

Confirmation of Notice and Quorum

Agenda Item Number	C-561-1.1
Purpose	Secretariat to confirm notice and quorum of the meeting.

Confirmation Note – Approval of Agenda

Agenda Item Number	C-561-1.2
Purpose	To approve the agenda for the meeting.
Motion	(simple majority) That: a) The agenda, as presented to the meeting at C-561-1.2, Appendix A, be approved; and b) The Chair be authorized to suspend the regular order of business.
Attachments	Appendix A – 561 st Council meeting agenda

Prepared By: Eric Chor, Research Analyst



C-561-1.2
Appendix A

Draft AGENDA

561st Meeting of the Council of Professional Engineers Ontario

Friday, February 23, 2024 / 8:30 am – 5:00 pm / Lunch 12:30 – 1:15 pm

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

<u>ITEM</u>		Spokesperson	Type	Time
1. <u>OPENING (February 23)</u>		Spokesperson	Type	Time
1.1	WELCOME AND CALL TO ORDER <ul style="list-style-type: none"> Confirmation of Notice and Quorum Acknowledgement of Attendees (Council, Staff, and Guests) Other Announcements 	Chair	Confirmation	8:30
1.2	APPROVAL OF AGENDA	Chair	Confirmation	
1.3	DECLARATION OF CONFLICTS OF INTEREST: Disclosure of Councillor conflicts, if any	Chair	Exception	
2. <u>CONSENT AGENDA</u>		Spokesperson	Type	Time
Council members may request that an item be removed from the consent agenda for discussion.				
2.1	OPEN SESSION MINUTES – 560 COUNCIL MEETING	Chair	Decision	8:40
2.2	CHANGES TO 2024 STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LIST <ul style="list-style-type: none"> 2.2a) Appointment of Chairs 2.2b) Other Changes 	A. Dixit VP, Corporate Operations & Digital Transformation	Decision Information	
2.3	30 by 30 METRICS	D. Smith Director, External Relations	Information	
3. <u>EXECUTIVE REPORTS</u>		Spokesperson	Type	Time
3.1	PRESIDENT'S REPORT	Chair	Information	8:50
3.2	CEO/REGISTRAR'S REPORT	CEO/Registrar Quaglietta	Information	9:05
4. <u>STANDING ITEMS</u>		Spokesperson	Type	Time
4.1	NOMINATION OF TWO (2) PEO REPRESENTATIVES FOR APPOINTMENT TO ENGINEERS CANADA BOARD OF DIRECTORS	Chair	Decision (to Ratify Elections)	9:20

<u>ITEM</u>		Spokesperson	Type	Time
4.2	ENGINEERS CANADA BOARD OF DIRECTORS NOMINATION PROCESS	Chair	Discussion	
5. <u>AUDIT AND FINANCE COMMITTEE ITEMS</u>		Spokesperson	Type	Time
AFC Summary Report at Tab 5 in Diligent Boards				
6. <u>GOVERNANCE AND NOMINATING COMMITTEE ITEMS</u>		Spokesperson	Type	Time
GNC Summary Report at Tab 6 in Diligent Boards				
6.1	2024 ELECTION: NO MEMBER NOMINATED FOR NORTHERN REGION COUNCILLOR	Councillor MacFarlane GNC Chair	Decision	10:30
6.2	DIRECTOR CONDUCT PLAN	Councillor MacFarlane GNC Chair	Decision	
6.3	PEO ENTERPRISE RISK MANAGEMENT POLICY	Councillor MacFarlane GNC Chair	Decision	
6.4	2024 AGM MEMBER SUBMISSIONS GUIDE	Councillor MacFarlane GNC Chair	Decision	
6.5	IN CAMERA MINUTES PROTOCOL	Councillor MacFarlane GNC Chair	Decision	
7. <u>HUMAN RESOURCES AND COMPENSATION COMMITTEE ITEMS</u>		Spokesperson	Type	Time
HRCC Summary Report at Tab 7 in Diligent Boards				
7.1	CEO/REGISTRAR GOALS AND OBJECTIVES FOR 2024	Councillor Roberge HRCC Chair	Decision	12:00
8. <u>REGULATORY POLICY AND LEGISLATION COMMITTEE ITEMS</u>		Spokesperson	Type	Time
RPLC Summary Report at Tab 8 in Diligent Boards				
8.1	RPLC REPORT TO COUNCIL	Councillor Hilborn RPLC Chair	Discussion	1:15
8.2	EVOLUTIONARY IMPROVEMENTS TO ADMISSIONS: CANADIAN B. TECH PROGRAMS	Councillor Hilborn RPLC Chair	Information	
9. <u>REGULATORY ITEMS</u>				
9.1	TRIBUNAL ACTIVITY REPORT	N. Brown Legal Counsel & Manager, Tribunals	Information	1:35

10. <u>OTHER ITEMS</u>		Spokesperson	Type	Time
10.1	ENGINEERS CANADA DIRECTORS REPORT	N. Hill President, Engineers Canada	Information	1:45
10.2	NOTICE OF MOTION/COUNCILLOR ITEMS PROPOSED PURSUANT TO S.7.4 OF THE 2023-2024 SPECIAL RULES a) Caretaker Convention b) Emerging Disciplines	President Fraser Vice-President Chahine	Decision Decision	
10.3	COUNCILLOR QUESTIONS	Chair	Discussion	
10.4	MOTION TO MOVE IN CAMERA	Chair	Decision	
PUBLIC OPEN SESSION MEETING CONCLUDES				
11. <u>IN CAMERA</u>		Spokesperson	Type	Time
11.1	IN CAMERA MINUTES – 560 COUNCIL MEETING	Chair	Decision	3:00
11.2	LEGAL UPDATE	D. Abrahams VP, Policy & Governance and Chief Legal Officer	Information	
11.3	HRCC ITEMS <ul style="list-style-type: none"> 11.3a HRCC Summary Report (In Camera) 11.3b Confidentiality Agreements – Requirement for Councillors to Sign 	Councillor Roberge HRCC Chair	Discussion	
11.4	SAFE DISCLOSURE (WHISTLE-BLOWER) POLICY	D. Abrahams VP, Policy & Governance and Chief Legal Officer	Information & Decision	
11.5	COUNCILLOR ITEMS Generative Discussion	Chair	Discussion	
11.6	PEO'S ANTI-WORKPLACE VIOLENCE AND HARRASMENT POLICY: Council to receive violations, if any	Chair	Exception	
11.7	IN-CAMERA DIALOGUE WITH CEO/REGISTRAR a) Immunity and Indemnification	Chair	Discussion	
11.8	IN-CAMERA DIALOGUE WITHOUT CEO/REGISTRAR	Chair	Discussion	
COUNCIL MEETING ENDS: February 23, 2024 AT 5:00 PM				

12. <u>NEXT MEETINGS</u>			
Council Meetings <ul style="list-style-type: none"> ○ April 5, 2024 ○ May 2, 2024 			
Governance Committee Meetings			
AFC March 22, 2024	GNC March 8, 2024	HRCC March 5, 2024	RPLC March 8, 2024

ADDITIONAL MATERIAL PROVIDED SEPARATELY

Please note that in order to streamline the agenda, additional material for each Council meeting is provided in the Resource Centre area of Diligent Boards (navigate to the folder “Reports” and the sub-folders therein for the applicable year and Council meeting). The additional material includes 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/anticipated as of February 16th are as follows:

GNC Approved Minutes (October 23, 2023); RPLC Approved Minutes (October 27, 2023); Statistics; and Council Decision Log.

Councillor Code of Conduct

PEO expects all volunteers and members of Council to conduct themselves in a manner that honours PEO core values, reputation and in accordance with the applicable laws and regulations.

At all times, PEO volunteers and members of Council are expected to:

- carry out duties and responsibilities in a competent, efficient and safe manner;
- comply with the mandatory training requirements including all training required under legislation;
- adhere to PEO policies, procedures and applicable legislation;
- neither use, nor allow the use of, PEO property, resources, information and/or funds other than for authorized purpose(s);
- maintain confidentiality of any information obtained as a result of volunteering with PEO, during volunteer service and after their volunteer commitment is over;
- observe safety procedures, including, but not limited to, keeping themselves and others safe at all times, notifying PEO about any potential or perceived hazards in the working environment; notifying PEO about any accident, incident or property damage, etc.

At all times, PEO volunteers and members of Council shall not:

- act in a way that may bring PEO into disrepute;
- create any liability for PEO without prior authorization;
- engage in any activity that may cause physical or mental harm to another person including but not limited to, verbal abuse, physical abuse, assault, harassment, bullying, etc.);
- engage in any activity that may damage PEO property;
- provide a false or misleading statement, declaration or claim, falsify or change any documents or records;

PEO volunteers and members of Council should avoid all situations in which their personal interests conflict or might conflict with their duties to the Association. They shall, at the first opportunity, disclose any real or perceived conflict of interest. The nature of this reported conflict must be properly documented in the Association's records.

[s. 3.1.8 of the Governance Manual]

Exception Note – Conflicts of Interest

Agenda Item Number	C-561-1.3
Purpose	Councillors are requested to identify any potential conflicts of interest related to the open session Council agenda.
Strategic/Regulatory Focus	
Motion	<i>None required</i>
Attachments	

Summary

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

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

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

Decision Note – Approval of Agenda

Agenda Item Number	C-561-2.0
Purpose	To approve items in the Consent agenda.
Motion	(simple majority) That the Consent Agenda, as presented to the meeting at C-561-2.0 be approved.

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

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

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

The Consent Agenda consists of:

2.1 – Open Session Minutes C-560, November 16-17, 2023

2.2 – Changes to 2024 Statutory and Regulatory Committees' Membership List

- a) Appointment of Chairs
- b) Other Changes

2.3 – 30 by 30 Metrics

Prepared By: Eric Chor, Research Analyst

Decision Note - Open Session Minutes – 560th Council Meeting

Purpose	To record that the minutes of the open session of the 560 th meeting of Council accurately reflects the business transacted at that meeting.
Strategic/Regulatory Focus	Governance
Motion	That the minutes of the 560 th meeting of Council, held November 16-17, 2023, as presented to the meeting at C-561-2.1, Appendix A, accurately reflect the business transacted at that meeting.
Attachments	Appendix A – Minutes C-560

Chapter X Minutes, Section 211 Approval of minutes of previous meeting, of Nathan and Goldfarb’s Company Meetings states under Comment that, “There does not appear to be any obligation to have minutes signed to be valid or approved, but it is considered good practice. The motion does not by itself ratify or adopt the business transacted; it merely approves the minutes.”

MINUTES

The 560th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at 40 Sheppard Avenue West, Toronto on: Thursday, November 16, 2023, at 1:00 p.m.; and Friday, November 17, 2023 at 8:30 a.m.

Present:

(In-Person) R. Fraser, P.Eng., President and Council Chair
N. Colucci, P.Eng., Past President
G. Wowchuk, P.Eng., President-elect
C. Chahine, P.Eng., Vice President – Elected
L. Notash, P.Eng., Vice President – Appointed and Councillor-at-Large *[November 17 only]*
A. Arenja, P.Eng., Lieutenant Governor-in-Council Appointee
V. Banday, P.Eng., Councillor-at-Large
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee
D. Kiguel, P.Eng., East Central Region Councillor
T. Kirkby, P.Eng., Eastern Region Councillor
M. Liu, P. Eng., Eastern Region Councillor
N. Lwin, P.Eng., East Central Region Councillor
S. MacFarlane, P.Eng., Western Region Councillor
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee
G. Nikolov, P.Eng., Lieutenant Governor-in-Council Appointee
R. Panesar, P.Eng., West Central Region Councillor
L. Roberge, P.Eng., Northern Region Councillor
S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee
G. Schjerning, P.Eng., Councillor-at-Large
U. Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee
P. Shankar, P.Eng., West Central Region Councillor

Present

(Virtual): A. Dryland, CET, Lieutenant Governor-in-Council Appointee
V. Hilborn, P.Eng., Western Region Councillor
D. Montgomery, P.Eng., Northern Region Councillor *[November 17 only]*
S. Sung, Lieutenant Governor-in-Council Appointee

Regrets:

L. Notash, P.Eng., Vice President – Appointed and Councillor-at-Large *[November 16 only]*
D. Montgomery, P.Eng., Northern Region Councillor *[November 16 only]*

Staff

(In-Person): J. Quaglietta, P.Eng., CEO/Registrar
D. Abrahams, Vice-President (VP), Policy & Governance and Chief Legal Officer
A. Dixit, P. Eng., VP, Corporate Operations and Digital Transformation *[November 16 only]*
A. Viola, P.Eng., VP, Regulatory Operations and Deputy Registrar
D. Sikkema, Chief People Officer *[November 16 only]*
C. Mehta, Director, Finance *[November 16 only]*
K. Praljak, Director, Communications
M. Feres, Manager, Council Operations (Secretariat)
E. Chor, Research Analyst (Secretariat)
R. Mohiuddin, Executive Assistant *[November 16 only]*

Staff

(Virtual): A. Dixit, P. Eng., VP, Corporate Operations and Digital Transformation [November 17 only]
D. Smith, Director, External Relations
M. Solakhyan, Director, Governance
J. Vera, Director, Licensing [November 16 only]
N. Brown, Legal Counsel and Manager, Tribunals [November 16 only]
J. Max, Manager, Policy [November 16 only]
N. Axworthy, Editor, Engineering Dimensions [November 16 only]
R. Dmochewicz, Recognition Coordinator

Guests

(In-Person): C. Bellini, P.Eng., PEO Director, Engineers Canada [November 16 only]
H. Brown, Brown & Cohen [November 16 only]
L. Lukinuk, Parliamentary Services

Guests

(Virtual): J. Mendel, Interim Compliance Analyst, Office of the Fairness Commissioner [November 16 only]

Council convened at 1:00 p.m. on Thursday, November 16, 2023.

CALL TO ORDER

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

12610 – APPROVAL OF AGENDA

Council discussed the following proposed amendments to the agenda:

- Change reference to item 2.3a), “2023 Statutory and Regulatory Committees’ Membership List – Changes to the List” from Decision to Information
- Remove item 9.3a), “Explicitly List EDI with Admissions Guiding Principles”.

The Chair proposed that a motion be approved by unanimous consent:

That:

- a) The agenda, as presented to the meeting at C-560-1.2, Appendix A be approved as amended; and
b) the Chair be authorized to suspend the regular order of business.

CARRIED
Unanimous consent

For: 21

A. Arenja
V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland
V. Hilborn

Against: 0**Abstain: 0****No Vote/Abs: 3**

N. Lwin
D. Montgomery
L. Notash

D. Kiguel
T. Kirkby
M. Liu
S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
G. Wowchuk

12611 – DECLARATION OF CONFLICTS OF INTEREST

There were no conflicts of interest declared.

12612 – CONSENT AGENDA

Items 2.4 and 2.5, “2024-2025 Council and Committee Calendar” and “2024 Councillor Training Protocol”, respectively, were removed from the consent agenda for separate discussion.

The Chair proposed that a motion be approved by unanimous consent:

That the consent agenda be approved, consisting of:

2.1 Open Session Minutes 559, September 22, 2023

2.2 Consulting Engineer Designation Applications

2.3 2023 Statutory and Regulatory Committees’ Membership List

➤ **2.3a) Changes to the List**

➤ **2.3b) Full Committee Membership List**

2.6 Acoustical Engineering Service in Land Use Planning Guideline

2.7 Emission Summary and Dispersion Model (ESDM) Guideline Conversion to Standard

2.8 Regional Councillors Committee (RCC) Report

**CARRIED
Unanimous consent**

For: 21

A. Arenja
V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland
V. Hilborn
D. Kiguel

Against: 0**Abstain: 0****No Vote/Abs: 3**

N. Lwin
D. Montgomery
L. Notash

T. Kirkby
M. Liu
S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
G. Wowchuk

12613 – 2024-2025 COUNCIL AND COMMITTEE CALENDAR

With respect to the RCC meeting dates, it was noted that the second of three scheduled meetings may be changed to an earlier date.

There was discussion related to scheduled times for meetings and staff noted that these may be adjusted throughout the year based on the availability of participants.

The Chair proposed that a motion be approved by unanimous consent:

That Council approves the *Proposed 2024-2025 Calendar of Council and Governance Committee Meetings and Events*, included at C-560-2.4, Appendix A.

CARRIED
Unanimous consent

For: 21

A. Arenja
V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland
V. Hilborn
D. Kiguel
T. Kirkby
M. Liu
S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske
G. Schjerning

Against: 0**Abstain: 0****No Vote/Abs: 3**

N. Lwin
D. Montgomery
L. Notash

U. Senaratne
P. Shankar
S. Sung
G. Wowchuk

[V. Hilborn left the meeting at 1:30 p.m.]

12614 – 2024 COUNCILLOR TRAINING PROTOCOL

In response to a question, staff affirmed that there will be reasonable and case-by-case flexibility to accommodate the expenses for those Councillors who are required to travel to in-person courses.

With respect to Appendix B, the list of Councillors who used training funds in 2023, clarification was provided that no Councillors received reimbursement exceeding the \$3,000 maximum. It was also noted that the 2024 maximum amount for course fees and expenses excludes HST.

The Chair proposed that a motion be approved by unanimous consent:

That Council approves the 2024 Councillor Training Protocol as presented at Appendix A to the Decision Briefing Note titled “2024 Councillor Training Protocol”, subject to the 2024 budget scheduled to be approved by Council at its November 16 & 17, 2023 meeting.

CARRIED
Unanimous consent

For: 20

A. Arenja
V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland
D. Kiguel
T. Kirkby
M. Liu
S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
G. Wowchuk

Against: 0

Abstain: 0

No Vote/Abs: 4

V. Hilborn
N. Lwin
D. Montgomery
L. Notash

12615 – PRESIDENT’S REPORT

A moment of silence was observed in commemoration of the upcoming anniversary of the December 6, 1989 massacre at Ecole Polytechnique in Montreal which claimed the lives of 14 women -- 12 engineering students, one nursing student, and one employee.

President Fraser made presentations to Councillors related to the PEO Volunteer Service Recognition Program which continues to recognize volunteers for their dedication to the engineering profession and the regulator through their volunteer service. PEO volunteer service pins are provided to recognize five, 15, and 20 years of service. The Engineers Canada FEC pin recognizes 10 years of service. In addition, new in 2023, all recipients will also receive a digital badge.

The following Councillors were recognized:

Committee / Chapter	Last /First name	PIN
COUNCIL	Liu, Michelle	5
COUNCIL	Wowchuk, Greg	10
COUNCIL	Banday, Vajahat	15
COUNCIL	Kiguel, David	20
COUNCIL	Roberge, Luc	20

In addition to the 20-year Council pin, Councillor Roberge will receive his 20-year pin for service to the North Bay Chapter at later date, during a presentation at the Chapter AGM.

President Fraser continued his report, noting key activities which have taken place since Council’s June meeting, including:

- Attendance at P.Eng. licensing ceremonies
- Providing an update on the status of the visioning process to help guide PEO in the decades to come as a regulator of professional engineering in Ontario; and
- Meetings of the governance committees.

12616 – CEO/REGISTRAR’S REPORT

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

- Highlights of PEO activities to recognize the National Day for Truth and Reconciliation, observed on September 30.
- Summary of ongoing efforts and activities to increase the representation of women licensed by PEO, including the 30x30 initiative and participation in the gender audit study undertaken by the University of Toronto’s Rotman School of Management.
- Announcement of the development of the Event Engagement Model, an initiative designed to engage stakeholders across all regions and chapters.
- Highlights of PEO activities during October to recognize and highlight the importance of cybersecurity.

- Key data points and updates on areas of the business, including:
 - FARPACTA-compliant licensing application process, including a summary of the new Inventory Management Plan and key performance indicators;
 - continuing professional development (CPD) or “PEAK”, and the latest data points and efforts in the areas of communication, user support, stakeholder engagement, licence status terminology, and the addition of more CPD-admissible activities;
 - status of the operational plan and associated projects/initiatives;
 - status of reviews conducted by the Academic Requirements Committee and Experience Requirements Committee;
 - remissions and resignations;
 - enhancements to the customer service model and processes;
 - update on the digital transformation project; and
 - revenues and expenses for the six months ended September 30, 2023.

Staff provided additional information and answered questions related to FARPACTA requirements and statistics; staffing requirements; legal costs; CPD requirements and statistics; the Event Engagement initiative; IT and cybersecurity methodologies; and confirmation that risk management is included on all governance committees' 2023-2024 work plans and scheduled for discussion in early 2024, in particular oversight of cybersecurity by the Audit and Finance Committee.

12617 – 2024 DRAFT OPERATING AND CAPITAL BUDGETS

AFC Chair, Councillor Kirkby, noted that Council is asked to approve the 2024 operating and capital budgets, and provided background information on the development of the draft for Council's consideration. He noted that PEO is projected to have an approximate deficit budget of \$4.4m in 2024 driven by key factors, including:

- essential investments required to maintain PEO's regulatory and legislative compliance mandate, most of which are attributed to one-time, non-recurring activities related to the strategic plan;
- inflationary pressures; and
- significant growth in operations.

There was discussion related to the importance of prudent and forward-thinking financial management and improved medium to long-term projections and modelling. For example, there should be improved alignment and linkage between the revenues shown on the *Draft 2024 Operating Budget* and those outlined on the *Statement of Projected Revenues and Expenses* showing projections up to 2028.

In response to a question regarding the year-over-year increase in resignations (a monthly average of 113 in 2022 compared to 214 to date in 2023) and the relationship to the start of mandatory CPD, staff noted that this impact has been factored into revenue projections and will continue to be monitored.

Clarification was provided that PEO's cash reserves will be used to cover the projected 2024 budget deficit.

The Chair proposed that a motion be approved by unanimous consent:

That Council approve the draft 2024 operating and capital budgets reviewed by the Audit and Finance Committee and as presented to the meeting at C-560-4.1, Appendix A.

CARRIED
Unanimous consent

For: 20

A. Arenja

Against: 0

Abstain: 0

No Vote/Abs: 4

V. Hilborn

V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland
D. Kiguel
T. Kirkby
M. Liu
S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske
G. Schjerner
U. Senaratne
P. Shankar
S. Sung
G. Wowchuk

N. Lwin
D. Montgomery
L. Notash

12618 – 2024 BORROWING RESOLUTION

PEO's By-Law #1 – Section 47 states that: "Council may from time to time borrow money upon the credit of the Association by obtaining loans or advances or by way of overdraft or otherwise".

To help manage the working capital and provide convenience to senior volunteers and staff, Scotiabank provides PEO two credit facilities:

- a. an operating overdraft up to an amount not to exceed CAD \$250,000 at Prime rate; and
- b. use of corporate credit cards with an aggregate limit not to exceed CAD \$120,000.

These credit facilities expire on January 31, 2024. In order to renew the existing credit arrangement with the bank for another year, Council is asked to approve the borrowing resolution.

PEO has adequate cash flow to meet its business requirement on regular basis. The overdraft facility is only for contingency purposes. Corporate credit cards provide convenience to senior volunteers and senior staff for PEO business expenditures. The credit card balances are paid off every month.

The Chair proposed that a motion be approved by unanimous consent:

That Council:

a) approve the borrowing of money upon the credit of the association by way of:

- i) an operating overdraft up to an amount not to exceed CAD\$250,000; and
- ii) use of corporate credit cards with an aggregate limit not to exceed CAD\$120,000.

b) in compliance with PEO's Internal Control Banking Policy, hereby confirms that this Borrowing Resolution is to expire on January 31, 2025.

CARRIED
Unanimous consent

For: 20 **Against: 0** **Abstain: 0** **No Vote/Abs: 4**

A. Arenja
V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland
D. Kiguel
T. Kirkby
M. Liu
S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
G. Wowchuk

V. Hilborn
N. Lwin
D. Montgomery
L. Notash

12619 – PEO COUNCIL GOVERNANCE SCORECARD

In alignment with PEO's 2023-2025 Strategy, a draft scorecard of quantitative indicators was presented. The adoption of a Governance Scorecard aligns with PEO's strategic goal of implementing a continuous governance improvement program. The proposed scorecard promotes the adoption of specific indicators to support Council's use of evidence-based information in its decision-making processes. There are 12 indicators proposed in areas covering regulatory operations, policy, finance and strategy, and organizational culture.

In response to questions related to benchmark measures and tracking metrics, staff noted that the scorecard presented is the first iteration to seek agreement in principle of the indicators, and that over time additional details will be included with respect to targets, additional indicators, threshold values, operational definitions, and status updates. It was also noted that indicators for FARPACTA are included as a legal requirement and not all of them are fully automated at this time.

The Chair proposed that a motion be approved by unanimous consent:

That Council accepts a scorecard of quantitative indicators as presented to support governance oversight of PEO operations.

CARRIED
Unanimous consent

For: 20 **Against: 0** **Abstain: 0** **No Vote/Abs: 4**

A. Arenja
V. Banday
C. Chahine

V. Hilborn
N. Lwin
D. Montgomery

N. Colucci
L. Cutler
A. Dryland
D. Kiguel
T. Kirkby
M. Liu
S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
G. Wowchuk

L. Notash

12620 – 2024 ANNUAL GENERAL MEETING: PLACE AND TIME

At its September 22, 2023, Council decided to endorse a **hybrid** format for PEO's 2024 Annual General Meeting (AGM). At its meeting of October 23, 2023, the Governance and Nominating Committee (GNC) reviewed preliminary information regarding options for place and time of the 2024 AGM. It was agreed that pending the confirmation of a suitable venue, that the GNC would be inclined to recommend that Council support Barrie, ON as the place for the AGM and April 20 as the date.

Following discussion related to future AGMs, it was agreed that the GNC's work plan for 2023-2024 should be amended to include a 3-year plan to develop options and a recommended policy or approach for deciding the place and time.

Moved by President-elect Wowchuk, seconded by Councillor Panesar:

That Council selects Barrie, ON and Saturday, April 20, 2024 as the place and time, respectively, for PEO's 2024 Annual General Meeting.

CARRIED
Recorded vote

For: 19

A. Arenja
V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland
D. Kiguel
T. Kirkby
M. Liu

Against: 0**Abstain: 1**

P. Shankar

No Vote/Abs: 4

V. Hilborn
N. Lwin
D. Montgomery
L. Notash

S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske
G. Schjerner
U. Senaratne
S. Sung
G. Wowchuk

12621 – DIRECTOR CONDUCT: GOOD PRACTICES REPORT

[N. Lwin joined the meeting at 2:56 p.m.]

Council received a report on a holistic review that has been conducted of good practices in governance controls vis-à-vis expectations for director conduct, forms of misconduct and options available to a regulatory board to address director misconduct. The review indicates that regulators should establish clear, transparent, and enforceable director conduct controls, including codes of conduct and rules for disqualification and/or removal for cause. These measures support a board's effectiveness, integrity, and cohesion. They also promote accountability and confidence in the regulator.

The Chair proposed that a motion be approved by unanimous consent:

That Council receives the good practices report and directs staff, by February 2024, to propose a plan to Council for a Code of Conduct to confirm Council's expectations for Councillor conduct that includes enforcement mechanisms to enable Council to effectively, fairly, and consistently address serious misconduct, with or without changes to the existing legislation.

CARRIED
Unanimous consent

<u>For: 21</u>	<u>Against: 0</u>	<u>Abstain: 0</u>	<u>No Vote/Abs: 3</u>
A. Arenja			V. Hilborn
V. Banday			D. Montgomery
C. Chahine			L. Notash
N. Colucci			
L. Cutler			
A. Dryland			
D. Kiguel			
T. Kirkby			
M. Liu			
N. Lwin			
S. MacFarlane			
P. Mandel			
G. Nikolov			
R. Panesar			
L. Roberge			

S. Schelske
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
G. Wowchuk

12622 – NOMINATION PROCESS FOR PEO REPRESENTATIVES ON ENGINEERS CANADA BOARD

Council considered a proposed revised process for nominating PEO representatives for appointment to the Engineers Canada Board of Directors, to replace the process approved in 2020.

There was discussion related to terms used in section C3 of the process to define the vote threshold requirement for a successful candidate. It was agreed without objection to change references of “50% + 1 majority” in the document to “a majority of votes cast.”

There was also discussion related to the eligibility of those who are retired. Staff noted that retired licence holders may use the “P.Eng.” designation, though if a member of this cohort expressed interest in being a nominee, the matter would be more fully assessed to confirm eligibility, with advice from the Chief Legal Officer, during the nomination period.

The Chair proposed that a motion be approved by unanimous consent:

That Council approves the revised process to nominate PEO representatives for appointment to the Engineers Canada Board of Directors, as amended at the meeting at C-560-5.4 Appendix B.

CARRIED
Unanimous consent

For: 21

A. Arenja
V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland
D. Kiguel
T. Kirkby
M. Liu
N. Lwin
S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske
G. Schjerning
U. Senaratne
P. Shankar

Against: 0

Abstain: 0

No Vote/Abs: 3

V. Hilborn
D. Montgomery
L. Notash

S. Sung
G. Wowchuk

12623 – ADVISORY GROUP PROPOSAL

Council considered a proposal to implement its directive to staff to “develop one or more Advisory Groups to replace the Licensing, Enforcement, and Professional Standards Committees...7.” as directed at Council’s March 2023 meeting. Using only one advisory group, diverse in its composition, allows for PEO to have a singular, primary and centralized resource for all regulatory-related issues that require stakeholder engagement and that can support facilitating dialogue with other key stakeholders or external subject matter experts as required. Its mandate will be to provide input, guidance and recommendations to staff as required on potential strategies and activities related to PEO’s regulatory mandate and help to ensure that a diversity of stakeholder perspectives are taken into consideration when positions or initiatives are being considered.

In response to questions, staff noted that members of the three affected committees were part of the stakeholder consultation process and provided a high-level of summary of the feedback and findings. Details of the consultation results are available to Councillors.

Moved by Past-President Colucci, seconded by Councillor Nikolov:

That, effective as of December 31, 2023, the Licensing Committee, Enforcement Committee and Professional Standards Committee be stood down with Council’s thanks and appreciation to all current and previous members.

CARRIED
Recorded Vote

<u>For: 15</u>	<u>Against: 2</u>	<u>Abstain: 4</u>	<u>No Vote/Abs: 3</u>
A. Arenja	V. Banday	D. Kiguel	V. Hilborn
C. Chahine	T. Kirkby	G. Nikolov	D. Montgomery
N. Colucci		S. Schelske	L. Notash
L. Cutler		G. Wowchuk	
A. Dryland			
M. Liu			
N. Lwin			
S. MacFarlane			
P. Mandel			
R. Panesar			
L. Roberge			
G. Schjerner			
U. Senaratne			
P. Shankar			
S. Sung			

12624 – BRIEFING NOTE TEMPLATE

Council reviewed a new template aimed at modernizing briefing notes at PEO to ensure that briefing materials support transparent and evidence-based decision-making. This update arises out of strategic goal 3.2: to “[e]nsure committee/council evidence for decision-making.”

The updated PEO briefing notes will:

- 1) Be 1-2 pages long, 3 in exceptional cases where no additional attachments are provided;
- 2) Act as a high level 'executive summary' of the more detailed information found in policy briefs, memoranda, recommendation reports, stakeholder engagement results, submissions, and other documents that will be appended to the briefing note. The policy impact assessment tool for all policy proposals will provide detailed information;
- 3) Require a public interest rationale statement;
- 4) Require a stated link to the strategic plan or regulatory mandate;
- 5) Have a readable format and structure, including the following sections:
 - a. An introductory **digest** that gives readers the "bottom line" first;
 - b. **Background**: relevant authorities, policies, history, and context;
 - c. **Considerations**: risks, key strategic issues, costs and financial impact, etc.;
 - d. **Engagement**: how was/will stakeholder participation be used; and
 - e. **Options and Recommendation(s)**.
- 6) The protocol will cover file names, footnotes and references, ensuring consistent terminology, and any other issues that require attention.

Staff invited feedback from Councillors as they begin to have experience with the new template.

There was general support expressed to move forward and begin to use the new template and protocol for briefing notes, subject to monitoring its use and adjusting it over time to ensure the document meets Councillors' needs for decision-making and information.

12625 – CEO/REGISTRAR PERFORMANCE REVIEW PROCESS: PROPOSED CHANGES TO ALIGN WITH STRATEGY AND OPERATIONAL PLANNING TIMELINES

Council reviewed proposed changes to the current CEO/Registrar Performance Review Process to align it with PEO strategy and operational planning timelines as well as PEO staff Merit Program timelines.

It was noted that 2024 is the transitional year for the proposed aligned process and that the goal-setting component will take place in early 2024, after the 2023 performance review. It is anticipated that goal-setting for the 2025 performance year will occur by late Fall 2024, followed by 2024 performance evaluation in January 2025, and it is expected that subsequent years will follow the same calendar timings.

The Chair proposed that a motion be approved by unanimous consent.

That Council approve the proposed aligned *CEO/Registrar Performance Review Process* presented at Appendix B to item C-560-6.1.

CARRIED
Unanimous consent

For: 21

A. Arenja
V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland
D. Kiguel
T. Kirkby
M. Liu

Against: 0

Abstain: 0

No Vote/Abs: 3

V. Hilborn
D. Montgomery
L. Notash

N. Lwin
S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske
G. Schjerning
U. Senaratne
P. Shankar
S. Sung
G. Wowchuk

12626 – DIRECTION TO EXAMINE THE CURRENT FOUR-YEAR EXPERIENCE REQUIREMENT

Council considered a proposed policy development plan to examine and develop possible changes to the current experience requirements as directed by Council at its September meeting. As a result of Council's adoption of competency-based assessment (CBA) for meeting experience requirements for licensing, it is appropriate to review the need for the current experience requirements (4 year). Such changes could improve the fairness and efficiency of the licensing process by reducing potential barriers to licensing eligibility.

It was noted that the Policy Impact Analysis associated with this work will include identifying options, outlining potential risks of harm to the public interest, and assessing potential costs and benefits.

The Chair proposed that a motion be approved by unanimous consent.

That Council approve the proposed plan to examine P.Eng. experience requirements, using PEO's Policy Development Framework, as presented in C-560-7.1, Appendix A.

CARRIED
Unanimous consent

For: 21

A. Arenja
V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland
D. Kiguel
T. Kirkby
M. Liu
N. Lwin
S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske

Against: 0**Abstain: 0****No Vote/Abs: 3**

V. Hilborn
D. Montgomery
L. Notash

G. Schjerner
U. Senaratne
P. Shankar
S. Sung
G. Wowchuk

[N. Brown joined the meeting at 3:50 p.m.]

12627 – REPORT FROM TRIBUNALS

Council received an update about the activities of the Tribunals Office, related Committees (Discipline – DIC and Registration-REC), and the Complaints Review Councillor.

[V. Hilborn re-joined the meeting at 4:05 p.m.]

[N. Brown left the meeting at 4:15 p.m.]

12628 – STAFF REPORT ON MEMBER SUBMISSION TO 2023 AGM

Council received a staff report on the member submission received at the 2023 AGM, as required by the *Guide for Member Submissions at the Annual General Meeting*. The report included staff's analysis and noted that issues raised in the member submission are already being considered as part of committee workplans for 2023/2024. In particular, the GNC is currently undertaking a review of Council's Special Rules. Depending on the changes proposed to the Special Rules, the committee will consider developing a process for Councillors' submissions.

No discussion of this item took place.

[R. Dmochewicz joined the meeting at 4:20 p.m.]

12629 – SMITH AND WOLFE AWARDS

[Councillor Bandy recused himself from discussion and voting in relation to this item due to a conflict of interest.]

Council considered final recommendations for the remaining PEO award programs which are neither governance nor regulatory, and which have been suspended, pending further review.

Staff presented an overview of the consultation process, feedback, and review of options related to the future of the V.G Smith and S.E. Wolfe Thesis Awards. Though the review noted the roughly 60-year history as well as the clear and objective criteria for the awards as favourable factors, there were countervailing factors which led to the recommendation to discontinue these two PEO award programs.

There was discussion related to the term "advocacy" and that Council would benefit from future discussion of member, regulatory, and professional advocacy, three different types, to determine which may have a relevant role in PEO's regulatory mandate.

Moved by Past-President Colucci, seconded by Councillor Arenja:

That, effective immediately, Council approves to discontinue the following programs: V.G. Smith Award and S.E. Wolfe Thesis Award.

CARRIED
Recorded Vote

For: 19 **Against: 0** **Abstain: 3** **No Vote/Abs: 2**

A. Arenja	V. Banday*	D. Montgomery
C. Chahine	L. Cutler	L. Notash
N. Colucci	P. Shankar	
A. Dryland		
V. Hilborn		
D. Kiguel		
T. Kirkby		
M. Liu		
N. Lwin		
S. MacFarlane		
P. Mandel		
G. Nikolov		
R. Panesar		
L. Roberge		
S. Schelske		
G. Schjerner		
U. Senaratne		
S. Sung		
G. Wowchuk		

* Conflict of interest declaration

[R. Dmochewicz left the meeting at 4:30 p.m.]

12630 – COUNCIL REGISTRY OF ACTIVITIES AND OPEN ISSUES

[President-elect Wowchuk chaired this item.]

Council reviewed a proposal aimed at assisting it in remembering, prioritizing, and monitoring activities, issues, and future work.

There was discussion regarding potential additional details such as the process for including items, level of access, and maintenance and it was noted these and others will be outlined in the plan which is being proposed. Further, there was discussion which confirmed that in PEO's governance model, it is Council's decisions, made through motions, that bind and direct staff work and are ultimately the responsibility of the CEO/Registrar to deliver.

The Chair proposed that a motion be approved by unanimous consent.

Original Motion

That GNC provide Council with a plan for developing and maintaining a Council Registry of Activities and Open Issues for the November 2023 meeting of Council.

Without objection, there was agreement to change "November 2023" to "April 2024".

Amended Motion

That GNC provide Council with a plan for developing and maintaining a Council Registry of Activities and Open Issues for the April 2024 meeting of Council.



CARRIED
Unanimous consent

For: 22

A. Arenja
V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland
V. Hilborn
D. Kiguel
T. Kirkby
M. Liu
N. Lwin
S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske
G. Schjerner
U. Senaratne
P. Shankar
S. Sung
G. Wowchuk

Against: 0

Abstain: 0

No Vote/Abs: 2

D. Montgomery
L. Notash

[V. Hilborn left the meeting at 4:45 p.m.]

[President Fraser resumed the role of Chair.]

12631 – TERM LIMITS FOR ELECTED COUNCILLORS

Council discussed term limits as they relate to elected Councillors, including the importance of collecting historical data and background information to, potentially, determine a model that would assess the impact and effectiveness of term limits from a variety of perspectives.

[L. Roberge left the meeting at 5:03 p.m.]

Original Motion

Moved by Councillor Kirkby, seconded by Councillor Banday:

That staff prepare a report on the potential to increase or potentially remove the term limit for elected Councillors.

Without objection, there was agreement to add “by April 2024” to the end of the motion.

Amended Motion

Moved by Councillor Kirkby, seconded by Councillor Banday:

That staff prepare a report on the potential to increase or potentially remove the term limit for elected Councillors by April 2024.

**CARRIED
Recorded Vote**

<u>For: 14</u>	<u>Against: 4</u>	<u>Abstain: 2</u>	<u>No Vote/Abs: 4</u>
V. Banday	A. Arenja	L. Cutler	V. Hilborn
C. Chahine	N. Colucci	M. Liu	D. Montgomery
A. Dryland	U. Senaratne		L. Notash
D. Kiguel	S. Sung		L. Roberge
T. Kirkby			
N. Lwin			
S. MacFarlane			
P. Mandel			
G. Nikolov			
R. Panesar			
S. Schelske			
G. Schjerning			
P. Shankar			
G. Wowchuk			

12632 – ENGINEERS CANADA REPORT

Christian Bellini, Engineers Canada (EC) Director, provided an update on Engineers Canada's November 2023 report on its strategic priorities and departmental activities, highlighting EC's efforts to:

- Investigate and Validate the Purpose and Scope of Accreditation; and
- Strengthen collaboration and harmonization.

[Council recessed at 5:15 p.m. and resumed the meeting on November 17, 2023 at 8:30 a.m.]

RECALL TO ORDER

A quorum being present, President Fraser recalled the meeting to order; welcomed Councillors, staff, and guests; and made procedural announcements related to the conduct of the meeting.

12633 – COUNCILLOR QUESTIONS

No discussion of this item took place.

12634 – MOTION TO MOVE IN CAMERA

The Chair proposed that a motion be approved by unanimous consent.

That Council move in camera at 8:35 a.m.

**CARRIED
Unanimous consent**

For: 24 **Against: 0** **Abstain: 0** **No Vote/Abs: 0**

A. Arenja
V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland
V. Hilborn
D. Kiguel
T. Kirkby
M. Liu
N. Lwin
S. MacFarlane
P. Mandel
D. Montgomery
G. Nikolov
L. Notash
R. Panesar
L. Roberge
S. Schelske
G. Schjerner
U. Senaratne
P. Shankar
S. Sung
G. Wowchuk

The meeting concluded on November 17, 2023 at approximately 2:45 p.m.

These minutes consist of 20 pages and minutes 12610 to 12634 inclusive.

R. Fraser, P.Eng., Chair

Decision Note – Approval of Committee Membership Changes

Agenda Item Number	C-561-2.2(a)
Purpose	To bring forward committee membership changes requiring Council approval
Strategic/Regulatory Focus	Committee membership to support PEO's regulatory focus
Motion	That Council approve the changes to Committee Membership as presented
Attachments	none

Summary

Council is asked to approve committee Chairs.

Public Interest Rationale

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

Background

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

Under Regulation 941, the chair of the Academic Requirements Committee (ARC) and the chair of the Experience Requirements Committee (ERC) must be appointed by Council. As per PEO's existing practice, the chairs are selected by and from within the committee members.

Next Steps

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

Options

First/Last Name	Service Dates	Committee / Task Force
Judith Dimitriu	January 1st, 2024 – December 31st, 2024	ARC Chair
Lionel Ryan	January 1st, 2024 – December 31st, 2024	ERC Chair

Prepared By: Arun Dixit, Vice-President, Digital Transformation & Corporate Operations

Information Note – Committee Membership Changes

Agenda Item Number	C-561-2.2(b)
Purpose	To inform council of the committee membership changes since the last council meeting.
Strategic/Regulatory Focus	Committee membership to support PEO's regulatory focus.
Motion	none
Attachments	none

Summary

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

Public Interest Rationale

To inform the public of updates in committee membership.

Background

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

Academic Requirements Committee (ARC), and Experience Requirements Committee (ERC) Vice-Chairs are not required to be approved through council. A Vice-Chair must already be an active member of the committee. It is desirable that a Vice-Chair moves to the position of Chair when it becomes available.

Committee and Task Force Resignations/Retirements/Passings:

First/Last Name	Service Dates	Committee / Task Force
*Farid N.F. Daniel (deceased)	2005 – October 2023	Experience Requirements Committee (ERC)
John Lill	2010 – November 16 th , 2023	Experience Requirements Committee (ERC)
Virendra (Vinni) Sahni	DIC: 2004 – 2016, 2018 – December 31 st , 2023 REC: 2004 – December 31 st , 2023	Discipline Committee (DIC) Registration Committee (REC)

*Farid Daniel passed away in October of 2023.

Changes in membership:

First/Last Name	Service Dates / Date of Change	Committee / Task Force
Andrew Cornel	Change as of January 1 st , 2024	Leaving as Experience Requirements Committee (ERC) Chair, returning as member

Waguih H. El Maraghy	Change as of January 1 st , 2024	Leaving as Academic Requirements Committee (ARC) chair, returning as a member
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New Chairs/Vice-Chairs:

First/Last Name	Service Dates / Date of Change	Committee / Task Force
James Lee	January 1 st , 2024 – December 31 st , 2024	Academic Requirements Committee (ARC) member to Vice-Chair
Ravi Ravindran	January 1 st , 2024 – December 31 st , 2024	Experience Requirements Committee (ERC) member to Vice-Chair

Prepared By: Arun Dixit, Vice-President, Digital Transformation & Corporate Operations

Information Note – 30 by 30 Metrics

Agenda Item Number	C-561-2.3
Purpose	For staff to provide an annual report to Council on the status and metrics for the 30 by 30 initiative to have 30% of newly licensed engineers be female identifying by the year 2030.
Strategic/Regulatory Focus	Licensing Initiative
Motion	No motion required.
Attachments	Appendix A – 30 by 30 Metrics – 2023 Report

Summary

The fifth annual report of 30 by 30 metrics, including the 2022 metrics, is shown in Appendix A.

Public Interest Rationale

The 30 by 30 initiative is a commitment to raising the percentage of newly licensed engineers in Ontario who are women to 30 per cent by 2030.

Background

The 30 by 30 Task Force was formed by PEO in 2018 to show visible leadership in addressing the underrepresentation of women licensed in the profession by formally endorsing the 30 by 30 initiative with Engineers Canada and committing to undertaking an action plan to resolve this inequity.

The 30 by 30 initiative is a commitment to raising the percentage of newly licensed engineers in Canada who are women to 30 per cent by 2030. In 2018, only 17.8 per cent of newly licensed engineers in Ontario were women.

At its March 2020 meeting, Council approved establishing an annual check-in meeting with key stakeholders to track metrics until 2030. This annual check-in takes place each September, with the most recent meeting taking place on September 26, 2023. The metrics gathered from these meetings feed into the annual reporting to PEO Council each year at its November meeting. This yearly check point was proposed to inform Council of the annual progress towards achieving the 30 by 30 goal. The first annual report was tabled at the November 15, 2019 Council meeting using 2018 as the baseline year for metrics. Current metrics include the baseline 2018 metrics as well as the 2019 to 2022 metrics collated to date.

In December 2021, the Task Force was stood down, as per the Terms of Reference. Ownership of the 30 by 30 work was transferred to PEO's 30 by 30 Task Force Staff Advisor and will be sustained until 2030. Staff continues to collect metrics yearly and has continued to facilitate PEO's inaugural 30 by 30 Annual Check-in with key stakeholders each September. Staff has also continued to reach out to employers and work with them in becoming a 30 by 30 Champion.

Considerations

N/A

Stakeholder Engagement

Staff continues to reach out to employers and work with them in becoming a 30 by 30 Champion through the External Relations department. This includes presentations on licensing requirements, and employer awareness sessions or meetings to review the 30 by 30 goals.

Options

N/A

Recommendation(s)

N/A

Next Steps

N/A

Prepared By: Tracey Caruana, P.Eng., Past Staff Advisor to PEO's 30 by 30 Task Force



Professional Engineers
Ontario

C-561-2.3
Appendix A



30 by 30 Metrics 2023 PEO Report

Prepared by:
Tracey Caruana, P.Eng.



Professional Engineers
Ontario

A message from PEO's Past 30 by 30 Task Force:

"We are not just a regulator of the practice of professional engineering, we are a self-governing regulator. We have been granted that privilege by the people of the province because of the trust they have placed in us to regulate the profession on their behalf. Self-regulation is a privilege, and obligation, which we must take the utmost care to respect. There are many recent examples of where, when that trust breaks down, society, through its elected officials, alters the governance framework and imposes more direct control over the affairs of the regulator.

The 30 by 30 initiative speaks directly to this trust between society and regulator. If we, as a self-governing profession, are not reflective of the society on whose behalf we serve, society has every right to question our ability to equitably regulate. Society recognizes that gender equity is a goal that a just society should strive towards. The evidence is irrefutable that a more equitable society is a healthier society. Most other major professions have either achieved gender parity or made great strides towards it. With a current gender ratio of less than one female in five, engineering is an anomaly.

The 30 by 30 initiative is, admittedly, a stop-gap measure towards gender parity. But it allows us the opportunity for critical self-reflection, to examine the underlying reasons why our profession is not attracting "the best of the best" women in the same number as men. Society would expect no less."

30 by 30 Metrics



Data is based on year-end results for 2018, 2019, 2020, 2021 & 2022



It is anticipated that this will be a yearly reporting to Council on the previous year's results



2023 data will be available in November 2024





Professional Engineers
Ontario

LICENSING
METRICS

Established



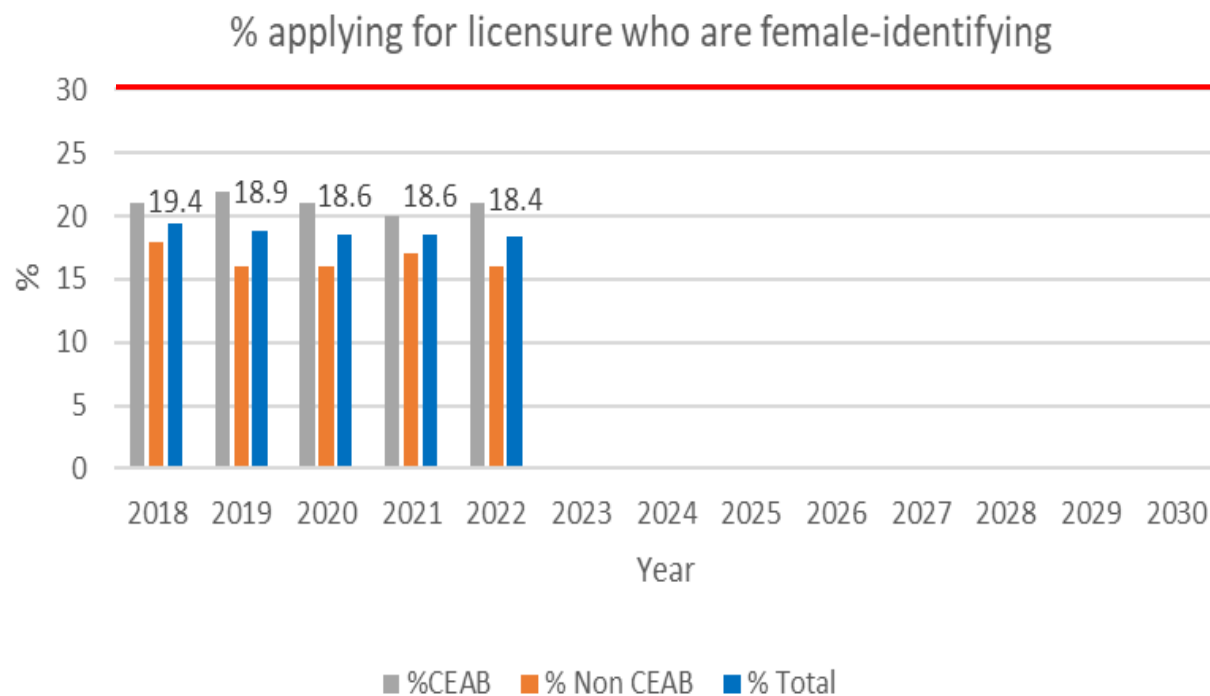


Professional Engineers
Ontario

Licensing Metrics

Percentage **applying**
for licensure who are
female-identifying

CEAB = Canadian
Engineering
Accreditation Board



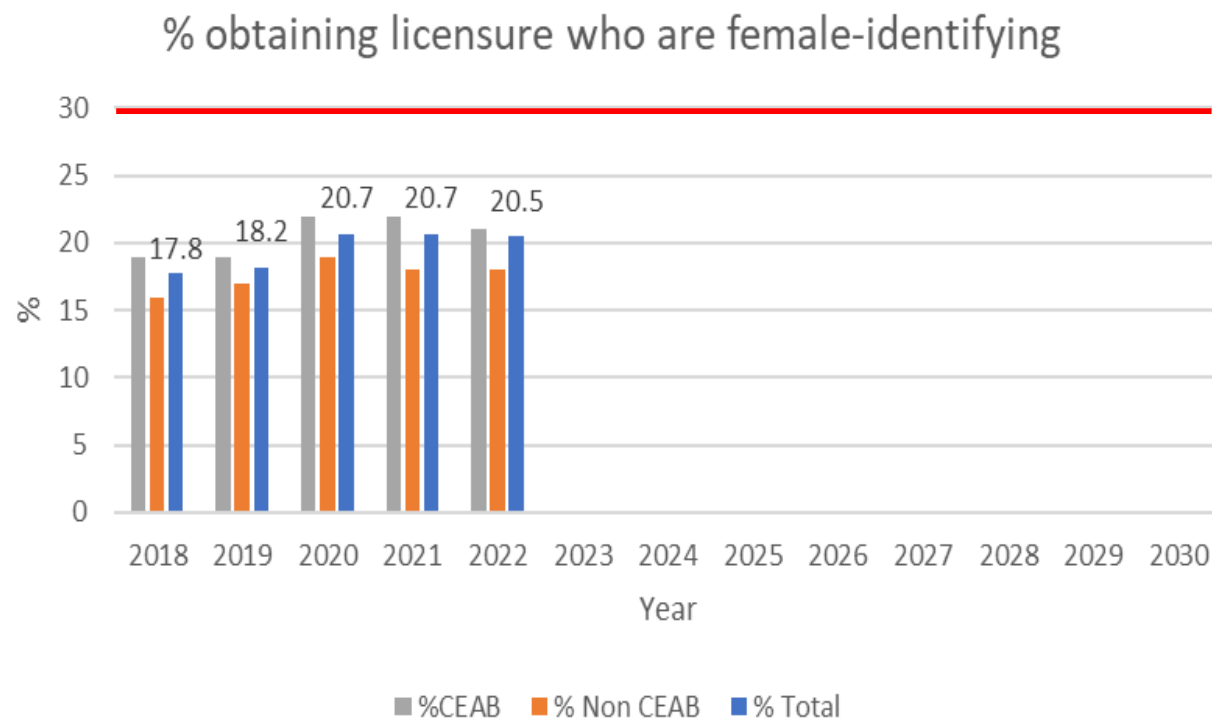


Professional Engineers
Ontario

Licensing Metrics

Percentage **obtaining**
licensure who are
female-identifying

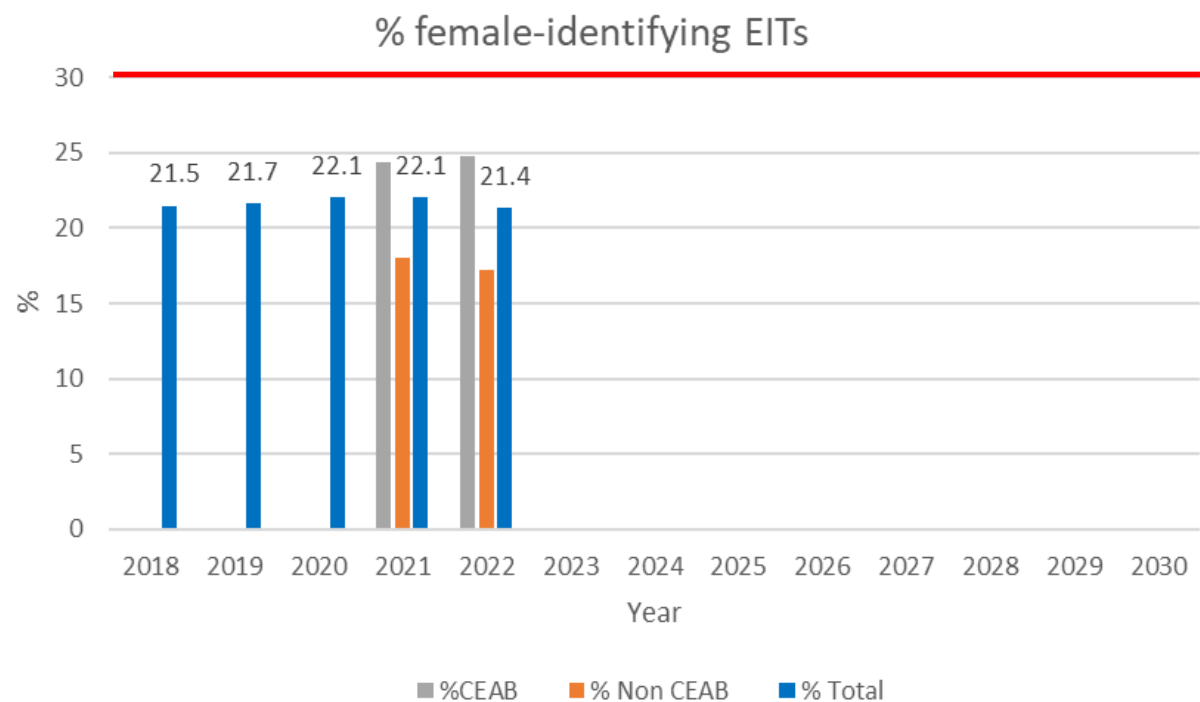
CEAB = Canadian
Engineering
Accreditation Board





EIT Metrics

Percentage **EITs**
who are female-
identifying



Note: CEAB/Non-CEAB data only available for 2021 & 2022

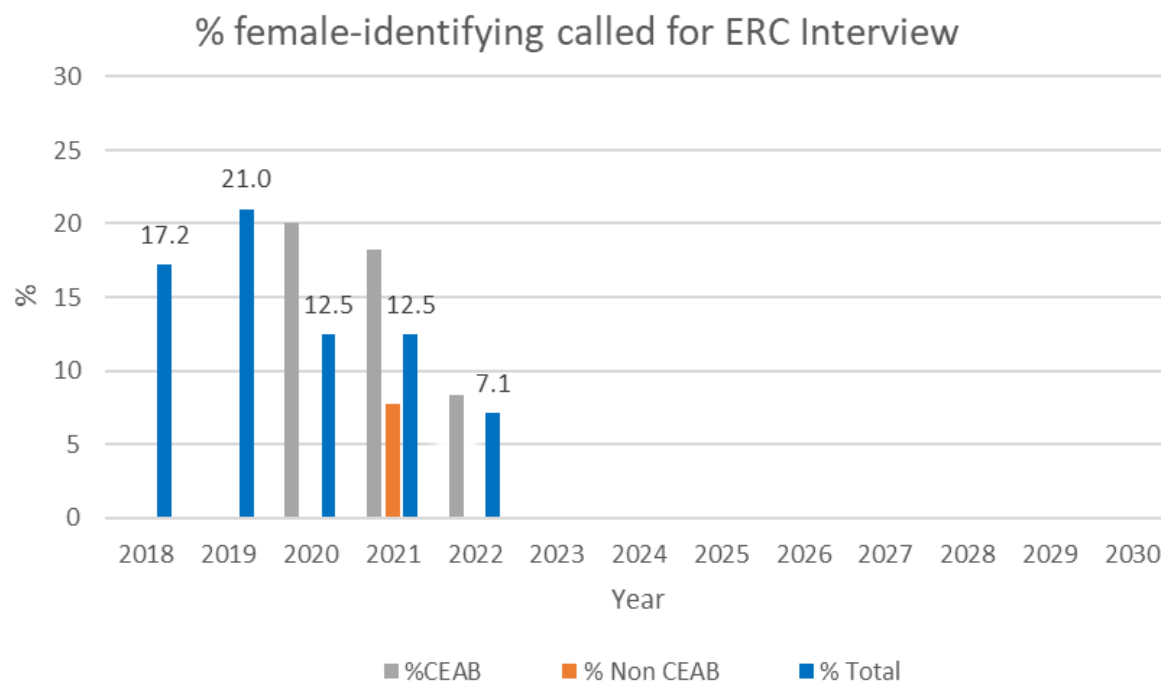


Professional Engineers
Ontario

ERC Interview Metrics

Percentage **being
called for ERC
interviews** who are
female-identifying

Notes: 2020 had only 3 months of ERC interviews (January, February & March);
In 2021, interviews resumed in April;
CEAB/Non-CEAB data only available for 2020 – 2022.





Professional Engineers
Ontario

PEO INTERNAL METRICS

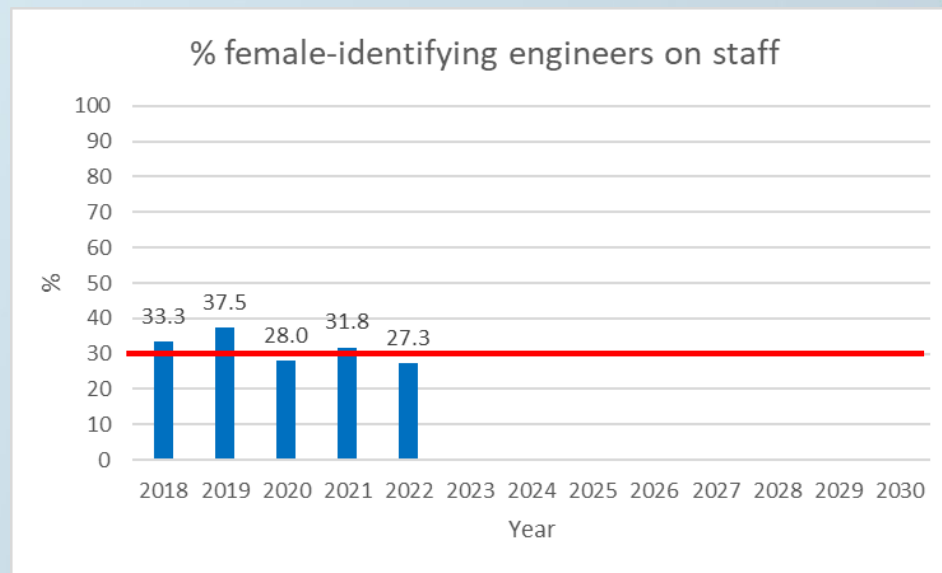
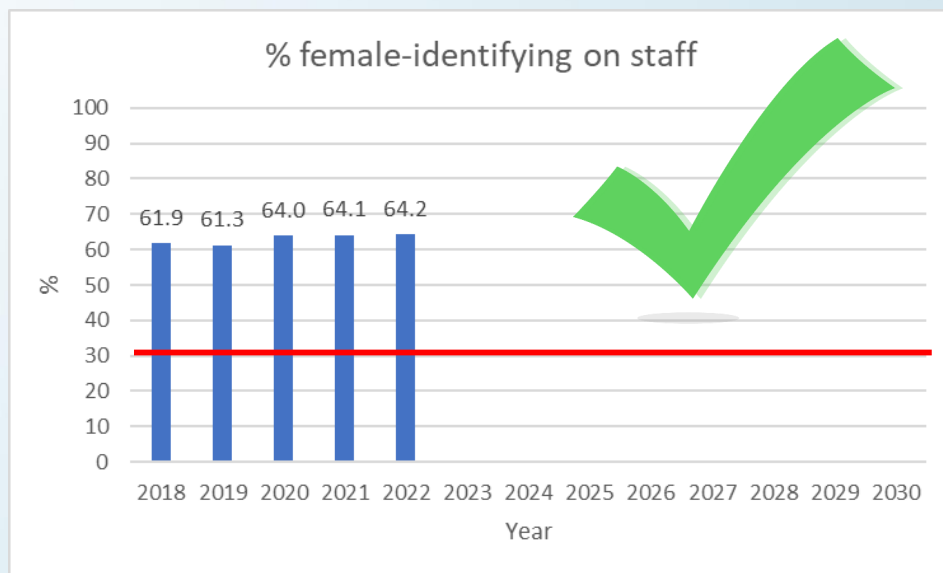
Established





PEO Staff Metrics

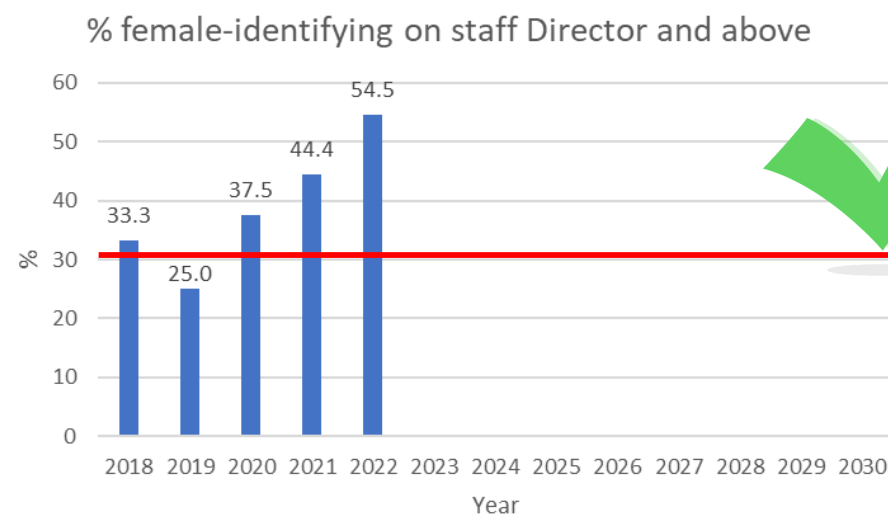
64% of total staff are female-identifying 27% of P.Eng. staff are female-identifying



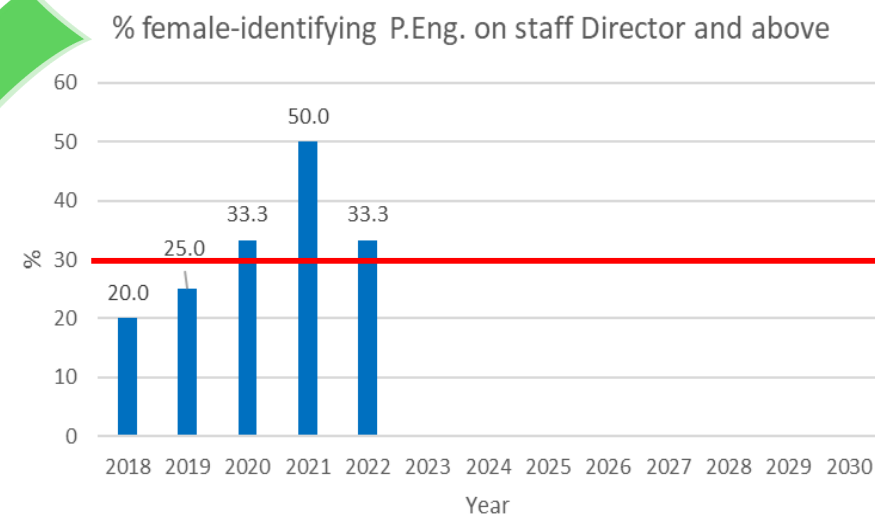


PEO Staff Leadership

55% female-identifying staff Director and above
(note: this represents 6 female out of 11 total. Incl. P.Eng.)



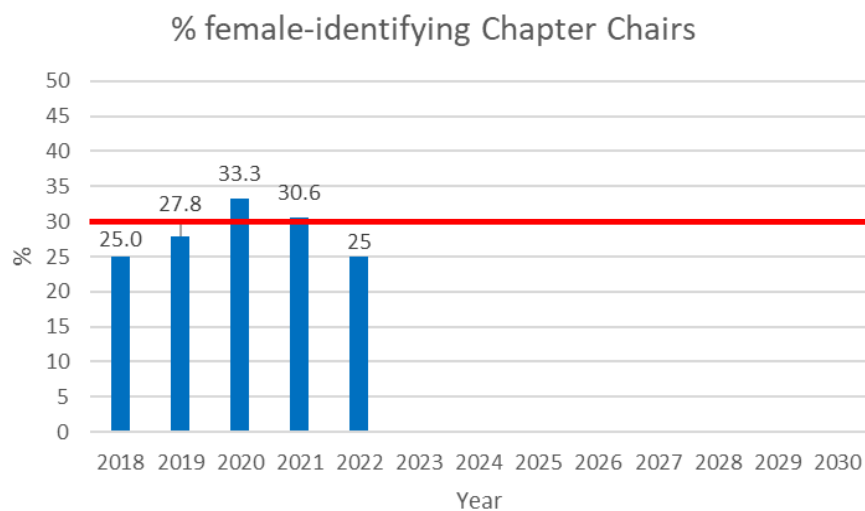
33% female-identifying P.Eng. Director and above
(note: this represents 1 female P.Eng. out of 3 total)



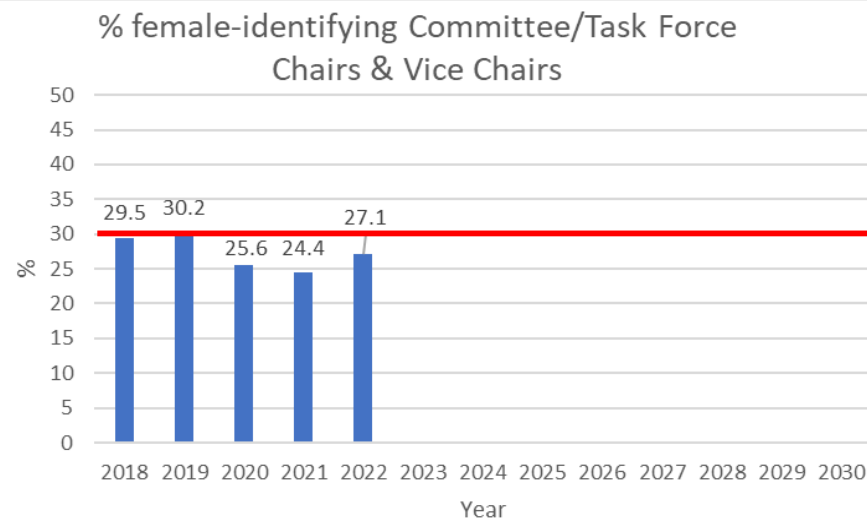


PEO Volunteer Leadership

25% female-identifying Chapter Chairs



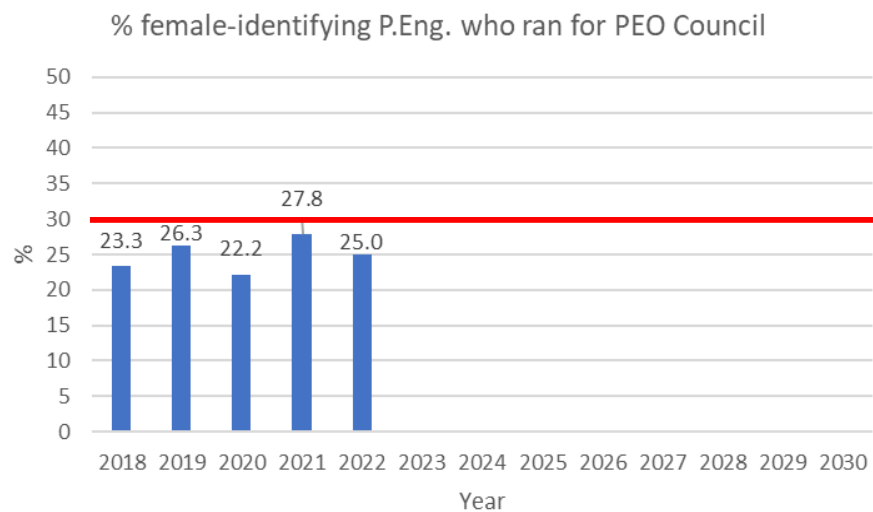
27% female-identifying Committee/ Task Force Chairs & Vice chairs



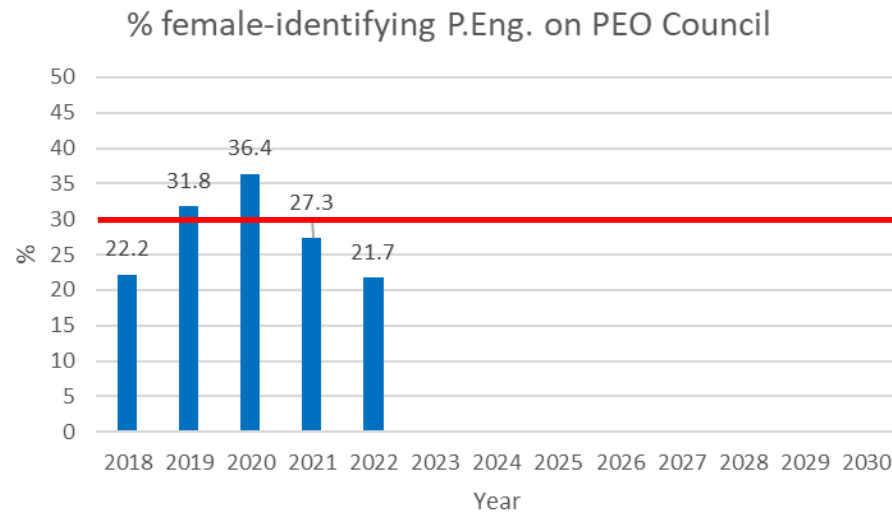


PEO Council

25% female-identifying P.Eng. who ran for Council



22% female-identifying P.Eng. on PEO Council





Professional Engineers
Ontario

UNIVERSITY
METRICS

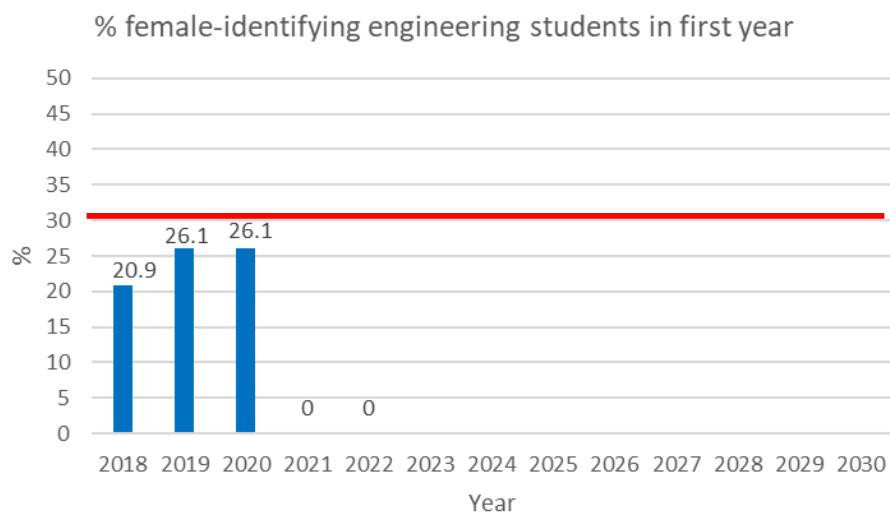
Established



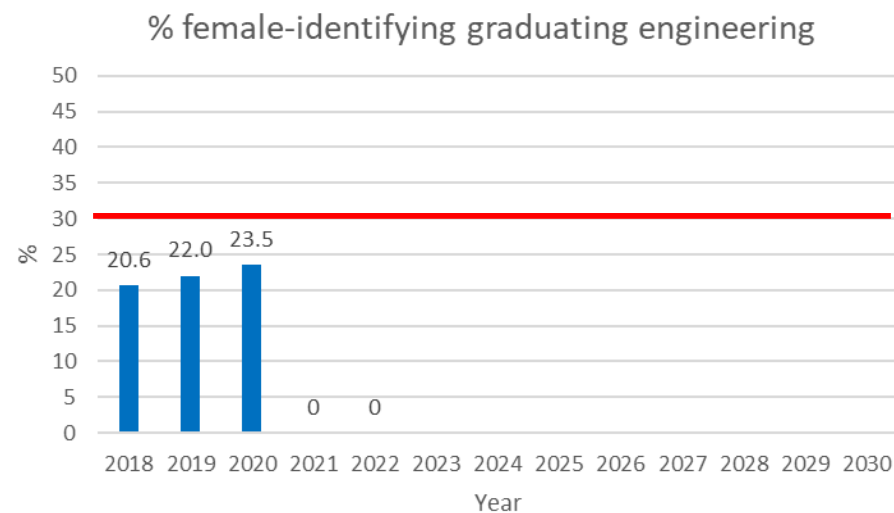


Engineering Students

26% female-identifying engineering students in first year



24% female-identifying engineering students graduating

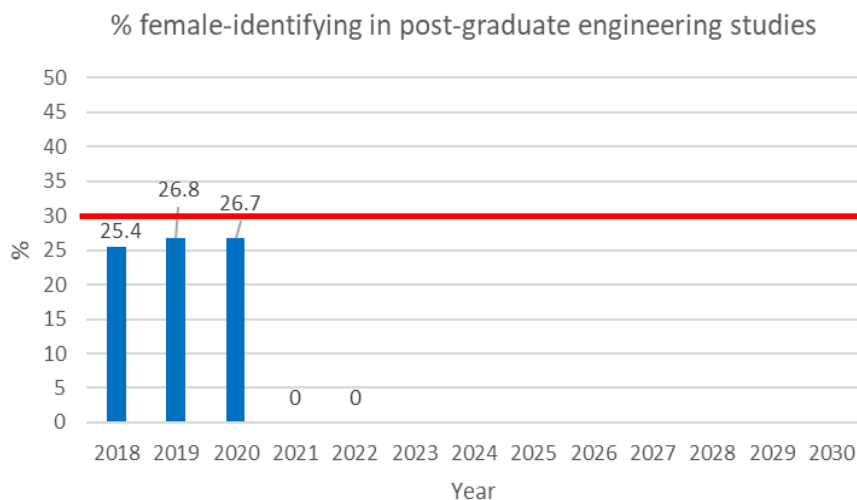


Note: Survey conducted every two years; 2021 & 2022 numbers will be available late 2023/early 2024

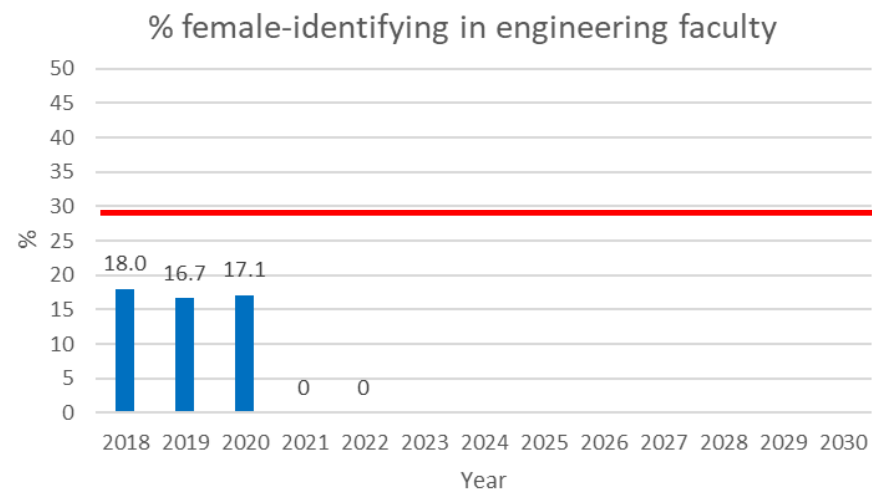


Post-grad & Faculty

27% female-identifying in post-grad studies



17% female-identifying in engineering faculty



Note: Survey conducted every two years; 2021 & 2022 numbers will be available late 2023/early 2024



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Ontario

EMPLOYER
METRICS

Proposed





Employer Metrics

METRICS TO BE OBTAINED FROM EMPLOYERS WHO AGREE TO TRACK:

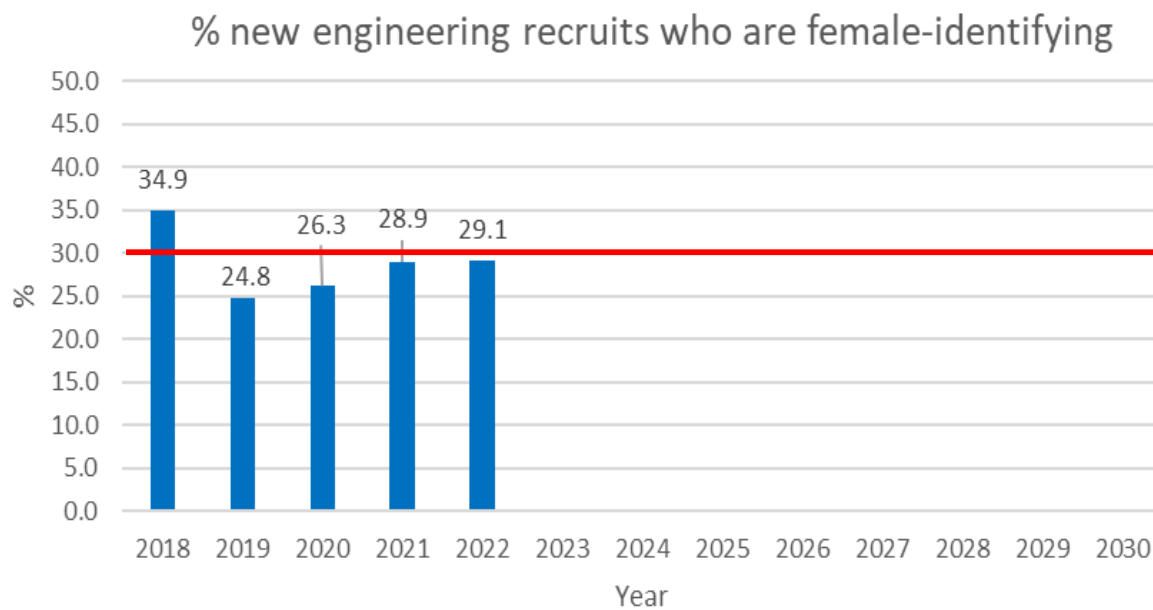
- ☐ % new engineering recruits who are female
- ☐ % of female engineering recruits who obtain their licence
- ☐ % female engineers in leadership positions (C-suite; management)



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Employer Metrics

Percentage **new
engineering recruits**
who are female-
identifying



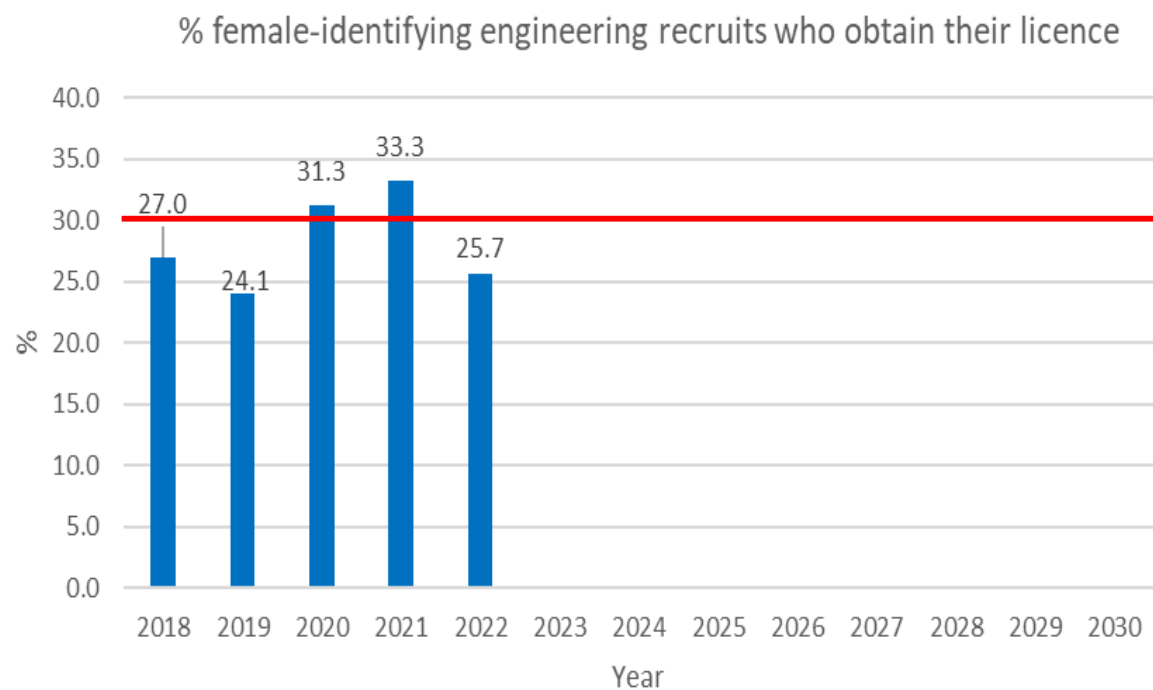
Note: this percentage includes five employers as of 2022 (with the exception of 2018 which includes four employers).



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Employer Metrics

Percentage
engineering recruits
obtaining licensure
who are female-
identifying



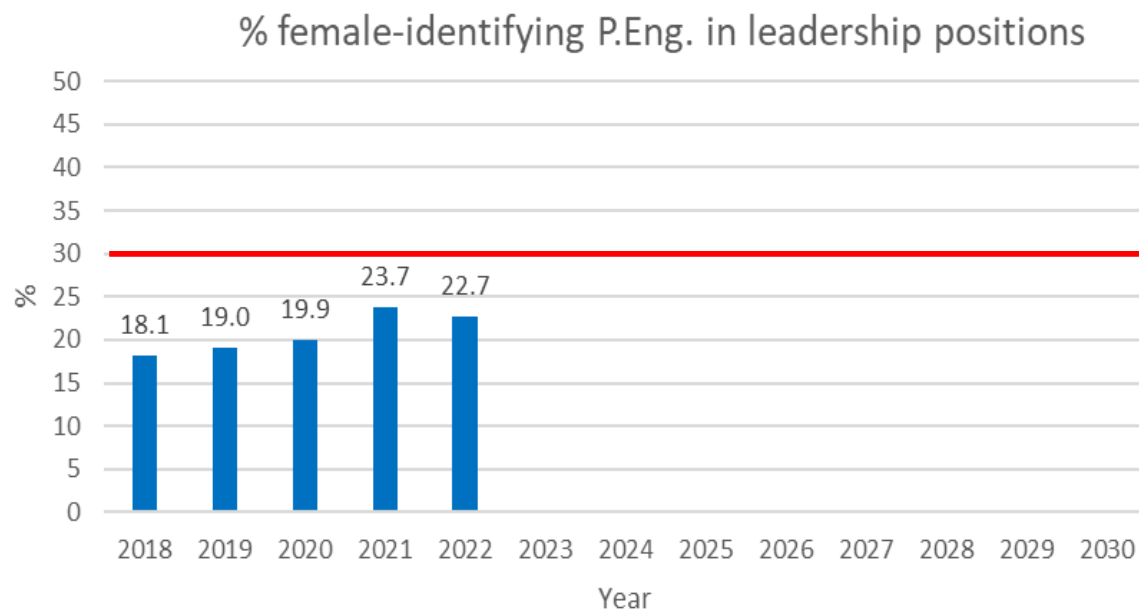
Note: this percentage includes five employers as of 2022.



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Employer Metrics

Percentage **Engineers**
in leadership positions
who are female-
identifying

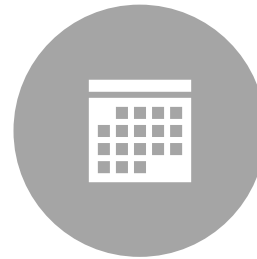


Note: this percentage includes five employers as of 2022 (with the exception of 2018 & 2020 which includes four employers).

2023 Update on PEO's 30 by 30 Actions



Expanded reach with employers across Ontario - PEO continues to follow up with interested employers on their willingness to support the 30 by 30 initiative



PEO continues to collect 30 by 30 metrics and will present these at the Annual Check-in each September, and to Council each November



Gender audit research study on PEO's licensing process and internal operations progressing



Hosted PEO's fourth annual 30 by 30 check-in on September 26th, 2023, with key stakeholder groups – approximately 50 in attendance representing universities, engineering employers, and PEO leadership



Professional Engineers
Ontario

PEO Next Steps 2023/2024



2023 Q4/2024

Chapter Hosted 30 by 30 Employer Awareness Sessions for new employers or Action Planning Sessions

2023 Q4/2024

Participate in guest speaking engagements at 30 by 30 related events and continue to engage stakeholders

2023 Q4/2024

Oversee Gender Audit Research Study on PEO's licensing process

2024

Follow up with Employer participants

November 2024

Annual reporting of metrics to PEO Council

Q3/Q4 2024

Host annual check-in/progress reporting in 2024



30 by 30 Metrics : Conclusion



Still a work in progress, but over 20% of female-identifying applicants obtained licensure in 2020, 2021 & 2022



More work to be done, particularly with engagement of employer stakeholder group



7-year commitment and reporting

Information Note – President’s Report

Agenda Item Number	C-561-3.1
Purpose	To inform Council of the recent activities of the President.
Strategic/Regulatory Focus	
Motion	No motion required.
Attachments	

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

Information Note – CEO/Registrar’s Report

Agenda Item Number	C-561-3.2
Purpose	CEO/Registrar Quaglietta will present the CEO/Registrar’s Report to Council.
Strategic/Regulatory Focus	
Motion	None
Attachments	Appendix A – CEO/Registrar’s Report



Professional Engineers
Ontario

CEO/ REGISTRAR'S REPORT

C-561-3.2
Appendix A

FEBRUARY 23, **2024**



INTRODUCTION

As Council holds its first meeting in 2024, let us all embrace the limitless possibilities of a new year as we embark on a journey fueled by innovation, collaboration and a shared commitment to excellence in regulation.

With a new year comes an updated operational plan. The 2023 Operational Plan under the 2023–2025 Strategic Plan was introduced to Council in March 2023 to help track our accomplishments. I am pleased to report that because of our dedicated efforts and effective collaboration, PEO successfully completed deliverables for all 23 initiatives in the 2023 operational plan. Selected highlights are provided in the following page.

STRATEGIC GOAL: IMPROVE LICENSING PROCESSES**2023 Highlights****PEO's new Licensing process:**

- 95 per cent of applications received were acknowledged as complete within 10-day timelines;
- 99 per cent of P. Eng. and limited licence applications received a registration decision within FARPACTA-driven requirements;
- 99 per cent of registration decisions made within timelines for P.Eng. transfer applications;
- Implemented web portal enhancements and technical solutions in support of PEO's new FARPACTA-compliant licensing process;
- Webinar outlining new license application process and requirements attended by 6400 participants and over 9000 views of the recording;
- New forms and guides published in support of competency-based assessments; and
- Developed and implemented licensing operations dashboards.

Mandatory CPD:

- 76.5 per cent compliance for the Practice Evaluation and Professional Practice Module;
- Addressed over 9500 inquiries about PEO's PEAK program;
- Practice status terminology revised as of January 1, 2024; and
- ten communication updates provided as new PEAK content and changes were introduced.

STRATEGIC GOAL: OPTIMIZE ORGANIZATIONAL PERFORMANCE**2023 Highlights**

- 2023–2025 Digital Transformation framework and roadmap developed and approved;
- Digital licenses introduced in June 2023;
- Digital volunteer recognitions badges introduced in fall 2023;
- Eight organizational-wide cyber security activities completed with over 93 per cent participation;
- PEO Council room audio-visual upgrade completed;
- Phase 1 of PEO's Statutory Committee Engagement project completed, with over 100 survey responses received;
- Design Thinking methodology introduced to support through innovative engagement and agile solutioning approaches;
- PEO Chapters Event Engagement model introduced at 2023 Chapter Leaders Conference and Government Liaison Program Training Summit;
- Implemented operational improvement to support continued strengthening of PEO's cybersecurity posture;
- Implemented 16 activities in support of PEO's Employee Engagement Action Plan; and
- EDI committee created; unconscious bias training completed.

STRATEGIC GOAL: IMPLEMENT GOVERNANCE IMPROVEMENT PROGRAM**2023 Highlights**

- Comprehensive orientation plan developed in conjunction with internal outside presenters and delivered to councillors in advance of 2023–2024 Council kickoff;
- Streamlined Council manual approved by Council at March 2023 meeting;
- Council Governance scorecard approved by Council in November 2023;
- PEO leadership team scorecard implemented to support management oversight; and
- RFP process completed in support of chief elections officer role.

STRATEGIC GOAL: REFRESH VISION; ENSURE STAKEHOLDERS SEE PEO VALUE**2023 Highlights**

- Visioning Task force and workplan initiated per plan;
- 99 advisory group members identified;
- 10 advisory groups created;
- Steering Committee established in October 2023;
- 62 vision statements received; and
- Ranking of vision statements by advisory groups underway.

Figure 1: Highlights of Accomplishments from 2023 Operational Plan

OUR STRATEGIC GOALS

Our goals and accompanying strategic priorities define what success looks like and describe the specific work we will undertake to drive our mandate and mission. Specific strategies and action plans, with targeted completion dates, will flow from these goals and priorities.

Improve PEO's licensing processes without compromising public safety

We will do this by:

- Enhancing the application process so that it is fair, transparent, accessible and efficient and maintains competency and complies with FARPACTA by July 1, 2023;
- Reviewing licensing business processes and incorporating changes to improve efficiency without sacrificing public safety or information security by January 1, 2025; and
- Ensuring all licensing activities reflect the values of equity, diversity and inclusion.

Optimize organizational performance

We will do this by:

- Updating and developing standards and practice guidelines;
- Ensuring adequate IT infrastructure, improving our capacity to collect and manage data; and
- Reviewing and improving communication and business processes, including ensuring they reflect the values of equity, diversity and inclusion.

Implement a continuous governance improvement program

We will do this by:

- Improving orientation for councillors and PEO's executive leadership team;
- Ensuring committees and Council have the necessary evidence to support quality decision-making; and
- Establishing metrics for governance performance, which includes principles of equity, diversity and inclusion by spring 2023 and implementing an annual review.

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; and
- Developing a proposed vision for consultation.

10



2050 Vision Statement

The 2023–2025 Strategic Plan includes the goal of refreshing PEO's vision to ensure that stakeholders see value in PEO (see p. 5), which has significant and far-reaching impact. Initiative 4.3 in our 2024 Operational Plan is to develop a proposed vision statement for 2050. We launched this project last year, with the first round of consultations involving participation from 99 volunteer members across 10 advisory groups. Each advisory group developed proposed vision statements, which were further refined during a second round of consultations. A shortlist of 20 statements has been developed for further consideration. Ultimately, this initiative seeks to develop a long-term vision statement to sustain PEO until 2050. As I wrote in *Engineering Dimensions* last year, "[Change is] a continuous cycle of reflection, goal setting and action that allows us to achieve excellence. This is important to keep in mind because professional regulation is not static. Regulatory requirements change. So does the engineering profession, which is evolving exponentially." I look forward to continuing to work with staff, volunteers, stakeholders and Council to develop a long-term vision for PEO that reflects our regulatory mandate.

SPECIAL TOPICS

PEO's New Licensing Model is a Success

In 2023, PEO successfully introduced a licensing process that is more efficient, transparent and fair and complies with the provincial *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA). As noted further in this report (see p. 9), we have already approved the first applications under the FARPACTA-compliant licensing process—all of which have been processed to a registration decision within the prescribed six-month period. Moreover, we have been able to allow former applicants from the legacy licensing process who are interested to re-apply under our new licensing process—a move that is beneficial for candidates, employers and PEO.

The introduction of the FARPACTA-compliant licensing process created some unique complexities in relation to the existing legislative scheme. Notably, the voluntary engineering intern (EIT) program has been paused because of the statutory requirement that it could only be offered to those who had already applied for licensure. This is incompatible with a requirement to process completed applications within six months. Staff and Council recognized this impact, and PEO has continued to liaise with relevant stakeholders to develop principled options for Council's consideration. Staff and Council remain committed to continuing communication between PEO and our stakeholders as we work on alternatives to the suspended EIT program.

PEAK has Continued Improvements in Year Two

This is the second year of our mandatory continuing professional development (CPD) program, PEAK. As you'll read further below (see p. 18), PEAK is subject to continuous improvement and has been revised in response to stakeholder feedback in its initial year as a mandatory program. In January of 2024, as in 2023, all P.Eng. and limited licence holders for whom PEAK was mandatory were required to complete the first two elements. These two PEAK elements would take most licence holders less than an hour to complete. CPD remains a key part of PEO's commitment to excellence in professional regulation, and as PEAK becomes potentially enforceable this year, I will continue to make sure the program is fully understood and accessible by all licence holders before any enforcement action is taken.

OPERATIONAL PLAN STATUS REPORT

PEO's 2023–2025 strategic plan includes the four goals of modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders. In 2023, 23 planned initiatives were completed as part of the Operational Plan. These initiatives produced meaningful outcomes in support of PEO's

journey of modernization and transformation and helped establish a foundation for advancing many other initiatives in 2024. This year, 21 initiatives are outlined in the 2024 Operational Plan, the majority of which have already been initiated.

			Status			
Goals	Sub Goals	Activities	NYS	< half	> half	Done
1. Improve licensing processes	1.1 Create fair, transparent, accessible, and efficient application process	1.1.1 FARPACTA tech solution - Phase 1 & 2				
		1.1.2 FARPACTA process (licensing and compliance)				
		1.1.3 Change management and communications				
	1.2 Review licensing processes; implement changes	1.2.2 Implement mandatory CPD - Phase 2 (business rules, sanctions)				
	1.3. Ensure licensing reflects EDI values	1.3.1 EDI - Phase 1 (audit, supports)				
2. Optimize organizational performance	2.2. Ensure adequate IT; data collection/mgt	2.2.1 Digital transformation roadmap				
		2.2.2 Data governance model				
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.1 Organizational EDI strategy				
		2.3.2 HR high performance team roadmap				
		2.3.3 Modernize payroll processes				
		2.3.4 Communications strategy (value, EDI)				
		2.3.5 Modernize budget processes				
		2.3.6 Review financial controls				
		2.3.7 Develop Customer Service Model				
3. Implement governance improvement program	3.1 Ensure councillor & ELT orientation	3.1.2 Review/revise board orientation				
	3.2 Ensure committee/council evidence for decision-making	3.2.2 RM framework				
	3.3 Establish metrics for governance performance	3.3.1 Review governance committee evaluations				
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.3 Stakeholder engagement session(s)				
		4.2.1 Legislative/reg/legal review				
	4.2 Undertake research	4.3.1 Draft new vision				
		4.3.2 Post vision consultation				
Status Counts:			10%	81%	10%	0%

Figure 2: Operational Plan Status Report as of February 2024.

IMPROVING THE LICENSING PROCESS

1.2 Review Licensing Processes Implement Changes

2024 Targets

In 2024 we will conduct a lean assessment of Licensing operations to identify further opportunities for continuous process improvement. The assessment will evaluate both the legacy and FARPACTA-compliant licensing processes for the P.Eng., as well as the exam processes, seals and certificates of authorization. Additionally, our Licensing team will continue to complete activities under the Inventory Management Project.

Success Metrics

Success of the above targets will be evaluated as follows:

- The number and scope of improvement ideas identified from the lean assessment to ensure continued alignment of operational processes with FARPACTA requirements;
- All applicants accumulating their experience component of licensure and who have graduated over four years ago will be invited to complete a competency-based assessment (CBA); and
- We will achieve a reduction in wait times for Academic Requirements Committee and Experience Requirements Committee assessments.

OPTIMIZE ORGANIZATIONAL PERFORMANCE

2.2 Ensure adequate IT; data collection and management

PEO's Digital Transformation continues to be an important strategic focus for the organization as outlined in the framework below:

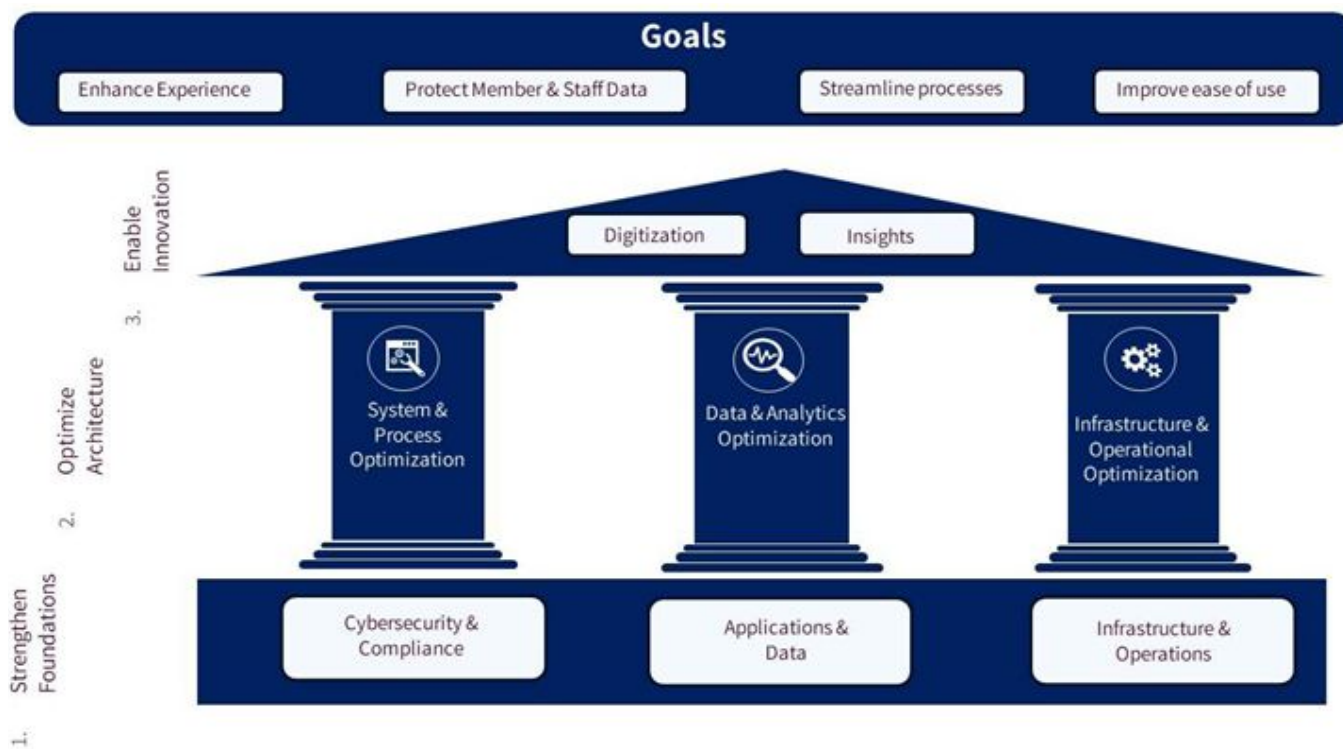


Figure 3: Digital Transformation

In support of this framework, key projects have been initiated to strengthen foundations, optimize system architectures and enable innovation. Selected projects include:

- Assessing and strengthening PEO's websites to ensure compliance with relevant and appropriate standards and technology best practices;
- Strengthening our environments through activities, including enhanced staff awareness, and providing employees with the knowledge and skills to identify cybersecurity threats and promote

2.3 Review/improve communications and business processes

To help enhance the understanding and awareness of PEO's mandate, we have launched a communications audit to ensure that:

- Communication strategies align with PEO's goals and objectives;
- Key audiences are identified; and
- PEO's communication channels, platforms and tools are optimized.

In practical terms, the audit will:

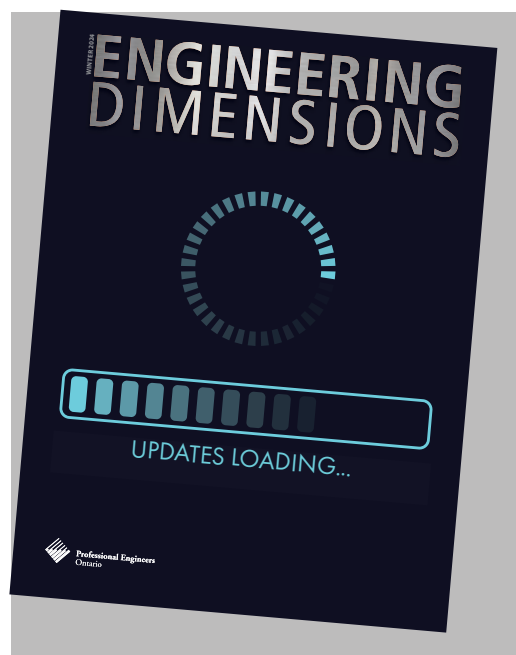
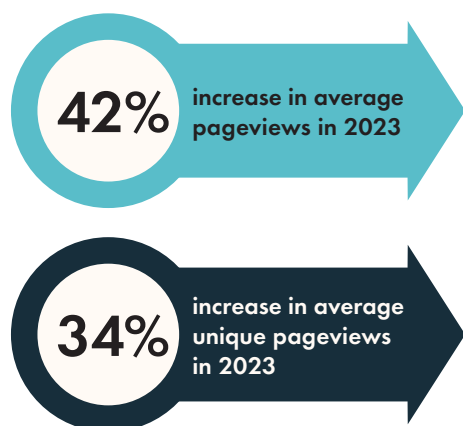
- Assess PEO's current state of communication practices and processes;
- Uncover opportunities for improvement;
- Identify and address any communication gaps, barriers or issues; and
- Provide actionable recommendations to enhance external communication effectiveness.

a cybersecurity mindset. Monthly training modules have been very well received by staff, with completion rates of over 93 per cent; and

- The Technology team continues their commitment to optimizing IT services and infrastructure and applications to enhance member and customer experiences.

Numerous internal and external stakeholders will be invited to share their feedback on and expectations of PEO's communications. These will include, among others, PEO staff, volunteers, councillors, licence holders, engineering partners, engineering deans and students and government officials

Further, *Engineering Dimensions* experienced a 42 per cent increase in average pageviews in 2023. Average unique pageviews were also improved by 34 per cent in 2023.





1175

At 60 chapter licence presentation ceremonies in 2023, 1175 new licence holders were presented with their licences.

REFRESH VISION; ENSURE STAKEHOLDERS SEE PEO VALUE

4.1 Dialogue with Members and Stakeholders

PEO's 36 chapters are ambassadors for the engineering regulator across the province. They provide an important link between licence holders, EITs, staff and Council. Chapters perform a range of functions including organizing licence certificate ceremonies and hosting technical seminars, symposiums and other events. They also supply a valuable forum for members to exchange knowledge and ideas.

Chapters Event Engagement Model

The 2023 Chapter Leaders Conference and Government Liaison Program Training Summit were held in November 2023 in Toronto, ON. Along with President Roydon Fraser, I had the opportunity to welcome 150 volunteers during a keynote morning address. We acknowledged and thanked our volunteers for their contributions and roles as organizational and PEO ambassadors. It was also my pleasure to officially announce PEO's new Chapters Event Engagement Model, which includes plans for PEO staff to regularly attend chapter events across Ontario.

Chapter Events

In 2023, PEO Chapters held 60 licence presentation ceremonies for a cumulative 1175 new licence holders. Moreover, many chapter activities were supported by over 500 volunteers last year. I acknowledge and remain thankful for the contribution of PEO's many dedicated volunteers. The first quarter of the year is a busy time for chapters holding [annual general meetings](#) and licence certificate ceremonies. Additionally, chapters continue to offer continuing professional development and technical tour opportunities to their members and

engage with their local communities with educational outreach and community support.

Recognizing PEO's volunteers

The Ontario Volunteer Service Awards program, managed by the Ministry of Citizenship and Multiculturalism's Ontario Honours and Awards Secretariat, recognizes volunteers for providing committed and dedicated service to an organization. This year, PEO submitted 72 successful nominations ranging from 10 to 40 years of continuous service and representing PEO Council, 22 chapters and eight committees.

These volunteers, who have a combined 1170 years of service at PEO, will receive a personalized certificate and lapel pin acknowledging their years of service at a local award recognition ceremony. We are very proud to shine the spotlight on our remarkable volunteers, for their inspiring and noble work which enables the engineering profession in Ontario to thrive.

REGULATORY UPDATES

Key Insights from Dashboard (Licensing)

In May 2023, PEO launched its updated licensing process to meet FARPACTA requirements, which include acknowledging receipt of applications within 10 days and making a licensing decision within six months. Overall, the number of P.Eng. licences issued in 2023 was comparable to 2022. In addition, the overall number of applications increased by 6 per cent in 2023 compared to 2022. This was evident in December 2023, when PEO approved its first group of applicants approved for licensure in the FARPACTA-compliant process within the six-month registration timeline. Additionally, international applicants, who are currently completing the winter technical exams, can submit applications throughout early 2024. Provisional licence holders have been processed per PEO's Inventory Management Plan, and over 700 applicants previously accumulating experience and had been identified as strong candidates due to their engineering experience were invited to complete their CBA in the fall of 2023. Additional applicants who are close to completing the licensure process will also soon be invited to complete their CBA.



	2022	2023
Acknowledgment of complete applications within target (FARPACTA)–P.Eng. licence	N/A	35/35=100%
Registration decisions within target (FARPACTA)–P.Eng. Applications	N/A	9/9=100%
Licences issued–P.Eng. licence (in total including FARPACTA, pre-May 15 legacy, and transfers)	4511	4397

Figure 4: Key Insights from Scorecard (Licensing)



REGULATORY COMPLIANCE

Unlicensed Practice

Unlicensed Practice, formerly Enforcement, addresses issues pertaining to the practice of professional engineering or use of an engineering title without a valid PEO licence. Last year PEO successfully prosecuted five cases, resulting in restraining orders, also known as injunctions, and provincial offence convictions. Notably, the highest fine issued by the provincial offence courts in 2023 totaled \$50,000 against Jay HARDING for offering engineering inspection services of cranes and related lifting equipment without any qualifications.

Key Unlicensed Practice stats include:

796

files handled in 2023, up 36 per cent from 2022, due largely to the closing of legacy files and improved case management.

366

cases in 2023, up from 308 in 2022.

307

open files at the start of 2024, down from 417 at the same time in 2023.

COMPLAINTS

	2021	2022	2023
COC's Caseload			
Filed Complaints ¹ not disposed of by COC at previous year-end	103	105	120
Complaints Filed (PEA s. 24. 1(a)) during the Year	72	96	90
Total Caseload in the Year	175	201	210
Total Filed Complaints Disposed of by COC in the Year (for details see COC's Disposition of Complaints below)	70	81	50
Total Filed Complaints Pending for COC Disposition (for details see Status of Active Filed Complaints below)	105	120	160
COC's Disposition of Complaints			
Direct that the matter be referred, in whole or in part, to the Discipline Committee. (PEA s. 24. 2(a))	4	13	11
Direct that the matter not be referred. (PEA s. 24. 2(b))	38	35	30
Take such action as COC considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. (PEA s. 24. 2(c))	28	33	9
COC's Timeliness Regarding the Disposition of the Complaint²			
Complaint disposed of within 90 days of filing	0	0	0
Complaint disposed of 91–180 days of filing	0	3	1
Complaint disposed of after more than 180 days of filing	70	78	49
COC Processing Time – Days from Complaint Filed to COC Disposition (12 mo. rolling avg.)			
Average # Days	535	554	509
Minimum # Days	251	154	176
Median # Days	446	414	427
Maximum # Days	1245	1766	1761

¹Signed Complaint Form filed with the registrar.

²Days from Complaint Filed to date COC Decision is signed by COC chair.

Figure 5: Complaints and Investigation Statistics

		160
Complaints filed more than 180 days ago	103	103
Pending Approval and Reason regarding COC Decision	66	
Complaints under active consideration by COC	20	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	17	
Complaints filed 91 – 180 days ago	35	35
Pending Approval and Reason regarding COC Decision	3	
Complaints under active consideration by COC	1	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	31	
Complaints filed within the past 90 days	22	22
Pending Approval and Reason regarding COC Decision	0	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	22	

Figure 6: Status of Active Filed Complaints

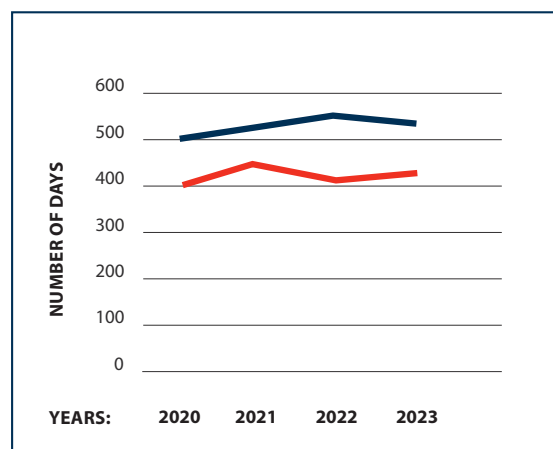
Review by Complaints Review Councillor (PEA s. 26. (s))

According to the Act, where a complaint concerning a member of PEO or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee (COC) **within 90 days** after the complaint is filed with the registrar, upon application by the complainant or on his or her own initiative, the complaints review councillor may review the treatment of the complaint by the COC.

Glossary of Terms

Complaint Filed–Signed Complaint Form filed with the registrar.
Investigation Complete–Investigation Summary document prepared and complaint file ready for COC consideration.

Complaints and Investigation Statistics as of December 31, 2023



— AVERAGE # DAYS
— MEDIAN # DAYS

Figure 7: Complaint File Processing Times, 2020–2023

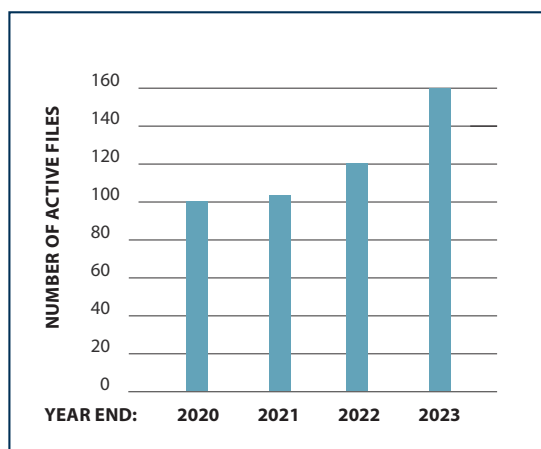


Figure 8: Number of Active Files Year End 2020–2023

FINANCE

For the 11 months ending November 30, 2023, revenues earned were \$33.6 million, and expenses incurred were \$29.3 million, resulting in an excess of revenue over expenses of approximately \$4.3 million, as shown in Figure 9. The increase in revenues in comparison to the prior year actuals for the same period by approximately \$4.1 million is largely attributable to a higher-than-expected investment income, an increase in P. Eng applications, registration and exam revenues and due to affinity revenues, which PEO has started receiving from this year onwards.

Expenses for the 11 months totalled \$29.3 million in 2023, compared to \$26.3 million for the same period in the prior year. The increase in expenses is mainly due to higher spend on staff salaries and benefits, legal (corporate, prosecution and tribunal) expenses, contract staff and chapters.

Figure 10 shows cash reserves of approximately \$10 million and an investment portfolio of \$28.7 million as of November 30, 2023, in comparison to cash reserves of \$7.6 million and an investment portfolio of \$27.3 million, respectively as of November 30, 2022.

	2023 Actual	2022 Actual	Variance
TOTAL REVENUES	\$33,616,902	\$29,489,198	\$4,127,704
Operations expenses	\$26,471,234	\$23,535,047	-\$2,936,187
Special project exp	\$2,877,978	\$2,748,046	-\$129,932
TOTAL EXPENSES	\$29,349,212	\$26,283,093	-\$3,066,119
Excess of Rev over Exp	\$4,267,690	\$3,206,105	\$1,061,585

Figure 9: Revenues and expenses as of November 30, 2023

	2023 Actual	2022 Actual	Variance
Cash	\$9,986,308	\$7,631,710	\$2,354,598
Other current assets	\$700,905	\$619,428	\$81,477
Marketable securities	\$28,721,816	\$27,352,258	\$1,369,558
Capital assets	\$27,323,880	\$28,497,236	-\$1,173,356
Total assets	\$66,732,909	\$64,100,632	\$2,632,277
Current liabilities	\$14,999,471	\$14,638,475	-\$360,996
Long term debt	-	\$453,649	\$453,649
Employee future benefits	\$13,260,100	\$11,314,683	-\$1,945,417
Net assets	\$38,473,338	\$37,693,825	\$779,514
Total liabilities & net assets	\$66,732,909	\$64,100,632	\$2,632,278

Figure 10: Assets and liabilities as of November 30, 2023

Remissions and Resignations

The data in Figures 11 and 12 show the monthly breakdown of the number of members seeking fee remission in 2023 and 2022, respectively. In 2023, the average monthly number of members seeking remissions as of November 30, 2023, is 251, in comparison to 229 for 2022.

2023 compared to 113 resignations in 2022. This increase primarily resulted in an overall decrease in the number of P.Engs by 749. As of November 30, 2023, the total number of P.Engs is 87,138, in comparison to 87,887 members reported on November 30, 2022.

As can be seen in Figures 11 and 12, there was an increase in the average number of resignations, an average of 206 resignations in

Remission Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	Monthly Ave.
Parental leave	22	14	11	16	18	10	12	14	26	13	20		176	16
Postgraduate	4	4	9	9	8	2	3	8	7	10	9		73	7
Unemployment	134	78	121	126	128	83	108	134	100	116	125		1253	114
Temporary health	4	1	3	4	4	5	5	2	0	0	3		31	3
Permanent health	9	7	4	6	3	2	4	6	3	6	13		63	6
Retired	133	118	99	68	110	88	80	79	90	107	197		1169	106
Total	306	222	247	229	271	190	212	243	226	252	367		2765	251
Cumm. Total	306	528	775	1004	1275	1465	1677	1920	2146	2398	2765			
Resignations	362	226	188	268	180	190	155	136	218	203	137		2263	206

Figure 11: Remissions and Resignations Stats for 2023

Remission Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	Monthly Ave.
Parental leave	14	10	20	13	21	13	8	17	15	10	18	12	171	14
Postgraduate	7	8	5	12	14	4	6	2	8	13	6	3	88	7
Unemployment	161	106	146	142	113	107	104	129	109	124	116	83	1440	120
Temporary health	7	4	3	5	5	7	4	0	2	1	2	5	45	4
Permanent health	2	1	9	4	3	1	2	9	3	3	5	3	45	4
Retired	84	99	88	51	80	76	47	93	90	56	93	101	958	80
Total	275	228	271	227	236	208	171	250	227	207	240	207	2747	229
Cumm. Total	275	503	774	1001	1237	1445	1616	1866	2093	2300	2540	2747		
Resignations	111	79	90	79	108	95	77	110	141	84	159	222	1355	113

Figure 12: Remission and Resignation Stats for 2022

CUSTOMER SERVICE

In 2023, PEO's customer service team was introduced to support first-level resolution of common inquiries from licence holders, potential applicants and others. Throughout the year, 74 per cent of inquiries were received via email, 25 per cent through phone calls and 1 per cent from walk-in visits. Over 94 per cent inquiries were directly resolved by the team in a timely and effective manner. The team responded to a wide range of inquiries, including support for technical issues, PEO's new licensing process and the PEAK program.

Operational oversight for customer service functions is supported through an analytics dashboard, which in 2024 will include additional metrics and reporting capabilities. As of this month, the customer service team will solicit customer feedback via a brief engagement and satisfaction survey. This formalized process for collecting feedback will support further advances in overall customer experience and query resolution.

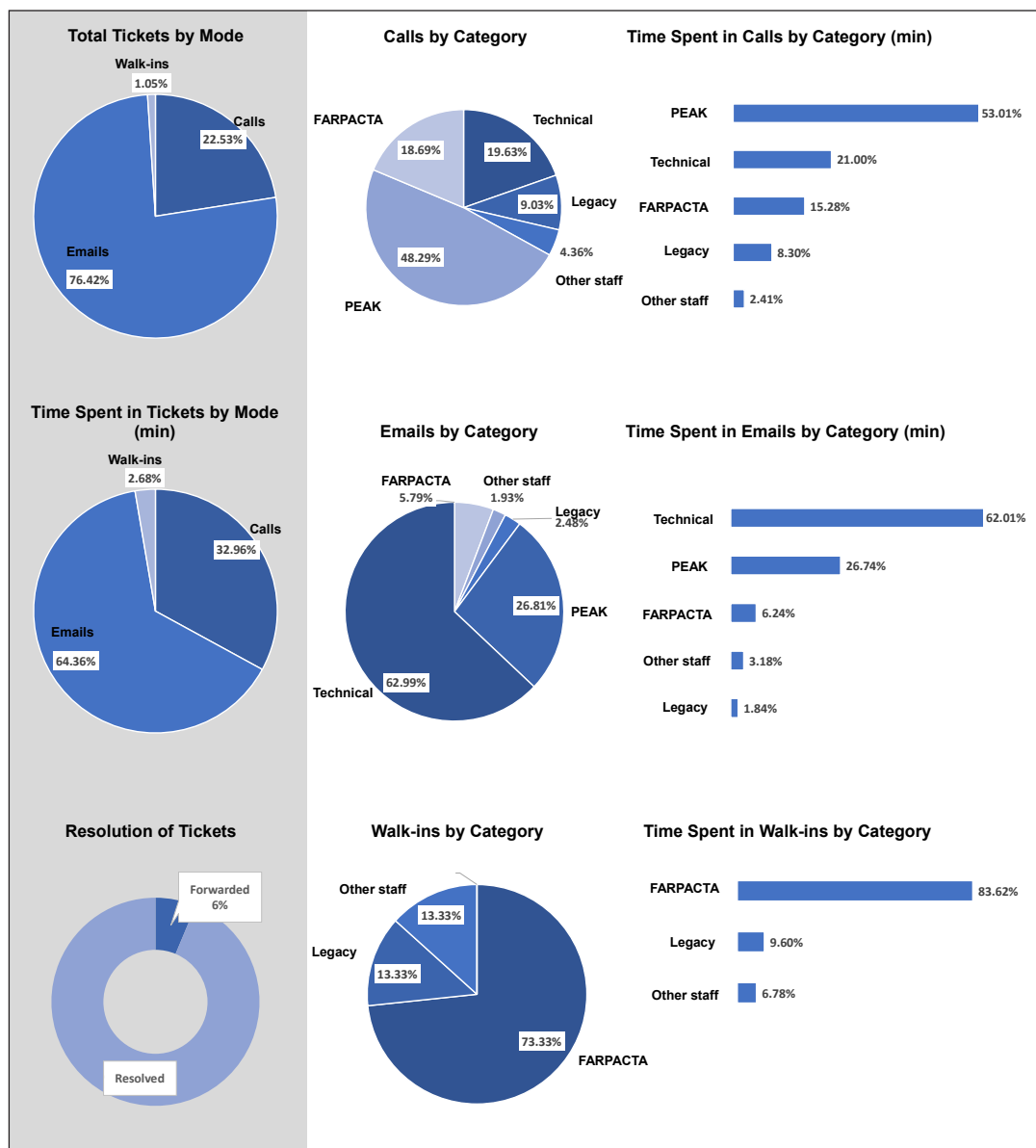


Figure 13: Customer Service Dashboard, December 2023















COUNCIL GOVERNANCE SCORECARD

In alignment with our strategic objective of implementing a governance improvement program, we are delighted to introduce PEO's Governance Scorecard, which reports on 12 quantitative indicators aligned to PEO's core functions of Regulatory Operations, Policy, Finance, and Strategy and Organizational Culture.





The Governance Scorecard will help staff and Council track operational activities and priorities throughout 2024 that align with PEO's 2023–2025 Strategic Plan. Governance scorecards are an important part of management and oversight processes to ensure alignment of operational activities with strategic plans.

The scorecard in Figure 14 reports on 2023 and indicates our targets and thresholds. Eight indicators are reporting as green for favourable against their target, one indicator is reporting as yellow for slightly below target, and one indicator is reporting as red for below target. Two indicators are reporting as grey, as their targets were in development in 2023.

PROFESSIONAL ENGINEERS ONTARIO GOVERNANCE SCORECARD									
#	Indicator Name	Operational Definition	Reporting Frequency	Category	Status	Desired Direction	2023 Target	2023 Threshold	2023 Value
1	Acknowledgment of Complete Applications Within Target (C), (F)	Number of received applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Quarterly	Regulatory Operations		↑	90%	80%	95%
2	Registration Decisions Within Target (C), (F)	Number of P.Eng. and Limited Licence applications for whom a registration decision is made within the required timeframe divided by all registration decisions made during the reporting period.	Quarterly	Regulatory Operations		↑	90%	80%	99%
3	Registration Decisions Within Target (C), (F) – P.Eng. Transfers	Number of registration decisions made within 30 days for the P. Eng. transfer applications divided by all registration decisions received during the reporting period.	Quarterly	Regulatory Operations		↑	100%	90%	99%
4	Mandatory PEAK Compliance Rate (C)	Compliance rate, expressed as a percent, for elements 1 and 2 of the mandatory Practice Evaluation and Knowledge (PEAK) Program. The program has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report.	Annually	Regulatory Operations		↑	N/A	N/A	76.5%
5	30x30 Licensure Rate (C)	Number of newly licensed female-identifying engineers divided by the total number of newly licensed engineers.	Annually	Policy		↑	30.0%	20.0%	18.4%
6	Updated Standards and Guidelines (C)	The percent of standards, guidelines and policies reviewed within the last five years.	Annually	Policy		↑	N/A	N/A	N/A
7a	Year to Date Budget Variance (C)	The variation, in percent, of the actual year-to-date revenue compared to the year-to-date budget.	Annually	Finance and Strategy		↑	0%	-10%	14.71%
7b		The variation, in percent, of the actual year-to-date spend compared to the year-to-date budget.				↓			10.09%
8	Days Cash on Hand (C)	This indicator is calculated by first determining the total amount of unrestricted cash / cash equivalent funds available and dividing it by annual operating expenses minus depreciation expenses. This denominator is then divided by 365.	Quarterly	Finance and Strategy		↑	180	90	497
9	Strategic Initiative Completion (C)	The total number of strategic initiatives completed during the reporting period divided by the total number of strategic initiatives planned for the year.	Annually	Finance and Strategy		↑	90%	80%	100%
10	Employee Engagement Rate (C)	Engagement score is calculated by adding the agree and strongly agree scores and dividing it by the number of questions.	Annually	Organizational Culture		↑	70%	68%	76%
11	Staff Turnover (C)	The number of full-time, permanent employees who left PEO, divided by the average number of employees within the same year, multiplied by 100.	Annually	Organizational Culture		↓	15%	18%	9.8%
12	Year-End Performance Review Completion (C)	The number of completed performance management forms completed by December 31 divided by the total number of eligible employees.	Annually	Organizational Culture		↑	99%	95%	100%

Legend

Status Definitions

-  Performance on target
-  Performance slightly below target
-  Performance significantly below target
-  Target development in progress

Notes

- 1) Indicators required under FARPACTA legislation are identified with an (F) label
- 2) Indicators reported to Council are identified with a (C) label
- 3) Interim values provided for any text in *italics*. Finalized values to be provided in a future report

Figure 14: Council scorecard

CONTINUING PROFESSIONAL DEVELOPMENT

PEO launched the mandatory PEAK program on January 1, 2023. The program entered its second year last month, and we are committed to enforcing PEAK starting this year. Enforcement will eventually include administrative licence suspensions for non-compliance, as well as an audit program to ensure licence holders are completing PEAK correctly. We will adopt a remedial approach that focuses on helping licence holders comply and resume compliance quickly and easily. Details about the operational rules and procedures will be provided as they become available.

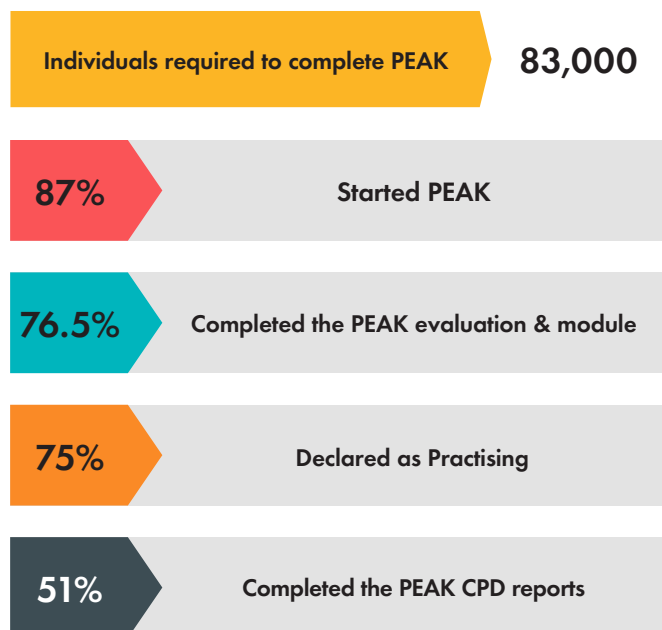
New PEAK introductions this year include:

- Exempting licence holders enrolled in fee remission—97 per cent of whom are retired—from completing PEAK;
- Revised licence status terminology to “eligible to practise” and “not currently eligible to practise” to better reflect the statuses of our licence holders;

- Expanding the criteria for admissible CPD to include both core engineering learning and supplementary learning. Details are available on the PEAK [web page](#); and
- Releasing the second PEAK module and will soon begin developing the third PEAK module, which will be released in 2025.

We are committed to educating licence holders about their annual, mandatory PEAK requirement. We also continue to support licence holders in fulfilling their CPD obligations through the PEAK web page, social media postings, trailer video, webinar recording (coming soon) and user guide (coming soon), as well as reminder emails and PEO’s customer service team.

As of December 31, 2023



As of January 28, 2024

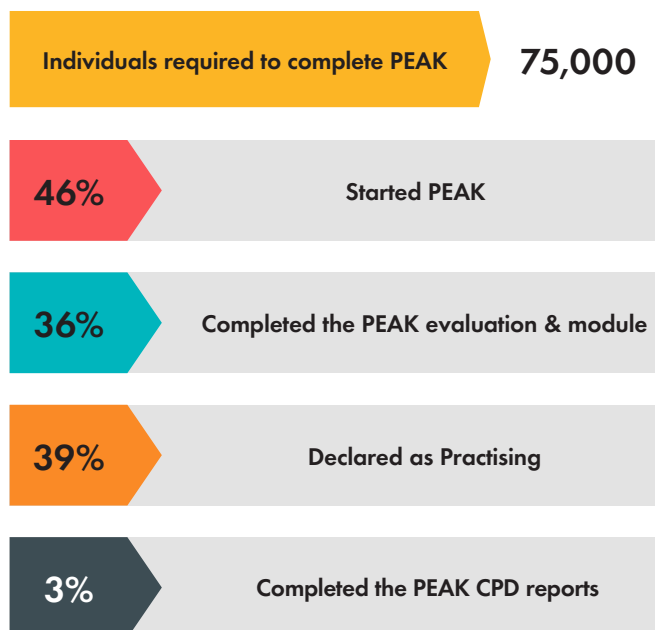


Figure 15: PEAK numbers January 2023, compared to January 2024.



PEOPLE AND CULTURE

Equity, Diversity and Inclusion (EDI)

PEO launched its inaugural internal EDI committee with a mandate of promoting a culture of belonging and fairness. The committee will work with the executive leadership team to roll out various initiatives in 2024 and build on initial successes from 2023. The first initiative in 2023 was unconscious bias training for employees and managers throughout the month of December. A total of 78 per cent of employees attended the training, with an additional session offered in 2024 for all remaining staff.

Indigenous Representation at PEO

PEO has partnered with Indigenous and Community Engagement Inc. (ICE) to support the higher representation of Indigenous Peoples in engineering. Indigenous Peoples represent 2.35 per cent of the province's workforce but account for only 0.65 per cent of licensed engineers in Ontario. ICE is looking at PEO's licensing process and internal operations to assess the organization's practices. ICE's work to date includes research on:

- Other engineering organizations in Canada (September 2023);
- Reconciliation efforts of similar STEM-related professional associations and regulators (September 2023);

- Relevant recommendations from the United Nations Declaration on the Rights of Indigenous Peoples, Truth and Reconciliation Commission Calls to Action and National Inquiry into Missing and Murdered Indigenous Women and Girls (October 2023);
- Interviews with nine Indigenous-identifying people and regarding their challenges and opportunities (November 2023); and
- A two-week survey launched in January 2024 to gather feedback from Indigenous engineers and Indigenous Peoples pursuing their P.Eng. in Ontario.

The next steps include:

- Summarizing the findings of the surveys (February 2024);
- Delivering two focus groups (February and March 2024) to further explore possible recommendations; and
- A final report (April 2024) with specific recommendations.

Employee Engagement Action Planning

In September 2023, PEO launched its annual employee engagement survey and achieved a score of 76 per cent, representing an increase of 8 per cent from 2022. Moreover, participation in the 2023 survey increased by 20 per cent compared to 2022.

Decision Note – Nomination of Two (2) PEO Representatives for Appointment to Engineers Canada Board

Agenda Item No.	C-561-4.1
Purpose	To nominate two (2) PEO representatives to serve on the Board of Directors of Engineers Canada in accordance with Council's procedures.
Strategic/Regulatory Focus	<i>Governance – PEO representation at national level</i>
Motion (to ratify secret votes) Requires a simple majority of votes cast to carry	That _____, P.Eng. and _____, P.Eng., be nominated as PEO Directors to the Engineers Canada Board of Directors, each for a three-year term effective as of the 2024 Engineers Canada Annual General Meeting.
Attachments	Appendix A: <i>Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors</i> Appendix B: List of Eligible Candidates for Nomination Appendix C: <i>Engineers Canada Board Director commitment</i> Appendix D: <i>Board competency profile</i>

Summary

The terms of two Ontario representatives on the Engineers Canada (EC) Board of Directors expire at its 2024 Engineers Canada Annual General Meeting on May 25, 2024. Council is being asked to nominate two (2) PEO representative to the Board of Directors of Engineers Canada, to fill these vacancies, in accordance with the *Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors (Appendix A)*.

Public Interest Rationale

No public interest rationale.

Background

The terms of two Ontario representatives on the Engineers Canada (EC) Board of Directors expire at its 2024 Engineers Canada Annual General Meeting on May 25, 2024.

Engineers Canada Director	Term Start – First Appointment	Term End
Arjan Arenja, P.Eng.	May 2021	May 2024
Marisa Sterling, P.Eng.	May 2021	May 2024

PEO is therefore seeking nominations for consideration by PEO Council. On January 16, 2024, current and recent past Councillors (**Appendix B**) received a “Call for Nominations” package including a cover memorandum and the appendices included in this briefing note. Eligible candidates were invited to submit their names for nomination by **January 31, 2024**.

Considerations

In accordance with section C2 of the *Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors*, please note that Engineers Canada provided the following information with respect to the nomination process for the 2024 appointments and in reference to their Board policy 4.8, **“Board competency profile”** (attached as **Appendix D**), especially section 4.8.3 which outlines desired competencies, demographic preferences, and asset qualifications:

“Engineers Canada’s Board is seeking nominees with accounting/financial experience and risk management experience, as defined in the attached policy.”

“Engineers Canada recognizes and values the benefits that diversity can bring to the engineering profession. In May 2021, the Board agreed to subscribe to the Government of Canada’s 50-30 Challenge, in which it aspires to achieve gender parity (50% women and/or non-binary people) and significant representation (30%) of other under-represented groups including those who identify as Racialized, Black, and/or People of colour (“Visible Minorities”), People with disabilities (including invisible and episodic disabilities), 2SLGBTQ+ and/or Indigenous People on the Board and in senior management. Please consider this commitment when selecting nominees.”

Stakeholder Engagement

Not applicable.

Expressions of Interest Received

Listed below in alphabetical order are the names of the individuals who submitted their expressions of interest by the deadline of January 31, 2024. It has been verified that they all meet the eligibility criteria as outlined in Section C1 of the *Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors*.

1. Arjan Arenja
2. Vaj Banday
3. Nick Colucci
4. Lorne Cutler
5. Roydon Fraser
6. Vicki Hilborn
7. George Nikolov
8. Marisa Sterling

Next Steps

At the February 23, 2024 Council meeting, Councillors will vote via secret ballot on the ElectionRunner virtual platform in accordance with the rules outlined in section C3 of the *Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors*. Councillors who are candidates for nomination are not eligible to vote.

The names of the successful nominees will be forwarded to Engineers Canada and appointments will be made at Engineers Canada’s 2024 AGM.

Prepared By: Meg Feres – Manager, Council Operations

Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors (Approved by Council: November 16, 2023)

Part A: Background

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

The organization is governed by a Board of Directors, consisting of one or more representatives from each engineering regulator. The Board provides strategic direction and ensures appropriate financial and risk management for the organization. PEO nominates five representatives to be appointed to this Board of Directors by all of the regulators at a Meeting of Members.

Part B: Engineers Canada Prescribed/Managed Information and Processes

Information found in Section B are prescribed and managed by Engineers Canada. The source of the information is Engineers Canada's *Board Policy Manual* (posted June 6, 2023), to which references appear throughout this section.

B1: Engineers Canada's Guiding Principles and Core Purposes

The Engineers Canada's guiding principles and core purposes are outlined in Board policies 1.2, Guiding principles, and 1.3, Purposes of Engineers Canada. Both policies can be found in the Engineers Canada Board Policy Manual.

(1) Serve the needs of the Regulators.

- a) Achieve a balance between serving the needs of individual Regulators and strengthening the collective interest:
 - i. through dialogue, and
 - ii. as determined collaboratively by the Regulators.
- b) Regulators own the relationship and the dialogue with individual license holders of the profession.
- c) Demonstrate the link between Board direction, the purpose of Engineers Canada, and the needs of the Regulators.

(2) Ensure transparency and accountability in the decision-making process.

- a) Ensure that the process is clear and transparent.
- b) Actively engage all affected parties in the process.
- c) Ensure that all comments and guidance provided during consultations are considered during the process.
- d) Share supporting background and rationale for final decisions with all affected parties.

(3) Encourage the commitment and engagement of the Regulators.

- a) Proactively develop and maintain a national understanding of and consensus on the issues affecting the Regulators and the profession.



b) Provide Regulators with an effective forum for collaboration and consensus-building to understand, prioritize and advance the collective requirements of the Regulators.

(4) Enable equity, diversity, and inclusion in the Canadian engineering profession.

- a) Recognize the critical importance of a diverse engineering profession, which is supported by an inclusive climate for the future of the profession.
- b) Support and encourage the equitable opportunity for all qualified people to participate within the engineering profession without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, disability, or age.
- c) Develop programs and initiatives designed to advance the profession by promoting a diverse and inclusive culture in the profession.
- d) Convene Regulators and engineering stakeholders to support the adoption of best practices in equity, diversity, and inclusion, and to share timely and relevant research on diversity in the profession.
- e) Deliver ongoing information, training, and resource support to help the Board, Board committees, volunteers, and staff to develop capacity to address equity, diversity, and inclusion in their work.
 - i. Equity, diversity, and inclusion training will form part of mandatory Board and staff training so that specific, measurable diversity provisions are incorporated into all areas of work.

Specifically, Engineers Canada's work is focused on 10 core purposes, as established by Engineers Canada's members, the engineering regulators:

1. Accrediting undergraduate engineering programs.
2. Facilitating and fostering working relationships between and among the regulators.
3. Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
4. Offering national programs.
5. Advocating to the federal government.
6. Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.
7. Managing risks and opportunities associated with mobility of work and practitioners internationally.
8. Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.
9. Promoting diversity and inclusivity in the profession that reflects Canadian society.
10. Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects.

B2: Role of Engineers Canada Director

The role and responsibilities of the Engineers Canada Board and its Directors are outlined in the [Engineers Canada Board Policy Manual](#), Board policies 4.1, Board Responsibilities; and 4.2, Directors' Responsibilities. The latter provides in part as follows:



- 1) In order to fulfill purpose as a Board, individual Directors shall:
- a) Know the business of Engineers Canada.
 - b) Ensure sufficient time to fulfill their Director's duties and responsibilities.
 - c) Be informed of issues affecting, or likely to affect, Engineers Canada and the Regulators.
 - d) Contribute to the Board's decision-making process by:
 - i. Attending meetings on a regular and punctual basis and being properly prepared to participate;
 - ii. Discussing all matters freely and openly at Board meetings;
 - iii. Working towards achieving a consensus that respects divergent points of view;
 - iv. Supporting the legitimacy and authority of Board decisions, regardless of their personal position on the issue, and not discussing the varying opinions of individuals members;
 - v. Respecting the rights, responsibilities, and decisions of the Regulators; and,
 - vi. Participating actively in the work of the Board including by serving on Committees or Task Forces.
 - e) Bring the views, concerns, and decisions of the Board to their Regulator.
 - f) Seek their Regulator's input on issues to be discussed by the Board so as to be able to communicate the Regulator's position to the Board.
 - g) Advise their Regulator of issues to be presented for decision by the Members.
 - h) Be knowledgeable of the rules, regulations, policies, and procedures governing the Regulator that nominated/elected them.
 - i) Be familiar with the incorporating documents, By-law, policies and legislation governing Engineers Canada as well as the rules of procedure and proper conduct of meetings.
 - j) Participate in Board educational activities that will assist them in carrying out their responsibilities.
 - k) Provide timely input into Board assessment surveys.

(2) Each individual Director shall act in accordance with the Canada Not-for-Profit Corporations Act (the "Act") and their common law fiduciary duties, including but not limited to:

- a) Acting honestly, in good faith and at all times, in the best interests of the corporation;
- b) Being independent and impartial;
- c) Exercising, in the performance of their duties, the degree of care, diligence and skill required of a Director;
- d) Preserving the confidentiality of information obtained while acting as a Director by avoiding any advertent or inadvertent disclosure of such information;
- e) Exercising vigilance for and declaring any apparent or real personal conflict of interest in accordance with Policy 4.3, Code of Conduct; and
- f) Voicing, clearly and explicitly at the time a decision is being taken, any opposition to a decision being considered by the Board.

The role and responsibilities of Engineers Canada Directors are further outlined in Board policy 4.3, *Code of Conduct*.

This policy is intended to provide guidance to members of the Board and Board committees in managing the affairs of Engineers Canada. It does so by setting out the principles, standards and guidelines of ethical conduct, thereby ensuring confidence, transparency and trust in the integrity, professionalism and

impartiality of the decisions made by the Board and Board committees.

Details related to Board and committee member conduct and conflict of interest guidelines are found at 4.3.1 and 4.3.2 of the [Engineers Canada Board Policy Manual](#).

B3: Confidentiality

Board policy 4.4, *Confidentiality*, can be found in the *Board Policy Manual* and is also listed below.

- (1) Board members and members of Board committees have a duty to maintain confidentiality with respect to all confidential information that comes into their knowledge or possession in the course of performing their duties.
- (2) Confidential information includes:
 - a) Unpublished financial information;
 - b) Personal information with respect to employees or volunteers;
 - c) Any information discussed “in camera” at Board or committee meetings;
 - d) Data entrusted to Engineers Canada by external parties; and,
 - e) Any item marked as confidential either verbally or in written form.
- (3) The duty to maintain confidentiality does not apply to information that is already in the public domain.
- (4) Board members and members of Board committees must take reasonable steps to ensure that confidential information that comes into their knowledge or possession is not improperly disclosed or used. This includes properly securing the source or location of the information in their possession or control.
- (5) Board members and members of Board committees must not use confidential information for their own advantage or for the gain or advantage of others.
- (6) Board members and members of Board committees must return any confidential information in their possession or control upon ceasing to be a Board member or at the request of the Board.
- (7) Board members and members of Board committees must be proactive in identifying and reporting any breach of this policy.
- (8) Board members and members of Board committees are bound by this duty of confidentiality during their term as a Board member, and this duty continues after their term ends.
- (9) An acknowledgement of this policy must be signed by prospective Board members and members of Board committees before they assume their role.

B4: Board Competency Profile

The profile contains three areas associated with the overall competency of the Board:

A. Competencies

Competencies are the collective skills and experience that are deemed necessary to effectively govern. No single Board member is expected to have all competencies contained in this profile. Collectively, the Board of Directors should have sufficient experience to reflect all competencies. From time to time, the Board may determine the prioritization of the competencies to reflect emergent needs.

B. Demographics

Board demographics aim to reflect the representation of the Canadian population. Recruits from Regulators will not be sought solely on the basis of a certain demographic, rather their demographic



combined with their talents and abilities.

C. Behavioural skills

Behavioural skills are the desired behavioural skills to help the Board work effectively together. The asset qualifications are not to be included in the competency matrix referenced below, but Regulators should consider these preferred traits when nominating potential candidates to the Board.

As new members come on to the Board, they will be asked to assess their experience and knowledge against the desired competencies. When new Board nominees are requested from the Regulators, they will be advised of **preferred** competencies or demographics the Board is seeking. Notwithstanding the preferences expressed, Regulators are free to nominate whomever they feel is most appropriate for the position.

Additional information related to the Board competency profile can be found in the [Engineers Canada Board Policy Manual at 4.8.3.](#)

B5: Expectations Regarding Principal Activities as They Relate to PEO:

- Attend Engineers Canada meetings and, subject to confidentiality obligations, report significant activities or decisions to PEO following each meeting, including a report on any special Engineers Canada projects.
- Attend PEO Council meetings. The Directors are expected to attend to the same standard to which a regular member of PEO Council is held.
- Provide a written report to Council through the Registrar in a timeframe acceptable so that it may be included in the Council meeting agenda package.
- Notify PEO's President and Registrar of any specific items for which they require a decision of or guidance by, PEO Council, so that they may be included in the agenda for the next PEO Council meeting.

B6: Term of Appointment for Directors

PEO Council is responsible for nominating candidates for the Engineers Canada Board. The term of appointment normally commences and ends at an annual meeting of Engineers Canada and shall be of three (3) years duration. Section 4.6 of the Engineers Canada Bylaw sets out that Directors shall be elected for a term of 3 years, and they may be elected for a second term (or a lifetime max of 6 years).

The maximum length of service as an Engineers Canada Director is 6 years, which may be extended if the nominee secures the Engineers Canada presidency.

B7: Engineers Canada Bylaw – Section 4.1

4.1 Nomination of Directors

- (1) Each Member shall deliver a list of nominees, who are engineers in good standing, to the Secretary for consideration at the Annual Meeting of Members.
- (2) Only individuals nominated in accordance with this nominations policy are eligible to be a Director.

Part C: PEO Prescribed/Managed Information and Processes

C1: Eligibility

To be eligible, a nominee for the position of Engineers Canada Director must be a current Councillor, recent past Councillor (no more than 2 years since last on Council), or a current Engineers Canada Director. Nominees must also be PEO and OSPE members in good standing.

C2: Annual Information on Competency Gaps

If Engineers Canada identify anticipated gaps in competencies in its Board of Directors for any given year, this information will be included in PEO's call for expressions of interest.

C3: Process to Nominate an Engineers Canada Director for Appointment

The following process covers steps related to the call for nominations and voting, and is to be used to nominate PEO representatives for appointment to the EC Board of Directors:

1. A call for those who wish to be considered for nomination by PEO Council to the Engineers Canada Board of Directors will be sent to all eligible nominees.
2. The call for prospective nominees will specify the closing date and require prospective nominees to indicate their willingness to serve for a three-year term in accordance with the terms set out in the Engineers Canada Bylaw and Board Policy Manual, and the expectations of PEO's Directors on Engineers Canada Board of Directors, as noted above.
3. A name to be considered for nomination does not require a seconder.
4. No names of prospective nominees will be accepted after the deadline for submission of names or from the floor at the meeting at which such nominations are to be made.
5. At the meeting at which such nominations are to be made, the Chair shall read out the names of those members who have asked to be considered. Before the first and all subsequent rounds of voting, the Chair shall ask if any remaining nominees wish to have their name removed from consideration.
6. Each prospective nominee will be afforded an opportunity to make a brief (2 minute) personal introduction should they so wish. If Engineers Canada has identified anticipated gaps in competencies in its Board of Directors for the given year, each candidate should address the competency (or competencies) as it relates to their experience or skills. Absent prospective nominees may submit a written personal introduction. The Chair will read any comments received from absent prospective nominees.
7. Voting will be by secret ballot¹ in accordance with By-Law No. 1, s.25(4). Where there is only one prospective nominee for a position, the Chair shall declare the prospective nominee to be nominated for appointment to the Engineers Canada Board.

¹ Applies to both in-person paper ballots and online election platforms in which electronic ballots are used.



8. Sitting members of Council who put their names forward to be considered for nomination to the Engineers Canada Board of Directors shall abstain from voting. However, should a Councillor's name be removed from the ballot, either through election or elimination, they may vote in any subsequent ballots.
9. Councillors will vote for each position separately and in succession until all positions have been filled.
10. One ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their ballot. Ballots are collected and counted. The candidate receiving a majority of votes cast is announced as the successful candidate.
11. Where no nominee receives a majority of votes cast in the first round of voting, the top two nominees receiving the most votes cast shall advance to a second round of voting.
12. In the event there is a tie in the last nominee position, the number of nominees advancing to the second round will be expanded to include those nominees that have tied for the last nominee position.
13. A new ballot is prepared according to the outcome of step 11 and, if applicable, step 12. This second ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their second ballot. Ballots are collected and counted.
14. After each voting round following the first voting round, the nominee receiving the lowest number of votes cast will be eliminated and will not advance to the next round of voting. If there is a tie for the lowest number of votes, a run-off will be held.
15. A new ballot is prepared with the applicable number of candidate names. This run-off ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on this run-off ballot. Ballots are collected and counted. The nominee receiving the most votes shall advance to the next round of voting and the others on the ballot are eliminated. Voting rounds will continue in accordance with steps 9 to 15 until one nominee receives a majority of the votes cast.
16. In the event of a tie vote between the final two nominees remaining, the nomination as an Engineers Canada Director shall be decided by coin toss conducted by the CEO/Registrar.
17. If applicable, ballots cast will remain with the Secretariat until a motion to destroy the ballots has been passed by Council.

List of Eligible Candidates for Nomination as Engineers Canada (EC) Director in 2024

Councillor	2021-2022	2022-2023	2023-2024	Comments
Arenja, Arjan	Member LGA, not eligible. See comments	Member LGA, not eligible. See comments	Member LGA	EC Director: May 2021 to May 2024 Eligible for second term on EC Board.
Banday, Vajahat	Not on Council	Councillor-at-Large	Councillor-at-Large	
Broad, Peter	RC-Western	Not on Council	Not on Council	
Brunet, Robert	Member LGA	Member LGA	Not on Council	
Chahine, Christopher	RC-East Central	RC-East Central	RC-East Central	
Chan, Michael	Councillor-at-Large	Not on Council	Not on Council	
Chiddle, Chantal	RC-Eastern	Councillor-at-Large	Not on Council	
Chisholm, Jim	RC-West Central	RC-West Central	Not on Council	
Colucci, Nick	President-elect	President	Past-President	
Cutler, Lorne	Member LGA	Member LGA	Member LGA	
Fraser, Roydon	Not on Council	President-elect	President	
Hilborn, Vicki	Not on Council	RC-Western	RC-Western	
Kiguel, David	Not on Council	RC-East Central	RC-East Central	
Liu, Michelle	Not on Council	Not on Council	RC-Eastern	
Lwin, Nanda	Not on Council	Not on Council	RC-East Central	
MacCumber, Lisa	RC-West Central	Not on Council	Not on Council	
MacFarlane, Susan	RC-Western	RC-Western	RC-Western	
Montgomery, Dana	Not on Council	RC-Northern	RC-Northern	
Nikolov, George	Member LGA, not eligible. See comments	Member LGA	Member LGA	Appointed March 10, 2022 after February election of nominee
Notash, Leila	Councillor-at-Large	Councillor-at-Large	Councillor-at-Large	
Panesar, Ravinder	Not on Council	Not on Council	RC-West Central	
Quinn, Pat	Councillor-at-Large	Not on Council	Not on Council	
Roberge, Luc	RC-Northern	RC-Northern	RC-Northern	
Schelske, Scott	Member LGA	Member LGA	Member LGA	
Schjerner, Glen	Not on Council	Not on Council	Councillor-at-Large	
Senaratne, Uditha	Not on Council	Member LGA, not eligible. See comments	Member LGA	Appointed March 16, 2023 after February election of nominee
Shankar, Pappur	Not on Council	RC-West Central	RC-West Central	
Spink, Marilyn	Vice-President	Not on Council	Not on Council	

Councillor	2021-2022	2022-2023	2023-2024	Comments
Sterling, Marisa	Past-President, not eligible. See comments	Not on Council	Not on Council	EC Director: May 2021 to May 2024 Eligible for second term on EC Board.
Subramanian, Ramesh	RC-Northern	Not on Council	Not on Council	
Walker, Randy	RC-Eastern	RC-Eastern	Not on Council	
Wowchuk, Gregory	Not on Council	Vice-President	President-elect	
Total Number Eligible: 32				

Engineers Canada Board Director commitment

Engineers Canada's Board of Directors is comprised of twenty-three (23) individuals nominated from the twelve (12) Engineering Regulators across Canada. The number of Directors each Regulator is permitted to nominate is based on the size of individual membership of that Regulator and defined in Engineers Canada's Bylaw.

Board members are leaders who commit themselves to [Engineers Canada's vision to advance Canadian engineering through national collaboration.](#)

Role of the Board

The role of the Engineers Canada Board is to provide strategic direction and ensure appropriate financial and risk management for the organization. The Board provides this leadership with due consideration of long-term impacts and a clear distinction between the Board and staff roles and responsibilities.

Responsibilities

While Engineers Canada Directors are appointed by and must consult with their home Regulator, they are not representatives of their home Regulator and, in fulfilling their duties as a Director, they are always responsible to act in the best interests of Engineers Canada. Among other responsibilities, Directors are expected to:

- Act in accordance with the *Canada Not-for-profit Corporations Act* and their common law fiduciary duties, including to be independent and impartial, exercise the degree of care, diligence and skill required of a Director, preserve confidential information obtained while acting as a Director, and exercise vigilance for any apparent or real conflicts of interest;
- Know the business of Engineers Canada;
- Participate in Board and committee meetings and in educational activities that will assist them in carrying out their responsibilities;
- Be informed of issues affecting, or likely to affect, Engineers Canada and the Regulators;
- Bring the views, concerns and decisions of the Board to their home Regulator;
- Seek their home Regulator's input on issues to be discussed by the Board so they may communicate the Regulator's position to the Board;
- Advise their home Regulator of issues to be presented for decision by the Members (the twelve Engineering Regulators);
- Be knowledgeable of the rules, regulations, policies, and procedures governing the Regulator that nominated them;
- Be knowledgeable of the incorporating documents, Bylaw, policies, and legislation governing Engineers Canada, as well as the rules of procedure and proper conduct of meetings; and
- Provide timely input into Board assessment surveys.

Board meetings

The Engineers Canada Board meets up to six (6) times per year with four (4) in-person meetings, and two virtual meetings. It is expected that Directors will make a reasonable effort to attend all meetings and be properly prepared to participate in those meetings.

- The in-person meetings are held as follows:
 - The Annual Meeting of Members (AMM) is typically held in late May and the location changes from year to year. The AMM is held over four (4) days from Wednesday to Saturday. The first day is committee meetings, the second day is workshops, consultations, and the Awards Gala, the third day is the full day Board meeting, and the last day is the Annual Meeting of Member and the induction ceremony.
 - In June, the newly appointed Board holds a retreat at a location determined by the incoming President for two (2) days of workshops and team building.
 - There are two (2) in-person meetings in Ottawa, ON, typically held in early October and late February. These meetings consist of three (3) days of meetings. The first day is committee meetings, the second day is typically workshops or consultations, and the third day is the full-day Board meeting.
- The two virtual meetings are held in December (full day) and April (two-three hours).

Committee meetings

Each Board Director is expected to sit on a committee or task force. Most committees meet virtually, or in conjunction with a Board meeting, anywhere from four (4) to six (6) times per year. The number of meetings varies for each committee.

The standing Board committees are as follows:

- FAR (Finance, Audit, and Risk) Committee
- Governance Committee
- HR (Human Resources) Committee
- CEAB (Canadian Engineering Accreditation Board) - the Board representative attends all three of their face-to-face meetings
- CEQB (Canadian Engineering Qualifications Board) - the Board representative attends all four of their meetings: two face-to-face and two virtual

It is a requirement of the position that nominees have access to a stable internet connection and sufficient network bandwidth (to be able to fully participate in virtual Board and committee meetings) and are able to travel within Canada.

Why join the Engineers Canada Board?

Engineers Canada exists to support the twelve (12) Regulators. As a Director you will help to set and monitor the delivery of our Strategic Plan, which is designed to deliver programs, products and services that benefit Regulators. Through this leadership role, you will contribute to the improvement of regulation and the engineering profession in Canada.



More information

For more information about Engineers Canada, please consult our [website](#). Here you can read about our [Purposes](#) and [Strategic Plan](#), reference our [Board Policy Manual](#) and learn more about the work of our staff and volunteers.

4 Role of the Board

4.8 Board competency profile

Date of adoption: September 26, 2018 (Motion 5716)

Review period: Biennial

Date of latest amendment: February 25, 2022 (Motion 2022-02-4D)

Date last reviewed: February 25, 2022

- (1) Board policy 4.1, *Board Responsibilities* states that the Board shall hold itself and its Direct Reports accountable by establishing and using competency profiles for Directors and all committee chairs, as well as for the Board as a whole.
- (2) Engineers Canada strives for a Board comprised of talented and dedicated Directors with diverse lived experiences, from a broad range of demographics from across the country, including gender, sexual orientation, Indigenous identity, Black, People of Colour, neurodivergent, and persons with disabilities.
- (3) To that end, this competency profile describes the Director skills, attitude, and knowledge areas that are desired to serve the interests of Engineers Canada and the Regulators they serve. The profile also contains information on the preferred experience and other requirements of an effective Board member. The profile serves as a foundation for exceptional and effective governance and helps ensure that the Board composition, on the whole, has the necessary competency and capacity to effectively fulfil its responsibilities.

4.8.1 Understanding the profile

The profile contains three areas associated with the overall competency of the Board:

A. *Competencies*

Competencies are the collective skills and experience that are deemed necessary to effectively govern. No single Board member is expected to have all competencies contained in this profile. Collectively, the Board of Directors should have sufficient experience to reflect all competencies. From time to time, the Board may determine the prioritization of the competencies to reflect emergent needs.

B. *Demographics*

Board demographics aim to reflect the representation of the Canadian population. Recruits from Regulators will not be sought solely on the basis of a certain demographic, rather their demographic combined with their talents and abilities.

C. *Behavioural skills*

Behavioural skills are the desired behavioural skills to help the Board work effectively together. The asset qualifications are not to be included in the competency matrix referenced below, but Regulators should consider these preferred traits when nominating potential candidates to the Board.

4.8.2 How the profile should be applied

The Human Resources (HR) Committee is responsible for maintaining an up-to-date Director competency matrix which will identify any skills or demographic deficits. As new members come on to the Board, they will be asked to assess their experience and knowledge against the desired competencies. When new Board nominees are requested from the Regulators, they will be advised of **preferred** competencies or demographics the Board is seeking. Notwithstanding the preferences expressed, Regulators are free to nominate whomever they feel is most appropriate for the position.

4.8.3 Board competency profile

A. *Desired competencies*

a) **Board governance experience and leadership**

Experience with Board governance, preferably on a Regulator Council or other governing body. Possesses a clear understanding of the distinction between the role of the Board versus the role of management.

b) **Business/management experience**

Experience with sound management and operational business processes and practices. Includes an understanding of topics such as managing complex projects, leveraging information technology, planning and measuring performance, and allocating resources to achieve outcomes.

c) **Regulator experience**

Practical knowledge of the working of provincial/territorial Engineering Regulators, including such matters such as accreditation, licensure, practice issues, and discipline and enforcement.

d) **Accounting/financial experience**

Understanding of accounting or financial management. Includes analyzing and interpreting financial statements, evaluating organizational budgets, and understanding financial reporting and knowledge of auditing practices.

e) **Strategic planning experience**

Experience in developing strategic direction for an organization while considering broad and long-term factors. Understands how an organization must evolve in light of internal and external trends and influences. Able to identify patterns, connections, or barriers to addressing key underlying issues.

f) **Risk management experience**

Experience with enterprise risk management. Includes identifying potential risks and recommending and implementing preventive measures, organizational controls, and compliance measures.

B. Demographic preferences

The Board recognizes the strategic and critical importance of equity, diversity, and inclusion. This includes supporting an inclusive culture that solicits a diversity of perspectives and experiences, actively addresses discrimination, harassment, and unconscious bias, and supports the advancement of underrepresented groups.

The Board understands the difference between meaningful and respectful representation, and tokenization of underrepresented groups. The aim is to respect and incorporate different perspectives from within engineering to better guide the organization on the complexity of the profession and facilitate policies and practices that are inclusive of underrepresented groups.

The Board strives to include the following representation, based on the Canadian population, and in alignment with the organization's commitment to the federal government's 50-30 Challenge. Given the interconnected nature of identity, categories such as gender, race, and ability, it is understood that these categories may be overlapping.

- 50 per cent female-identifying: Gender representation
- 30 per cent underrepresented: Indigenous, Black, and People of Colour, [LGBTQ2S+](#) persons, and persons with disabilities

The Board should also attempt to ensure that at least 30 per cent of its composition includes active engineering practitioners.

C. Behavioural skills

Directors should possess behavioural skills conducive to working together effectively. These skills include the following:

a) Ability to present opinions

They are able to present views clearly, frankly, constructively, and persuasively.

b) Willingness and ability to listen

They listen attentively and respectfully and make sure they understand what they have heard.

c) Ability to ask questions

They know how to ask questions in a way that contributes positively to debate.

d) Flexibility

They are open to new ideas, are strategically agile, and are responsive to change.

e) Conflict resolution

They are oriented to resolve conflict, are resilient after it occurs, and support Board decisions once made.

f) Dependability

They do their homework and attend and participate in meetings.

g) Balance

In light of the federated model of Engineers Canada, an ability to balance local interests with the national interest.

Discussion Note – Engineers Canada Board of Directors Nomination Process

Agenda Item Number	C-561-4.2
Purpose	
Strategic/Regulatory Focus	
Motion	
Attachments	

The Chair has requested a discussion of this item. Additional information may be included later and/or provided at the meeting.

Please refer to C-561-4.1 Appendix A of this package for the full text of the Engineers Canada Board of Directors Nomination Process

Summary Report to Council of Audit and Finance Committee (AFC) Activity
February 23, 2024**Committee Meeting Date:**

The Committee did not meet during the period November 17, 2023 to February 16, 2024

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?

Next Committee Meeting: March 22, 2024

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

Summary Report to Council of Governance and Nominating Committee (GNC) Activity February 23, 2024

Committee Meeting Date: January 24, 2024

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
2024 Election/Selection of Northern Region Councillor	<p>The committee discussed options for filling the vacant Northern Regional Councillor seat for the 2024-2025 term.</p> <p>The committee agreed to recommend to The Council that the process for filling a Councillor Vacancy” under 29.1 of By-Law No 1 be followed during the current Council term to select a license holder residing in the Northern Region for the office of Northern Regional Councillor, to be appointed by Council at its April 2024 Meeting.</p>	Staff	Council consideration for a February 23, 2024 meeting.	Continue	Yes
Special Rules Review and Councillor Submission	<p>The Committee reviewed a report by staff on the proposed Councillor submission mechanisms with four different channels that will work in parallel to allow for open and nimble participation by Councillors.</p> <p>GNC committee members provided feedback on the current draft recommendation to the council which will be reviewed at the March GNC meeting to determine the next steps as it relates to the April Council meeting.</p>	Staff	Staff will incorporate GNC’s feedback and a final draft will be presented to the GNC at its March meeting.	Continue	No
Director Conduct Plan and Disqualification Condition	The Committee reviewed the Director's Conduct and Disqualification Conditions. This	Staff	Council consideration for February 23, 2024 meeting	Continue	Yes

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



Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
	policy sets out conditions disqualifying Councillors from sitting on council. Staff presented a three-step plan regarding governance controls for director conduct. The committee agreed to bring the proposed three-step plan to the February Council meeting for approval.				
PEO Risk Management Policy	<p>The Committee reviewed the proposed risk management policy to support effective risk management oversight of PEO's governance and operations. This policy is in alignment with PEO's 2023-2025 Strategy.</p> <p>The committee raised that the overall risk management policy should be overseen by the Audit and Finance Committee, and that the AFC charter should be amended to fully align with the proposed risk management policy.</p> <p>The committee agreed to recommend the PEO Risk Management Policy be sent to the February Council Meeting for approval</p>	Staff	Council consideration for February 23, 2024 meeting.	Continue	Yes
2024 AGM Member Submission Guide	<p>The Committee Reviewed the 2024 Annual General Meeting: Guide for Member Submissions. The changes proposed in the revised draft guide reflect a commitment to continuous improvement based on input received.</p> <p>The committed agreed to recommend the 2024 AGM Member Submission Guide to the February Council Meeting for approval subject to an</p>	Staff	Council consideration for February 23, 2024 meeting.	Continue	Yes

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
	addition to section 2.4 regarding speaking rights for those who make submissions.				
In-Camera Minutes Protocol	<p>The committee reviewed the proposed <i>In Camera Sessions Protocol</i> which will assist the Council in understanding why, when, and how camera sessions of Council and governance committees should be conducted and how records should be taken and maintained.</p> <p>The committee agreed that the recommendation be brought for approval at the February Council Meeting.</p>	Staff	Council consideration for the February 23, 2024 meeting.	Continue	Yes
Election Reform: Eligibility Criteria	<p>The Committee discussed narrow eligibility criteria for prospective Council election candidates. The committee reviewed each of the requirements for prospective candidates to be eligible to stand for election for the PEO Council.</p> <p>The committee voted to send the Election Reform: eligibility Criteria package to the council for discussion and feedback once the conflict-of-interest aspect of the package is defined.</p>	Staff	Council consideration for the February 23, 2024 meeting.	Continue	Yes

Next Committee Meeting: March 8, 2024

Decision Note – 2024 Election: No Member Nominated for Northern Region Councillor

Agenda Item No.	C-561-6.1
Purpose	For GNC to recommend to Council that the Northern Region Councillor for the 2024-2026 terms of Council be selected and appointed during the current Council term.
Strategic/Regulatory Focus	Governance
Motion	<i>That the “Filling a Councillor Vacancy” process set out at section 29.1 of By-Law No 1 be followed during the current Council term to select a licence holder residing in the Northern Region for the office of Northern Region Councillor, to be appointed by Council at its April 2024 meeting.</i>
Attachments	<i>Appendix A – Process for Filling a Councillor Vacancy in By-Law No. 1</i>

Summary

No one has been nominated for the office of Northern Region Councillor in the 2024 election. Section 15.1 of Regulation 941 requires Council to appoint a licence holder residing in the Northern Region to fill that office. By-Law No 1 sets out the process for filling a Councillor vacancy at section 29.1. Neither the regulation nor the by-law specifies *when* the process for selection and appointment should occur. GNC recommends that the process take place during the current term of Council.

Public Interest Rationale

Ensuring the office of Northern Region Councillor is filled ensures PEO meets its statutory requirements.

Background

For the 2024 PEO Council Election, no one is nominated for election as Councillor for the Northern Region. Per subsection 15.1(1) of Regulation 941 under the *Professional Engineers Act*, where no member is nominated, the office “shall be filled by a Member appointed by a majority of the Council.” A licence holder is not eligible for appointment to the office of regional councillor for the region unless they reside in the region at the time of the appointment.¹ By-Law No 1 sets out the process for filling a Council vacancy at section 29.1 (see **Appendix A**). The regulation and by-law are silent as to whether the process should take place during this Council term or the next one.

Considerations

As the regulation and by-law do not specify when the process should occur, it is open to Council to decide whether it takes place during the current Council term or the 2024-2025 Council term.

If the 2024-2025 Council term is selected, then the process ought to be implemented as soon as practicable so that PEO meets its statutory requirements.

If the current Council term is selected, the appointment would take place at the April 2024 Council meeting. In the case of the 2024-2025 Council, it is likely that the earliest the appointment could be

¹ Subsection 15.1(2) of Regulation 941.

made is June 2024, such that the appointee would miss Council orientation and the May Council meeting.

Stakeholder Engagement

None for this item due to time sensitivity and the nature of the matter.

Recommendation and Motion

GNC recommends that Council adopt the following resolution for the selection and appointment of the Northern Region Councillor during the current Council term:

That the “Filling a Councillor Vacancy” process set out at section 29.1 of By-Law No 1 be followed during the current Council term to select a licence holder residing in the Northern Region for the office of Northern Region Councillor, to be appointed by Council at its April 2024 meeting.

Next Steps

Once Council has decided when the selection and appointment will occur, staff will proceed in implementing the process set out at section 29.1 of By-Law No 1.

Prepared By: Sheetal Rawal, Policy Analyst

By-Law No 1

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 and 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 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.

Decision Note – Director Conduct Plan

Agenda Item No.	C-651-6.2
Purpose	For GNC to recommend to Council that it approve the Director Conduct plan
Strategic/Regulatory Focus	Governance improvement
Motion	<i>That Council approves the three-step plan proposed by staff regarding governance controls for director conduct.</i>
Attachments	N/A

Summary

A three-step plan is proposed for director conduct to be completed by April 2024. Through its implementation, Council will establish criteria for eligibility/disqualification, review conduct expectation documents such as the Code of Conduct, and develop enforcement mechanisms to ensure compliance.

Public Interest Rationale

Adopting strong governance controls, including high standards for director conduct, is crucial for fulfilling PEO's public protection mandate.

Background

At its November 2023 meeting, with unanimous consent, Council received the Governance Controls Good Practices report and adopted a resolution directing staff to propose a plan by February 2024 to confirm Council's expectations for Councillor conduct along with enforcement mechanisms.

Considerations

Clear criteria for director qualification, defined director conduct expectations, and enforcement mechanisms enhance transparency and accountability. These governance controls not only assist a regulator in maintaining public trust, but also ensure an objective and impartial basis upon which a board can make decisions.

Stakeholder Engagement

TBD once the director conduct plan is approved.

Recommendations

GNC recommends that Council approve the Director Conduct workplan:

1. Council will prescribe conditions that disqualify Councillors from sitting on Council as well as eligibility criteria to stand for election to Council. These criteria will eventually be added to the regulation to make all director conduct policies (including the Code of Conduct) enforceable.
2. A review of the Code of Conduct in conjunction with the Anti-Workplace Violence, Harassment and Discrimination Policy to ensure that Council's expectations for Councillor conduct are appropriately confirmed in these documents.
3. Ensuring there are compliance and enforcement mechanisms in place that enable Council to address misconduct and behaviour that deviates from the standards

set by Council. These mechanisms will aim to guarantee procedural fairness to participants in the process.

As director conduct is a priority item for Council, it is expected that all recommendations will be brought forward to Council for approval in April 2024.

Next Steps

- Following approval of the workplan by Council:
 - GNC will determine disqualification and eligibility criteria to recommend to Council for adoption (January meeting - initial review and feedback; March meeting - final review)
 - GNC will review the Code of Conduct and Anti-Workplace Violence, Harassment and Discrimination Policy for Councillors (March meeting); and
 - GNC will consider measures for compliance and enforcement and make recommendations to Council (GNC meeting)
 - Council will review and approve GNC's recommendations (April Council meeting).

Prepared By: Sheetal Rawal, Policy Analyst

Decision Note – Enterprise Risk Management Policy

Agenda Item No.	C-561-6.3
Purpose	For GNC to recommend to Council that it approve the proposed enterprise risk management policy to support effective risk management oversight of PEO's governance and operations.
Strategic/ Regulatory Focus	Strategic Goal 3: Implement Governance Improvement Program
Motion	That Council approve the proposed risk management policy as presented to the meeting at C-561-7.1, Appendix A.
Attachments	Appendix A: Risk Management Policy Appendix B: Goals, deliverables and timelines

Summary

In alignment with PEO's 2023-2025 Strategy, a draft PEO Enterprise Risk Management Policy has been developed to ensure there is effective risk management oversight of PEO's governance and operations by Council.

Public Interest Rationale

Effective risk management oversight is crucial for fulfilling PEO's public protection mandate.

Background

Simply stated, a risk management framework helps identify, assess, and treat uncertainty that could affect the outcomes of an organization's objectives. Addressing and reporting on risks in a systematic manner improves overall performance. Critical elements of a risk management methodology are the risk management policy, risk register, and risk prioritization.

While all PEO governance committees have responsibilities related to risk oversight included in their Charters/mandates, Council has not yet formally adopted a risk management policy to formally commit to developing an effective enterprise risk management program to identify, assess, and manage key risks to the organization.

Considerations

Risk Management Policy

The proposed Enterprise Risk Management policy is provided in **Appendix A**. It is a high-level policy that sets out key principles, key accountabilities for the board and its governance committees, provides definitions for key terms, and specifies reporting frequency. Under the policy, it is proposed that the risk register be presented and discussed annually at the meeting of the Audit and Finance Committee and annually at the meeting of the whole Council.

Risk Register

The proposed policy defines "risk register" as a report providing a high-level summary of the strategic risks to the organization and including information related to risk owner, risk ratings, and key controls. A

universal register ensures that each risk is accurately identified in a consistent way and that an organization has a comprehensive picture of its risk exposures across all core areas of regulatory activity. Once the policy is set by Council, staff will create a risk register, including listing strategic risks to the organization and identifying risk owners that will include all four governance committees. Please refer to **Appendix B** for goals, deliverables and timelines. The implementation of the enterprise risk management policy will be overseen by the Audit and Finance Committee.

Stakeholder Engagement

None at this stage.

Recommendation(s)

GNC recommends that Council approve the proposed policy.

Prepared By: Marina Solakhyan, Director - Governance

Enterprise Risk Management Policy

Purpose

The PEO Council is committed to ensuring an effective enterprise risk management program is in place to identify, assess, and manage key risks to the organization.

Policy

1. PEO Council will oversee a comprehensive enterprise risk management program for monitoring key risks to organizational objectives that prioritizes risks with high probability and impact.
2. The PEO executive leadership team is responsible for identifying, assessing and operationalizing the organization's enterprise risk management program.
3. PEO Council ensures that controls/mitigation strategies have been identified to manage the top risks facing the organization.
4. PEO Council ensures that necessary resources available to assist those accountable and responsible for managing risk.

Definitions

- Risk – The possibility of loss or harm; described in terms of likelihood of occurrence the associated impact should it occur. The terms risk and hazard are not interchangeable: a hazard is a source of potential damage or harm (e.g., water on the floor), while a risk is the potential that harm will occur if exposure to the hazard occurs (e.g., visitor fall).
- Strategic Risks – Risks that pose major threats to achieving the organization's vision and strategic objectives particularly related to its core mandate to ensure that the public is protected; could also include risks related to human resources; finances, leadership, information management, facilities, as well as governance, policy, legal and reputational risks.
- Enterprise Risk Management – A continuous, proactive, systematic approach to identifying, assessing, prioritizing, acting on, and reporting strategic risks from an organizational-wide, aggregate perspective.
- Risk Register – A report providing a high-level summary of the strategic risks to the organization and including information related to risk owner, risk ratings, and key controls.

Oversight

PEO Council will be responsible for oversight of risk management.

Reporting

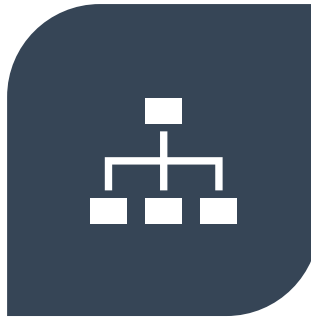
The corporate risk register will be presented and discussed annually at the meeting of the Audit and Finance Committee and annually at the meeting of the whole Council.

Developing PEO's Enterprise Risk Management Framework

Project Background & Goal



AREA OF FOCUS: IMPLEMENT
GOVERNANCE IMPROVEMENT
PROGRAM (GOOD GOVERNANCE)



GOAL: DEVELOP AN ENTERPRISE RISK
MANAGEMENT FRAMEWORK



AUDIENCE: PEO COUNCIL AND STAFF

The Goal

Enterprise Risk Management

A continuous, proactive, systematic approach to identifying, assessing, understanding, *prioritizing**, acting on, and communicating risk from an organization-wide, aggregate perspective.

**added*

Treasury Board of Canada Secretariat



Government
of Canada

Gouvernement
du Canada

Deliverables & Timelines

RISK MANAGEMENT POLICY
APPROVED BY COUNCIL
(FEB 2024)

DRAFT RISK REGISTER
DEVELOPED & RISK
OWNERSHIP ASSIGNED TO
GOVERNANCE COMMITTEES
AND OPERATIONALLY
(JAN/FEB 2024)

GOVERNANCE COMMITTEES
CONSIDER IDENTIFIED RISKS,
CURRENT CONTROLS, AND
GAPS (MAR/APR 2024)

PEO'S RISK REGISTER
FINALIZED (INCLUDING
IDENTIFYING HIGH-PRIORITY
RISKS) AND PRESENTED TO
COUNCIL (JUNE 2024)

AUDIT AND FINANCE
COMMITTEE PRESENTS RISK
REPORT ANNUALLY AT THE
MEETING OF THE WHOLE
COUNCIL

Reporting Example

Risk Management - Sample Risk Register Report

REF #	Risk category	Risk name	Description	Senior Lead	Controls	Gaps	Impact (current)	Likelihood (current)	Risk level (initial)	Risk level (current)	Adequacy of controls
CARE-1	Care	Access	The risk that the organization is not able to provide appropriate level or access to services. Demand > Capacity.	F. Jones	Patient and family advisory council/ patient perspective; Daily safety huddle;	Contingency plan development;	High	Medium	Very High	High	High
CARE-2	Care	Medication Errors	Risk of overdose with high alert medications.	F. Jones	Medication reconciliation (admission, transfer, discharge); Two identifier policy and audit;	Independent double check knowledge and testing;	High	High	High	High	Medium
HR-1	Human Resources	Workplace Violence	Risk of significant harm from violence against staff.	L. Peters	Violence in the workplace policy (including zero tolerance); Non-violent crisis intervention;	Crisis response drills;	Medium	Low	Medium	Medium	Medium
IT-1	IS/ Technology	Breach/ Loss of Information	Risk of a data breach (internal or external) and compromise of patient data.	J. Smith	Timely application of security patches and upgrades; Penetration tests;	Intrusion detection and notification solutions; Cyber incident management plan;	High	High	High	High	Medium
LEAD-1	Leadership	Strategic Projects	Risk of deficiencies/failures in large scale projects.	L. Clark	Clearly defined scope, plans, deliverables; Project Manager hired;	Stakeholder engagement; Insurance (building/ construction);	High	High	Very High	High	High
FIN-1	Financial	Revenue/ Funding	Risk of insufficient revenue/funding.	L. Clark	Government communication strategies; Contingency plan in place for unanticipated expenses;	Approve and monitor project enhancements;	High	Low	High	Medium	Very high

Decision Note – 2024 Annual General Meeting: Guide for Member Submissions

Agenda Item No.	C-561-6.4
Purpose	To propose changes to the most recent version of the <i>Guide for Member Submissions at the Annual General Meeting</i> for Council approval.
Strategic/Regulatory Focus	<i>Governance improvement</i>
Motion	That Council approves the revised <i>Guide for Member Submissions at the Annual General Meeting</i> as presented to the meeting at C-561-6.5, Appendix A. Requires a simple majority of votes cast to carry
Attachments	Appendix A – Proposed Revised <i>Guide for Member Submissions at the Annual General Meeting</i> (clean) Appendix B – Proposed Revised <i>Guide for Member Submissions at the Annual General Meeting</i> (with tracked changes)

Summary

Council is asked to consider the proposed revised document with tracked changes at **Appendix A**, “*Guide for Member Submissions at the Annual General Meeting*”. The changes proposed in the revised draft Guide reflect a commitment to continuous improvement based on the input received.

Background

At its March 20, 2020, Council approved a new *Guide for Member Submissions at the Annual General Meeting*. Following the 2023 AGM, there were discussions among Councillors regarding some aspects of the Guide. At its meeting of June 13, 2023 the Governance and Nominating Committee (GNC) agreed to include this topic on its 2023-2024 work plan, and Council approved the work plan at its meeting of June 23, 2023.

At its meeting of January 24, 2024, the GNC reviewed the proposed changes to the guide, including:

- In section 1.0, a footnote is added to define the term “member”.
- Where applicable, clarification of submission deadline to indicate that 11:59 p.m. relates only to 10 days before the AGM and not to any earlier date.

The committee agreed to recommend it to Council for approval, subject to the addition of the following sentence to section 2.4: “*The member who has made the submission shall be provided the opportunity to be the first and final speaker with respect to that item.*”

Stakeholder Engagement

Not applicable. Only minor revisions are proposed.

Recommendation

That Council approve the revised *Guide for Member Submissions at the Annual General Meeting*, at Appendix A.

Next Steps

Pending Council approval, staff will use the revised document as part of the process of preparing for the 2024 AGM.

Prepared By: Meg Feres – Manager, Council Operations



Professional Engineers
Ontario

Guide for Member Submissions at the Annual General Meeting

***** 2024**

1.0 Authority for Members Submissions at the Annual General Meeting

By-Law No. 1, section 17 states that an annual general meeting of the association “shall be for the purpose of laying before the members¹ the report of the Council and committees of the Association and of informing members of matters relating to the affairs of the Association and for the purpose of ascertaining the views of the members present at the meeting on such matters...”

The prescribed agenda of the AGM is set out in section 22 of the by-law, reflects the requirements of the Act and of other governing legislation, including the *Ontario Not for Profit Corporations Act, 2010*. The agenda includes, among other things, “such other business, if any, as may properly come before the meeting.” Historically, this “other business” has included members’ submissions.

Pursuant to subsection 3(1) of the *Professional Engineers Act*, Council has the exclusive lawful authority, as PEO’s board of directors, to manage and administer the affairs of the Association. Hence members’ submissions, while informative and helpful, are non-binding on Council.

2.0 Process for Making Submissions at the AGM

2.1 Notice of Meeting

Pursuant to section 20 of the By-Law, the CEO/Registrar is required to give a minimum of ten (calendar) days and maximum 90 days advance notice of the time, place, and purpose of the annual meeting or any other general meeting of the members of the Association.

As a matter of practice, notice of the AGM is given well in advance of the 10 day minimum.

2.2 Notice of Submissions

So that time can be allocated appropriately, member submissions, including supporting background information, as needed, must be provided in writing to the CEO/Registrar c/o agmsubmissions@peo.on.ca, at least ten (10) *business* days (i.e., Monday to Friday, excluding statutory holidays) prior to the AGM or by 11:59 p.m. (EDT) on the last day of this period. The names of two (2) members are required for each submission. A template for a member submission is provided as Appendix A to this document.

Submissions that are not provided in writing before the deadline will not be considered at the AGM but will be considered as stakeholder inputs and distributed to staff and/or councillors as appropriate.

¹ Per the Professional Engineers Act, subsection 5(1), “Every person who holds a licence is a member of the Association subject to any term, condition or limitation to which the licence is subject.”

2.3 Posting and Distribution of Submissions

All complete submissions received by the deadline will be posted on PEO's website within two (2) business days following the deadline. In addition, copies of the submissions will be included in the AGM delegate packages. This will ensure that members attending the AGM will have sufficient time to review and prepare to ask questions about or debate the submission.

2.4 Allocation of Time for Submissions

The time permitted for presentation and discussion of submissions will be decided by the Chair of the AGM, depending on the total number of submissions and the time available at the AGM, as well as a reasonable estimate of how much time should be allocated to each submission. The minimum time for presentation of submissions is two (2) minutes. The member who has made the submission shall be provided the opportunity to be the first and final speaker with respect to that item.

2.5 Video recording requirements

Members can record their submission video using any device of their choice. The recording can be up to two (2) minutes in length and shot in landscape mode (horizontal orientation), with a maximum file size of 30 Megabytes. Please choose a location that is well-lit and is quiet with little background noise. It is recommended to set the recording device on a tripod or steady surface to avoid shaky footage. In order to prepare the video recordings for the AGM, videos must be provided to the CEO/Registrar c/o agmsubmissions@peo.on.ca, ten(10) business days prior to the AGM, or by 11:59 p.m.(EDT) on the last day of this period.

Live presentations are not permitted.

Members in attendance at the AGM may ask questions or make comments.

After each submission has been presented and/or discussed, a vote of members will help inform Council on the level of support for the submission amongst those present at the AGM. Council reserves the right to consider any submission, even if it does not receive majority support at the AGM.

Process for Dealing with Submissions After the AGM

3.1 Council's Role

For each submission that receives majority support from those in attendance at the AGM:

- Staff under the direction of the CEO/Registrar will prepare a brief report to Council related to the submission, proposing whatever action staff feel is warranted

- Council will consider the submission and the staff report as soon as practicable and will take whatever action or make whatever decision Council believes is warranted
- Council will consult members, including the members responsible for the submission, as Council deems appropriate or as staff recommend.
- Council is not bound to adopt or vote formally on any submission.
- The outcome of Council's consideration of the submission will be communicated directly to the members making the submission.
- Council will report to members generally on the progress of, and where applicable, the outcome of its review of member submissions not later than six (6) months following the AGM.

For submissions that do not receive majority support at the AGM, Council may choose to consider the submission regardless, and if so will direct the staff review described below, as appropriate.

3.2 Staff Report

The staff report will:

- Identify whether the proposed action is lawful under the current legislative scheme
- Apply the Activity Filter approved by Council in November 2019 to assist in determining if the activity and its associated output is Regulatory, Governance or Neither.
- Consider the relationship to any Strategic Plan currently in force
- Outline potential financial, operational or resource considerations involved in adopting the proposed action
- Identify any public interest considerations related to the submission
- Conduct an environmental scan as needed
- Consider best practices at similar organizations, as applicable
- Include any other factual information that will assist Council
- Recommend a proposed course of action and/or options for Council's consideration, based on PEO's mandate, workload and other stated priorities

APPENDIX A

TEMPLATE FOR MEMBERS' SUBMISSIONS AT PEO AGM

INSTRUCTIONS

All submissions must be typed and in proper form to be considered at the AGM. Please complete this template to the best of your ability, and as applicable to your particular submission. Please send the completed submission and any attachments electronically to the CEO/Registrar, c/o agmsubmissions@peo.on.ca, at least ten (10) business days (i.e., Monday to Friday, excluding statutory holidays) prior to the AGM or by 11:59 p.m. (EDT) on the last day of this period.

In preparing a submission, depending on the purpose of the submission, you may find it helpful to refer to the following:

- *Professional Engineers Act*, R.S.O. 1990, c.P.28, and in particular ss.2(3) (“principal object”), 2(4) (“additional objects”), 7 (power to make regulations), 8 (power to make by-laws), 12 (licensing requirement, i.e., related to professional engineering, as well as exceptions thereto), plus other sections of the *Act* as applicable.

<https://www.ontario.ca/laws/statute/90p28>

- Regulation 941 under the *Professional Engineers Act*. See in particular the requirements for licensure in section 33, and the definition of professional misconduct in s.72(2)

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- Regulation 260/08 under the *Professional Engineers Act* (“Performance Standards”).
- *By-law No. 1, “relating to the administrative and domestic affairs of the Association of Professional Engineers of Ontario”*

https://www.peo.on.ca/sites/default/files/2020-01/ByLaw_No1_Sept2019.pdf

INFORMATION TO BE PROVIDED, AS APPLICABLE

1. Title of Submission
2. Please briefly describe the issue, problem, risk or gap that this submission addresses.
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.
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.
7. Please identify any considerations that are relevant to the timing (or urgency) of the proposed 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.

Member #1 (name/signature):

Member #2 (name/signature):

Date:

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

TO:

CEO/REGISTRAR, c/o AGMSUBMISSIONS@PEO.ON.CA

by 11:59 p.m. (EDT), April 17, 2024



Professional Engineers
Ontario

C-561-6.4
Appendix B

Guide for ~~Member~~ Member Submissions at the Annual General Meeting

~~March~~*** 2024 April 2023

1.0 Authority for Members Submissions at the Annual General Meeting

By-Law No. 1, section 17 states that an annual general meeting of the association “shall be for the purpose of laying before the members¹ the report of the Council and committees of the Association and of informing members of matters relating to the affairs of the Association and for the purpose of ascertaining the views of the members present at the meeting on such matters...”

The prescribed agenda of the AGM is set out in section 22 of the by-law, reflects the requirements of the Act and of other governing legislation, including the Ontario Not for Profit Corporations Act, 2010~~and~~. The agenda includes, among other things, “such other business, if any, as may properly come before the meeting.” ~~Typically Historically~~, this “other business” ~~has~~ includes included members’ submissions.

Pursuant to subsection 3(1) of the *Professional Engineers Act*, Council has the exclusive lawful authority, as PEO’s board of directors, to manage and administer the affairs of the Association. Hence members’ submissions, while informative and helpful, are non-binding on Council.

2.0 Process for Making Submissions at the AGM

2.1 Notice of Meeting

Pursuant to section 20 of the By-Law, the CEO/Registrar is required to give a minimum of ~~10~~ ten (calendar) days and maximum 90 days advance notice of the time, place, and purpose of the annual meeting or any other general meeting of the members of the Association.

~~Typically~~ As a matter of practice, notice of the AGM is given well in advance of the 10 day minimum.

2.2 Notice of Submissions

So that time can be allocated appropriately, member submissions, including supporting background information, as needed, must be provided in writing to the CEO/Registrar c/o agmsubmissions@peo.on.ca, at least ten (10) business days (i.e., Monday to Friday, excluding statutory holidays) prior to the AGM or by 5:00 p.m. (EDT) on the last day of this period, ~~at least 10 days prior to the AGM~~. The names of two (2) members are required for each submission. A template for a member submission is provided as Appendix A to this document.

Submissions that are not provided in writing before the deadline will not be considered at the AGM but will be considered as stakeholder inputs and distributed to staff and/or

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councillors as appropriate.

2.3 Posting and Distribution of Submissions

All complete submissions received by the deadline will be posted on PEO's website within two (2) business days following the deadline. In addition, copies of the submissions will be included in the AGM delegate packages. This will ensure that members attending the AGM will have sufficient time to review and prepare to ask questions about or debate the submission.

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Licence holdersMembers can record their submission video using any device of their choice. The recording can be up to two (2) minutes in length and shot in landscape mode (horizontal orientation), with a maximum file size of 30 Megabytes. Please choose a location that is well-lit and is quiet with little background noise. It is recommended to set the recording device on a tripod or steady surface to avoid shaky footage. In order to prepare the video recordings for the AGM, videos must be provided to the CEO/Registrar c/o agmsubmissions@peo.on.ca, ten-(10) business days prior to the AGM, or by 11:59 p.m.(EDT) on the last day of this period.

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APPENDIX A

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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.
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.
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9. Please list any attachments to this document.

Member #1 (name/signature):

Member #2 (name/signature):

Date:

**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~~

~~by 11:59 p.m. (EDT), April 17, 2023-2024 5:00 P.M.~~

Decision Note – In Camera Sessions Protocol

Agenda Item Number	C-561-6.5
Purpose	For Council to review and approve the proposed <i>In Camera Sessions Protocol</i>
Strategic/ Regulatory Focus	Governance process
Motion	That the <i>In Camera Sessions Protocol</i> be approved as presented to the meeting at C-561-6.5, Appendix A.
Attachments	Appendix A: In Camera Sessions Protocol

Summary

The proposed *In Camera Sessions Protocol* will assist Council to understand why, when, and how in camera sessions of Council and governance committee meetings should be conducted and how records should be taken and maintained.

Public Interest Rationale

Keeping accurate records of Council and committee minutes is an essential practice for good governance.

Background

Council and governance committee may hold an in camera session to privately discuss and deliberate on sensitive matters. In the interests of maintaining accountability and transparency, the use of in camera sessions is limited to only those occasions that are absolutely necessary. Council does not currently have a well-documented process for in camera sessions especially where Council and committee meetings occur without the presence of Secretariat staff to record notes.

At its January 24, 2024 meeting the Governance and Nominating Committee (GNC) reviewed the In Camera Sessions Protocol (Appendix A) and recommended it for Council approval.

Considerations

Instances where Council or committees are allowed go in camera are set out in PEO's bylaw. So are the requirements for the record of meetings.

Stakeholder Engagement

N/A

Recommendation(s)

That Council approves the proposed *In Camera Sessions Protocol*.

Prepared By: Meg Feres, Manager – Council Operations

Appendix A: In Camera Sessions Protocol

Purpose

To specify how in camera sessions of Council and governance committee meetings should be conducted and how records should be taken and kept.

In Camera Sessions Criteria

Under PEO's by-law, the meeting or part of a meeting may be closed to the public by the Chair of the meeting at their 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.

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.

Process for Moving *In Camera*

- 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.
- The Chair should determine and announce who will remain in the meeting. This would include Councillors who are the subject of or who have a conflict of interest in the matter being discussed. If a Councillor is asked to leave, the reason will be documented in the minutes. Observers should not be present at *in camera* meetings.
- The Chair must ensure that Councillors discuss only those items on the agenda that have been identified as being required to be held *in camera* and to not hold discussions on issues that are not properly *in camera* items as set out in the bylaw.
- Where staff from the Secretariat have been excluded, the minutes shall be recorded by the Chair, or a Councillor designated by the Chair.

Minutes

The requirements for the record of meetings are set out in PEO's by-law as follows:

- 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.
- Discussions shall not be recorded, except as required by tribunals.
- 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.

Whoever takes minutes of an *in camera* meeting, or any portion thereof, will ensure that such minutes are handled securely.

The Chair will make sure that *in camera* minutes are brought back for approval at a future *in camera* session.

Once approved, minutes recorded by the Chair, or a Councillor designated by the Chair, will be provided to the Chief Legal Officer by the Chair for filing in a secure location.

There will be no video or audio recording of *in camera* meetings.

Minutes Template Instructions

Instructions for completing minutes are found at **Appendix B** and are also outline below. The minutes template is found at **Appendix C** and is organized according to:

- A: Opening Items – recur from meeting to meeting
- B: Business Items – may vary from meeting to meeting based on organizational priorities
- C: Closing Remarks and Signature Lines
- D: Style Recommendations and Other Minute Taking Tips

A - Opening Items

These are the items common to all minutes. They recur at each meeting.

A1 - Introductory Heading

This is a documentation of meeting type, location and/or format, and date/time. See examples indented below:

Example 1 (In Camera held before, during, or following an open session meeting)

The In Camera Session during the 557th Meeting of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO was a hybrid meeting held at 40 Sheppard Avenue West, 8th Floor, Council Chambers, and via ZOOM Videoconference on Friday, May 5, 2023 at 4:00 p.m.

Example 2 (In Camera held as a standalone meeting)

The 557th Meeting of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO was a hybrid meeting held in camera at 40 Sheppard Avenue West, 8th Floor, Council Chambers, and via ZOOM Videoconference on Friday, May 5, 2023 at 4:00 p.m.

A2 - Attendance

For each attendee, note the mode of participation if the meeting took place in a hybrid (combination of in-person and virtual) format. The reference is made following the business title or organizational affiliation.

There are four categories in this section:

Present

List members of the Council or Committee who were present in the following order:

- Chair of the Council or committee;
- Officers of the organization in the following order: President, Past President, President-elect, Vice-Presidents;
- All other Councillors/Committee members alphabetically

Regrets

Follow the same order/sequence as used in “Present” to record Councillors or Committee members who were not present.

Staff

List staff names alphabetically, starting with the most senior position. Reference business title.

Guests

List guest names alphabetically and note their organization/affiliation.

A3 - Call to Order

Confirms that notice of the meeting was given and quorum was present. See example indented below.

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

A4 - Approval of In Camera Agenda

This is a record of the meeting’s first decision. If there is no suggestion from a Councillor or committee member to change the agenda by adding or removing any items, the motion will reference “as presented”. If such a proposal is raised, the motion will reference “as amended” if a majority approves. For Council meetings, there is an additional aspect to the motion related to the Chair’s authority to manage the meeting. See examples of each indented below.

Example 1

Moved by Councillor Smith, seconded by President-elect Jones:

That:

- a) **The in camera agenda, as presented to the meeting at C-557-4.2, Appendix A, be approved as presented; and**
- b) **The Chair be authorized to suspend the regular order of business.**

CARRIED

Example 2

Council considered the addition of an item titled “*Strategic Planning*”.

Moved by Councillor Anyone, seconded by Councillor Smith:

That:

- a) **The in camera agenda as presented to the meeting at C-557-4.2, Appendix A, be approved as amended; and**
- b) **The Chair be authorized to suspend the regular order of business.**

CARRIED

A5 - Conflicts of Interest

If no conflicts were declared, the minutes note “No conflicts were declared”. If any real or perceived conflicts are raised by a Councillor or Committee member, note the issue or nature of the conflict, the agenda item to which it relates, and the course of action agreed to by the Chair (egs, no need to refrain from discussion; refraining from taking part in the discussion and vote; leaving the meeting during entire disposition of the item).

B - Business Items

Document the discussion and decisions made as relevant to the type of item (Decisions or Information). Each of these is outlined separately below.

Where applicable and depending on specific sentence structure, refer to meeting participants by business titles. For example, “the Chair”, “the Chair of the Audit and Finance Committee”, “the CEO/Registrar”, “management”, “staff”.

B1 - Decisions

Under the bylaw, the record of all Council and committee meetings should include only enough detail to summarize discussions and record motions and decisions made as a result of those discussions.

Motion: This is the formal record of the decision made. Document the name of the movers and seconders, and the exact wording of the motion itself which constitutes the decision. This can be found on the briefing note itself and, unless there are amendments made at the meeting, may be copied verbatim into the minutes. See example indented below:

Moved by Councillor Smith, seconded by Councillor Jones:

That Council approve the draft 2022 operating budget reviewed by the Audit and Finance Committee and as presented to the meeting at C-544-2.3, Appendix A.

CARRIED

B2 - Information Items (and Generative Discussions, if Applicable)

Note the topic or nature of information provided.

C - Closing Remarks and Signature Lines

This area closes the minutes and consists of the time meeting concluded, the number of pages, the signature line for the Chair, and a reference that the approved version of these minutes will be filed confidentially with the Chief Legal Officer. Before minutes are approved, the signature line remains blank. When minutes are approved, the “trued up” signature is added (the person’s name in quotation marks). See example indented below.

There being no further business, the meeting concluded at 4:00 p.m.

These minutes consist of five (5) pages.

“Park Bench”

P. Bench, P.Eng., FEC, Chair

D - Style Recommendations and Other Minute-Taking Tips

The following style recommendations and minute-taking tips are excerpts from Minute Taking - A Practical Guide¹.

Style Recommendations

In preparing minutes, avoid the following:

- using colourful, entertaining or expressive language;
- using excessive legalese or jargon;
- naming names - the minutes is a record of what was accomplished at a meeting – not what was said by whom
- opinions placing value on the information; and,
- personal views

Instead:

- use plain, simple English;
- remain neutral, avoiding any and all value judgments; and,
- be correct, concise, clear and consistent.

¹ Minute Taking – A Practical Guide, by David A.H. Brown and Debra L. Brown; part of the Brown Governance “20 Minute Governance Workout Series”; Brown Governance Inc. and Brown Governance Publishing Inc.; 1991-2008.

Summary Report to Council of Human Resources & Compensation Committee (HRCC) Activity February 23, 2024

Committee Meeting Dates: December 20, 2023 and January 23, 2024

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
CEO/Registrar Goals and Objectives for 2024: Review of Drafts 1 & 2	The Committee reviewed two drafts of the CEO/Registrar Goals for 2024 which included areas of focus, goals, objectives and actions, and targets and process metrics. There was an agreement to recommend the document for approval at the February 23, 2024 meeting.	Staff	Council consideration for approval: Feb 23, 2024	Continue	Yes
Potential Third-Party Assistance Re: CEO/Registrar Goal Setting Process and Succession Planning	<p>The HRCC reviewed a recommendation to engage an independent third party to assist in CEO/Registrar goal-setting process and succession planning.</p> <p>Following a formal Request for Proposal (RFP) process, HRCC reviewed the successful proponents and actioned the CEO/Registrar to review and narrow the scope and costs without impacting the quality of the work.</p> <p>All proponents of the RFP resubmitted their proposals. The evaluation committee made a recommendation to HRCC.</p> <p>CEO/Registrar is awaiting approval to move to contracting.</p>	Staff and HRCC	A decision to formally engage an external advisor will be made by the HRCC.	Continue	No
Anti-Workplace Violence, Harassment and Discrimination Policy for Volunteers	The Committee reviewed the Anti-Workplace Violence, Harassment and Discrimination Policy for Volunteers. This policy would replace the 2014 PEO <i>Anti-Workplace Violence and Harassment Policy</i> . It was also noted that staff will present the current draft of the policy to volunteers for feedback.	Staff	Staff will incorporate HRCC's feedback where possible and a final policy will be brought to HRCC following a consultation with volunteers and legal review.	Continue	No

Next Committee Meeting: March 5, 2024

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

Decision Note – 2024 Performance Goals for the CEO/Registrar

Agenda Item No.	C-561-7.1
Purpose	To consider and approve the CEO/Registrar performance goals, as determined in consultation with Council’s Human Resources and Compensation Committee (HRCC).
Strategic/Regulatory Focus	Governance/Corporate Operations
Motion	That Council approve the <i>CEO/Registrar 2024 Goals Review Form</i> as presented to the meeting at C-561-7.1, Appendix A. Requires a simple majority to carry.
Attachments	Appendix A: <i>CEO/Registrar 2024 Goals Review Form</i> Appendix B: CEO/Registrar Performance Review Process

Summary

Council is asked to review and approve the proposed CEO/Registrar performance goals. As per the process approved by Council, the proposed goals are tied to PEO’s strategy approved by Council and the operational plan.

Public Interest Rationale

Effective governance oversight, including with respect to evaluating the performance of the CEO/Registrar against set goals, is in the public interest.

Background

Under the Professional Engineers Act, Council has one critical employee, the CEO/Registrar. Particularly at this most senior staff level, human capital is a vital component in the successful transformation of PEO as it strives to become a more modern regulator. Setting and monitoring goals and objectives for the CEO/Registrar is an important component of Council’s role in moving the organization forward. Any goals that are assigned are expected to reflect an overall vision which corresponds to the enhancements required within the organization and must be aligned with PEO’s strategy approved by Council.

Key considerations

The document at **Appendix A** to this briefing note outlines outcome measures, process measures, qualitative, and quantitative indicators for each objective in the performance plan, which addresses key questions raised at the November 16-17, 2023 Council meeting.

The performance goals will be evaluated by way of a performance review. Meetings will take place as required with the HRCC.

The HRCC reviewed an initial draft of the goals document on December 20, 2023 and provided feedback to the CEO/Registrar. Committee members were invited to submit additional comments and suggestions for updates to the document in writing to the CEO/Registrar between the committee’s December and January meetings. No written feedback was received and the HRCC reviewed the draft CEO/Registrar Goals and Objectives for a second time at its meeting on January 23, 2024.

Stakeholder Engagement

Not applicable.

Next Steps

Pending Council approval, the CEO/Registrar will move forward with the performance goals set out in Appendix A, and a mid-year review of the CEO/Registrar performance goals will be conducted at the June 2024 council meeting.

The *CEO/Registrar Performance Review Process* is enclosed for reference at **Appendix B**.

Prepared By:

Meg Feres – Manager – Council Operations

2024 CEO/Registrar Goals & Objectives (January 1st, 2024 – December 31st, 2024): Performance Plan

Note: Aligned goals are used for the purposes of evaluating performance. Goals and objectives aligned to the Operational Plan to maintain continuity and alignment.

	Area of Focus	Goal (The Desired Result/Outcome)	Objectives and Activities (What is expected to be delivered)	Targets and Process Metrics (How success will be evaluated)
1	Improve Licensing Processes (Optimization of Regulatory Operations)*	1.1) Create a fair, transparent, accessible, and efficient application process.	<ul style="list-style-type: none"> 1.1.1 Implement enhancements to the technology solution that supports PEO's modernized, accessible, and efficient online FARPACTA-compliant licensing process (contract to be signed by end of January 2024 pending resource assignment from vendor). 1.1.2 Document and improve an enhanced licensing and compliance process that supports PEO's modernized, accessible, and efficient FARPACTA-compliant licensing process. 	<ul style="list-style-type: none"> Technical solution roadmap for Phase 3 developed <ul style="list-style-type: none"> Technical solution roadmap developed (yes/no) Implement system stability for re-applicants <ul style="list-style-type: none"> Long-term technical solution implemented for re-applicants per schedule (yes/no) Technical solution deployment for transfers <ul style="list-style-type: none"> Technical solution deployed for transfers per schedule (yes/no) Review current state processes within the licensing and compliance departments to identify opportunities for process improvement <ul style="list-style-type: none"> For a minimum of 90% of applications received: <ul style="list-style-type: none"> Confirm whether application is complete within 10 days of receipt** Meet an overall six-month target for reaching registration decisions for completed applications received** Continue implementing Inventory Management Project deliverables <ul style="list-style-type: none"> Process 2,000 applicants accumulating experience by end of 2024 Reduce the legacy inventory from 30,000+ to 25,000 by end of 2024 Reduce remaining legacy academic assessments to 500 or less by December 31, 2024 Reduce wait times for experience assessments to 4.5 months by end of 2024 Create dashboard for unlicensed practice with relevant KPIs <ul style="list-style-type: none"> Dashboard implemented (yes/no) Create dashboard for complaints and investigations with relevant KPIs <ul style="list-style-type: none"> Dashboard implemented (yes/no) Explore scope of work for case management system <ul style="list-style-type: none"> Recommendation and business case for case management system (yes/no)

		<p>1.2) Review licensing processes and implement changes by Q4 2024.</p> <p>1.3) Ensure licensing reflects EDI values.</p>	<ul style="list-style-type: none"> 1.2.2: Implement mandatory CPD Program (PEAK) Phase 2 by defining business rules for imposing sanctions (administrative suspensions for those who are not compliant) by Q4 for implementation in 2024 and communicate changes and expectations to licence holders. 1.3.1: Develop staff ARECode Action Plan and begin implementation based on the timelines identified for 2024. 	<ul style="list-style-type: none"> Exempt fee remission licence holders (yes/no) Integrate information about PEAK changes in updated outreach strategies for licence holders and chapters (yes/no) Expand CPD criteria to encourage maximum compliance in meaningful and relevant CPD (yes/no) Prepare for administrative suspensions <ul style="list-style-type: none"> Deliverables completed per plan in 2024 (yes/no) Mandatory PEAK compliance rate (%)** (Target TBD, but the overall goal is to ensure maximum awareness of the obligation and maximize compliance before any administrative suspensions are imposed) Action plan with clearly identified deliverables, timelines and success measures in place (Yes/No) Commence review of select regulatory policies and procedures, particularly those related to licensing, for potential conflict with ARECode (Yes/No) Progress report to Council by Q3 on workplan, focusing on efforts and recommendations to incorporate results of Indigenous consultations in ARECode and future workplan (Yes/No)
2	Optimize Organizational Performance (Capacity and Capability)*	<p>2.2) Ensure adequate Information Technology and Information Management by Q4 2024.</p> <p>2.3) Review and improve communications and business processes to ensure they reflect EDI values throughout 2024.</p>	<ul style="list-style-type: none"> 2.2.1: Develop digital transformation roadmap by Q4 and improve cybersecurity posture that meets best practice standards (e.g. NIST Framework). 2.3.1: Develop, promulgate and begin to implement organizational internal EDI strategy by Q4. 	<ul style="list-style-type: none"> Advancing cybersecurity and compliance in line with leading benchmarks and standards (yes/no) <ul style="list-style-type: none"> Security and compliance gaps remediated (# remediated) Cyber remediation completed per plan (Yes/No) Continued application and infrastructure architecture and configuration enhancements to improve performance, data quality and system reliability (yes/no) <ul style="list-style-type: none"> Application and infrastructure enhancements, modifications or upgrades implemented (# remediated) Application and infrastructure strengthening completed per plan (Yes/No) Deploy annual employee engagement survey (yes/no) <ul style="list-style-type: none"> Employee engagement score (%)** (Target 70%) Year-End Performance Reviews Completion (%)** (Target 100%) Completion of EDI training (managers and employees) (%) (Target 75%) (yes/no)

			<ul style="list-style-type: none"> 2.3.2: Develop and implement aspects of an HR high performance team roadmap by Q4. 2.3.7: Develop customer service model by Q4 2024. 	<ul style="list-style-type: none"> Launch of leadership development program: PEO Academy (yes/no) <ul style="list-style-type: none"> 90% of people managers participate in program 90% of employees document development plans in 2024 Review of compensation practices/philosophies (yes/no) <ul style="list-style-type: none"> Internal equity review complete (yes/no) Market review complete (yes/no) Compensation guidelines established (yes/no) Benefits plan revised to better support mental well-being (yes/no) Talent Management: high-potential and successor identification process implemented (yes/no) <ul style="list-style-type: none"> Annual performance calibration meeting held (yes/no) Performance and Talent Management activities completed per plan (Yes/No) Maintain Staff Turnover Rate (%)** (Target 15%) Completion Rate for Staff Professional Development Activities (%)** (Target 93%) To monitor performance and identify ongoing improvement opportunities to support PEO's customer service to public and applicants <ul style="list-style-type: none"> Business case for expanded coverage model prepared and presented (yes/no) Expand tracking technology to enable reporting on extended customer service metrics to include the following metrics: <ul style="list-style-type: none"> Customer Satisfaction (CSAT) Score Average Resolution Time (ART) First Contact Resolution (FCR) Rate Resolution Satisfaction Rate (RSR)
3	Implement Governance Improvement Program (Good Governance)*	3.3) Establish metrics for governance improvement.	<ul style="list-style-type: none"> 3.3.1: Develop a framework that will allow Council to evaluate and critique its own effectiveness as the board of directors of a regulatory body (yes/no) 	<ul style="list-style-type: none"> Council has been given a credible framework to objectively assess its effectiveness, identify opportunities for improvement and track whether improvement has occurred (Yes/No) Implementation plan presented to Council and approved per plan (Yes/No)

* Any resulting resources and budget requirements will be brought to Council for approval.

** Outcome metrics designated with ** represent PEO Governance Scorecard indicators

DRAFT

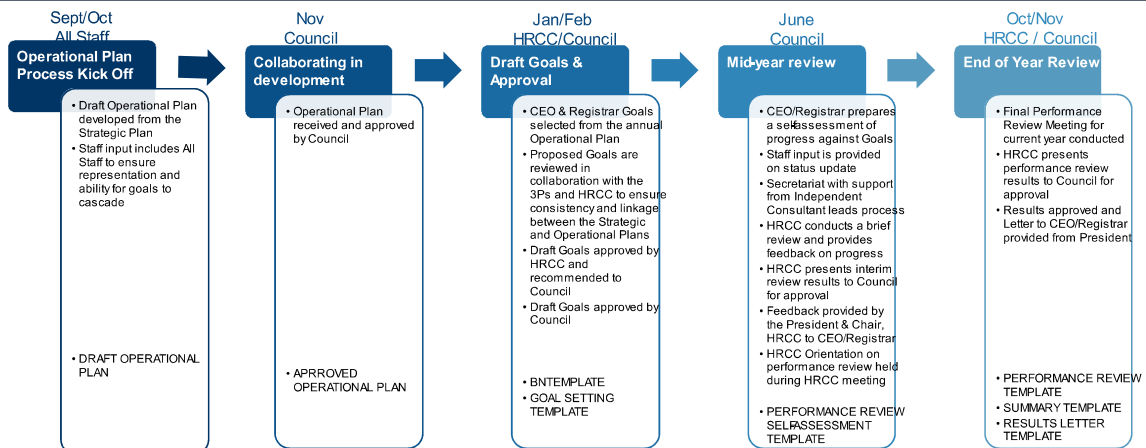
Appendix B

CEO/Registrar Performance Review Process

(Approved by Council: November 16, 2023)

Proposed Aligned Process

CEO/Registrar Performance Goals and Review Process/Timeline



Summary Report to Council of Regulatory Policy and Legislation Committee (RPLC) Activity February 23, 2024

Committee Meeting Date: January 30, 2024

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
Evolutionary Improvements to Admissions: Canadian B. Tech Program	<p>The RPLC discussed the recent meeting between PEO staff and McMaster University (McMaster) in December 2023 on their Bachelor of Technology (B. Tech) program's ineligibility for academic qualifications, including McMaster's request to add these programs to the International Institutes and Degrees Database (IIDD), administered by Engineers Canada.</p> <p>The committee discussed several alternative options for a pathway for B. Tech graduates to licensure which include:</p> <ul style="list-style-type: none"> i) CEAB accreditation of its B. Tech Programs ii) Bridging internally the B. Tech program into the B. Eng program iii) Recent B. Tech Graduates can apply to PEO for a limited licence. 	Staff	The briefing note will be presented at the February 23, 2024 Council meeting for information	Continue	Yes
Evolutionary Improvements to Admissions: Confirmatory Exams-Exemption and/or reductions	<p>Staff updated the RPLC on staff research on the Confirmatory exam exemption policy and operations. The RPLC discussed that due to the difference in exam requirement between CEAB and non-CEAB graduates there may be a perception of a barrier to entry for internationally educated engineering graduates which is not in the spirit of FARPACTA.</p> <p>The RPLC discussed the opportunity to possibly introduce <i>pro forma</i> exemptions from a Confirmatory exam program to complement the Recognized Program List for some groups of prospective applicants. This process would require a standardized and evidenced basis that does not compromise public safety, and possibly</p>	Staff	Bring back to RPLC in the fall of 2024 for further consideration.	Continue	No

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



Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
	<p>reduce the scale of differential treatment of CEAB and non-CEAB graduates.</p> <p>Despite a recognition of the impact of the current admission program on internationally educated engineers, the majority of RPLC members supported the recommendation for staff to continue to collect and analyze data on Confirmatory Exam performance by qualified prospective applicants throughout the year, and report back to RPLC in the fall of 2024 with next steps.</p>				
PEO Admissions: Guiding Principles	The RPLC discussed the potential formation of a task force to determine PEO's admissions guiding principles. While it was acknowledged by the RPLC that the development of guiding principles to guide PEO's admissions process is important, the majority agreed to follow the staff recommendation to allow more time to design a thoughtful and meaningful consultation and development strategy for PEO admission principles.	RPLC	RPLC to consider this item at its future meetings.	Continue	No
Practice Guidelines and Standards Update	<p>Staff presented an update to the committee of PEO's Practice Guidelines and Standards to ensure they are up-to-date and current.</p> <p>The presentation consisted of practice guidelines that are published on PEO's website, managing both internal vs. external guidelines, and the 2024 review schedule on current guidelines and standards.</p>	Staff	Staff will continue to review PEO's Guideline and Standards in accordance with the set schedule.	Continue	No

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
Practice Environment Survey	Staff presented to the committee the 2023 <i>Professional Practice Matters</i> Survey Results Summary. The survey was conducted between September 6, 2023 to October 6, 2023. The RPLC discussed the results of the survey with staff and discussed how these results will assist staff to explore practice risks in greater depth.	Staff	Staff will continue to analyze the survey results, and have a follow-up survey to PEO membership in Q1 2024.	Continue	No
Time-Based Experience Requirements	<p>Policy development to date by Engineers Canada's Time-Based Experience Working Group (TBEG) has consisted of comparative analysis in Canada and other countries. PEO is a member of TBEG. TBEG's report and recommendations to Engineers Canada is still pending. At its meeting in November 2023, Council agreed that it is advisable for PEO to wait to see the TBEG report and recommendations before PEO proposes any changes to its current experience requirements.</p> <p>In the interim, staff have:</p> <ul style="list-style-type: none"> • compiled history of experience requirements in Ontario; and • analyzed which legislation and regulations would have to be changed if the current experience requirements were modified. 	Staff	This item will be discussed at the RPLC meeting in March.	Continue	No
Future Direction of the Engineering Internship Program (EIT)	<p>Policy development to date on the Future of the EIT program has included:</p> <ul style="list-style-type: none"> • conducting opinion surveys on the program from current and former EITs and employers in September 2023; • reviewing the history of the program; • reviewing other regulated professions in Ontario and engineering regulators in other jurisdictions; • analyzing PEO data on the uptake rates for the different activities within the EIT program; 	Staff	This item will be discussed at the RPLC meeting in March.	Continue	No



Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
	<ul style="list-style-type: none">analyzing the regulatory purpose of the EIT program and its activities using the Council-approved Activity Filter; and drafting the Policy Impact Analysis document for RPLC review in March 2024.				

Next Committee Meeting: March 8, 2024

Discussion Note – RPLC Report to Council

Agenda Item Number	C-561-8.1
Purpose	
Strategic/Regulatory Focus	
Motion	
Attachments	

A discussion on the RPLC Summary Report at Tab 8 of this package.

Information Note – Evolutionary Improvements to Admissions: Canadian B.Tech. Programs

Agenda Item Number	C-561-8.2
Purpose	To report to Council on the Regulatory Policy & Legislation Committee's discussions of McMaster University's request to continue their Bachelor of Technology programs' academic eligibility for P.Eng. licensing under PEO's new licensing process
Strategic/ Regulatory Focus	Licensing requirements
Motion	None
Attachments	Appendix A – McMaster University's Letter to PEO Jan 2024

Summary

With the implementation of Council's November 2022 decision on minimum academic qualifications on May 15, 2023 (either a CEAB-accredited degree or one listed on Engineers Canada's International Institutes and Degrees Database (IIDD), plus passing four confirmatory exams), graduates of four of McMaster University's Bachelor of Technology (B.Tech.) programs are no longer eligible to apply for a Professional Engineer licence as they had been prior to May 15, 2023. Other pathways to licensure for B.Tech. graduates exist.

Public Interest Rationale

Prescribing qualifications and requirements for individuals to be issued a Professional Engineer licence is one of PEO's core regulatory functions. A regulator must administer these qualifications and requirements in a consistent, objective, and transparent manner.

Background

Pre-FARPACTA regime

In September 2018, Council approved (in camera) three of McMaster's B.Tech programs as fulfilling academic requirements for licensure under the condition that applicants complete the specific examination program (5 exams and an Engineering Report) successfully. The three programs approved by council were Automotive & Vehicle Engineering Technology, Civil Engineering Infrastructure Technology, and Power & Energy Engineering Technology. Before that, in 2012, PEO's Academic Requirements Committee (ARC) agreed to accept P.Eng. applications from McMaster's B. Tech Program in Manufacturing Engineering Technology under the condition that applicants complete the Specific examination program (5 exams and Engineering Report) successfully. (This was not brought to Council for approval).

Current licensing regime

On November 25, 2022, to comply with the new requirements on service delivery time in the Fair Access to Regulated Professions and Compulsory Trades Act (FARPACTA), Council unanimously passed the following motion pertaining to the minimum academic qualifications for P.Eng. licensure:

That Council recognize that obtaining a bachelor's degree in an engineering program that is included in IIDD administered by Engineers Canada, subject to successful completion of a confirmatory examination program, is equivalent to a bachelor's degree in a Canadian engineering program that is accredited to the Council's satisfaction.

With the implementation of Council's 2022 decision on minimum academic qualifications on May 15, 2023, B.Tech. degrees are no longer acceptable for those applying for a Professional Engineer licence. This is because these B. Tech programs do not meet the IIDD criteria. "Legacy" applications received prior to this date will be reviewed under the previous rules, with a limit of eight years to pass all required technical examinations.

This item was added to the RPLC work plan following a letter sent to Council by McMaster University's B. Tech. programs. It detailed a concern regarding the loss of a pathway to licensure for B.Tech programs.

Considerations

Licensure Completion Rate

From 2018 to 2022, PEO received 283 applications for P.Eng. licence from these four programs, and 2 applicants from other B.Tech. programs at other institutions in Ontario. Over the same time, McMaster had 910 graduates from these programs, meaning that only 31.1% of them applied to PEO for a P.Eng. licence. Data analysis presented to RPLC in October (shared with McMaster subsequently) indicates a very low licensure completion rate (less than 3%) of those applicants, between 64% and 84% of applications are still incomplete (writing exams), and between 7% and 16% had their file withdrawn for failing exams or not passing them within the prescribed time limit.

Alternative pathways to licensure for B.Tech program graduates exist

- McMaster could apply to CEAB for accreditation of its B.Tech. programs, and if any of them are subsequently accredited, PEO would accept those as meeting its academic requirements for a P.Eng. licence.
- McMaster could choose to internally "bridge" their B.Tech. graduates into the McMaster B.Eng. program and upon completion of the B.Eng. degree, graduates would automatically meet PEO's academic requirements for licensure.
- New B.Tech. graduates can apply to PEO for a Limited licence, which is intended for those with engineering technology degrees, with ARC review of the applicant's knowledge base but no exams.

Stakeholder Engagement

On December 6th, 2023, PEO staff met with McMaster officials to discuss the B.Tech. programs' eligibility for a P.Eng. licence under PEO's new licensing process. A background of key points and statistics was prepared by PEO and shared with McMaster before that meeting. The options, which would utilize existing pathways to licensure for B. Tech graduates were discussed with McMaster representatives at that meeting.

McMaster's follow up letter to PEO, received on January 15, 2024 can be found in Appendix A.

Recommendations

None – this briefing note is for information only.

Next Steps

None

Prepared By: Jordan Max, Manager, Policy, Policy & Governance Division

Response to BTech/PEO December Meeting to Review BTech Application Data

This document summarizes the observations made by the McMaster W Booth School of Engineering Practice and Technology (BTech) representatives after reviewing the PEO BTech Application data and after the discussions during the December 2023 virtual meeting with PEO management and staff.

Quick Background: Three (3) BTech Programs were reviewed in 2018 by an ARC Subcommittee and graduates were assigned 5 Confirmatory Exams plus an Engineering Report. The number of exams could be reduced to two (2) Confirmatory Exams if the applicant's grades in these two exams satisfied the ARC's criteria for 'good performance' (>65% Average with no single grade below 60%). A fourth BTech Program was assigned 5 Exams plus an Engineering Report by the ARC in 2012 (this was effectively reduced to 4 Exams when a mandatory Engineering Economics course was added to the BTech curriculum in 2013).

Issue: As of May 15, 2023, all BTech Graduates became ineligible to apply for their P.Eng. in Ontario.

Point 1: *BTech graduates' P.Eng. application and success rate.*

The data discussed below comes from the PEO document titled **Backgrounder: PEO Data on McMaster Bachelor of Technology Programs 2018-2022. Filename: BTech data McMaster Dec6 (FINAL).pdf**. The purpose of this document was to present data describing the P.Eng. application numbers and progress of **non-CEAB McMaster BTech applicants** from 2018 to 2022. The number of **CEAB McMaster B.Eng. applicants** was also presented for reference. The PEO compiled the data, with BTech graduation numbers supplied by McMaster.

The data presented indicated that **269** BTech graduates from the four programs mentioned above applied to the PEO for their P.Eng. from 2018 to 2022. The total number of graduates from these programs in the same timeframe was **910**, resulting in a **P.Eng. application rate** of **29.6%**. In contrast, the number of McMaster CEAB B.Eng. graduates who applied to the PEO for their P.Eng. from 2018 to 2022 was **253**. The total number of graduates from McMaster CEAB B.Eng. programs in the same timeframe was approximately **3000**, resulting in a **P.Eng. application rate** from CEAB-accredited programs of approximately **8%**. These data illustrate the relatively strong desire among BTech graduates to pursue their P.Eng. license and designation. The data suggests that a McMaster non-CEAB B.Tech. grad is **three times** more likely to apply to the PEO for their P.Eng. than a McMaster CEAB B.Eng. grad.

The PEO data also described the 'progress' of BTech Applicants through the process of becoming a licensed P.Eng. From 2018 to 2022, **10** of the **269** applicants received their P.Eng. designation (**3.7%**). While this may appear to be a small percentage, because the BTech applicants must write 5 (or possibly 2) exams, complete 4 years of experience, and write the Professional Practice exam, it is impressive that 10 applicants managed to complete the process in less than 5 years. This is particularly impressive considering the COVID-related disruptions and delays to both the application process and the examination process.

Of the 269 applicants, **26** withdrew from the process (**9.7%**). This suggests that **243** applicants (**91.3%**) either obtained their P.Eng. (**10**) (**3.7%**) or are still working their way through the process (**233**) (**86.6%**).

Summary Table

McMaster Faculty of Engineering	B.Tech. Applicants	B.Eng. Applicants
Total P.Eng. Applicants 2018-2022	269	253
Total Program Grads 2018-2022	910	~3000
P.Eng. "Application Rate"	29.6%	~8%
Withdrawals	26 (9.7%)	n/a
P.Eng. Awarded	10 (3.7%)	n/a (data reported by the PEO was 99.6% but this must be an error given the need for 4-years of experience)
In Process	233 (86.6%)	n/a

It is important to note that many of the BTech students described above have been sponsored throughout their education by their employers. In many instances, this sponsorship was based on the expectation that the student would become a P.Eng. This may be one of the factors increasing the likelihood a of BTech grad applying to the PEO, compared to a B.Eng. grad (**29.6% vs. ~8%**). Another factor increasing the likelihood of BTech grads applying for their P.Eng. is the high percentage of C.E.T.s who enter our programs as a means of upgrading their education to a Bachelor's level to advance their career.

The BTech team at McMaster sees the data described above as clear evidence of the importance of the P.Eng. designation to our students. It also showcases that the majority of the students are still in the process of completing their PEO-assigned process, which takes time as there are working individuals and the process requires 4 years of experience after the completion of any examination schedule. The suspension of our students' eligibility in May of 2023 was a significant blow to our students and to the Province of Ontario as it excludes able individuals from obtaining, through a rigorous examination program, their profession designation and then practice in the Province.

Point 2: Btech programs and CEAB

McMaster's BTech Programs are **NOT** CEAB Accredited largely because *there has always been a direct pathway to P.Eng. for our students through an application process to the PEO*. The formal recognition and evaluation of the programs in 2012 and 2018 were intended to streamline and standardize this PEO process. Additionally, our programs are unique in both content and structure, making them atypical when compared to traditional engineering programs, which hinders accreditation. To our knowledge, *there are no college-to-university, part-time, evening and weekend, CEAB Accredited programs*.

Extensive internal and external reviews of our BTech programs have praised the significant gap we fill in the education of engineers in Ontario. Considering that the BTech programs under discussion here were designed specifically for Ontario's strategic industry sectors (Automotive, Manufacturing,

Power & Energy, and Civil Infrastructure), it would be a shame to lose such an important source of Professional Engineers.

Point 3: *Request to the PEO*

As a follow-up to this discussion, we would be interested in seeing the performance data (i.e. grades) of our students on their confirmatory exam attempts, and perhaps the percentage of students who achieved 'good performance' and were excused from their final 3 exams. We are hopeful that this data will showcase the abilities of our students and might further encourage the PEO to find a way to re-open the pathway to the P.Eng. for our students.

During our December discussion, we were also informed of the application process for international applicants included in the PEO's IIDD-informed list of eligible programs. We believe that a possible solution for the BTech applicants is to provide them with a similar pathway where students can write their confirmatory exams before formally applying for licensing.

Sincerely,

Michael D. Justason, *MBA, P.Eng., F.CSCE*
Bachelor of Technology, Business & Management Curriculum Chair
Program Chair, Civil Engineering Infrastructure Technology

Konstantinos Apostolou, *Ph.D., L.E.L.*
Associate Director – Undergraduate Programs
Associate Professor, Automation Engineering Technology

Information Note – Tribunal Activity Report

Agenda Item No.	C-561-9.1
Purpose	To update Council about the activities of the Tribunals Office and related Committees
Strategic/Regulatory Focus	<i>The Tribunals are required under the Professional Engineers Act</i>
Motion	N/A
Attachments	N/A

Summary

This is a status update on the activities undertaken by the tribunals since the last council meeting.

Public Interest Rationale

Tribunals assists PEO in meeting the principal object of the association in accordance with the Professional Engineers Act, R.S.O. 1990, c. P. 28, s. 2(3).

Background

Tribunals staff work with Committee chairs to arrange and provide training in adjudication for the members of the committee and to support them in all their activities as pre-hearing chairs, panel members and decision writers. The staff and committee members work on improving the materials that parties appearing before them can access, i.e. new rules of procedure.

Activity Update

Discipline Committee:

- The Discipline Committee had an in-person meeting and selected a new Chair and Vice-Chair.
Chair: Warren Turnbull, P. Eng. and Vice-Chair is Charles McDermott, P. Eng..
- The team of independent legal counsel prepare and deliver a virtual program in best practices for adjudicators.

Registration Committee

- Is working on new rules and procedures and is establishing procedures for dealing with the increase in requests for a hearing de novo.
- The Committee has completed the first draft of a handbook for applicants who appear before them without counsel/self-represented.

Complaints Review Councillor

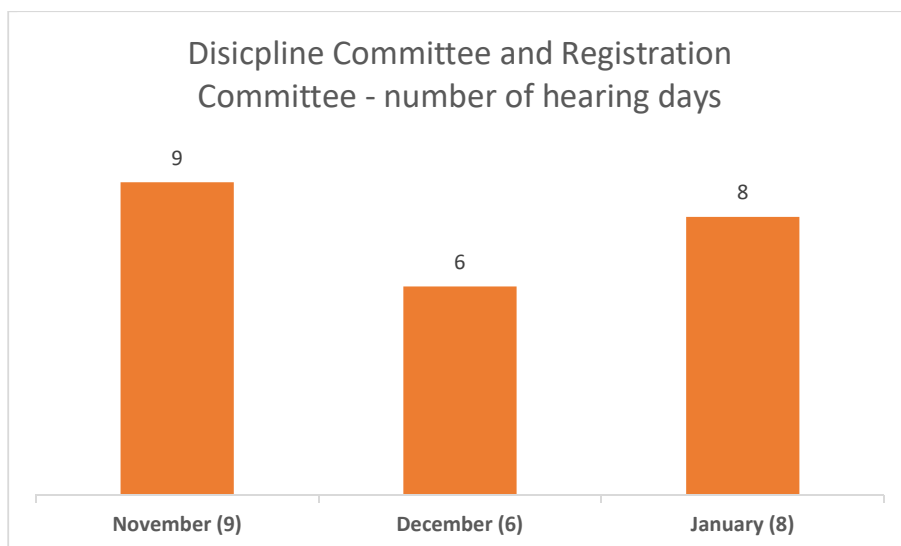
- The Complaints Review Councillor has received multiple requests for review on the merits and cannot take action in these instances, where the CRC investigates, a report is filed for Council's information.

Fee Mediation Committee

- There was a request for Fee Mediation by one party but both parties were not agreeable to mediation, so the matter could not proceed.

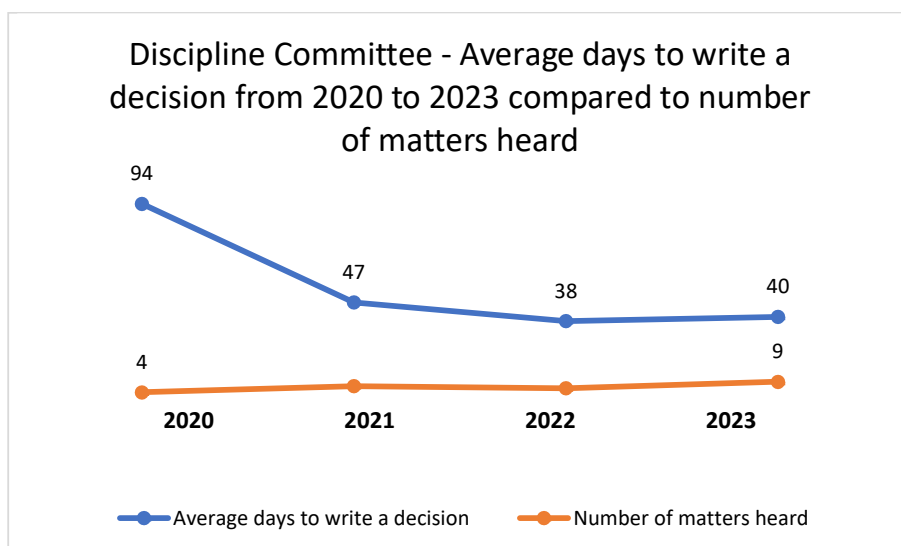
Adjudicator Days since last Council meeting

These are the number of days when the committees have held a hearing or pre-hearing conference.



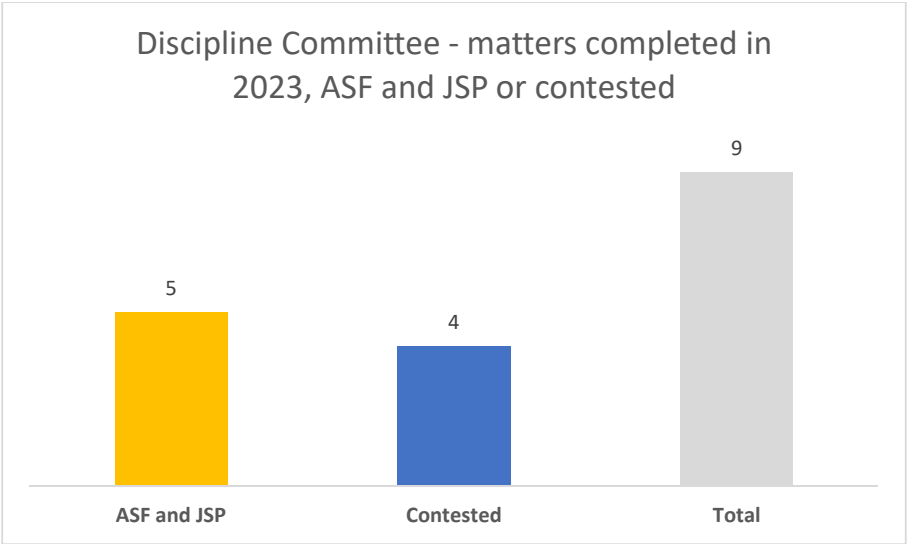
Discipline Committee

Average number of days to provide decision after the end of the hearing.



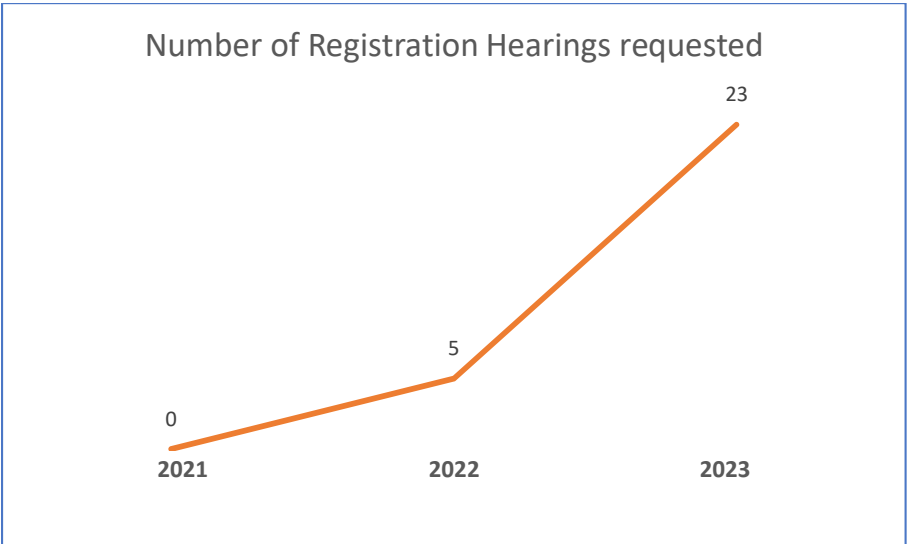
Discipline Committee

Matters completed in 2023 were either contested or resolved with the assistance of an Agreed Upon Statement of Facts (ASF) and Joint Submission on Penalty (JSP)



Registration Committee – Requests for hearings.

The number of hearings requested before the Registration Committee.



Information Note – Engineers Canada Directors Report

Agenda Item Number	C-561-10.1
Purpose	To provide an update on the activities of Engineers Canada
Strategic/Regulatory Focus	
Motion	
Attachments	Appendix A – Director’s Update (English) Appendix B – Director’s Update (Français)



Engineers Canada director update January 2024

C-561-10.1
Appendix A

Engineers Canada Board

As part of our work to develop the 2025-2029 Strategic Plan, Engineers Canada worked hard throughout October and November to complete all 12 regulator consultations.

In November, The Human Resources (HR) Committee discussed terms of reference and membership for the CEO Search Committee. The terms of reference have been circulated to the Board for feedback prior to approval via e-ballot. They also discussed accomplishment of 2023 objectives and results of the comprehensive CEO compensation review. The HR Committee meeting was followed by the inaugural meeting of the CEO Search Committee.

Engineers Canada attended the Engineering Deans Canada fall meeting in Edmonton with CEAB Chair Pemberton Cyrus. We discussed our 2025-2029 strategic directions with the group, and held a two-hour consultation on the Futures of Engineering Accreditation (FEA) project deliverables, similar to our sessions with the regulators, CEAB, and CEQB.

The Governance Committee met on November 15 to consider revisions to several Board policies that will be brought forward for Board approval on March 1, 2024. The committee also confirmed its recommendation that the next Engineers Canada governance effectiveness survey of the Regulators be conducted at the outset of the governance review. This was noted in the Governance Committee report to the Board on October 5, 2023.

Engineers Canada's Board met virtually on December 4, to approve the 2024 budget and

confirm the 2026 per capita assessment fee for recommendation to the Members in May. The Board was also asked to approve revisions to existing policies, the 2024 Board consultation plan, content of the chair assessment surveys, and the CEAB and CEQB's 2024 work plans and leadership. Meeting documents and motions from Engineers Canada's December Board meeting are available on the Engineers Canada [meeting microsite](#). Also, the Board policy manual has been updated and is available [here](#).

Engineers Canada had the pleasure of attending Engineers PEI AGM. In addition to the meeting, a number of technical papers were delivered as well as the recognition of a number of members for special achievement. Of note, former Engineers PEI President and former Chair of the CEQB, Ron Leblanc, had the special honour of introducing his daughter, Marianne Perry, as the next President of the Organization.

The FAR Committee reviewed the 2023 audit plan, financial and investment performance reporting for Q3, and the risk register. The committee also received a presentation from RBC on environmental, social and governance (ESG) investing.

Q3 2023 Financial Statements are now available to the Board through OnBoard > Resources > L_Quarterly Financial Statements | États financiers trimestriels.

A call for nominations to Engineers Canada's Board of Directors was sent to all Regulator CEOs in November. Nominations should be submitted to Light Go by March 11, 2024.

Strategic Priority 1.1: Investigate and Validate the Purpose and Scope of Accreditation

In November, the Futures of Engineering Accreditation (FEA) team reached an important milestone: the conclusion of regulator, CEAB, CEQB, and EDC consultations. Over the course of two months, the team engaged more than 200 individuals in 11 cities on the Full Spectrum Competency Profile as a basis for a national academic requirement for licensure, and potential focuses for the purpose of accreditation.

Following the consultations, a summary of all findings was created for participants and for the project core volunteer groups (Academic Requirement and Purpose of Accreditation Task Forces, the Steering Committee, and the Regulator Advisory Group) who met to discuss how these findings which will inform the Task Forces' final reports to be submitted to the Steering Committee in the first quarter of 2024.

In December, FEA also launched a national survey inviting reflections on the accreditation and licensure systems (and the linkages between the two). The survey invites insight from students and recent graduates of CEAB-accredited programs, international engineering graduates, applicants for licensure, and people with or without a license and working in engineering. The survey closed January 8, 2024.

Strategic Priority 1.2: Strengthen collaboration and harmonization

The Collaboration Task Force finalized the draft Statement of Collaboration for Board approval at the March 1 meeting. The statement was sent to regulators in December to give them the opportunity to provide comments ahead of the meeting.

Strategic Priority 2.1: Accelerate 30 by 30

In mid-November, as part of our work on SP2.1, Engineers Canada participated in Engendering Success in STEM (ESS) Research Consortium meetings. Engineers Canada is a member of the ESS research consortium, which has a focus on identifying the key interventions that most effectively target the largest obstacles at each step along the continuum from early education to early career for girls and women in engineering.

Strategic Priority 2.2: Reinforce trust and the value of licensure

In December, as part of SP2.2, Engineers Canada's SP2.2 team and the Regulators Advisory Group received an update on the performance of the fall flight of the Building Tomorrows campaign, the overall results of the 2023 campaign, began discussions of how to approach the 2024 campaign, and received an update on the Pathway to Engineering portal. Across all channels, Building Tomorrows garnered more than 430 million impressions, and exceeded nearly all performance benchmarks. We are currently completing a post-campaign awareness survey study with results presented in the new year. The advisory group will meet again in January to plan the 2024 campaign.

Accreditation Board (CEAB)

The CEAB's Policies & Procedures (P&P) Committee discussed a proposal to update the CEAB Interpretive statement on options and dual-discipline programs. The proposal was then discussed with Engineering Deans Canada's Deans Liaison Committee at their joint meeting in November. Other topics of discussion at the meeting included tracking the impact of the temporary exemption for international student exchanges, and the use and value of focused accreditation visits.

In December, the P&P Committee met to discuss the gap analysis between the CEAB and the International Engineering Alliance (IEA) Graduate Attributes, proposed revisions to the Interpretive statement on curriculum content for options and dual discipline programs, and their 2024 Work Plan. These work products will be presented to the CEAB at their February meeting.

The CEAB Working Group to Respond to the Engineers Canada “30 by 30” Initiative met to review the penultimate consultation report on proposals for how CEAB accreditation could advance the 30 by 30 goals. When ready, Engineering Deans Canada will be asked to comment on any revised recommendations and the final report will be submitted to the CEAB for their February meeting.

The CEAB launched a call for nominations for three member-at-large positions with terms starting July 1, 2024. The deadline to apply was January 15.

The final accreditation visit of the Fall 2023 visit season concluded early December. Visits begin again the first week of February 2024.

Qualifications Board (CEQB)

The Code of ethics working group of the CEQB Practice Committee reviewed recommendations on the revised public Guideline on the code of ethics. The revised version will be seeking to balance a need for clearer differentiation among the guideline’s ethical principles, and a need for the document to be concise and easily applicable to engineering practice.

The CEQB Engineer-in-Training (EIT) Committee discussed revisions to the public [Guideline on assuming responsibility for the work of engineers-in-training](#). Based on early

assessment of the guideline, revisions are likely to focus on clarifications, as well as changes to the Canadian competencies.

The CEQB’s Executive Committee met in Ottawa to discuss planning for 2024, including a review of new and ongoing CEQB work items and an agenda review for the upcoming CEQB Teleconference on January 30, 2024. The Executive also discussed the possibility of restructuring several committees in 2024 to better accommodate its current work items, and to more effectively carry out its work.

In late November the CEQB Syllabus Committee approved the finalized Industrial engineering syllabus and the draft revised Building engineering syllabus for consultation. The Petroleum engineering syllabus draft review will likely be completed before the end of 2023.

In December, the CEQB Practice Committee approved three documents: the new Guideline on duty to report, and the finalized reviews of the Guideline on code of ethics and the Guideline on conflict of interest. All three documents will go for approval at the January CEQB meeting and will subsequently be recommended for approval by the Engineers Canada Board at its May meeting.

The CEQB Admissions Issues Committee approved the draft general direction for an Engineers Canada paper on the regulation of emerging disciplines. The general direction will go for CEQB approval on January 30, and then be sent for consultation. The purpose of the paper will be to outline principles for the identification and regulation of emerging disciplines, and to provide a model that could be applied by regulators when considering regulatory needs in emerging areas.

The National Discipline and Enforcement Officials Group (NDEOG)

The NDEOG met virtually to share updates, provide feedback to the new CEQB Guideline on duty to report, and to select the topic for the next regulatory research paper. The topic of Machine learning and data science was suggested and was confirmed with the CEO Group.

National Practice Officials Group (NPOG)

In November, the NPOG met in Quebec City for their annual in-person meeting. The group shared updates and challenges, discussed a potential Memorandum of Understanding for interjurisdictional CPD acceptance, considered employer engagement strategies to advance EDI in engineering workplaces, received updates on the CEQB's work, an initiative at PEO to study practice risks, and a task group of western regulators working to harmonize corporate registration practices, and discussed the potential for harmonization of practice guidelines.

Belonging and Engagement

As part of our work on Core purpose 8 (CP8): Fostering recognition of the value of the profession and sparking an interest in the next generation of engineers, Engineers Canada presented at the Ontario Network of Women in Engineering (ONWiE) summit alongside Rebecca White of Engineers of Tomorrow (EoT) on the initial design of Engineers Canada's collective impact project to advance the role of engineering within the K-12 STEM curriculum. Along with Engineers Canada and EoT, core partners for this initiative include: ONWiE, Let's Talk Science, BGC Canada (formerly Boys and Girls Club of Canada), Halton District School Board, and Spin Master. Funding for the initiative has been provided by the Leacross Foundation.

As part of our work on Core purpose 9 (CP9): Promote diversity and inclusion in the

profession that reflects Canadian society, and our CP9 sub-strategy on Indigenous access to engineering, Engineers Canada attended the second annual Indigenous and Black Engineering and Technology PhD Project (IBET) meetings. IBET is a partnership of 18 Canadian universities, intended to help build and support an equitable environment that is reflective of Canada's population and reconcile the under-representation of Indigenous and Black engineering scholars.

Also for CP9 and CP9 sub-strategy, Engineers Canada participated in a Lunch and Learn called "Truth and (Re)conciliation" led by Jessica Vandenberghe, formerly an APEGA Director and now the Assistant Dean, Community and Culture with the Faculty of Engineering and Computer Science at the University of Victoria.

In mid-November, as part of our work on SP2.1, CP8, and CP9, Engineers Canada participated in the Canadian Federation of Engineering Students (CFES) Conference on Diversity in Engineering (CDE), this year hosted by the University of Waterloo. CFES is one of Engineers Canada's strategic partners. This year's CDE theme is "Be Brave, Feel Safe, Take up Space". Engineers Canada presented opening remarks and lead a workshop.

During first week of January, as part of our work on SP2.1, CP8, and CP9, Engineers Canada presented and participated in the CFES Canadian Engineering Leadership Conference (CELC) (formerly known as the CFES Congress), this year hosted by Memorial University of Newfoundland. This year's theme is "Equitable Engineering: Building the Skills to Build a Better World". Engineers Canada's President Nancy Hill provided the keynote speech, and Engineers Canada presented opening remarks as well as lead one of the conference workshops. Engineers Canada was also a panellist at the fireside chat alongside Liz Palmera-Nunez of Newfoundland Power and John Gamble,

President and CEO at the Association of Consulting Engineering Companies - Canada (ACEC-Canada). In addition, CEAB member Ray Gosine lead a session on accreditation. The CFES is one of our strategic partners. More than 200 engineering student leaders from across Canada will participate in CFES CELC.

Engineers Canada has been invited to serve on the Advisory Panel of the Corporation of the Seven Wardens' Ritual Review Committee as it embarks upon its work to update the Iron Ring Ceremony in preparation for the 100th Anniversary of the Ritual of the Calling of an Engineer in 2025. One of the purposes of the update is to make the ceremony more inclusive and reflect the diversity of contemporary society. The Advisory Panel's role is to provide input and guidance.

Nominations are now open for the 2023-2024 Engineers Canada awards and scholarship programs. The deadline for award nominations is January 12, 2024 and the deadline for scholarships is March 8, 2024.

We have also announced this year's scholarship recipients. In all there are 14 recipients across three categories. Learn more and help celebrate their accomplishments at engineerscanada.ca/scholarships2023.

Regulatory affairs

In October, staff from EGBC, APEGA, APEGS, PEO and Engineers Canada attended the Canadian Network of Agencies for Regulation (CNAR) conference in Vancouver, BC with over 700 of their peers in person and over 250 attending virtually. The two-day conference included topics from weaving truth and reconciliation into regulation, to the top ten legal cases impacting regulators this year, to changes in governance.

In mid-November, CEAB Chair Pemberton Cyrus, CEQB Chair Frank Collins, and Engineers

Canada spoke at a PEO Council plenary, on the topic of "Principles and Processes of CEAB Accreditation and Non-CEAB Guidelines." Their presentation outlined how CEAB accreditation and CEQB activities support regulators' licensing processes.

International Mobility

Engineers Canada hosted a webinar for regulators regarding the International Engineering Alliance's (IEA) professional competence agreements. The webinar provided an overview of the IEA, describes Engineers Canada's work and involvement with the agreements, and presented the potential benefits for regulators of recognizing the agreements in their licensure processes.

Public Affairs and Government Relations

As part of our work on Core Purpose 5 (CP5): Advocating to the federal government, Engineers Canada participated in the Federal Industry Real Property Advisory Council (FIRPAC) meeting. An update on Policy Notification 48R2 – Requirements in respect of the Official Languages Act was discussed. Public Services and Procurement Canada (PSPC) has informed us of their commitment to initiating consultations in the early winter. PSPC intends to establish direct contact with Engineers Canada to arrange a thorough walkthrough of the documentation for provincial and territorial regulators.

In December, also for CP5, Engineers Canada participated in a meeting with David Murray, Director of Policy and Mark Emes, Policy Advisory — both representing the Office of the Leader of the Official Opposition. The purpose of the discussion was to deliberate on the Conservative Party of Canada's proposed 'Blue Seal' National Professional Testing Standard.

In November, Engineers Canada sent a letter on behalf of the regulators to Alberta Premier

Danielle Smith expressing strong opposition to Bill 7, which would allow non-engineers to use the title software engineer. The letter was accompanied by a press release and media strategy to draw attention to the national implications of this decision. [The letter and our press release can be found on our website.](#)

The release garnered notable coverage, including in the [Globe and Mail](#), [Global News](#), [CityNews](#), [BNN Bloomberg](#), and [MSN](#). Gerard McDonald also participated in an interview for [Global News Hour at 6 Calgary](#) (skip to the 6:30 mark), as well as a live interview on CBC Radio 1 Calgary's morning show, [The Eyeopener](#).

Unfortunately, on Thursday, November 9, the [Court of King's Bench of Alberta](#) ruled against APEGA in their case against Getty Images Inc. over the use of the title software engineer by unlicensed individuals. In the ruling Justice Little found that APEGA did not demonstrate possible harm to the public and that "there is no property in the title 'Software Engineer' when used by persons who do not, by that use, expressly or by implication represent to the public that they are licensed or permitted by APEGA to practice engineering as that term is properly interpreted."

On December 9, APEGA submitted the notice of appeal on the recent court decision regarding "software engineer". In response, Engineers Canada's Board has chosen to intervene and actively engage in the appeal process as part of its commitment to, among other things, public safety and safeguarding the integrity of engineer title.

Late November, Minister of Finance Chrystia Freeland delivered the [2023 Fall Economic Statement](#). Key points of interest include the federal government's commitment to advancing interprovincial labour mobility. This involves leveraging funding to encourage provinces and territories to streamline processes for workers

in construction, health care, and childcare. Notably, efforts will be directed towards achieving full interprovincial labour mobility for specific sectors. Furthermore, the government aims to eliminate barriers to internal trade by addressing exceptions in the Canadian Free Trade Agreement, impacting our regulatory landscape and necessitating vigilance in monitoring developments. Engineers Canada will continue to monitor these developments as part of our work in CP5.

Special

We were thrilled to learn that Engineers Canada won the 2023 VOscar for Leadership in Volunteerism from Volunteer Ottawa. Our Director of Finance, our Associate, Member Services and our new Planning, Event, and Change Practitioner were on hand to receive the prize.

Compte rendu à l'intention des administrateurs et administratrices d'Ingénieurs Canada
Janvier 2024**Conseil d'Ingénieurs Canada**

Dans le cadre de notre travail d'élaboration du Plan stratégique 2025-2029, Ingénieurs Canada a travaillé intensivement tout au long des mois d'octobre et de novembre pour achever les consultations auprès des douze organismes de réglementation.

En novembre, le Comité des ressources humaines (RH) a discuté du mandat et de la composition du Comité de recherche pour le recrutement d'un chef de la direction. Le mandat a été distribué au conseil pour commentaires avant son approbation prévue au moyen d'un vote électronique. Le Comité RH a également discuté de la réalisation des objectifs pour 2023 et des résultats de l'examen exhaustif du régime de rémunération global du chef de la direction. Cette réunion a été suivie par la réunion inaugurale du Comité de recherche pour le recrutement d'un chef de la direction.

Ingénieurs Canada a assisté à la réunion d'automne de Doyennes et doyens d'ingénierie Canada à Edmonton, avec Pemberton Cyrus, président du BCAPG. Nous avons eu l'occasion de discuter avec le groupe de nos orientations stratégiques pour 2025-2029 et de tenir une consultation de deux heures sur les résultats du projet Avenir de l'agrément en génie (AAG), à l'instar de nos séances de consultation auprès des organismes de réglementation, du BCAPG et du BCCAG.

Le Comité sur la gouvernance s'est réuni le 15 novembre pour examiner les révisions de plusieurs politiques du conseil qui seront soumises à l'approbation du conseil le 1^{er} mars

2024. Le comité a également confirmé sa recommandation selon laquelle le prochain sondage sur l'efficacité de la gouvernance d'Ingénieurs Canada devrait être mené auprès des organismes de réglementation au début du processus d'examen de la gouvernance. Cela a été noté dans le rapport du Comité sur la gouvernance présenté au conseil le 5 octobre 2023.

Le conseil d'Ingénieurs Canada s'est réuni virtuellement le 4 décembre pour approuver le budget de 2024 et confirmer la cotisation par personne à recommander aux membres en mai. Le conseil devait également approuver les révisions de politiques existantes, le plan de consultation du conseil pour 2024, le contenu des sondages d'évaluation des présidents et présidentes, et les plans de travail et le leadership du BCAPG et du BCCAG pour 2024. Les documents de réunion et les motions de la réunion du conseil de décembre sont disponibles dans le [microsite des réunions](#) d'Ingénieurs Canada. Le manuel des politiques du conseil a également été actualisé et est disponible [ici](#).

Ingénieurs Canada a eu le plaisir d'assister à l'AGA d'Engineers PEI. En plus de la réunion, l'événement comprenait la présentation de plusieurs documents techniques, ainsi que la remise de prix soulignant les réalisations particulières de plusieurs membres. À noter que Ron Leblanc, ancien président d'Engineers PEI et ancien président du BCCAG, a eu l'honneur de présenter la prochaine présidente d'Engineers PEI, sa fille Marianne Perry.

Le Comité FAGR a examiné le plan d'audit, les états financiers et le rapport sur le rendement

des investissements du troisième trimestre de 2023, ainsi que le registre des risques.

Le comité a également assisté à une présentation de la Banque Royale du Canada sur les investissements axés sur l'environnement, la société et la gouvernance (ESG).

Les états financiers du TR3 de 2023 sont maintenant à la disposition du conseil sur OnBoard > Ressources > L_Quarterly Financial Statements | États financiers trimestriels.

En novembre, un appel de candidatures au conseil d'Ingénieurs Canada a été envoyé à tous les chefs de la direction des organismes de réglementation. Les candidatures doivent être envoyées à Light Go au plus tard le 11 mars 2024.

Priorité stratégique 1.1 Examiner et valider le but et la portée de l'agrément

En novembre, l'équipe chargée du projet Avenir de l'agrément en génie (AAG) a franchi une étape importante : la conclusion des consultations menées auprès des organismes de réglementation, du BCAPG, du BCCAG et de DDIC. Au cours de deux mois, l'équipe a consulté plus de 200 personnes dans 11 villes sur le profil de compétences à spectre complet en tant que fondement d'une exigence nationale de formation pour l'obtention du permis d'exercice, ainsi que sur les domaines prioritaires potentiels pour le but de l'agrément.

À la suite des consultations, un résumé de toutes les conclusions a été créé pour les participants et les principaux groupes de bénévoles du projet (groupes de travail sur l'exigence de formation et sur le but de l'agrément, comité directeur et Groupe consultatif des organismes de réglementation), qui se sont réunis pour discuter des résultats des consultations qui éclaireront les rapports

finiaux des groupes de travail qui seront soumis au comité directeur au premier trimestre de 2024.

En décembre, dans le cadre du projet AAG, un sondage national visant à obtenir des réflexions sur les systèmes d'agrément et d'attribution du permis d'exercice (et sur les liens entre les deux) a été lancé. Le sondage sollicite les commentaires des étudiants et des récents diplômés de programmes agréés par le BCAPG, des personnes formées en génie à l'étranger, des candidats au permis d'exercice et des personnes, titulaires ou non d'un permis d'exercice, qui travaillent dans le domaine de l'ingénierie. Le sondage a pris fin le 8 janvier 2024.

Priorité stratégique 1.2 : Renforcer la collaboration et l'harmonisation

Le Groupe de travail a finalisé de l'ébauche de Déclaration de collaboration qui sera soumise à l'approbation du conseil lors de sa réunion du 1^{er} mars. La déclaration a été distribuée aux organismes de réglementation en décembre afin de leur permettre de formuler des commentaires avant la réunion.

Priorité stratégique 2.1 : Accélérer l'initiative 30 en 30

À la mi-novembre, dans le cadre de notre travail en lien avec la Priorité stratégique 2.1, Ingénieurs Canada a participé aux réunions du Consortium de recherche Engendering Success in STEM (ESS). Ingénieurs Canada est membre de ce consortium de recherche, qui s'attache à cerner les interventions clés qui ciblent le mieux les principaux obstacles auxquels se heurtent les filles et les femmes en génie à chaque étape du continuum, de l'éducation primaire au début de la carrière.

Priorité stratégique 2.2 : Renforcer la confiance et la valeur du permis d'exercice

En décembre, dans le cadre de notre travail au titre de la Priorité stratégique 2.2, l'équipe de la PS2.2 d'Ingénieurs Canada et le Groupe consultatif des organismes de réglementation ont reçu un compte rendu actualisé sur le rendement du volet d'automne de la campagne Construire l'avenir et sur les résultats globaux de la campagne de 2023, ont entamé des discussions sur la façon d'aborder la campagne de 2024 et reçu des informations sur la progression du portail Parcours vers l'ingénierie. Sur l'ensemble des canaux, la campagne Construire l'avenir a recueilli plus de 430 millions d'impressions et dépassé la quasi-totalité des critères de performance. Nous menons actuellement un sondage sur la sensibilisation post-campagne dont les résultats seront présentés au cours de 2024. Le groupe consultatif se réunira de nouveau en janvier pour planifier la campagne de 2024.

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

Le Comité des politiques et des procédures (P&P) du BCAPG a discuté d'une proposition pour mettre à jour l'Énoncé d'interprétation sur les matières des cours dans les options d'un programme et dans les programmes bidisciplinaires. La proposition a ensuite fait l'objet de discussions avec le Comité de liaison des doyens de Doyennes et doyens d'ingénierie Canada (DDIC) lors de la réunion conjointe en novembre. Les discussions ont également porté sur le suivi de l'impact de l'Exception provisoire pour les étudiants qui participent à des échanges internationaux, et l'utilisation et la valeur des visites d'agrément ciblées.

En décembre, le Comité P&P s'est réuni pour discuter de l'analyse des écarts entre les qualités requises des diplômés du BCAPG et les Graduate Attributes de l'International Engineering Alliance (IEA). Le Comité a également discuté des révisions proposées pour l'Énoncé d'interprétation : Matière des cours

dans les options d'un programme et dans les programmes bidisciplinaires, ainsi que de son plan de travail pour 2024. Ces produits seront présentés au BCAPG lors de sa réunion de février.

Le Groupe de travail du BCAPG chargé de donner suite à l'initiative 30 en 30 d'Ingénieurs Canada s'est réuni pour examiner l'avant-dernier rapport de consultation sur les propositions concernant la façon dont l'agrément pourrait contribuer à faire progresser les objectifs de l'initiative 30 en 30. Lorsque ce rapport sera prêt, Doyennes et doyens d'ingénierie Canada sera invité à commenter les recommandations révisées, puis le rapport final sera soumis au BCAPG lors de sa réunion de février.

Le BCAPG a lancé un appel de candidatures pour trois postes de membres hors cadre dont les mandats commenceront le 1^{er} juillet 2024. La date limite de dépôt des candidatures est le 15 janvier.

La dernière visite d'agrément du cycle d'automne 2023 a eu lieu au début de décembre. Les visites recommenceront la première semaine de février 2024.

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

Le Groupe de travail sur le code de déontologie du Comité sur l'exercice de la profession du BCCAG s'est réuni pour examiner les recommandations concernant la révision du Guide public sur le code de déontologie. La version révisée cherchera à équilibrer le besoin d'une différenciation plus claire entre les principes éthiques énoncés dans le guide et le besoin d'un document concis et facilement applicable à l'exercice du génie.

Le Comité sur l'ingénieur stagiaire du BCCAG a discuté des révisions du [Guide public Assumer la responsabilité du travail de l'ingénieur](#)

[stagiaire](#). Sur la base d'une première évaluation du guide, les révisions devraient surtout comprendre des précisions et porter sur les changements intervenus au niveau des compétences au Canada.

Le comité exécutif du BCCAG s'est réuni à Ottawa pour discuter de la planification de l'année 2024, notamment l'examen des travaux nouveaux et en cours du BCCAG et l'examen de l'ordre du jour de la prochaine téléconférence du BCCAG, qui aura lieu le 30 janvier 2024. Le comité exécutif a également discuté de la possibilité de restructurer plusieurs comités en 2024 afin de mieux prendre en compte les éléments de travail actuels et de réaliser plus efficacement son travail.

À la fin de novembre, le Comité des programmes d'examens du BCCAG a approuvé la version finale du programme d'examens de génie industriel et la révision préliminaire du programme d'examens de génie du bâtiment pour consultation. Une révision préliminaire du programme d'examens de génie pétrolier sera vraisemblablement achevée avant la fin de l'année.

En décembre, le Comité sur l'exercice de la profession du BCCAG a approuvé trois documents : le nouveau Guide sur le devoir de dénoncer les actes répréhensibles, et les révisions finalisées du Guide sur le code de déontologie et du Guide sur les conflits d'intérêts. Ces trois documents seront soumis à l'approbation du BCCAG lors de sa réunion de janvier, avant d'être recommandés pour approbation au conseil d'Ingénieurs Canada lors de sa réunion de mai.

Le Comité sur la question de l'admission du BCCAG a approuvé l'ébauche de l'orientation générale d'un document d'Ingénieurs Canada sur la réglementation des nouvelles disciplines. L'ébauche d'orientation générale sera présentée au BCCAG le 30 janvier pour

approbation, pour être ensuite soumise à la consultation. Le document aura pour objectif de définir des principes pour l'identification et la réglementation des nouvelles disciplines, et de fournir un modèle qui pourrait être appliqué par les organismes de réglementation lorsqu'ils examinent les besoins réglementaires dans les domaines émergents.

Groupe national des responsables de la discipline et de l'application de la loi (GNRDAL)

Les membres du Groupe national des responsables de la discipline et de l'application de la loi se sont réunis virtuellement pour faire le point sur leurs activités respectives, fournir des commentaires sur le nouveau guide du BCCAG sur le devoir de dénoncer les actes répréhensibles et sélectionner le sujet du prochain document de recherche sur la réglementation. Le thème de l'apprentissage machine et la science des données a été suggéré et a été confirmé par le Groupe des chefs de la direction.

Groupe national des responsables de l'exercice (GNRE)

En novembre, le Groupe national des responsables de l'exercice (GNRE) s'est rassemblé à Québec pour sa réunion annuelle en personne. Les membres ont fait le point sur leurs activités et défis respectifs, discuté d'un protocole d'entente potentiel pour l'acceptation du DPC entre les différentes zones de compétence, examiné les stratégies de mobilisation des employeurs pour faire progresser l'EDI dans les milieux de travail en génie, reçu des informations actualisées sur le travail du BCCAG, sur une initiative de PEO pour étudier les risques liés à l'exercice, et sur un groupe de travail des organismes de réglementation de l'Ouest qui s'efforce d'harmoniser les pratiques d'inscription des entreprises. Le groupe a également discuté de

la possibilité d'harmoniser les guides sur l'exercice de la profession.

Appartenance et Engagement

Dans le cadre de notre travail au titre de l'Objectif fondamental 8 (OF8) : Favoriser la reconnaissance de la valeur de la profession et susciter l'intérêt de la prochaine génération d'ingénieurs, Ingénieurs Canada a donné une présentation au sommet de l'Ontario Network of Women in Engineering (ONWiE), aux côtés de Rebecca White d'Engineers of Tomorrow (EoT). La présentation portait sur la conception initiale du projet d'impact collectif d'Ingénieurs Canada visant à faire progresser le rôle de l'ingénierie dans l'enseignement des STEM de la maternelle à la 12e année. Outre Ingénieurs Canada et EoT, les principaux partenaires de cette initiative sont les suivants : ONWiE, Parlons sciences, BGC Canada (anciennement le Boys and Girls Club of Canada), le conseil scolaire du district de Halton et Spin Master. Le financement de cette initiative a été assuré par la Fondation Leacock.

Dans le cadre de notre travail au titre de l'Objectif fondamental 9 (OF9) : Promouvoir au sein de la profession une diversité et une inclusion qui reflètent celles de la société canadienne, et de notre sous-stratégie sur l'accès des Autochtones au génie, Ingénieurs Canada a assisté aux deuxièmes réunions annuelles de l'Indigenous and Black Engineering and Technology PhD Project (IBET). L'IBET est un partenariat entre 18 universités canadiennes qui vise à créer et à soutenir un environnement équitable reflétant la population canadienne et à remédier à la sous-représentation des universitaires autochtones et noirs dans le domaine de l'ingénierie.

Dans le cadre de notre travail en lien avec l'Objectif fondamental 9 et de notre sous-stratégie sur l'accès des Autochtones au génie,

le personnel d'Ingénieurs Canada a participé à une conférence-midi intitulée « Vérité et (ré)conciliation », animée par Jessica Vandenberghe, ancienne administratrice de l'APEGA et aujourd'hui doyenne adjointe, Communauté et culture, à la Faculté de génie et d'informatique de l'Université de Victoria.

À la mi-novembre, dans le cadre de nos activités au titre de la Priorité stratégique 2.1, de l'Objectif fondamental 8 et de l'Objectif fondamental 9, Ingénieurs Canada a participé à la Conférence annuelle sur la diversité en ingénierie (CDI) de la Fédération canadienne étudiante de génie (FCEG), qui s'est tenue cette année à l'Université de Waterloo. La FCEG fait partie de nos partenaires stratégiques. Le thème de la conférence était : « Soyez courageux, en sécurité et prenez de la place ». Ingénieurs Canada a prononcé le mot d'ouverture et animé un atelier.

La première semaine de janvier, dans le cadre de notre travail au titre de la PS2.1, de l'OF8 et de l'OF9, Ingénieurs Canada a participé à la Conférence canadienne sur le leadership en ingénierie (CCLI) de la Fédération canadienne étudiante de génie (FCEG). La conférence, anciennement connue sous le nom de Congrès de la FCEG, a été organisée cette année par l'Université Memorial de Terre-Neuve et s'est tenue en mode virtuel. La conférence avait pour thème « Ingénierie équitable : Créer les compétences pour construire un monde meilleur ». Nancy Hill, présidente d'Ingénieurs Canada, a prononcé le discours principal et Ingénieurs Canada a présenté l'allocution d'ouverture et animé l'un des ateliers de la conférence. Ingénieurs Canada a également fait partie d'un panel de discussion avec Liz Palmera-Nunez de la Newfoundland Power et John Gamble, président et chef de la direction de l'Association des firmes de génie-conseil - Canada (AFGC-Canada). De plus, Ray Gosine, membre du BCAPG, a animé une séance sur

l'agrément. La FCEG fait partie de nos partenaires stratégiques. Plus de 200 leaders étudiant.e.s de partout au Canada ont participé à la conférence de la FCEG.

Ingénieurs Canada a été invité à faire partie du comité consultatif du comité de révision du Rite d'engagement de l'ingénieur de la Société des sept gardiens, qui s'apprête à moderniser la cérémonie en vue du 100^e anniversaire du rite en 2025. L'un des objectifs de cette modernisation est de rendre la cérémonie plus inclusive et de refléter la diversité de la société contemporaine. Le rôle du comité consultatif est de fournir des idées et des conseils.

La période de mise en candidature des programmes de prix et de bourses d'études d'Ingénieurs Canada 2023-2024 est ouverte. Les dates limites de soumission des candidatures sont le 12 janvier 2024 pour le programme de prix et le 8 mars 2024 pour le programme de bourses d'études.

Nous avons également dévoilé les noms des lauréats et lauréates des bourses d'études de cette année. Il y a en tout 14 récipiendaires dans trois catégories. Pour en savoir plus et participer à la célébration de leurs réalisations, consultez le site <https://engineerscanada.ca/fr/prix-et-distinctions/bourses/bourses-dIngenieurs-canada-2023>.

Affaires réglementaires

En octobre, des membres du personnel d'EGBC, de l'APEGA, de l'APEGS, de PEO et d'Ingénieurs Canada ont participé à la conférence du Réseau canadien des organismes de réglementation (RCOR) à Vancouver, en Colombie-Britannique, avec plus de 700 de leurs pairs en personne et plus de 250 virtuellement. La conférence de deux jours a abordé des sujets tels que l'intégration de la vérité et de la réconciliation dans la réglementation, les dix principales affaires judiciaires qui ont eu un impact sur les

organismes de réglementation cette année, et les changements en matière de gouvernance.

À la mi-novembre, Pemberton Cyrus, président du BCAPG, Frank Collins, président du BCCAG, et Ingénieurs Canada ont pris la parole lors d'une séance plénière du conseil de PEO, sur le thème « Principes et processus d'agrément du BCAPG et directives pour les diplômés issus de programmes non agréés par le BCAPG ».

Mobilité internationale

Ingénieurs Canada a organisé un webinaire à l'intention des organismes de réglementation sur les accords de l'International Engineering Alliance en matière de compétences professionnelles. Ce webinaire a donné un aperçu de l'IEA, décrit le travail d'Ingénieurs Canada et sa participation à ces accords, et présenté les avantages potentiels pour les organismes de réglementation de reconnaître les accords dans leurs processus d'attribution du permis d'exercice.

Affaires publiques et relations gouvernementales

Dans le cadre de nos activités en lien avec l'Objectif fondamental 5 (OF5) : Faire valoir les intérêts de la profession auprès du gouvernement fédéral, Ingénieurs Canada a assisté à la réunion du Conseil consultatif sur les biens immobiliers du gouvernement fédéral de Services publics et Approvisionnement Canada (SPAC). Une mise à jour de l'avis relatif aux politiques 48R2 - Exigences relatives à la Loi sur les langues officielles a fait l'objet de discussions. Services publics et Approvisionnement Canada (SPAC) nous a informés de son intention de lancer des consultations au début de l'hiver. SPAC prévoit d'établir un contact direct avec Ingénieurs

Canada afin d'organiser un examen approfondi de la documentation à l'intention des organismes de réglementation provinciaux et territoriaux.

En décembre, également dans le cadre de notre travail au titre de l'OF5, Ingénieurs Canada a participé à une réunion avec David Murray, directeur des politiques et Mark Emes, conseiller politique – tous deux représentant le bureau du chef de l'Opposition officielle. La rencontre avait pour but de discuter de la proposition du Parti conservateur du Canada de créer une norme nationale d'examen professionnel dite « Sceau bleu ».

En novembre, Ingénieurs Canada a envoyé une lettre au nom des organismes de réglementation à Danielle Smith, première ministre de l'Alberta, exprimant notre forte opposition au Projet de loi 7, qui permettrait à des non-ingénieurs d'utiliser le titre « ingénieur en logiciel ». La lettre était accompagnée d'un communiqué de presse et d'une stratégie médiatique pour attirer l'attention sur les répercussions de cette décision à l'échelle nationale. La lettre et le communiqué de presse se trouvent dans [notre site Web](#).

Ce communiqué a bénéficié d'une couverture médiatique importante, notamment dans les sites du [Globe and Mail](#), de [Global News](#), de [CityNews](#), de [BNN Bloomberg](#) et de [MSN](#). Gerard McDonald a également participé à une entrevue pour [Global News Hour at 6 Calgary](#) (à partir du minutage 6:30), ainsi qu'à une entrevue en direct dans le cadre de l'émission matinale de CBC Radio 1 Calgary, [The Eyeopener](#).

Malheureusement, le jeudi 9 novembre, la [Cour du Banc du Roi de l'Alberta](#) a statué contre l'APEGA dans l'affaire qui l'opposait à Getty Images Inc. au sujet de l'utilisation du titre d'ingénieur en logiciel par des personnes ne détenant pas de permis d'exercice. Dans sa

décision, le juge Little a estimé que l'APEGA n'avait pas démontré l'existence d'un préjudice possible pour le public et qu'« il n'y a pas de propriété dans le titre "Software Engineer" lorsqu'il est employé par des personnes qui, par cette utilisation, n'affirment pas expressément ou implicitement au public qu'elles sont autorisées par l'APEGA à exercer la profession d'ingénieur au sens où ce terme est correctement interprété » [traduction].

Le 9 décembre, l'APEGA a interjeté appel de la décision récente de la cour concernant le titre « ingénieur en logiciel ». En réponse, le conseil d'Ingénieurs Canada a choisi d'intervenir et de participer activement au processus d'appel dans le cadre de son engagement, entre autres, envers la sécurité du public et la protection de l'intégrité du titre d'ingénieur.

En novembre, la ministre des Finances Chrystia Freeland a déposé [l'Énoncé économique de l'automne 2023](#). Parmi les principaux points d'intérêt, citons l'engagement du gouvernement fédéral à promouvoir la mobilité interprovinciale de la main-d'œuvre, en mobilisant des fonds pour encourager les provinces et les territoires à alléger les formalités administratives pour les travailleurs des secteurs de la construction, des soins de santé et de la garde d'enfants. Des efforts seront notamment déployés pour parvenir à la pleine mobilité interprovinciale de la main-d'œuvre dans des secteurs particuliers. En outre, le gouvernement vise à éliminer les obstacles au commerce intérieur en supprimant les exceptions fédérales inutiles dans l'Accord de libre-échange canadien, ce qui aura une incidence sur notre paysage réglementaire et nécessitera une vigilance et un suivi accrus. Ingénieurs Canada continuera de suivre le déroulement de ces projets dans le cadre de notre travail en lien avec l'OF5.

Nouvelles particulières

Nous avons été ravis d'apprendre qu'Ingénieurs Canada avait remporté le prix VOscar 2023 du leadership dans le bénévolat d'entreprise décerné par Bénévoles Ottawa. Notre directeur des finances, notre associée, Services aux membres, et notre nouvelle spécialiste en planification, événements et conduite du changement, étaient présents pour recevoir le prix.

Decision Note – Caretaker Convention Working Group

Agenda Item Number	C-561-10.2(a)
Purpose	To further ensure PEO elections integrity
Strategic/Regulatory Focus	Governance (Self-Regulation) & Profession Enhancement/Reputation
Motion	That a working group of members provide recommendations to Council on what aspects of a Caretaker Convention PEO should adopt with recommendations provided, or an update on progress, at the June 2024 Council meeting.
Attachments	Appendix A: 2022 Caretaker Convention Complaint Appendix B: Legal Opinion on 2022 Caretaker Convention Election Complaint

Prepared By: Roydon Fraser, P.Eng., Ph.D., FEC, President

To Be Moved By: Roydon Fraser, P.Eng., Ph.D., FEC, President

Summary / Need for Action

As part of PEO's election reform it is critical that processes be in place that support the integrity of the elections. In Canada, the Caretaker Convention is a key part of ensuring parliamentary election process integrity. It has been 2 years since the Caretaker Convention was identified to Council as an election's integrity issue, and an item to be considered as part of election reform, yet it still remains absent from GNC workplan. This is an important self-regulation issue.

Public Interest Rationale

Profession Enhancement – To increase integrity of elections.

Background

- In 2022 an election complaint was filed (Appendix A), and a legal opinion sought (Appendix B).
- The legal opinion does not speak to election fairness or election integrity, it only speaks to the specifics of the complaint concluding PEO did not violate any law, governance requirements, or existing election rule, in 2022.
- The legal opinion does not recognize PEO elections as being democratic elections, i.e., the legal opinion states, "The first misconception is that PEO's election is analogous to a political election; it is not," and, "The second misconception is that

candidates for election are debating the issues to be addressed by PEO.” To be clear, the definition of “democratic” is “government by the people.” **If PEO elections are not to be democratic this raises major questions** about what it means to be self-regulating, raises election integrity and hence reputation concerns, and undermines even existing PEO election rules. Furthermore, being “analogous”, defined as “similar in function but not structure,” does not mean being the “same” or “identical.” In fact, PEO is already somewhat Caretaker Convention analogous in that PEO already incorporates some elements of the Caretaker Convention into its election’s rules. For example, staff must take a leave of absence if running for Council, and Chapters must invite all candidates for whom members are eligible to vote to All Candidates Meetings.

- The legal opinion also states, “The third misconception is that PEO pauses its regulatory activities during an election in case the outcome of the election dictates a change in direction for the organization.” This conclusion again involves considering the difference between “analogous” and “same”. **It is important to recognize** that, “The operation of this convention does not prohibit ~~the current government~~ <PEO> from acting or making decisions. On the contrary, it is expected that ~~Ministers and public servants more generally~~ <PEO> will continue to fulfill ~~their democratic~~ <its> mandate until the very end. ~~The government~~ <PEO> maintains its full portfolio of powers under statute, the royal prerogative, and the common law.”
(<https://www.lexology.com/library/detail.aspx?q=1d510936-9030-4bd7-bb21-3f283ab4ada5>).

- Not all aspects of Canada’s Caretaker Convention apply at PEO, and some aspects would have to be adapted to PEO if adopted due to differences in the operation between a party partisan parliament and PEO Council. The working group would consider these differences.

- Aspects of Canada’s Caretaker Convention the working group would consider as to how it may apply to PEO includes, but is not limited to, the following:

- a. “Ministers, ministers of state and exempt staff are obliged to **ensure that the resources** of the department and portfolio – financial, materiel and human resources – **are not used for partisan purposes**. In the context of an election, they must be especially vigilant with respect to the distinction between official government business supported by departmental and portfolio resources, and partisan political activities, **taking care to avoid even the appearance** that departmental and portfolio resources are being used for campaign purposes.”

- b. “During the election campaign, departmental facilities and resources **cannot be used for partisan purposes**.”

- c. “Ministers’ and ministers of states’ departmental communications and public affairs units **must not be involved in partisan matters**.” and “In addition, as a general rule, government or departmental **announcements are curtailed** during an election period.”

d. “A ministerial exempt staff member is required to request **leave without pay or resign** from his or her exempt staff position in order to stand for nomination as a party candidate to run in the election.” PEO currently has an explicit rule reflective of this aspect of the Caretaker Convention for PEO staff.

e. “The protection and preservation of Canada’s democratic institutions and practices is one of the core responsibilities of the federal government. As part of this work, the Government of Canada has established a Critical Election Incident Public Protocol in order to ensure coherence and consistency in Canada’s approach to publicly **informing Canadians during the writ period about incidents that threaten Canada’s ability to have a free and fair election.**”

(<https://www.canada.ca/en/privy-council/services/publications/guidelines-conduct-ministers-state-exempt-staff-public-servants-election.html>):

Considerations

- Risks
 - Integrity of Elections Risk:
 - Self-Regulation Risk:
- Equity, Diversity, Inclusivity (EDI)
 - Composition of Working Group should incorporate good EDI practices in recruitment.
- Key strategic issues
 - Meaning of Self-Regulation
 - PEO Reputation
- Costs and financial impacts
 - Staff and travel resources to support working group. Expect much Working Group member work to be done via online meetings and between meeting tasks done at home.

Stakeholder Engagement

Working Group will be composed of licensee members so stakeholder engagement is through direct engagement and responsibility for generating recommendations.

Options

	Option	Risks	Costs	Advantages
1	Do nothing	<ul style="list-style-type: none"> ● Reputation risk ● Elections integrity risk ● Self-governance risk 	<ul style="list-style-type: none"> ● No new costs. 	<ul style="list-style-type: none"> ● None beyond no new costs.
2	Implement motion	<ul style="list-style-type: none"> ● Working Group may go beyond scope of work (e.g., try to define what it means to be self-governing) 	<ul style="list-style-type: none"> ● Online and in-person meetings and staff time. 	<ul style="list-style-type: none"> ● Working Group identifies important issues for Council to consider that go beyond scope of work
3	Change motion	<ul style="list-style-type: none"> ● Always risking to change motion on-the-fly 	<ul style="list-style-type: none"> ● TBD based on motion change. 	<ul style="list-style-type: none"> ● Could speed up process, or improve recommendations (or not)

Recommendation(s)

- Form a Caretaker Convention Working Group composed of members under the guidance of GNC to determine what aspects of the Caretaker Convention should be adopted by PEO.

Next Steps

- Add motion to Councillor Open Issues Registry.
- Complete the Policy Impact Analysis (PIA) Tool.
- Create Terms of Reference.
- Form a Caretaker Convention Working Group composed of members under the guidance of GNC.
- Provide recommendations to Council, or at least an update on progress, by the working group or GNC, respectively, for the June 2024 Council Meeting.

January 24, 2022

Allison Elliot
Chief Elections Officer
PEO

Dear Allison,

**Re: Serious Breach of Democratic Elections Ethics:
Elections Caretaker Convention Breach
Conflict-of-Interest Breach**

PEO, unhappily, has a history of ignoring complaints about its election process. In that two-thirds of our Council is put there via election, any question of our elections' transparency, reliability, and fairness must be considered seriously. Even the *perception* that the process is tainted will further exacerbate our dismal voter participation (which itself can suggest election outcomes are not representative of the will of the whole membership).

I have so far chosen not to remark on certain violations of election rules by current councillors, as well as the conflict-of-interest posting of the three videos by PEO peddling its view of the role of councillors at PEO. However, the eblast from PEO headquarters on Friday, January 21, 2022, to ALL members of PEO crossed the line. I believe this message, along with the one-sided videos, have gone into potentially extremely damaging territory. I believe they will influence the current voting significantly, and *I believe that was their intent*. The “transformation” of PEO and the “road map” adopted by Council—but not presented to, or approved by, the membership is perhaps the primary issue in the current election, and the one-sided content of the eblast will interfere with that debate. Debating the issues during an election is the role of the *candidates*, not of the organization, which is obligated to maintain complete neutrality.

Given that this eblast appears to have originated not with the Central Election and Search Committee (CESC) but with the institution that is PEO, and given that Council ultimately is responsible for this institution, I am filing a **complaint** that must go beyond you as Chief Election Officer, and beyond the CESC, and **must appear on Council’s agenda for a policy decision in open Council. Burying this important transgression in the regular Elections Report to Council, which typically is rubber-stamped, is not acceptable.** Furthermore, given that the current election has now been tainted (e.g., Friday’s eblast is already being used as campaign material by my opposition), you and the CESC must act to undo the damage by immediately advising PEO electors that these complaints have been raised.

COMPLAINT #1: Breach of the Elections Caretaker Convention

The Elections Caretaker Convention is a concept that permeates all levels of elections in Canada from municipal, to provincial, to federal. The “**Update on PEO’s enterprise-wide transformation initiatives**” email blast to all PEO members on Friday, January 21, 2022 is a **clear violation of the Elections Caretaker Convention**. Surely PEO must have known that the subject matter in the email blast and details in the provided link to PEO’s ‘new’ webpage entitled “Transformation Progress Update” are primary issues for many candidates in the 2022 PEO election. **As such, PEO’s email**

blast is a violation of the Elections Caretaker Convention. Furthermore, the three videos posted to the election's website (Role of Council; Characteristics of Council; PEO's Public Protection Mandate), *after the election period was underway*, are a similar violation of this convention. I will give but a couple examples below. It is the responsibility of the Chief Elections Officer, the Central Elections Committee, and Council to fully investigate and correct this situation as swiftly as possible.

COMPLAINT #2: Breach of Conflict-of-Interest

The fundamental ethical reason for the Elections Caretaker Convention is to prevent those with a conflict-of-interest (real or perceived), and in a position of power, from influencing an election. Furthermore, PEO's Code of Ethics has ingrained in it the need for integrity and disclosure. Both principles were violated in the context of an election by the January 21, 2022, PEO email blast and by the three PEO videos posted to the PEO elections website after the election period began.

There was no pressing need to post these videos or the email update during the elections period. (A cynic might suggest there was a pressing need to counter the progress of reform-minded candidates.) The timing of this messaging can only have been intended to influence the electorate. The videos could have been posted before the deadline for candidate nominations without issue and then been possible topics of debate in candidate platforms. After candidate platforms were submitted, however, the Elections Caretaker Convention and need to avoid real or perceived conflicts-of-interest applies. (Remember, with conflicts-of-interest, *perceived* conflicts can be as important as *actual* conflicts.) The issue of timing is therefore quite relevant to implied intent (*perceived* even if not *real*). Many PEO members who received this messaging contacted me, and agreed that the intent was not simply to inform, but also to influence member votes. As such, the videos are damaging and unacceptable, are harmful to the integrity of PEO's election, and harmful to the integrity of PEO itself.

I note that PEO already recognizes that elections should not be influenced by activities of the organization itself: Any articles authored by candidates are embargoed from the official magazine, Engineering Dimensions, during the election period. In addition, sitting members of Council are prohibited from endorsing any candidate, except by explicit statement that the endorsement is personal. *PEO clearly recognizes and admits that interference is possible and that it is unacceptable.*

BACKGROUND: The Elections Caretaker Convention

[NOTE: My reference to the Elections Caretaker Convention includes more than just the Caretaker Convention, but also the associated expectations that go along with it. That is, do not take my reference to the Elections Caretaker Convention as limited to a strict definition of the convention, but rather my definition is the convention and additional expectations as detailed for example on the Government of Canada website I quote next. Too often I have seen decisions made at PEO restrict considerations on the basis of "technicalities" instead of looking at the entirety of a problem. The entirety of the problem must be considered in my complaint and this is one of the reasons it must go to Council for a policy decision concerning what actions PEO can engage in during the election period.]

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".

See: <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, see Quote #1 next. (For the purpose of this complaint, I quote the website, but where the quote refers to the government, one should replace the reference with “PEO” to clearly reveal the validity of my complaint:)

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.”

Clearly Quote #1 has been violated. No “care” taken. Lots of “appearance” present!

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.”

Clearly Quote #2 has been violated. Notice the “must”. Even if the videos and eblast are informational in nature, PEO's eblast was definitely not “low-profile”. And even their content is not low profile with Attorney General (AG) communications included. Looking at past PEO elections, neither the videos or the eblast are routine. Indeed, they are extraordinary, meaning they clearly must be avoided during an election period.

BIASES IN PEO ELECTIONS VIDEOS THAT OVERLAP CANDIDATE ELECTION ISSUES:

The three elections videos are biased against the platforms of several candidates, and hence have significant potential to influence the election, perhaps not as much as the eblast, but they still represent what should not happen in a high-integrity election. This bias is clear to those who listen. For example, the videos refer to councillors having to be the “right” person, not the “best” candidate. Imagine making a merit-based hiring decision on who is “right” in contrast to who is “best.” Who decides the definition of the “right” person? A single instance like this could be forgiven and not indicative of bias to influence, but then there is the mention of councilors being “selected”, not “elected”, and the need to respect “big governance”, in contrast to my election platform, which is about big *issues* and against big *governance*. These may be subtle, but if one questions the intent of the videos that use phrases like these, the conclusion is clear even to a lay person: It is to influence the membership's decision on whom to elect. *This is partisan politics*, a clear violation of the Elections Caretaker Convention and represents a high-level conflict-of-interest, given the power imbalance between PEO and the candidates, regarding to timing and access to the membership.

DAMAGE FROM PEO E-BLAST ALREADY EXPLICITLY AFFECTING ELECTION

The damage has begun. One of my opposition candidates is already using Friday's eblast in their campaign in a posting on the highly visible LinkedIn. Furthermore, the extraordinary posting of AG communications within the eblast communications takes the eblast beyond the realm of simply being damaging and into the realm of candidate intimidation – a very serious additional matter.

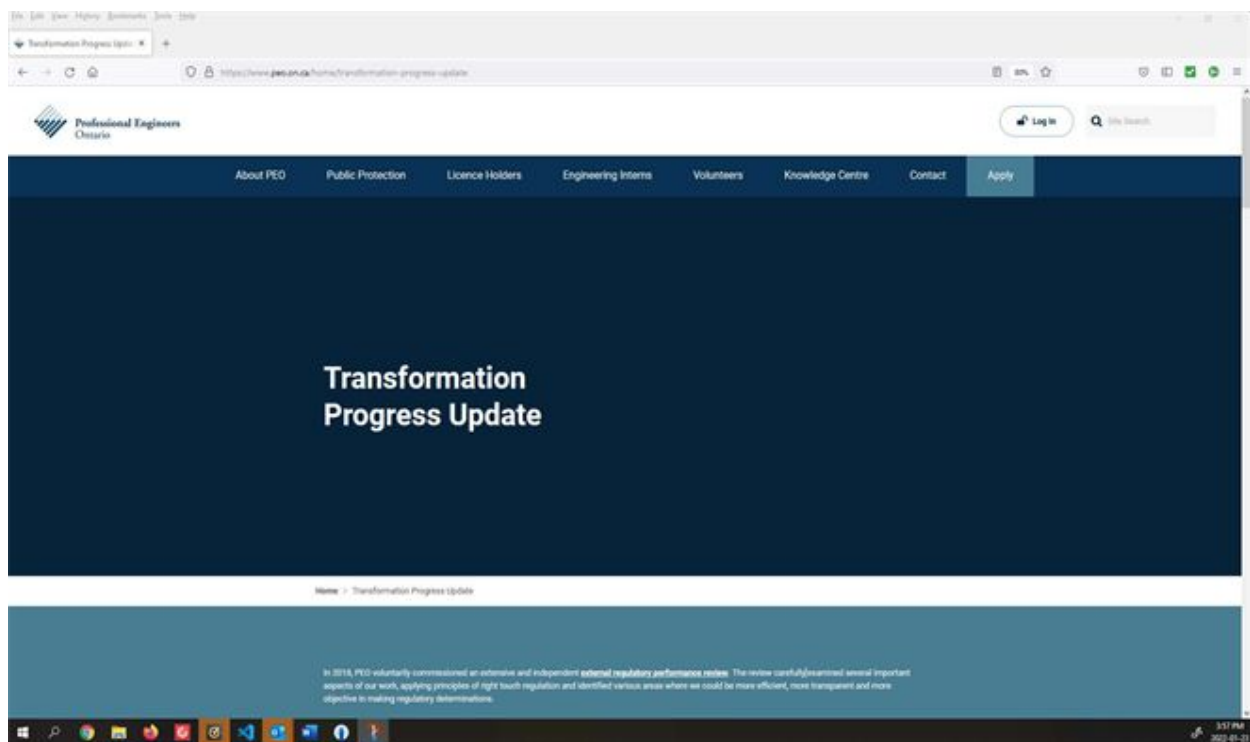
REQUESTED RECOURSE:

1. PEO must issue an immediate retraction to all PEO members, that the eblast should not have been sent during the elections period, as it addressed only one side of issues being debated by candidates running for Council.
2. The three election videos posted by PEO (Role of Council; Characteristics of Council; PEO's Public Protection Mandate) should be removed from PEO's website immediately until after the election.
3. In an *open* session, PEO Council should make an explicit policy decision via a motion (separate from the Elections report) concerning what PEO headquarters may or may not publish during the election period. My strong suggestion is that this explicit elections policy be based on the Elections Caretaker Convention and its associated implications.
4. That PEO Council do all else it deems necessary to restore the integrity of the PEO elections process. A tainted election process taints the entire profession and affects every member of that profession.

Appendix A: PEO Email Blast of Friday, January 21, 2022



Appendix B: PEO Webpage linked to in PEO Email Blast of Friday, January 21, 2022



February 17, 2022

**PRIVATE AND CONFIDENTIAL
DELIVERED BY EMAIL**

Christian Bellini, P.Eng., FEC
President & Chair
Professional Engineers Ontario
101-40 Sheppard Avenue West
Toronto, ON M2N 6K9

Dear President and Chair Bellini:

Re: Election Issues

Thank you for asking me to provide advice on some election issues that have arisen.

The context for this opinion is that PEO is in the midst of an election for Council. A candidate has made a complaint that certain communications by PEO during the election period were inappropriate and contrary to the Caretaker Convention employed by Canadian legislatures during election periods and constitute a conflict of interest¹. The complaint is that certain communications by PEO to the membership on the proposed changes (or transformation) of PEO, including the role of Council, has had both the intention and the effect of favouring the campaign position of some candidates for election over that of other candidates. The complaint states: "Debating the issues during an election is the role of the candidates, not of the organization, which is obligated to maintain complete neutrality." The complaint requests that PEO, including its Council, take immediate steps to counter the effects of these communications in order to restore balance to the election.

The issue was taken to the Central Election and Search Committee (CESC) which, after an open meeting, concluded that there was no breach or violation of the PEO election rules. The CESC identified some issues for further consideration, particularly in respect of future elections. A report was made to Council of the CESC response. Since then, concern has been expressed that the position of the CESC was incorrect. It is suggested that the matter should be addressed by Council. There is also concern that some members of the CESC have nominated candidates for the election, including for the position that the complainant is seeking to be elected, making their participation in the CESC response inappropriate.

While a majority of Council members did not indicate support for holding a special meeting, some Councillors have requested that this matter be placed on the Council meeting agenda for February 18, 2022.

¹ The conflict of interest appears to be related to PEO staff, and perhaps its Council, trying to influence who will be their future "boss" or leaders on Council.

Responsibility for Conducting Elections

Your election procedures are set out in PEO's general regulation. Under s. 11.1 of that regulation, it is the Chief Elections Officer who oversees the nomination of members for election to the Council and the election of and voting for members to the Council. The Chief Elections Officer also ensures that the nomination, election and voting are conducted in accordance with the procedures established under the *Act*.

Under that regulation, the CESC has a supportive role. In particular, the CESC:

- a) encourages Members to seek nomination for election to the Council as president-elect, vice-president or a councillor-at-large;
- b) assists the Chief Elections Officer as may be required by him or her; and
- c) receives and responds to complaints regarding the procedures for nominating, electing and voting for members to the Council in accordance with this Regulation.

In the Elections Guidelines document, PEO has also asked the CESC to "conduct an annual review of election procedures".

In my view, the duty of the CESC to receive and respond to complaints does not detract from the role of the Chief Elections Officer to oversee and conduct the election.

Under the general regulation, the Council has a very limited role in the conduct of elections. It determines the manner of election (e.g., electronic or paper ballots), sets the date for the election, establishes when the freeze of the register of voters is takes effect, ensures that the positions of the Chief Elections Officer, Official Elections Agent, Returning Officers, and the CESC are filled, fills any Council positions for which no one was nominated, and directs the destruction of ballots. The Council does not make any election decisions and has no authority to review the decisions or actions of those it appoints. In fact, to the extent that the Council Elections Guide suggests processes and procedures beyond what is in the general regulation, those suggestions are not binding.

The general regulation does not provide for an appeal process for the actions of the Chief Elections Officer or the CESC. There certainly is no appeal provided to the Council. The Council cannot alter any decision of the Chief Elections Officer or any response by the CESC to a complaint. Short of any application for judicial review to the courts, the decisions of the designated election officials appear to be final.

Nature of the Complaint

The complaint in this case was not directly about the nomination, election and voting process. Rather it was about some communications by PEO itself and whether those communications amounted to inappropriate interference with the election process.

I have some doubt that this is the type of matter that the Chief Elections Officer or the CESC has the authority to control. I cannot imagine that either the Chief Elections Officer or the CESC has

the authority to direct that PEO cease engaging in any of its regulatory activities, including communicating with its members on regulatory matters.

However, even assuming that such authority exists, Council has no authority to make an election ruling or recommendation. That ruling or recommendation would either be made by the Chief Elections Officer or the CESC. Given the fact that the objection was framed as a formal election complaint, the most appropriate entity to consider it was likely the CESC.

Caretaker Convention and Conflict of Interest

In my view the Caretaker Convention and the conflict of interest issues raised have no application to PEO. They are based on fundamental misconceptions as to the nature of professional regulation.

The first misconception is that PEO's election is analogous to a political election; it is not. The elections are a process for choosing the board of directors of a corporation. Corporate directors have a fiduciary duty to the mandate of the corporation. They act on behalf of the public, not the profession. Council members do not represent the people who elected them. The people voting for the directors are not the constituents of elected Council members. Under the current governance model, the profession is choosing those with whom it has confidence.

The second misconception is that candidates for election are debating the issues to be addressed by PEO. As noted, the election campaign is not supposed to be about directing PEO's regulatory activities. Rather it is about electing a suitable person to help lead the regulation of the profession. But more importantly, it is the Council that debates the issues and makes decisions. While the profession is consulted on those matters, the profession does not decide them. The profession is a stakeholder in the discussions and decisions made by the Council. The profession does not control or direct those decisions. The election process does not alter the profession's role.

The third misconception is that PEO pauses its regulatory activities during an election in case the outcome of the election dictates a change in direction for the organization. As a regulator, PEO must fully continue its regulatory activities. Even on policy matters, once Council has made a decision, it speaks with one voice. The organization implements the decision without delay and even existing Council members are obliged to support those actions. Even if a new Council member is elected who disagrees with the previous decision, that Council member must support the actions implementing the decision unless and until the full Council makes a different decision.

In my view, the complaint is misguided and the response made by the CESC was quite appropriate.

Appearance of Bias Concern

A separate concern has been expressed that members of the CESC had nominated candidates for election including for the position for which the complainant is also a candidate.

In my view this does not constitute an appearance of bias disqualifying them from participating in the CESC discussion and response. One of the mandates of the CESC is to "encourage Members to seek nomination for election to the Council". Thus, the members of the CESC are intended to have involvement in the recruiting of candidates.

Further, paragraph 24 of the Election Publicity Procedures document states that “Councillors may use their positions to encourage candidates to stand for PEO office and members to participate in the election process but may not endorse candidates for PEO election.” However, paragraph 8 of the Voting Procedures document states “Signatures on nomination petition forms do not serve as confirmation that a member is formally endorsing a candidate.” Thus, there was technical compliance with the specific rules.

The complaint raised an issue of general policy in which the participation of as many CESC members as possible would be beneficial.

The meeting was held publicly with the results reported promptly to Council. When inquiries were made as to whether any CESC members had nominated a candidate for the position for which the complainant was a candidate, disclosure was promptly made. The process was transparent.

Also, the nature of the action by the CESC was to provide advice. The CESC was not making a decision that would be binding on anyone. The CESC had no authority to provide any remedy other than advice. Also, as noted above, the issue did not relate directly to the conduct of the election, but rather to the actions of PEO during the election.

Having said that, the Council is the Board of Directors of PEO. It is open for the Council to specify how PEO should, or should not, communicate on an issue. While Council has no role in making an election ruling on the complaint, it can direct that in future PEO communicate, or not communicate, on certain issues so long as the direction is consistent with PEO’s governing legislation. That authority of the Council is separate and apart from the election process.

Thus, while it might be prudent to consider whether in the future any member of the CESC, or the Council itself, should nominate candidates for election, in my view there was no appearance of bias on the facts of this case.

Council Meeting

It is up to Council as to whether it will entertain a discussion of this matter at its meeting on February 18, 2022. If the Council discusses the matter, it should keep in mind the following:

1. The Council has no role in this aspect of the election process. It is not an appeal body for the actions or omissions of the Chief Elections Officer or the CESC. It has no authority to make a ruling on the election issues raised in the complaint by the candidate.
2. The Council has no remedy that it can impose. It cannot direct the Chief Elections Officer or the CESC to do anything. It cannot alter or set aside the election or its outcome.
3. If Council is concerned about the events that transpired (e.g., Councillors nominating candidates, communications by PEO), it can establish a process to review the election procedures for future years. I understand that this already occurs now through the CESC annual review of the elections process.

A preliminary issue is whether any member of the Council has a conflict of interest or an appearance of bias in discussing these issues. I understand that some members of Council are currently running for election including for the position that was the subject of the complaint. I also understand that some members of the Council have nominated candidates, including for the

position that was the subject of the complaint. In addition, at least some members of the CESC, including yourself, are on the Council. In my view, given the non-existent role of the Council to intervene in the current election process or to offer any remedy for this election, the discussion is really a high-level policy one that would only affect the conduct of future elections. In my view everyone on Council should be able participate in the discussion regardless of the role that they played in the current election. In fact, having the perspective of multiple participants in the current election process could assist in the discussion. I am reassured in my view by the timing of the Council meeting as the discussion itself cannot reasonably be seen as affecting the current election outcome.

Please let me know if you have any follow up questions.

Yours very truly,

STEINECKE MACIURA LEBLANC

A handwritten signature in black ink, appearing to be 'R. Steinecke', written in a cursive style.

Richard Steinecke
Counsel
RS/hr

Decision – Emerging and Emerged Engineering Disciplines Committee

Agenda Item Number	C-561-10.2(b)
Purpose	To request Council's support for inducting emerging and emerged engineering disciplines into official practice disciplines
Strategic/Regulatory Focus	<i>Regulatory, Relevance, Legislative</i>
Motion	<p><i>That PEO Council direct the RPLC to create the "Emerging Disciplines Working Group".</i></p> <p><i>The terms of reference for this Working Group shall:</i></p> <ul style="list-style-type: none"> <i>- Review and recognize emerging and emerged engineering disciplines; and,</i> <i>- Establish a process for producing rights to practice (equivalent to those of traditional practices)</i>
Attachments	N/A

Summary

- That a "Emerging Disciplines" working group be established within the RPLC
- That the terms of reference of the Emerging Disciplines Working Group include reviewing and recognizing emerging and emerged engineering disciplines; and establish a process for producing rights to practice that is equivalent to those of traditional practices
- Time Sensitivity is rated as high priority

Public Interest Rationale

Direct protection of the Public Interest
Addresses gap with FARPACTA

Background

The Engineering Profession is growing worldwide and new Engineering disciplines are emerging or have emerged which PEO currently does not recognize under Licensure. PEO's mandate is to protect the public interest. In order to sustain a modern regulator, new engineering disciplines must be reviewed regularly as official rights to practice and update the current discipline practice list of Engineering for PEO Licensure.

Top examples of emerging and emerged Engineering disciplines not recognized by PEO for rights to practice and ought to be considered are as follows:

- | | |
|---------------------------------------|---------------------------------------|
| • Artificial Intelligence Engineering | • Electrochemical Engineering |
| • Mechatronics Engineering | • Climate Engineering |
| • Nuclear Engineering | • Nano Molecular Engineering* |
| • Quantum Computing Engineering | • Cyber Systems Security Engineering* |

**Right to title but no right to practice*

Background (Continued)

FARPACTA:

International applicants for P.Eng Licence have enunciated that there still remains a subsequent barrier in the application process as their respective engineering disciplines are not listed or recognized by PEO.

Need for PEO Action and Proposed Actions:

With Ontario specific initiatives such as Electrification, Artificial Intelligence initiatives, Cyber security protection, and Climate Action initiatives, the PEO must take action to fulfill its mandate.

Inducting emerging disciplines addresses the subsequent potential road blocks for international applicants to the engineering profession in Ontario.

The PEO's regulatory oversight is enhanced when PEO recognizes engineering disciplines so that the interests of the public are served and protected.

This motion proposes the establishment of an official Emerging Disciplines Working Group within, composed or reporting to the RPLC. It is recommended that the Working Group be, at minimum, composed of Experts, PEO Members and supported by staff to administratively and direct operations to review and induct emerging and emerged engineering disciplines into the existing right to practice engineering disciplines for PEO licensure.

The Emerging Disciplines Working group will further establish an intake process or forum for engineering disciplines that have not yet emerged.

Considerations

- Risks
 - Risk to PEO's mandate and reputational risk
- Equity
 - Not Recognizing or considering disciplines that are currently not on the list of PEO's current Practice Disciplines is an equity conflict for both domestic and International Applicants
- Costs and financial impacts
 - PEO to provide staff support. Recommending Salary of 1-2 Fulltime Staff.

Stakeholder Engagement

Similar to the Academics Requirements Committee and Experience Requirements Committee, this Committee is recommended to include Engineers, Subject Matter Experts, and Consultants as necessary.

Prepared by: Christopher Chahine P.Eng, PEO Vice-President

Moved by: Vaj Banday P.Eng, PEO Councillor-At-Large

Discussion Note – Councillor Questions

Agenda Item Number	C-561-10.3
Purpose	To field questions from Council at the end of the Open session.
Strategic/Regulatory Focus	
Motion	None required
Attachments	