ThyssenKrupp sought to register the Mark in Canada in respect of a long list of services, including personnel management consultancy services and financial asset management services, to name a few. Notably, Engineers Canada tendered evidence that ThyssenKrupp is not licensed or registered to engage in the practice of engineering in Canada and does not employ any engineers licensed to





## Compte rendu à l'intention des administrateurs et administratrices d'Ingénieurs Canada Septembre 2022

### Conseil d'Ingénieurs Canada

En juin, l'atelier stratégique du conseil d'Ingénieurs Canada de 2022 a eu lieu à Mont-Tremblant (Québec). Le lundi 20 juin, le conseil s'est réuni brièvement pour confirmer la nomination des membres aux rôles, aux comités et aux groupes de travail. Vous pouvez consulter les résolutions découlant de l'adoption des motions de la réunion [ici](#). Après la réunion du conseil, les nouveaux comités et groupes de travail se sont réunis pour la première fois de l'année afin de nommer leurs présidents respectifs et de traiter d'autres affaires :

Ann English sera présidente du Comité sur la gouvernance 2022-2023. Le comité a passé en revue et approuvé son plan de travail pour l'année à venir, et révisé un certain nombre de politiques qui seront soumises à l'approbation du conseil en septembre. Le comité a également examiné et appuyé l'adoption d'un nouveau certificat de conformité aux lois, qui sera présenté lors de la réunion du conseil en septembre.

Arjan Arenja sera président du Comité FAGR 2022-2023. Le comité FAGR a examiné et approuvé le plan de travail pour l'année à venir et a également examiné les hypothèses budgétaires pour 2023, en vertu du nouveau processus d'approbation des hypothèses relatives à l'enveloppe budgétaire approuvé par le conseil en mai.

Nancy Hill sera présidente du Groupe de travail sur la planification stratégique et Christian Bellini sera président du Groupe de travail sur la collaboration. Les deux groupes de travail se

sont réunis en vue d'approuver leurs plans de travail pluriannuels respectifs et se sont orientés concernant le travail de leurs groupes respectifs.

Le Comité des finances, d'audit et de gestion des risques (FAGR) s'est réuni virtuellement en août. Lors de cette réunion, le comité a révisé les états financiers et le rapport sur le rendement des investissements du deuxième trimestre de 2022, ainsi que le registre des risques. On lui a également présenté la première ébauche du budget de 2023 ainsi la cotisation proposée par personne pour 2025, qui seront présentées au conseil d'Ingénieurs Canada à titre d'information lors de sa réunion de septembre.

Les réunions de l'automne d'Ingénieurs Canada ont lieu du 27 au 29 septembre 2022 à Ottawa. L'horaire complet des réunions est accessible [ici](#).

### Priorité stratégique 1.1 Examiner et valider le but et la portée de l'agrément

En juin, l'équipe de projet de la PS1.1 s'est réunie avec notre Groupe de travail sur la formation en génie et notre Groupe de travail sur l'analyse comparative, respectivement, pour récolter les leçons apprises de la production de rapports sur les réalités actuelles et émergentes de la formation en génie et sur l'analyse comparant le système canadien d'agrément des programmes de génie à d'autres systèmes d'agrément au Canada et dans le monde.

Le Comité directeur, le Groupe de travail sur l'exigence de formation universitaire et le Groupe de travail sur le but de l'agrément de la PS1.1 ont tous examiné l'approche révisée à la réalisation du projet. En raison du besoin de



mobiliser des participants plus divers, y compris des étudiant.e.s, des employeurs et le grand public, le projet organisera une séance de mobilisation à la fin de l'automne afin d'examiner l'avenir du génie et de l'agrément en génie et de tirer parti du prototypage et de simulations dans l'élaboration de nos produits livrables. Tous les groupes étaient en faveur de l'approche et contribueront à sa mise en œuvre.

La séance de prospective stratégique en novembre réunira les divers points de vue de l'écosystème du génie canadien afin d'entamer le processus de mise sur pied d'un système d'agrément qui fait avancer tout le monde ensemble. Ensemble, nous explorerons la question de savoir « *ce que l'ingénieur de l'avenir devra réaliser* ». Les conclusions de cette séance seront utilisées dans les processus de conception subséquents afin de construire et de mettre à l'essai des modèles à des fins d'agrément et l'exigence de formation pour l'obtention d'un permis d'exercice. Au cours de l'été, l'équipe de conception qui planifie la séance de prospective de novembre pour la PS1.1 a commencé à planifier son travail visant à évaluer la portée de l'événement et travailler à sa conception. L'équipe se réunira toutes les deux semaines en automne afin de concevoir une séance visant à mobiliser un groupe divers d'ingénieurs et de parties prenantes du milieu du génie afin d'explorer la question de ce que l'ingénieur de l'avenir devra réaliser.

Le Groupe consultatif des organismes de réglementation pour la PS1.1 s'est réuni afin de discuter de la nouvelle approche du projet et de la communication avec son organisme de réglementation. Le groupe était en faveur de l'augmentation de la diversité des participants au projet et a organisé un remue-méninge pour cerner l'information qui l'aidera à tenir son organisme de réglementation au courant.

#### **Priorité stratégique 1.2 : Renforcer la collaboration et l'harmonisation**

Le groupe de travail sur la collaboration s'est réuni au cours de l'été pour commencer à rédiger un énoncé de position sur la collaboration et l'harmonisation, sur laquelle les organismes de réglementation s'appuieront lors de leurs consultations en 2023. Chaque organisme de réglementation sera consulté individuellement et une consultation nationale aura lieu également avec tous les organismes de réglementation en marge de la réunion du conseil en octobre 2023.

Le Groupe de travail a également eu l'occasion de rencontrer les principaux consultants du projet de Hill + Knowlton, qui animeront les consultations l'année prochaine à l'échelle régionale et à l'échelle nationale. Le Groupe de travail a fait part de ses idées sur les leçons apprises des initiatives passées ainsi que sur les défis et les possibilités du projet.

#### **Priorité stratégique 2.1 : Accélérer 30 en 30**

La mobilisation des employeurs, entre autres parties prenantes, dans le cadre de notre travail sur l'initiative 30 en 30, est un élément primordial pour assurer la réussite de la Priorité stratégique 2.1. Afin de réaliser nos objectifs souhaités dans le cadre de la PS2.1 et dans d'autres domaines d'intérêt général pour Ingénieurs Canada, cette semaine, nous avons fusionné notre portefeuille Équité, Diversité et Inclusion (EDI) avec le portefeuille Rayonnement et Engagement. Dans ce contexte, j'ai le grand plaisir d'annoncer que les portefeuilles conjoints EDI et Rayonnement et Engagement seront dirigés par Kim Bouffard (actuellement gestionnaire, Rayonnement et Engagement) qui, dès lundi 29 août, a assumé la fonction de gestionnaire, Appartenance et Engagement. En outre, Yasemin Tanaçan-Blacklock (actuellement associée, Équité, Diversité et Inclusion) a accepté un nouveau poste de conseillère, Équité et Appartenance.

Ingénieurs Canada s'est réuni avec des membres du personnel d'organismes de réglementation de tout le pays afin de discuter de la mise sur pied d'une stratégie de mobilisation des employeurs du secteur du génie à l'échelle nationale. Cette stratégie vise à faire avancer l'objectif national de l'initiative 30 en 30 ainsi que l'équité, la diversité et l'inclusion à grande échelle par l'intermédiaire du mécanisme d'attribution du permis d'exercice. La séance de consultation était dirigée par Jessica Vandenberghe de Guiding Star et par Maxine Clarke de Flip Learning et était animée par Brent Gibson, Kim Bouffard et Shelley Ford.

#### **Priorité stratégique 2.2 : Renforcer la confiance et la valeur du permis d'exercice**

Nous avons finalisé une entente de services avec McMillan Vantage, l'entreprise retenue pour collaborer avec nous au titre de la Priorité stratégique 2.2. McMillan Vantage est une entreprise de consultation offrant des services complets avec une expérience de travail dans tous les domaines du génie, du milieu réglementaire et dans le cadre de campagnes nationales à grande échelle. L'entreprise collabore avec nous sur tous les aspects du projet, y compris la campagne de marketing, notre programme de rayonnement auprès des ingénieurs stagiaires et des diplômés en génie, les messages concernant la valeur du permis d'exercice et les recherches sur lesquelles ce travail est fondé. Elle a été embauchée à la suite d'un processus de demande de propositions. L'équipe qui a pris part à la sélection était composée de membres du personnel d'Ingénieurs Canada et de bénévoles des organismes de réglementation qui font partie de notre Groupe consultatif du projet. Un grand merci à tous les membres du personnel de l'équipe de sélection d'EGBC, de l'AIGNB et

d'Engineers PEI pour leur contribution à cette étape fondamentale du projet.

La première réunion virtuelle de l'équipe de projet avec l'équipe de McMillan Vantage a eu lieu. Cette réunion était axée sur la clarification des objectifs, des attentes et de l'échéancier du projet. En ce moment, on s'apprête à lancer la stratégie initiale de recherche et à communiquer avec le groupe consultatif des organismes de réglementation concernant les prochaines étapes.

#### **Bureau d'agrément**

Le BCAPG a mené une [consultation publique](#) sur le rapport du Groupe de travail 30 en 30 du Bureau d'agrément. Les parties prenantes étaient invitées à fournir leurs commentaires en participant à l'une de trois séances libres au cours de l'été. La période de consultation s'est terminée le 31 août. Depuis, le Groupe de travail 30 en 30 du Bureau d'agrément s'est réuni afin de discuter du processus de consultation du [rapport](#) et des commentaires reçus.

Le Comité des politiques et des procédures du BCAPG a tenu sa réunion d'été. Les principaux points à l'ordre du jour étaient l'approbation des Normes et procédures d'agrément 2022, les documents relatifs au cycle de visites 2023-2024 (y compris le Questionnaire soumis par les programmes qui font l'objet d'une évaluation et les outils et les modèles destinés aux équipes de visiteurs), des mises à jour sur des éléments du plan de travail en cours et des commentaires sur l'ébauche du plan de travail du BCAPG pour 2023.

Le Comité sur la responsabilité en matière d'agrément du BCAPG s'est réuni afin de discuter des conclusions à la suite de la collecte de données en 2021-2022. Le rapport du Comité sur la responsabilité en matière d'agrément pour 2022 sera présenté au BCAPG

à sa réunion de septembre ensuite distribué à grande échelle. Le BCAPG tient à remercier toutes les parties prenantes qui ont participé cette année.

Le Comité consultatif du système Tandem a rencontré le personnel pour recevoir une mise à jour sur le calendrier de mise en œuvre du système (prévue en septembre 2023 pour appuyer le cycle de visites 2024-2025) et fournir des conseils sur l'approche d'essais d'acceptation par les utilisateurs externes. Les membres du comité consultatif réaliseront ces essais plus tard cet automne. Tandem est le nouveau système de gestion des données pour l'agrément, mis en œuvre dans le cadre du Programme d'amélioration de l'agrément. Ingénieurs Canada a assisté au congrès de l'Association canadienne de l'éducation en génie (ACEG) de 2022 qui s'est tenu à Toronto. En tant que commanditaire platine, l'équipe a organisé un kiosque d'information dans la zone d'expositions. En outre, Ingénieurs Canada a présenté un discours de podium intitulé « [Accreditation vs. COVID : The CEAB's transition to virtual accreditation visits 2020/2021](#) » au nom des auteurs. L'équipe a également animé un atelier sur la façon de se préparer à une visite du Bureau d'agrément.

En juin, Ingénieurs Canada et la [Canadian Engineering Education Association – Association Canadienne de l'Éducation en Génie \(CEE-ACÉG\)](#) ont conclu un partenariat officiel de cinq ans en vertu duquel Ingénieurs Canada agira à titre de commanditaire et de contributeur. Le partenariat entre Ingénieurs Canada et l'ACÉG vise à atteindre un objectif cher aux deux parties, à savoir, faire progresser le génie canadien par le biais d'un rayonnement et d'une collaboration à l'échelle nationale et aider les formateurs en génie à respecter les normes d'agrément tout en maintenant et en

améliorant la qualité de la formation en génie au Canada.

### **Bureau des conditions d'admission**

En juin, le Comité sur l'exercice de la profession du BCCAG s'est réuni pour examiner l'ébauche du nouveau *Guide sur la consultation et la participation des Autochtones destiné aux ingénieurs et aux firmes d'ingénierie*. Le document a été très bien reçu, et le comité a pu l'approuver « en principe ». Par la suite, le document a été approuvé lors de la réunion du BCCAG en juillet et a été envoyé aux organismes de réglementation pour consultation.

En juin également, le comité exécutif du BCCAG s'est réuni aux bureaux d'Ingénieurs Canada afin de collaborer sur la planification de la prochaine réunion virtuelle du BCCAG et de discuter du travail à venir pour le reste de 2022. Il convient de souligner que Margaret Anne Hodges, qui assumera les fonctions de présidente du BCCAG le 1er juillet, a présidé cette réunion. Lors de la réunion, le comité exécutif a de nouveau félicité et remercié Mahmoud Mahmoud, président sortant du BCCAG, pour ses huit ans de service. Le Comité exécutif s'est également réuni plus tard cet été afin de discuter de la réunion du BCCAG en septembre et examiner les progrès réalisés en ce qui concerne le plan de travail.

Le Groupe de travail du BCCAG sur l'équité des genres en milieu de travail s'est réuni pour discuter des commentaires à la suite des consultations, ainsi que des révisions finales en ce qui concerne son Guide sur l'équité pour les femmes dans les milieux de travail et de ce qui est prévu pour la publication et les communications concernant le guide. Ce dernier a été passablement simplifié et remanié suivant les commentaires des organismes de réglementation concernant la facilité de son utilisation pour les membres. Il doit être envoyé

au BCCAG et au conseil d'Ingénieurs Canada au mois de septembre aux fins d'approbation.

Le 18 juillet, le BCCAG a tenu sa 119<sup>e</sup> réunion et accueilli sa présidente pour 2022-2023, Margaret Anne Hodges. Le principal objectif de cette réunion virtuelle était d'approuver le plan de travail du BCCAG recommandé pour 2023, qui sera ensuite examiné et approuvé par le conseil d'Ingénieurs Canada. En outre, le BCCAG a approuvé les prochaines étapes de plusieurs éléments de travail importants :

- La version révisée du programme d'examens de génie agricole/des biosystèmes/des bioressources/alimentaire a été approuvée et sera publiée dans le site d'Ingénieurs Canada.
- L'ébauche du nouveau Guide sur la consultation et la mobilisation des Autochtones à l'intention des ingénieurs et des firmes d'ingénierie sera soumise à la consultation des organismes de réglementation
- L'ébauche de la version révisée du Guide sur la bonne moralité sera soumise à la consultation des organismes de réglementation
- L'ébauche de la version révisée du document d'Ingénieurs Canada sur le génie logiciel sera soumise à la consultation des organismes de réglementation

Vous pouvez soumettre vos commentaires par écrit à Alison Peverley, coordonnatrice, Compétences professionnelles à [alison.peverley@engineerscanada.ca](mailto:alison.peverley@engineerscanada.ca). Les quatre consultations se terminent le 21 septembre.

Le Groupe de travail du BCCAG sur d'autres méthodes d'évaluation des candidats issus de programmes non agréés par le BCAPG a examiné l'ébauche d'une étude de faisabilité

sur d'autres méthodes d'évaluation de la formation en génie. La version provisoire de l'étude a ensuite été approuvée par le groupe de travail. Son approbation par le BCCAG est prévue en septembre, suivie de la consultation des organismes de réglementation.

Le Comité des programmes d'examens du BCCAG s'est réuni au cours de l'été pour examiner et approuver la révision du programme d'examens de génie électrique en vue de la soumettre à la consultation des organismes de réglementation. Lors de la réunion, le comité a également examiné la structure de la [page Web des programmes d'examens](#) et discuté des résultats d'un récent sondage ponctuel sur les programmes d'examens qui a été soumis aux membres du Groupe national des responsables de l'admission (GNRA).

### **Équité, diversité et inclusion**

Le 23 juin, le thème de la Journée internationale des femmes en génie (INWED) était « Inventrices et innovatrices ». Ingénieurs Canada a mis en lumière cinq femmes et personnes non binaires qui non seulement sont reconnues pour leurs réalisations dans le domaine du génie, mais qui sont également des leaders en matière d'équité, de diversité et d'inclusion (EDI) dans leurs milieux de travail et dans leur profession. [En savoir plus.](#)

Ingénieurs Canada a participé à la deuxième et dernière réunion virtuelle avec l'équipe de recherche du Troost Institute for Leadership Education in Engineering (ILead) de l'Université de Toronto (UofT) qui travaille à une étude sur les cheminements de carrière en génie subventionnée par le Conseil de recherches en sciences humaines du Canada (CRSH), plus précisément pour les personnes sous-

représentées et celles qui suivent des voies non traditionnelles. La recherche est axée sur les expériences d'iniquité en milieu de travail des diplômés canadiens en génie, notamment les schémas de mobilité, la nature des environnements de travail et la stratification des carrières par genre ou par sexe. Ce travail s'appuie sur des .

Le Comité consultatif autochtone d'Ingénieurs Canada s'est rendu dans nos bureaux pour notre réunion annuelle en personne. Le comité et le personnel se sont rendus chez la Première Nation des Algonquins de Pikwakanagan pour leur 33<sup>e</sup> pow-wow annuel d'été, afin de poursuivre le processus d'établissement de relations avec la communauté et des relations dans le cadre de notre travail sur la réconciliation dans le milieu du génie.

Ingénieurs Canada a signé un Protocole d'entente avec Black Engineers of Canada (BEC). Créé en 2020, Black Engineers of Canada (BEC) a pour mission de fournir un environnement propice à la croissance et au leadership en ouvrant des voies vers l'excellence pour les ingénieurs et les diplômés en génie noirs.

À compter du 29 juillet, Cassandra Polyzou, notre gestionnaire, Équité, Diversité et Inclusion, a quitté Ingénieurs Canada pour explorer de nouvelles possibilités professionnelles. Nous l'avons remerciée de l'excellent travail qu'elle a réalisé chez nous depuis son entrée en poste en février 2018. Nous souhaitons à Cassandra le meilleur des succès!

### **Rayonnement et Engagement**

En juillet, le groupe de travail sur la sensibilisation aux carrières auprès des jeunes de la maternelle à la 12<sup>e</sup> année, le groupe de travail des étudiants au niveau postsecondaire et le groupe de travail des ingénieurs en début de carrière se sont réunis afin de consolider

leurs plans pour le reste de l'année, en se concentrant particulièrement sur le nouveau programme national d'écusson d'ingénierie, les recherches sur les ingénieurs stagiaires et membres stagiaires et le Mois national du génie 2023.

### **Programmes nationaux**

Ingénieurs Canada a assisté au débriefage en ligne du Négociateur en chef d'Affaires mondiales Canada (AMC) sur la deuxième ronde de négociations de l'Accord de partenariat économique global (APEG)/accord commercial des premiers progrès (ACPP) entre le Canada et l'Indonésie.

### **Groupe national des responsables de la discipline et de l'application de la loi**

En juillet, le Groupe de travail sur l'application de la loi au génie logiciel, qui fait partie du Groupe national des responsables de la discipline et de l'application de la loi, a mis la dernière main à [la lettre](#), qui a été signée par les chefs de direction des douze organismes de réglementation et par le chef de la direction d'Ingénieurs Canada. Cette lettre affirme que la réglementation de titres tels qu'ingénieur logiciel, ingénieur informatique et d'autres titres semblables, ainsi que la réglementation de l'exercice du génie logiciel, sont uniformes partout au Canada. Cet outil est censé aider les membres du personnel des organismes de réglementation à appliquer la loi dans ces domaines et à mettre fin au mythe selon lequel « d'autres provinces n'ont pas le même système de réglementation ». La lettre a été diffusée dans le cadre d'un communiqué de presse et sur le [site web](#).

Le Groupe national des responsables de la discipline et de l'application de la loi a tenu sa réunion annuelle en personne à Calgary. En plus d'échanger sur leurs actualités, ainsi que sur les

défis et les succès de la dernière année, les membres du groupe ont reçu des mises à jour sur le travail du BCCAG et sur la Base de données nationale sur les effectifs et le rapport annuel sur la protection de la propriété intellectuelle et des marques de commerce d'Ingénieurs Canada. Enfin, le groupe a discuté des changements à apporter à ses propres processus pour améliorer des activités telles que le triage des enquêtes, la notification des autres organismes de réglementation concernant les cas disciplinaires et l'utilisation des ententes de démission dans les processus disciplinaires.

#### **Relations gouvernementales**

Le plan de travail 2022-2023 du Comité consultatif des affaires publiques visant l'élaboration d'énoncés de principe nationaux a été distribué aux membres du conseil le 8 juin 2022. Les commentaires concernant l'élaboration de nouveaux sujets étaient acceptés jusqu'au 8 juillet.

Les commentaires d'Ingénieurs Canada à l'intention du Secrétariat du Conseil du Trésor concernant son initiative intitulée Parlons des règlements fédéraux ont été soumis et publiés sur notre [site Web](#). Une version préliminaire de ce document a été transmise le 9 juin dernier aux organismes de réglementation, qui avaient jusqu'au 23 juin pour la commenter. Engineers Nova Scotia, APEGA et Engineers Yukon ont officiellement approuvé ce document.

Ingénieurs Canada a assisté au débriefage du Négociateur en chef d'Affaires mondiales Canada (AMC) pour les négociations de l'Accord de partenariat économique global (APEG)/accord commercial des premiers progrès (ACPP) entre le Canada et l'Inde. Ingénieurs Canada a également assisté au débriefage du Négociateur en chef d'AMC sur les négociations d'un accord de libre-échange entre le Canada et le Royaume-Uni.

Les commentaires adressés par Ingénieurs Canada à Environnement et Changement climatique Canada concernant la première Stratégie nationale d'adaptation du Canada ont été publiés dans notre site Web public [ici](#). Une version préliminaire de ce document a été transmise le 15 juin dernier aux organismes de réglementation, qui avaient jusqu'au 12 juillet pour la commenter. L'APEGA, l'AIGNB et Engineers Nova Scotia ont fourni des commentaires qui ont été intégrés dans le document.

Le premier ministre Justin Trudeau a dévoilé un remaniement de son cabinet. Deux changements ont été annoncés : Filomena Tassi devient ministre responsable de l'Agence fédérale de développement économique pour le Sud de l'Ontario, et Helena Jaczek devient ministre des Services publics et de l'Approvisionnement.

#### **Recherche réglementaire**

L'équipe des Affaires réglementaires d'Ingénieurs Canada a accueilli Kyle Smith à titre de gestionnaire, Recherche réglementaire et Mobilité internationale. Kyle a déjà travaillé à Ingénieurs Canada de 2016 à 2019 en tant que gestionnaire, Évaluations et a travaillé depuis comme superviseur à Hydro Ottawa. Ses connaissances en matière de réglementation de l'exercice du génie et de la gestion d'associations, ainsi que ses relations avec les organismes de réglementation, lui seront utiles pour intégrer son nouveau poste.

#### **Mobilité internationale**

À la fin de juin et au début de juillet, Ingénieurs Canada a assisté aux réunions de l'International Engineering Alliance (IEA) ayant trait à sa participation à l'Accord de Washington et à l'International Professional Engineers Agreement (IPEA) et l'APEC Engineers Agreement (APEC-EA). Les signataires de

l'Accord de Washington ont convenu à l'unanimité de prolonger notre statut de membre signataire à part entière pour six ans, c'est-à-dire la période la plus longue possible. De plus amples renseignements sur ces réunions se trouvent ici.

En août, Ingénieurs Canada a participé à l'assemblée générale annuelle et à la conférence du National Council of Examiners for Engineering and Surveying (NCEES) des États-Unis. La présidente Kathy Baig et Kyle Smith, gestionnaire, Recherche réglementaire et Mobilité internationale, nous ont représenté à ces instances, dont voici les principaux points saillants :

- Le NCEES a convenu d'augmenter le prix de l'examen Fundamentals of Engineering (FE) de 175 \$ à 225 \$ (USD) afin de mieux couvrir les coûts de fonctionnement du programme d'examen informatisé.
- Il a également mis à jour un énoncé de principe visant à élargir la formation en génie acceptable en y incluant un baccalauréat en technologie du génie, ainsi que d'autres formes de formation complémentaire.
- Le NCEES explorera davantage la possibilité d'établir un ensemble commun d'exigences pour la mobilité entre les États.
- Enfin, le NCEES continue de contrer les menaces à l'attribution du permis d'exercice en collaboration avec l'Alliance for Responsible Professional Licensing (ARPL).

#### **Nouvelles particulières**

David Lynch, ancien président d'Ingénieurs Canada, a été nommé Officier de l'Ordre du Canada et Ross Peters, ancien président du BCAPG, a été nommé membre de l'Ordre du

Canada. Vous pouvez consulter [ce lien](#) pour de plus amples informations.

Une décision positive a été rendue dans l'opposition d'Ingénieurs Canada à la marque de commerce ENGINEERING TOMORROW. TOGETHER (la « Marque »), dont la demande d'enregistrement a été déposée par l'entreprise allemande ThyssenKrupp AG (« ThyssenKrupp »), la Commission d'opposition des marques de commerce ayant refusé la demande d'enregistrement de la Marque. ThyssenKrupp a demandé l'enregistrement de la Marque au Canada en ce qui a trait à la prestation d'une longue liste de services, dont des services de consultation en gestion de personnel et des services de gestion d'actifs financiers, entre autres. Il convient de souligner qu'Ingénieurs Canada a présenté des éléments de preuve indiquant que ThyssenKrupp n'est pas titulaire d'un permis d'exercice du génie ni inscrite au Canada et n'emploie pas d'ingénieurs titulaires d'un permis d'exercice au Canada. Ainsi, la Marque présente une description fausse et trompeuse. Toute personne qui aurait des questions sur la décision est priée de communiquer avec Evelyn Spence, avocate générale et secrétaire générale, à [evelyn.spence@engineerscanada.ca](mailto:evelyn.spence@engineerscanada.ca).

# Briefing Note – Information

C-549-3.4

## **GOVERNANCE COMMITTEE REPORTS AND 2022–2023 WORKPLANS**

**Purpose:** To inform Council of the recent activities of the four governance committees.

**Motion(s) to consider:**

none required

The reports submitted by the governance committees chairs are included as appendices to this briefing note.

### **Appendices:**

App A – Chair’s Report and 2022-23 Workplan - Audit and Finance Committee (AFC) – attached

App B – Chair’s Report and 2022-23 Workplan - Governance and Nominating Committee (GNC) - attached

App C – Chair’s Report and 2022-23 Workplan - Human Resources and Compensation Committee (HRCC) – attached

App D – Chair’s Report - Regulatory Policy and Legislation Committee (RPLC) – attached.



**C-549-3.4  
Appendix A**

Committee  
Name: **Audit  
and Finance  
Committee  
(AFC)**

WHEN:  
06/29/2022 and  
09/08/2022

NEXT MEETING:  
10/18/2022

**AFC Summary Report to Council – September 23, 2022**

#	WHAT	Items discussed	WHO (Assigned to)	WHEN (Next Steps)	Status <sup>1</sup>
1	2023 Budget Assumptions	Overview of the 2023 Budget Assumptions and questions related to the continuation of the hybrid working model and building improvements.	PEO Staff	Feedback to inform drafting of 2023 Operating and Capital budgets	Complete
2	2023 Draft Operating and Capital Budgets	Review of draft operating and capital budgets – revenues, expenses, variance analysis.	PEO Staff	For Council feedback at 09/23/2022 meeting	Continue
3	Review of Financial Statements for the 7 Months Ending 07/31/2022	Review of Statements: Financial Position Projection, Projected Cash Flows, Revenues & Expenses, Balance Sheet, and Income Statement Variance Analysis.	Staff	Ongoing activity	Continue
4	Updates on Financial Risks and Investments	Committee received updates on and discussed financial risks and investments and the pension plan.	Staff	Ongoing activity	Continue
5	By-law Amendment re: Financial Approvals	As directed by Council at its June 24, 2022 meeting, reviewed an amendment to By-law and associated motion to update paragraph 45 in accordance with best practices.	Staff	Recommendation to Council for approval at 09/23/2022 meeting	Continue

<sup>1</sup> Green = Complete; Blue = Continue; Yellow = Modify; Red = Discontinue

Committee Name:  
Governance & Nominating (GNC)

## GNC Summary Report to Council – September 23, 2022

WHEN: 8/15/2022;  
9/9/2022

WHAT:

1. By-law Amendments
2. Councillor Submissions Process
3. Governance Roadmap (Phase 4): Risk Assessment – Chapter and Non-Chapter “Neither” Activities
4. Guideline for Attendance at Council and Committee Meetings
5. Audio Recordings of Council Meetings

NEXT MEETING:  
10/17/2022

#	WHAT	Items discussed	WHO (Assigned to)	WHEN (Next Steps)	Status <sup>1</sup>
1	By-law Amendments to Implement Directions Previously Approved by Council	<ul style="list-style-type: none"> <li>Proposed by-law amendments related to the governance committees, agendas and minutes approach, and the process for filling Councillor vacancies.</li> </ul>	PEO Staff <ul style="list-style-type: none"> <li>Prepared a Briefing Note for Council</li> </ul>	Council to consider for approval at meeting on 9/23/2022	Continue
2	Councillor Submissions Process	<ul style="list-style-type: none"> <li>Proposed process to further enhance and outline a clear process aligned with the <i>Councillor Submissions Protocol</i> approved-in-principle by Council in March 2021, subject to finalization and incorporation in the updated Council Manual.</li> </ul>	PEO Staff <ul style="list-style-type: none"> <li>Referred back to staff for alignment with the current Councillor practice of providing Notices of Motion as well as the Special Rules of Order for 2022-2023</li> </ul>	Status update at 10/17/2022 GNC meeting	Modify
3	Governance Roadmap (Phase 4): Risk Assessment for Chapter and Non-Chapter “Neither” Activities	<ul style="list-style-type: none"> <li>Update received from RCC liaison re: Chapter activities and PEO staff re: non-Chapter activities</li> </ul>	RCC & PEO Staff <ul style="list-style-type: none"> <li>Continue risk assessment process</li> </ul>	Status update at 10/17/2022 GNC meeting	Continue
4	Guideline for Attendance at Council and Committee Meetings	<ul style="list-style-type: none"> <li>Need identified for a written protocol to outline the processes and rules which support the inclusion of observers at PEO’s Council and committee meetings.</li> </ul>	PEO Staff <ul style="list-style-type: none"> <li>Prepared a Briefing Note for Council</li> </ul>	Council to consider for approval at meeting on 9/23/2022	Continue
5	Audio Recordings of Council Meetings	<ul style="list-style-type: none"> <li>Information provided on operational decision in 2021 to stop posting the recordings to PEO’s website.</li> <li>Update on the archival status of audio recordings and Aug 24 plenary discussion</li> </ul>	PEO Staff <ul style="list-style-type: none"> <li>Research re: French translation and compliance to the Accessibility for Ontarians with Disabilities Act (AODA)</li> </ul>	TBD based on other priorities	Continue

<sup>1</sup> Green = Complete; Blue = Continue; Yellow = Modify; Red = Discontinue

**C-549-3.4**  
**Appendix C**
**HRCC Summary Report to Council – September 23, 2022**

#	WHAT	Items discussed	WHO (Assigned to)	WHEN (Next Steps)	Status <sup>1</sup>
1	Workplace Violence and Harassment Policy	Committee reviewed updated proposed recommendations and agreed on additional changes to the Briefing Note.	PEO Staff	Recommendation to Council for approval at 09/23/2022 meeting	Continue
2	Whistleblower Policy	Committee reviewed a draft policy intended to establish the expectation and conditions for the reporting and handling of allegations of unethical, illegal, conduct; made suggestions for changes; and directed staff to prepare a briefing note for Council.	PEO Staff	Recommendation to Council for approval at 11/25/2022 meeting	Continue

Committee Name: Human Resources & Compensation (HRCC)

WHEN:  
07/21/2022;  
09/08/2022

WHAT:

1. WVHP
2. Whistle-blower Policy

NEXT 2  
MEETINGS:

11/3/2022;  
12/9/2022

<sup>1</sup> Green = Complete; Blue = Continue; Yellow = Modify; Red = Discontinue

## RPLC Summary Report to Council – September 23, 2022

Committee Name:  
**Regulatory Policy and Legislation Committee (RPLC)**

WHEN:

07/07/2022;  
08/12/2022; and  
09/09/2022

WHAT:

1. FARPACTA: Operational Update
2. FARPACTA: Part 1
3. Report on Regulatory Projects
4. Workplan for 2022/2023

NEXT MEETINGS:

TBD (late Sep);  
10/14/2022

#	WHAT	Items discussed	WHO (Assigned to)	WHEN (Next Steps)	Status <sup>1</sup>
1	FARPACTA Compliance Project Plan – Operational Update	<ul style="list-style-type: none"> <li>- <i>Fair Access to Regulated Professions and Compulsory Trades Act</i> (“FARPACTA”) project in the context of other PEO initiatives stemming from the <i>2019 External Regulatory Review</i> as well as the passage of the <i>Working for Workers Act, 2021</i>.</li> <li>- Current status of steps that will enable PEO to meet key requirements set out in FARPACTA and its regulations.</li> <li>- Updates on internal and external communications; consultation, collaboration; process for securing stakeholder engagement; project design; and training/continuous improvement.</li> </ul>	PEO Staff	Update provided at each RPLC meeting	Continue
2	FARPACTA Part 1: Equivalent Academic Qualifications	<ul style="list-style-type: none"> <li>- Report outlining PEO’s legislative framework for academic requirements for licensure and the current determination process; impact of FARPACTA timelines on the current licensing process.</li> <li>- Presentation from FARPACTA Compliance and Equivalences Working Group (“FACE WG”)</li> </ul>	PEO Staff; RPLC, and FACE WG	<p>RPLC recommendation in October</p> <p>Council to consider for approval at meeting on 11/25/2022</p>	Continue
3	Regulatory Policy Projects by Non-Governance Committees	Reviewed proposed actions and next steps related to finalizing transition decisions on current regulatory policy projects by non-governance committees.	PEO Staff & GNC	Liaise with all non-governance committees that had a policymaking role to compile their Terms of Reference	Continue
4	RPLC’s Work Plan for 2022/2023	The Committee approved an updated RPLC work plan for 2022/23, subject to 4 amendments. Final version is included in Council’s September 23, 2022 meeting package.	PEO Staff finalized	One-page summary at each RPLC meeting	Complete

<sup>1</sup> Green = Complete; Blue = Continue; Yellow = Modify; Red = Discontinue  
pg. 1



**Professional Engineers  
Ontario**

**C-549-3.4  
Appendix D**

## Regulatory Policy & Legislation Committee Workplan 2022-2023 At a Glance

JULY 2022	AUGUST & SEPTEMBER 2022
Receive <b>FARPACTA briefing</b> and finalize /approve <b>RPLC Work Plan</b>	<b>FARPACTA Part 1:</b> <ul style="list-style-type: none"> <li>- Review recommendations for policy directions on Academic equivalency qualifications and provide input/feedback. Make recommendations to be brought to Council in September for approval</li> <li>- Receive operational updates</li> </ul> <b>Finalize transition decisions</b> on current regulatory policy projects by non-governance committees.
OCTOBER & NOVEMBER 2022	JANUARY & FEBRUARY 2023
<b>FARPACTA Part 2:</b> <ul style="list-style-type: none"> <li>- Review recommendations for policy directions on Canadian Experience Requirements. Provide input/ feedback. Explore alternatives to the EIT program.</li> <li>- Make Recommendations to be brought to Council in November for approval</li> <li>- Receive operational updates</li> </ul> <b>FARPACTA Part 3:</b> Additional review of Parts 1 & 2, if needed <b>PSC Guidelines (if ready);</b> review draft guideline for Council approval	<b>FARPACTA Policy Direction – Regulation Changes</b> <ul style="list-style-type: none"> <li>- Review recommendations for policy directions (Regulatory Impact Assessment for Regulation changes). Provide input/feedback</li> <li>- Make recommendations to be brought to Council in February for approval</li> </ul> <b>PSC Guidelines (if ready);</b> review draft guideline for Council approval <b>Regulatory Policy Development:</b> Review and approve the proposed Regulatory Policy Development Framework. The new framework will bring PEO's policymaking in line with the principles of right-touch regulation and will ensure effective oversight of PEO's regulatory policy by RPLC/Council
MARCH 2023	APRIL 2023
<b>FARPACTA – Regulation Changes</b> <ul style="list-style-type: none"> <li>- Review sealed Regulation changes as matching policy intents approved at previous Council meeting</li> <li>- Recommended Sealed Regulation to be brought to Council in April for approval</li> </ul> <b>PSC Guidelines (if ready);</b> review draft guideline for Council approval <b>Regulatory Risk Management Plan:</b> Review recommendations for managing and mitigating regulatory risk for approval.	<i>This meeting will be held as needed. It will be the close-out meeting of the 2022/2023 Council term.</i>



## Regulatory Policy & Legislation Committee Workplan 2022-2023<sup>1</sup>

The Council of the Professional Engineers of Ontario (PEO) has established the Regulatory Policy & Legislation Committee (the "Committee") is to assist the Council in fulfilling its oversight responsibilities and gaining reasonable assurance as to:

1. The development, review and revisions of legislative changes, regulations, standards, guidelines, bylaws and policies related to PEO's regulatory mandate and protecting and serving the public
2. The identification of regulatory issues for addressing, monitoring, and reviewing policy proposals and providing regulatory impact analysis, providing policy coordination with the Attorney General as per Council's approved intents, and reviewing draft legislation for alignment between policy intent and legislative provisions

REGULATORY POLICY & LEGISLATION COMMITTEE <sup>2</sup>	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Comments/Status
	J	A	S	O	N	D	J	F	M	A	M	J	
Committee Responsibilities & Duties Related to Legislation and Regulatory Policy													
Provide governance to PEO in the area of regulatory policy and legislation, including reviewing and recommending to Council any amendments, revisions or changes to	July – Receive FARPACTA briefing <sup>3</sup> and finalize RPLC Work Plan  August (& September) –			October (& November)- FARPACTA Part 2: Review recommendations for policy directions on Canadian			January (& February)–  FARPACTA Policy Direction – Regulation Changes			A meeting in April will be held as needed.			Complete  FARPACTA Part 1 discussed at Aug 12 and Sep 9 meetings

<sup>1</sup> While respecting the firm deadlines imposed by any relevant legislative proposals, it is understood that deadlines and deliverables require some leeway and flexibility to allow for committee feedback which may necessitate revisions at a later meeting.

<sup>2</sup> All governance committees use a standard committee work plan template that is tied to their charters as approved by Council. Committee responsibilities and duties outlined in this column come from the RPLC's charter. A simple one-page work plan is provided for ease of reference.

<sup>3</sup> As requested at the May meeting, a detailed FARPACTA compliance project is provided to the committee.



**Professional Engineers**  
Ontario

**C-549-3.4**  
**Appendix D**

REGULATORY POLICY & LEGISLATION COMMITTEE <sup>2</sup>	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Comments/Status
	J	A	S	O	N	D	J	F	M	A	M	J	
regulatory policy, related bylaws, standards, guidelines, regulations or legislation to enhance effective regulation of the profession and protection of the public.	<b>FARPACTA Part 1:</b> -Review recommendations for policy directions on Academic equivalency qualifications and provide input/feedback. Make recommendations to be brought to Council in September for approval  Receive operational updates.			Experience Requirements and provide input/feedback. Explore alternatives to the EIT program. Make recommendations to be brought to Council in November for approval Receive operational updates  <b>FARPACTA Part 3:</b> Additional review of Parts 1 & 2, if needed			Review recommendations for policy directions (Regulatory Impact Assessment for Regulation changes). Provide input/feedback -Make recommendations to be brought to Council in February for approval  <b>March</b> (& April if needed)- <b>FARPACTA Sealed Regulation Changes</b> -Review sealed Regulation changes as matching policy intents approved at previous Council meeting -Recommended Sealed Regulation to be brought to						



**Professional Engineers  
Ontario**

**C-549-3.4  
Appendix D**

REGULATORY POLICY & LEGISLATION COMMITTEE <sup>2</sup>	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Comments/Status
	J	A	S	O	N	D	J	F	M	A	M	J	
							Council in April for approval Receive operational updates						
Monitor and evaluate applicable regulatory policy, relevant bylaws, standards, guidelines, regulations and legislation to gain reasonable assurance that PEO is complying, and to identify opportunities to enhance the effectiveness of regulatory policy.	Will be done in the context of the FARPACTA project												
Oversee and co-ordinate the stewardship of regulatory policy throughout PEO, including regulatory policy work of other committees, with a view to transitioning this work to this committee when practical.	September – Finalize transition decisions on current regulatory policy project work by non-governance committees			PSC Guidelines (if ready); review draft guideline for Council approval			PSC Guidelines (if ready) review draft guideline for Council approval			PSC Guidelines (if ready) review draft guideline for Council approval			Complete
Act as a custodian for PEO Legislation, identifying PEO policies, rules and operational issues which touch on or affect PEO Legislation and will provide guidance as to	Will be done in the context of the FARPACTA project												





**Professional Engineers  
Ontario**

**C-549-3.4  
Appendix D**

REGULATORY POLICY & LEGISLATION COMMITTEE <sup>2</sup>	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Comments/Status
	J	A	S	O	N	D	J	F	M	A	M	J	
which of these should be put into legislation.													
Inform Council of relevant external Legislative initiatives and changes which may affect PEO Legislation.													As needed
Review all referred policy proposals that involve authority from the Act, Regulations or By-laws and provide regulatory impact analysis and recommendations to Council.	Will be done in the context of the FARPACTA project												
Review Ontario legislation that conflicts with the authority or provisions of the Professional Engineers Act or its Regulations and make recommendations for corrective actions.													Ongoing process
<b>Committee Responsibilities &amp; Duties Related to Risk Oversight</b>													
Review and monitor PEO's risks related to regulatory policy and legislation and the steps taken by management to mitigate those risks.										March – Regulatory Risk Manageme nt Plan: Review recommend			



**Professional Engineers  
Ontario**

**C-549-3.4  
Appendix D**

REGULATORY POLICY & LEGISLATION COMMITTEE <sup>2</sup>	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Comments/Status
	J	A	S	O	N	D	J	F	M	A	M	J	
										ations for managing and mitigating regulatory risk for approval			
<b><i>Committee Responsibilities &amp; Duties Related to Compliance</i></b>													
Review PEO's regulatory policy and legislative procedures and policies to gain reasonable assurance of compliance with all legal and regulatory requirements and to investigate any non-adherence to those procedures and policies.							<b>January – Regulatory Policy Development</b> Review and approve the proposed Regulatory Policy Development Framework. The new framework will bring PEO's policymaking in line with the principles of right-touch regulation and will ensure effective oversight of PEO's regulatory policy by RPLC/Council						<b>Ongoing process</b>
OVERALL: Report after each meeting to the next Council meeting, including a written	<b>August</b>			<b>October</b>			<b>January</b>			<b>March</b>			



C-549-3.4  
Appendix D

REGULATORY POLICY & LEGISLATION COMMITTEE <sup>2</sup>	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Comments/Status
	J	A	S	O	N	D	J	F	M	A	M	J	
summary report of key issues, deliberations and recommendations, and a verbal report delivered by the Chair.													
Review the sufficiency of this mandate annually, or sooner if deemed necessary, and propose changes to the Governance & Nominating Committee for their review and onward recommendation to Council for approval.							March						