

## Confirmation of Notice and Quorum

<b>Agenda Item Number</b>	C-567-1.1
<b>Purpose</b>	Secretariat to confirm notice and quorum of the meeting.

## Confirmation Note – Approval of Agenda

<b>Agenda Item Number</b>	C-567-1.2
<b>Purpose</b>	To approve the agenda for the meeting.
<b>Motion</b>	(simple majority) That: a) The agenda, as presented to the meeting at C-567-1.2, Appendix A, be approved; and b) The Chair be authorized to suspend the regular order of business.
<b>Attachments</b>	Appendix A – 567 <sup>th</sup> Council meeting agenda

Prepared By: Secretariat

# Draft AGENDA

**C-567-1.2**  
**Appendix A**

**567<sup>th</sup> Meeting of the Council of Professional Engineers Ontario**  
**Friday, February 21, 2025 / 8:30 am – 4:30 pm**

**Virtual Option: Zoom details are provided via Outlook calendar invitation and Diligent Boards**

SUMMARY OF TIMINGS	
8:00 am	Councillor Check-in; Tech Help (if needed)
8:30 am	<b>CALL TO ORDER – Formal Public Meeting Begins – Council Chambers</b>
10:20–10:30 am	Approximate time of break
12:15–1:00 pm	Lunch
3:00–3:10 pm	Approximate time of break
4:30 pm	<b>Meeting concludes</b>

ITEM		Spokesperson	Type	Time
<b>1. OPENING</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
1.1	WELCOME AND CALL TO ORDER <ul style="list-style-type: none"> <li>○ Confirmation of Notice and Quorum</li> <li>○ Acknowledgement of Attendees (Council, Staff, and Guests)</li> <li>○ Other Announcements</li> </ul>	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	
<b>2. CONSENT AGENDA</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>Council members may request that an item be removed from the consent agenda for discussion.</b>				
2.1	OPEN SESSION MINUTES – 566 COUNCIL MEETING	Chair	Decision	8:40
2.2	CHANGES TO 2025 STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LIST <ul style="list-style-type: none"> <li>○ 2.2a) Approval of Committee Changes</li> <li>○ 2.2b) Other Changes</li> </ul>	J. Schembri Director, Volunteer Engagement	Decision Information	
2.3	ANNUAL REVIEW OF THE GOVERNANCE SCORECARD	Councillor MacFarlane GNC Chair	Decision	

<b>ITEM</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
2.4	ENGINEERS CANADA DIRECTORS REPORT	N. Hill Past President, Engineers Canada	Information	
<b>3. EXECUTIVE REPORTS</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
3.1	PRESIDENT'S REPORT	Chair	Information	8:50
3.2	CEO/REGISTRAR'S REPORT	CEO/Registrar Quaglietta	Information	9:05
3.3	STRATEGIC PLAN UPDATE	Daniel Roukema MDR Strategies Group Inc.	Information	9:20
<b>4. STANDING ITEMS</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
4.1	NOMINATION OF TWO (2) PEO REPRESENTATIVES FOR APPOINTMENT TO ENGINEERS CANADA BOARD OF DIRECTORS	Chair	Decision (to Ratify Nominations)	9:40
<b>5. GOVERNANCE AND NOMINATING COMMITTEE ITEMS</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>GNC Summary Report at Tab 5 in Diligent Boards</b>				
5.1	COUNCIL REMUNERATION FRAMEWORK	Councillor MacFarlane GNC Chair	Decision	10:10
5.2	ESTABLISHING METRICS FOR GOVERNANCE PERFORMANCE, INCLUDING PRINCIPLES OF EQUITY, DIVERSITY AND INCLUSION	Councillor MacFarlane GNC Chair	Decision	
<b>6. HUMAN RESOURCES AND COMPENSATION COMMITTEE ITEMS</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>HRCC Summary Report at Tab 6 in Diligent Boards</b>				
6.1	CEO/REGISTRAR GOALS AND OBJECTIVES FOR 2025	Councillor Roberge HRCC Chair	Decision	11:00
<b>7. REGULATORY POLICY AND LEGISLATION COMMITTEE ITEM</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>RPLC Summary Report at Tab 7 in Diligent Boards</b>				
7.1	ENGINEERING INTERN (EIT) PROGRAM PROGRESS REPORT	Councillor Hilborn RPLC Chair	Discussion	11:40
<b>LUNCH: 12:15-1:00</b>				
<b>8. REGULATORY ITEMS</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
8.1	TRIBUNAL ACTIVITY REPORT	N. Brown Director, Tribunals & Legal Counsel	Information	1:00
8.2	VISIONING FOR RELEVANCE UPDATE	Past President Fraser	Decision	

<b>ITEM</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
	a) Inform Members of Member Driven Vision Work b) Preserving Learnings from 2050 Visioning for Relevance Work by Stakeholders		Decision	
<b>9. OTHER ITEMS</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
9.1	COUNCILLOR QUESTIONS o Roles of President and Chair	Councillor Schjerner	Decision	
9.2	MOTION TO MOVE IN CAMERA	Chair	Decision	
<b>PUBLIC OPEN SESSION MEETING CONCLUDES</b>				
<b>10. IN CAMERA CONSENT AGENDA</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
10.1	IN CAMERA MINUTES – 566 COUNCIL MEETING	Chair	Decision	2:00
10.2	LEGAL UPDATE	D. Abrahams VP, Policy & Governance and Chief Legal Officer	Information	
<b>11. IN CAMERA ITEMS</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
11.1	DATA PROTECTION POLICY UPDATE	D. Smith Director, External Relations	Decision	2:05
11.2	PROPOSED AMENDMENTS TO O.REG. 941 (SEALED)	Councillor MacFarlane GNC Chair	Decision	
11.3	RECOMMENDATION FOR 2025 ORDER OF HONOUR INDUCTEES	J. Schembri Director, Volunteer Engagement	Decision	
11.4	COUNCILLOR QUESTIONS o Strengthening the Role of President	President-Elect Saghezchi	Decision	
11.5	PEO'S ANTI-WORKPLACE VIOLENCE AND HARRASMENT POLICY: Council to receive violations, if any	Chair	Exception	
11.6	IN CAMERA DIALOGUE WITH CEO/REGISTRAR	Chair	Discussion	3:30
11.7	IN CAMERA DIALOGUE WITHOUT CEO/REGISTRAR	Chair	Discussion	4:00
<b>COUNCIL MEETING ENDS: 4:30 PM</b>				

<b>NEXT MEETINGS/EVENTS</b>			
<b>Council Meetings</b>			
<ul style="list-style-type: none"> <li>○ April 4, 2025</li> <li>○ May 2, 2025</li> </ul>			
<b>Governance Committee Meetings</b>			
<b>AFC</b> Mar 20, 2025	<b>GNC</b> Mar 24, 2025	<b>HRCC</b> Mar 7, 2025	<b>RPLC</b> Mar 18, 2025

**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 governance committee minutes, the Council Decision Log, and the Council Open Issues Registry. These can be discussed at the meeting if a Councillor asks to address a specific item. Material submitted/anticipated as of November 15, 2024 are as follows:

GNC Approved Minutes (Nov 13, 2024); RPLC Approved Minutes (Nov 12, 2024); and Council Decision Log.

## Exception Note – Conflicts of Interest

<b>Agenda Item Number</b>	C-567-1.3
<b>Purpose</b>	Councillors are requested to identify any potential conflicts of interest related to the open session Council agenda.
<b>Strategic/Regulatory Focus</b>	
<b>Motion</b>	<i>None required</i>

### Summary

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

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

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

## Decision Note – Consent Agenda

<b>Agenda Item Number</b>	C-567-2.0
<b>Purpose</b>	To approve items in the Consent agenda.
<b>Motion</b>	(simple majority) That the Consent Agenda, as presented to the meeting at C-567-2.0 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](mailto: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-566, November 29, 2024

2.2 2024 Statutory and Regulatory Committees' Full Membership List

- a) Approval of Committee Changes
- b) Other Changes

2.3 Annual Review of the Governance Scorecard

2.4 Engineers Canada Directors Report

**Prepared By: Secretariat**



## Decision Note - Open Session Minutes – 566<sup>th</sup> Council Meeting

<b>Agenda Item No.</b>	C-567-2.1
<b>Purpose</b>	To record that the minutes of the open session of the 566 <sup>th</sup> meeting of Council accurately reflects the business transacted at that meeting.
<b>Strategic/Regulatory Focus</b>	Governance
<b>Motion</b>	That the minutes of the 566 <sup>th</sup> meeting of Council, held November 29, 2024, as presented to the meeting at C-567-2.1, Appendix A, accurately reflect the business transacted at this meeting.
<b>Attachments</b>	Appendix A – Minutes C-566

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 566<sup>th</sup> MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at the Chelsea Hotel, 33 Gerrard Street West, Rossetti Room, Toronto, on Friday, November 29, 2024 at 8:30 a.m.

### Present

**(In-Person):** G. Wowchuk, P.Eng., President  
R. Fraser, P.Eng., Past President  
F. Saghezchi, P.Eng., President-elect (to minute 12793)  
G. Boone, P.Eng., Vice President (elected)  
C. Chiddle, P. Eng., Eastern Region Councillor  
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee  
A. Dryland, CET., Lieutenant Governor-in-Council Appointee  
A. Elshaer, P.Eng., Northern Region Councillor  
S.H. Ehtemam, P.Eng., East Central Region Councillor  
V. Hilborn, P.Eng., Western Region Councillor  
M. Liu, P. Eng., Eastern Region Councillor  
S. MacFarlane, P.Eng., Western Region Councillor  
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee  
L. Notash, P.Eng., Councillor-at-Large  
R. Panesar, P.Eng., West Central Region Councillor  
R. Prudhomme, P.Eng., Lieutenant Governor-in-Council Appointee  
L. Roberge, P.Eng., Northern Region Councillor  
S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee  
G. Schjerning, P.Eng., Councillor-at-Large  
U. Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee  
P. Shankar, P.Eng., West Central Region Councillor  
S. Sung, Lieutenant Governor-in-Council Appointee  
R. Walker, P.Eng., Councillor-at-Large

### Present

**(Virtual):** F. Saghezchi, P.Eng., President-elect (from minute 12794)  
N. Lwin, P.Eng., Vice President (appointed) and East Central Region Councillor

**Regrets:** G. Nikolov, P.Eng., Lieutenant Governor-in-Council Appointee

### Staff

**(In-Person):** J. Quaglietta, P.Eng., CEO/Registrar  
D. Abrahams, Vice-President (VP), Policy & Governance and Chief Legal Officer  
A. Dixit, P.Eng., VP, Corporate Operations and Digital Transformation  
D. Sikkema, Chief People Officer  
K. Praljak, Director, Communications  
M. Rusek, Director, Investigations and Prosecutions  
J. Schembri, Director, Volunteer Engagement  
D. Smith, Director, External Relations  
M. Solakhyan, Director, Governance  
J. Vera, Director, Licensing  
M. Feres, Manager, Council Operations (Secretariat)  
E. Chor, Research Analyst (Secretariat)  
G. Pedregosa, Council and Committee Coordinator (Secretariat)  
A. Vijayanathan, Council and Committee Coordinator (Secretariat)



#### Staff

**(Virtual):** A. Viola, P.Eng., VP, Regulatory Operations and Deputy Registrar  
P. Habas, Director, Program Management Office  
C. Mehta, Director Finance  
N. Axworthy, Manager, Communications  
N. Brown, Legal Counsel and Manager, Tribunals  
J. Max, Manager, Policy  
M. Soepiter, Controller, Finance

#### Guests

**(In-Person):** A. Arenja, P. Eng., Director, Ontario, Engineers Canada  
C. Bellini, P. Eng., Director, Ontario, Engineers Canada  
T. Kirkby, P.Eng., Director, Ontario, Engineers Canada  
E. Bonokoski, Vice President, Crestview Strategy  
J. Hudyma, Consultant, Crestview Strategy  
B. Lamb, Wellington Advocacy  
L. Lukinuk, Parliamentary Services  
S. Perruzza, CEO, Ontario Society of Professional Engineers (OSPE)  
P. Rizcallah, CEO, Engineers Canada

#### Guests

**(Virtual):** N. Hill, P. Eng., Ontario Director, Engineers Canada  
M. Sterling, P.Eng., Ontario Director, Engineers Canada  
S. Cameron, Counsel, Ministry of the Attorney General  
C. Farrow, CEO, Ontario Association of Certified Engineering, Technicians & Technologists  
K. Jinkerson, Vice President, The Talent Company  
L. McFarland, Facilitator, The Talent Company  
D. Roukema, CEO, MDR Strategies Group Inc

Council convened at 8:32 a.m. on Friday, November 29, 2024.

#### CALL TO ORDER

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

The Chair noted that Councillor Andy Dryland, Lieutenant Governor-in-Council Appointee, has been reappointed by the Government of Ontario to PEO Council. The Chair also congratulated Past President Fraser for being named one of The University of Waterloo's most cited researchers for his work in Green Transportation.

#### 12784 – APPROVAL OF AGENDA

The Audit and Finance Committee Chair requested that items 4.1 and 4.2, "2025 Draft Operating and Capital Budgets" and "2025 Borrowing Resolution", be considered after 11:00 a.m. to accommodate the presence of members of the committee to present their views.

[N. Brown joined the meeting at 8:41 a.m.]

[M. Rusek joined the meeting at 8:46 a.m.]

The President-elect requested that Council consider the addition of three items to the agenda.

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

**That the agenda for the November 29, 2024 meeting be amended to include the items i) “Candidate’s Obligations”; ii) “Non-Urgent Consultation Fees”; and iii) “Employer Definition”.**

**DEFEATED**

Council voted by raised hands. The Chair announced the result as a majority in opposition.

It was noted that there will be an opportunity to discuss one or more of the issues during the agenda item “Councillor Questions”.

Moved by Councillor MacFarlane, seconded by Councillor Roberge:

**That:**

- a) The agenda at C-566-1.2, Appendix A be approved as amended; and  
b) the Chair be authorized to suspend the regular order of business.**

**CARRIED  
Unanimous consent**

**For: 22**

G. Boone  
C. Chiddle  
L. Cutler  
A. Dryland  
S. H. Ehtemam  
A. Elshaer  
R. Fraser  
V. Hilborn  
M. Liu  
N. Lwin  
S. MacFarlane  
L. Notash  
R. Panesar  
R. Prudhomme  
L. Roberge  
F. Saghezchi  
S. Schelske  
G. Schjerning  
U. Senaratne  
P. Shankar  
S. Sung  
R. Walker

**Against: 0**

**Abstain: 1**

G. Wowchuk

**Absent: 2**

P. Mandel  
G. Nikolov

**12785 – DECLARATION OF CONFLICTS OF INTEREST**

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

**12786 – CONSENT AGENDA**

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

Moved by Councillor Chiddle, seconded by Councillor Senaratne:

**That the Consent Agenda be approved, consisting of:**

**Decision Items**

- 2.1 Open Session Minutes – C-565, September 27, 2024**
- 2.2 2024 Statutory and Regulatory Committees Membership List**
- 2.3 Consulting Engineer Designation Applications**
- 2.4 Councillor Training Protocol for 2025**
- 2.5 Regional Councillors Committee Charter**
- 2.6 *Services of the Engineer Acting Under the Drainage Act* Guideline**

**Information Items:**

- 2.7 30 by 30 Metrics**
- 2.8 Regional Councillors Committee Report**
- 2.9 Engineers Canada Directors Report**

**CARRIED**  
**Unanimous consent**

**For: 22**

G. Boone  
C. Chiddle  
L. Cutler  
A. Dryland  
S. H. Ehtemam  
A. Elshaer  
R. Fraser  
V. Hilborn  
M. Liu  
N. Lwin  
S. MacFarlane  
L. Notash  
R. Panesar  
R. Prudhomme  
L. Roberge  
F. Saghezchi  
S. Schelske  
G. Schjerning  
U. Senaratne  
P. Shankar  
S. Sung  
R. Walker

**Against: 0****Abstain: 1**

G. Wowchuk

**Absent: 2**

P. Mandel  
G. Nikolov

[J. Max joined the meeting at 8:53 a.m.]



## 12787 – PRESIDENT’S REPORT

President Wowchuk highlighted the results of the Engineers Canada meeting which took place in Ottawa from October 7-10. A major topic of discussion was *The Future of Engineering Accreditation*, including a workshop and presentation in which members found consensus on how Engineers Canada is moving forward with Engineering Accreditation.

President Wowchuk also noted the following events he attended as PEO’s representative, since Council’s last meeting in late September:

- The Ontario Association of Landscape Architects in Niagara Falls on October 17, 2024.
- The Simcoe Muskoka, Mississauga, and Brampton licensing ceremonies on October 24, November 18, and November 22, respectively.
- The Ontario Society of Professional Engineers Conference in Windsor on October 28 and 29.
- On October 30, President Wowchuk met with the Dean and Department Heads of Engineering at the University of Windsor. It was raised to President Wowchuk that the University of Windsor is reliant on the recruitment of foreign students to the University.
- The Ontario Professional Engineer Awards on November 15.
- A joint meeting between PEO and The Ontario Association of Certified Engineering Technicians and Technologists (OACETT) on the Professional Technologist (P.Tech) accreditation program on November 19. At that meeting, President Wowchuk reported that it was agreed that OACETT should take the lead on the P.Tech program.
- On November 20, President Wowchuk met with the Engineering Deans at York University on issues related to the B. Tech Program, and how the cap on foreign students by the federal and provincial governments is affecting enrolment.
- A meeting with MPP Christine Hogarth, and the ongoing labour shortage of engineers in Ontario.
- President Wowchuk spoke at the funeral of Dr. Lauren McConnell, who was a major contributor to the nuclear power initiatives at Ontario Hydro.

It was suggested that for future Council meetings, the President’s Report be made available prior to the meeting and, where relevant, show alignment with the strategic plan.

## 12788 – CEO/REGISTRAR’S REPORT

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

- PEO’s outreach team has completed over 50 presentations at various events and academic institutions across the province to thousands of prospective licence holders. These presentations reinforced the value of the P.Eng. licence and spoke to students about the importance of the pathway to licensure upon graduation.
- An update on PEO’s External Relations department which has engaged with hundreds of people in over 70 organizations in consultation to receive feedback on various current projects.



- An update on the 2024 Operational Plan highlighting the completion of all but one initiative. It was noted that the *Visioning for Relevance* project is a decision item on the agenda for this Council meeting.
- PEO has complied with all FARPACTA timelines, including the 10 days to acknowledge a complete application, 180 days to provide a licence or present a notice of proposal to refuse a licence, and 30 days to complete a licence transfer.
- As of November 29, 2024 PEO has processed over 15,000 pre-FARPACTA/legacy applications, with approximately 19,000 applications from this cohort still outstanding. The CEO raised that they will be reducing the projected timelines for processing legacy applicants to under 6 months in 2025 because of operational improvements.
- In November, PEO revised its competency-based assessment (CBA) guides for applicants and validators, applicable to both the legacy and FARPACTA cohorts who applied before and after May 15, 2023. These guides have adopted the International Organization for Standardization (“ISO”) plain language standards and started the release of informational interview videos which will continue into 2025.
- PEO also improved its employee engagement with the move to a full comprehensive employee engagement survey with over 80 questions, with a 90% engagement rate. Furthermore, PEO finished the year with a 4% turnover rate, and internal hires represent 10% of all new hires at PEO.
- An update to the Lean Review that was conducted across regulatory operations. Recently, 40 staff engaged in learning how to look for the removal of non-value-added steps to make PEO’s processes more efficient and more effective. There will be a further update on several projects as a result of the Lean Review in the 2025 Operational Plan.
- An update to the 2024 PEO Governance Scorecard, with most of performance objectives being met. It was noted that the 30 by 30 objective will not be met, but PEO continues to be committed in supporting women and members of marginalized communities through the licensure process.
- 85% of members have completed the first two elements of the mandatory Continuing Professional Development (“CPD”) program, also known as “PEAK”, and of those 85%, 20% have completed the third element (reporting of hours) of the program. As of January 2025, PEO will be moving to a new PEAK platform which will improve user experience and will help PEO’s quality assurance and data monitoring.
- A reduction in processing Unlicensed Practice cases by over 50% the implementation of 6, 12, and 18-month case reviews to improve operational outcomes.

Key data points and updates on areas of the business, including:

- remissions and resignations;
- customer service metrics and inquiry resolutions;
- revenues and expenses for three months ending September 30, 2024

The CEO/Registrar and Staff provided additional information and answered questions related to the National Professional Practice Examination (NPPE) updates and reporting; updates to the PEAK Program related to enforcement; the composition of the Strategic Stakeholder Advisory Group; updates to FARPACTA and the reduction of time to process licences; and increased communications to respondents having title violations.

## Strategic Planning Update

Daniel Roukema from MDR Strategy Group provided an update on the process to develop PEO's next Strategic Plan, to take effect in 2026. Surveys will be sent out to stakeholders in early December which will give PEO a 360-degree view of how stakeholders view PEO. It was also noted that focus groups will be conducted with a variety of stakeholders including councillors, chapter leaders, volunteers, and representatives from external engineering organizations.

[D. Roukema and J. Schembri left the meeting at 9:34 a.m.]

### **12789 – SAFE DISCLOSURE POLICY**

GNC Chair, Councillor MacFarlane, presented the revised Safe Disclosure Policy to improve on the existing policy, particularly in terms of clarity of definition and coherence of process, in line with Council's direction at the February 2024 meeting. In summary, proposals of improvement include simplified procedures, clarity on anonymity, removal of the appeals procedure, next steps in the "outcomes" section, and changes to the policy that relate to the newly approved Councillor Code of Conduct and Anti-Workplace Violence, Harassment, and Discrimination Policy.

#### Discussion

Councillors discussed the rationale for the absence of an appeals process. The Chief Legal Officer noted that investigations launched under this policy are designed to be thorough; and based on legal advice received, an appeals process would cause redundancy by re-doing an investigation. It was also noted that if Council receives a Safe Disclosure Complaint report and the results of the investigation are deemed inconclusive, there are options for Council's action, including a request for further investigation or additional legal advice.

An amendment to the original motion was introduced and there were discussions related to the potential for reconsideration and for including specific examples of the term "actions".

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

Moved by Councillor Hilborn, seconded by Councillor Roberge:

**To call the question regarding the amendment.**

**CARRIED**

Council voted by raised hands. The Chair announced the result as a majority in favour.

Council then voted on the amendment.

Moved by Councillor Notash, seconded by Past President Fraser:

**That Council approves the revised Safe Disclosure Policy to include a statement on the possibility of reconsideration and what the term "actions" can include.**

**DEFEATED**

#### **For: 5**

A. Elshaer  
R. Fraser  
L. Notash  
R. Panesar

#### **Against: 14**

C. Chiddle  
L. Cutler  
A. Dryland  
S. H. Ehtemam

#### **Abstain: 4**

G. Boone  
N. Lwin  
P. Shankar  
G. Wowchuk

#### **Absent: 2**

P. Mandel  
G. Nikolov





- |              |               |
|--------------|---------------|
| F. Saghezchi | V. Hilborn    |
|              | M. Liu        |
|              | S. MacFarlane |
|              | R. Prudhomme  |
|              | L. Roberge    |
|              | S. Schelske   |
|              | G. Schjernerj |
|              | U. Senaratne  |
|              | S. Sung       |
|              | R. Walker     |

Council then voted on the original motion.

Moved by Councillor MacFarlane, seconded by Councillor Elshaer:

**That Council approves the revised Safe Disclosure (“Whistleblower”) Policy at C-566-5.1, Appendix A.**

**CARRIED**

**For: 19**

- G. Boone
- C. Chiddle
- L. Cutler
- A. Dryland
- S. H. Ehtemam
- A. Elshaer
- V. Hilborn
- M. Liu
- N. Lwin
- S. MacFarlane
- R. Panesar
- R. Prudhomme
- L. Roberge
- S. Schelske
- G. Schjernerj
- U. Senaratne
- P. Shankar
- S. Sung
- R. Walker

**Against: 3**

- R. Fraser
- L. Notash
- F. Saghezchi

**Abstain: 1**

- G. Wowchuk

**Absent: 2**

- P. Mandel
- G. Nikolov

**12790 – FUTURE DIRECTION OF THE ENGINEERING INTERN PROGRAM**

Councillor Hilborn, the RPLC Chair, thanked Councillors for participating in the November 28 plenary session at which valuable discussions contributed to the proposed motion related to the future direction of the Engineering Intern (EIT) Program.

Moved by Councillor Hilborn, seconded by Councillor Chiddle:

**That Council:**

- 1. Commits to the reinstatement of the Engineering Intern (EIT) Program.**
- 2. Directs the CEO/Registrar to initiate targeted engagement with relevant stakeholders to ensure inclusive and comprehensive input into the program's redevelopment.**
- 3. Directs the Regulatory Policy and Legislation Committee (RPLC) to provide a policy proposal to Council no later than April 2025.**

Discussion

With respect to point 3 of the proposed motion, an amendment was introduced and discussed regarding a revised timeline to February 2025 for delivery of a policy proposal.

It was noted that the February timeline is not optimal with respect to achieving meaningful consultation, which includes engagement session with stakeholders and the associated review and analysis of discussions and findings. Staff made a commitment to provide a progress report at the February 2025 RPLC and Council meetings to ensure timelines and work steps are being met.

Council then voted on the proposed amendment.

Moved by Councillor Shankar, seconded by Councillor Schelske:

**That Council directs the Regulatory Policy and Legislation Committee (RPLC) to provide a policy proposal to Council no later than February 2025.**

**DEFEATED**

Council voted by raised hands. The Chair announced the result of a majority opposed.

Another amendment was introduced to divide the motion such that points 1 & 2 are considered together and point 3 is considered separately.

Council then voted on the second proposed amendment.

Moved by Past President Fraser, seconded by Councillor Saghezchi:

**That Council approves the division of the question, voting on points 1 & 2 together, separately from point 3.**

**DEFEATED**

Council voted by raised hands. The Chair announced the result of a majority opposed.

Discussion continued regarding the proposed date of April 2025 for a policy proposal to be presented to Council.

There was a request to call the question on the original motion. An objection was noted.

Moved by Councillor Chiddle, seconded by Councillor Roberge:

**To call the question regarding the original motion.**

**CARRIED**

Council voted by raised hands. The Chair announced the result as a majority in favour.



Council then voted on the original motion by raised hands with the following result.

**For: 22**

G. Boone  
C. Chiddle  
L. Cutler  
A. Dryland  
S. H. Ehtemam  
A. Elshaer  
R. Fraser  
V. Hilborn  
M. Liu  
N. Lwin  
S. MacFarlane  
L. Notash  
R. Panesar  
R. Prudhomme  
L. Roberge  
F. Saghezchi  
S. Schelske  
G. Schjerning  
U. Senaratne  
P. Shankar  
S. Sung  
R. Walker

**Against: 0**

**Abstain: 1**

G. Wowchuk

**Absent: 2**

P. Mandel  
G. Nikolov

**CARRIED**

[E. Bonokoski, J. Hudyma, and K. Jinkerson joined the meeting at 10:45 a.m.]

**12791 – TRIBUNAL ACTIVITY REPORT**

No discussion of this item took place.

[N. Brown left the meeting at 10:45 a.m.]

**12792 – VISIONING FOR RELEVANCE UPDATE**

[P. Mandel joined the meeting at 10:52 a.m.]

Past President Fraser presented an update on the Visioning for Relevance project to adopt four proposed vision statements to be considered by PEO membership in a referendum.

Representatives from Crestview Strategies, the external advisors who assisted in this project, presented the final four proposed vision statements which were developed during various stakeholder engagements and advisory groups involving over 109 volunteers, 102 meetings, 62 draft vision statements, and the collection of 2745 survey responses.

The four shortlisted vision statements (shown in random order, not ranked) are:

1. *Trusted engineers, Protecting the Public, Forging innovation, Towards a sustainable future*



2. *Trusted technical leaders protecting the public and embracing change towards a sustainable future*
3. *Self-regulated trustees of the engineering profession protecting and enhancing public safety*
4. *A prosperous, safe, and sustainable future by diverse practitioners anticipating change (and disruption) with innovative responsibility.*

#### Discussion

Councillors noted that some of the vision statements that were proposed do not reference engineering or engineers, and that some of the shortlisted statements focus on volunteers and PEO's membership but not the role of the regulator. In response, it was noted that the shortlisted vision statements reflect the diverse viewpoints from consultation with stakeholders and survey responses.

There were questions and discussion concerning the costs incurred to date to conduct the project activities, as well as that of a referendum if the motion is passed. It was noted that there is the potential to roll out a non-binding referendum in conjunction with a standing activity such as annual Council elections.

Moved by Councillor Roberge, seconded by Councillor Mandel:

#### **That Council move in camera.**

[All staff, guests, and observers left the meeting at 11:15 a.m. except for J. Quaglietta]

#### **12793 – IN CAMERA MEETING**

Council met in camera.

#### **12794 – RETURN TO OPEN SESSION**

Moved by Past President Fraser, seconded by Councillor Chiddle:

#### **That Council return to open session.**

[Staff, guests, and observers returned to the meeting at 11:35 a.m.]

#### **12795 – VISIONING FOR RELEVANCE UPDATE (CONTINUED)**

Discussion continued, including:

- Recognition of the considerable time, effort, and resources invested in this project and to develop the four draft statements from many different perspectives from all facets of PEO's membership and stakeholders.
- Reputational risk inherent in conducting a non-binding referendum with the membership in the event the referendum choice is not finalized.
- Recognition that the vision statement is meant to be of external value to the general public.

Moved by Past President Fraser, seconded by Vice-President Boone:

#### **(1) That Council receive the four Vision Statements and Interpretive Document Provided in Appendix A.**

#### **(2) That the four Vision Statements be presented through a non-binding referendum/question to members no later than March 2025 to determine the most member-favoured Vision Statement.**



**(3) That one of the four Vision Statements and the Interpretive Document be brought to the April 2025 Council meeting for approval.**

**DEFEATED**

**For: 7**

G. Boone  
R. Fraser  
N. Lwin  
L. Notash  
R. Panesar  
F. Saghezchi  
S. Schelske

**Against: 14**

C. Chiddle  
L. Cutler  
A. Dryland  
S. H. Ehtemam  
V. Hilborn  
M. Liu  
S. MacFarlane  
P. Mandel  
R. Prudhomme  
L. Roberge  
G. Schjerning  
U. Senaratne  
S. Sung  
R Walker

**Abstain: 3**

A. Elshaer  
P. Shankar  
G. Wowchuk

**Absent: 1**

G. Nikolov

After the vote, Council discussed the potential for the Executive Committee to continue discussions on this topic early in 2025 or to present another proposal for Council’s consideration, perhaps at the February 2025 Council meeting.

[E. Bonokoski, J. Hudyma, K. Jinkerson, and R. Fraser left the meeting at 12:09 p.m.]

**12796 – 2025 BORROWING RESOLUTION**

AFC Chair, Councillor Cutler, presented the recommendation to renew PEO’s credit facilities with Scotiabank until January 31, 2026. This resolution aligns with PEO’s By-Law #1 and the Internal Control Banking Policy and ensures continued access to these credit facilities for contingency purposes.

Questions were answered related to how corporate credits are controlled and managed by PEO’s staff, including the types of purchases made to conduct PEO business.

Moved by Councillor Mandel, seconded by Councillor Hilborn:

**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, 2026.

**CARRIED**

**For: 21**

G. Boone  
C. Chiddle

**Against: 0**

**Abstain: 2**

G. Wowchuk  
F. Saghezchi

**Absent: 2**

R. Fraser  
G. Nikolov

L. Cutler  
A. Dryland  
S. H. Ehtemam  
A. Elshaer  
V. Hilborn  
M. Liu  
N. Lwin  
S. MacFarlane  
P. Mandel  
L. Notash  
R. Panesar  
R. Prudhomme  
L. Roberge  
S. Schelske  
G. Schjerning  
U. Senaratne  
P. Shankar  
S. Sung  
R. Walker

[R. Fraser returned to the meeting at 12:18 p.m.]

[N. Lwin left the meeting at 12:20 p.m.]

#### **12797 – AFC SUMMARY REPORT**

[K. Jinkerson and L. McFarland joined the meeting at 1:00 p.m.]

AFC Chair, Councillor Cutler, commented on the importance of the Cybersecurity item on the committee's November 18 meeting agenda. The introductory discussion included background information on cybersecurity and its rapid escalation and evolution; risk mitigation strategies; and staff and Council roles. Following the introduction, the committee engaged in a tabletop exercise involving a hypothetical scenario and covered areas including the overview of the triggering event, initial investigation, and response plan.

#### **12798 – 2025 DRAFT OPERATING AND CAPITAL BUDGETS**

Members of the Audit and Finance Committee (AFC) presented the proposed 2025 operating and capital budgets and provided background information on the development of the draft for Council's consideration. It was noted that the budget was presented at Council's September meeting for review and feedback. It was also noted that PEO is projected to have an approximate projected deficit budget of \$440,000 in 2025.

Highlights of the draft operating and capital budgets Include:

- Estimated revenue of \$37.7 million, representing a 2.8% increase in 2024 due to membership and exam fees revenue.
- Estimated expenses of \$38.2 million, representing a 6.4% increase due to inflationary pressures, and increased costs for discipline and complaints investigations, IT upgrades, and various chapter events.

- Capital improvements for 40 Sheppard Avenue West, including a new access card system, and replacement of heat pumps and furniture facilities.

Further, Council was advised that there are resources available to cover any special projects, and there is a healthy contingency fund in the event PEO is the event of an emergency.

Members of the AFC and staff answered questions from councillors related to the projected deficit, membership fees and potential increases, investment in cybersecurity, an update on PEO's non-profit status, and an update on the risk analysis and how PEO's finance department monitors financial risk throughout the year.

Moved by Councillor Cutler, seconded by Councillor Mandel:

**That Council approve the draft 2025 budgets reviewed by the Audit and Finance Committee (AFC) and as presented to the meeting at C-566-4.1, Appendix A.**

**CARRIED**

**For: 22**

G. Boone  
C. Chiddle  
L. Cutler  
A. Dryland  
S. H. Ehtemam  
A. Elshaer  
R. Fraser  
V. Hilborn  
M. Liu  
S. MacFarlane  
P. Mandel  
L. Notash  
R. Panesar  
R. Prudhomme  
L. Roberge  
F. Saghezchi  
S. Schelske  
G. Schjerning  
U. Senaratne  
P. Shankar  
S. Sung  
R. Walker

**Against: 0**

**Abstain: 1**

G. Wowchuk

**Absent: 2**

N. Lwin  
G. Nikolov

**12799 – COUNCILLOR QUESTIONS – MINIMUM ACADEMIC REQUIREMENT**

Past President Fraser advised Council that the final report for Engineers Canada's (EC) Future of Engineering Accreditation Project (FEA) is scheduled to be formally presented to the EC Board of Directors at their December 5, 2024 meeting. He noted that it would be beneficial to officially request that EC include explicit commitments to the licensure academic standard of a "minimum academic depth and breadth requirement for individuals", since the final report as it is currently written removes this requirement.

During discussion, it was noted that the omission of the requirement could introduce a high probability of risks for PEO/Regulators, universities, and students related to the primary academic requirements at academic institutions. Councillors also raised that recent graduates with Canadian Engineering Accreditation Board (CEAB) credits could be forced to write further exams that they otherwise would be exempt from taking.

Engineers Canada directors noted that the FEA project is still in its research phase and there are currently no defined solutions. Further, Council's feedback will be shared when the EC board considers the FEA's report in December; and EC welcomes further feedback from PEO as the project continues and evolves.

Moved by Past President Fraser, seconded by Councillor Notash:

**That PEO request to Engineers Canada that the Future of Engineering Accreditation's next steps includes an explicit commitment to the licensure academic standard of a "minimum academic depth and breadth requirement for individuals."**

**CARRIED**

**For: 22**

G. Boone  
C. Chiddle  
L. Cutler  
A. Dryland  
S. H. Ehtemam  
A. Elshaer  
R. Fraser  
V. Hilborn  
M. Liu  
S. MacFarlane  
P. Mandel  
L. Notash  
R. Panesar  
R. Prudhomme  
L. Roberge  
F. Saghezchi  
S. Schelske  
G. Schjerning  
U. Senaratne  
P. Shankar  
S. Sung  
R. Walker

**Against: 0**

**Abstain: 1**

G. Wowchuk

**Absent: 2**

N. Lwin  
G. Nikolov

**12800 – MOTION TO MOVE IN CAMERA**

Moved by Councillor Roberge, seconded by Councillor MacFarlane:

**That Council move in camera.**

**CARRIED**

**For: 22**

G. Boone  
C. Chiddle

**Against: 0**

**Abstain: 1**

G. Wowchuk

**Absent: 2**

N. Lwin  
G. Nikolov





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L. Cutler  
A. Dryland  
S. H. Ehtemam  
A. Elshaer  
R. Fraser  
V. Hilborn  
M. Liu  
S. MacFarlane  
P. Mandel  
L. Notash  
R. Panesar  
R. Prudhomme  
L. Roberge  
F. Saghezchi  
S. Schelske  
G. Schjerning  
U. Senaratne  
P. Shankar  
S. Sung  
R. Walker

[All staff, guests, and observers left the meeting at 2:22 p.m. except for J. Quaglietta, D. Abrahams, M. Solakhyan, M. Feres, E. Chor, G. Pedregosa, A. Vijayanathan, L. Lukinuk, and L. McFarland]

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The meeting concluded at approximately 4:45 p.m.

These open session minutes consist of 16 pages and minutes 12784 to 12800 inclusive.

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Gregory P. Wowchuk, P.Eng., Chair

## Decision Note – Approval of Committee Membership Changes

<b>Agenda Item Number</b>	C-567-2.2(a)
<b>Purpose</b>	To bring forward committee membership changes requiring Council approval
<b>Strategic/Regulatory Focus</b>	Committee membership to support PEO’s regulatory focus
<b>Motion</b>	That Council approve the changes to Committee Membership as presented.
<b>Attachments</b>	none

### Summary

Council is asked to approve committee changes.

### Public Interest Rationale

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

### Background

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

Tribunals staff work with Committee chairs to ensure they have sufficient members. With an increase in hearing length, it has been more difficult to secure public members who are required on the panels. The Committee put out a specific call for members of the public and have had an excellent response from qualified individuals with relevant adjudicative experience.

Each of these candidates for appointment is a member of the public who is not a Professional Engineer and who is willing to assist PEO by sitting as a member of the Discipline Committee. The Chair and Vice-Chair reviewed the applications and bring this request for Council’s consideration and approval at this meeting. The Committees considered Council’s 30 by 30 commitment.

Per the PEA, Discipline Committee appointees who are not members of PEO must be approved by the Attorney General (AG) of Ontario.

### Next Steps

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

### New Committee Members:

First/Last Name	Dates	Committee / Task Force
Ayodele Akenroye, LL.B., LL.M., Ph.D.	February 2025 – 2028	Discipline Committee (DIC)
Daniel Boyer, BA	February 2025 – 2028	Discipline Committee (DIC)

Natasha Bronfman, BA	February 2025 – 2028	Discipline Committee (DIC)
Lawrence Crackower, LL.B.	February 2025 – 2028	Discipline Committee (DIC)
Maureen Carter-Whitney, LL.B., LL.M.	February 2025 – 2028	Discipline Committee (DIC)
Soraya Farha, LL.B.	February 2025 – 2028	Discipline Committee (DIC)
Philippe Giguere, J.D.	February 2025 – 2028	Discipline Committee (DIC)
Maureen Helt, LL.B., LL.M.	February 2025 – 2028	Discipline Committee (DIC)
Emile Ramlochan, DC, LL.M.	February 2025 – 2028	Discipline Committee (DIC)
Janice Sheehy, BCom	February 2025 – 2028	Discipline Committee (DIC)

\*All the above appointment start dates are pending AG approval

**Prepared By: Volunteer Engagement**

## Information Note – Committee Membership Changes

<b>Agenda Item No.</b>	C-567-2.2b)
<b>Purpose</b>	To inform council of the committee membership changes since the last council meeting.
<b>Strategic/Regulatory Focus</b>	Committee membership to support PEO’s regulatory focus.

### Summary

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

### Public Interest Rationale

To inform the public of updates in committee membership.

### Background

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

### Committee and Task Force Resignations/Retirements/Passings:

First/Last Name	Service Dates	Committee / Task Force
Charles De La Riviere	2002 – January 3 <sup>rd</sup> , 2025	Experience Requirements Committee (ERC)
Paul Henshaw	2019 – February 5 <sup>th</sup> , 2025	Order of Honour Selection Committee (OSC)
Edward Poon*	2019 – December 9 <sup>th</sup> , 2024	Experience Requirements Committee (ERC), Consulting Engineer Designation Committee (CEDC) Toronto Subcommittee

\*Edward Poon passed away on December 9<sup>th</sup>, 2024

**Prepared By: Volunteer Engagement**

## Decision Note – 2025 PEO Council Governance Scorecard Review

<b>Item</b>	C-567-2.3
<b>Purpose</b>	For Council to review the proposed changes to the indicators reported in the PEO Council Governance Scorecard to support the governance oversight of PEO operations.
<b>Strategic/Regulatory Focus</b>	Governance improvement
<b>Motion</b>  <b>Requires a simple majority of votes cast to carry</b>	That Council reviews and accepts the proposed changes to the indicators reported in the PEO Council Governance Scorecard.
<b>Attachments</b>	Appendix A – Proposed Changes to 2025 PEO Council Governance Scorecard

### Summary

In support of ongoing governance improvement and following from the first year of PEO’s Council Governance Scorecard, a draft of the 2025 scorecard, including proposed changes to the indicator list, is brought forward for review by Council.

### Public Interest Rationale

The PEO Council Governance Scorecard supports governance oversight of PEO and demonstrates attainment of quantifiable outcomes based on operational activities.

### Background

In alignment with PEO’s 2023-2025 Strategic Plan, the PEO Council Governance Scorecard was unanimously approved by Council at its November 2023 meeting as part of PEO’s strategic goal of implementing a continuous governance improvement program.

The PEO Council Governance Scorecard is a balanced scorecard which is representative of PEO’s overall organizational health. The scorecard is comprised of qualitative indicators aligned to PEO’s core functions which are used to support governance oversight by measuring organizational performance and the outcomes of operational activities. The Council indicators are published in advance of each Council meeting and provide a basis for ongoing reporting to Council, the PEO leadership team, and the public.

The scorecard was first implemented in 2024 and following its first year of use and to support transparency and continuous governance improvement, the list of indicators for inclusion in the 2025 scorecard is brought forward for review by Council.

### Considerations

Following discussion at the Governance and Nominating Committee (GNC), for 2025, staff are recommending eleven indicators, ten of which are maintained from the 2024 scorecard. The draft 2025 scorecard is provided in **Appendix A – Proposed Changes to the 2025 PEO Council Governance Scorecard**.

To ensure the indicators are aligned to PEO’s Council-approved strategic plan and that the indicators are actionable by operational activities, the following changes are proposed for the 2025 scorecard:

**Indicators proposed for removal (2):**

- A. **Removing the 30x30 Licensure Rate** indicator from the Council Scorecard. This indicator will continue to be reported internally, and publicly at Council meetings and Engineering Dimensions.
- B. **Removing the Year-End Performance Review Completion** indicator as a Council indicator from the Scorecard. Progress updates will be provided through CEO/Registrar's reports as required.

**Indicators proposed to be added (1):**

- C. **Adding a Customer Service Experience Rating** as a new Council indicator to provide oversight to PEO's customer service interactions with its membership and applicants.

**Indicators to be maintained from 2024 (10):**

- D. **Maintaining** the indicators below from 2024:
  - 1. Acknowledgement of Complete Application within Target
  - 2. Registration Decisions within Target
  - 3. Registration Decisions within Target – P.Eng. Transfers
  - 4. Mandatory PEAK Compliance Rate
  - 5. Updated Standard and Guidelines
    - i. **For 2025**, the five reviews will be confirmed by staff and the Regulatory Policy and Legislation Committee (RPLC)
  - 6. Strategic Initiative Completion
    - i. **For 2025**, the twelve strategic initiatives will be reviewed by Council at its February 2025 meeting
  - 7. Year-to-Date Budget Revenue and Spend Variance
  - 8. Days Cash on Hand
  - 9. Employee Engagement Rate
  - 10. Staff Turnover

**Recommendation:**

That the Council accepts the proposed changes to the indicators reported on the PEO Council Governance Scorecard as presented.

**Next Steps**

- 1. Pending Council's acceptance, updates to be provided via the CEO/Registrar's report as of May 2025

**Prepared By:** Continuous Improvement and Special Projects Office

## Proposed Changes to 2025 PEO Council Governance Scorecard

In support of ongoing governance improvement and following from the first year of PEO’s Council Governance Scorecard, a draft of the 2025 scorecard, including proposed changes to the indicator list, is brought forward for review.

For 2025, staff are recommending eleven Council indicators, ten of which are maintained from the 2024 scorecard.

### Legend:

- a) The indicators which are **currently** reported to Council are labeled with a (C)
- b) The indicators in **green text** would become new Council indicators if accepted by Council
- c) The indicators in **red text** would be removed as Council indicators if accepted by Council
- d) Indicators required under FARPACTA legislation are labeled with an (F)
- e) The desired direction for indicators with a double arrow (↔) is to maintain

### Draft 2025 Scorecard:

Indicator Name	Operational Definition	Category	Desired Direction	2025 Target	2025 Threshold	2024 Value
Acknowledgment of Complete Applications Within Target (C), (F)	The number of received P.Eng., Transfer, and Limited Licence applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Regulatory Operations	↑	90%	80%	100%
Registration Decisions Within Target (C), (F)	The number of P.Eng. and Limited Licence applications for who a registration decision is made within the 180 days divided by all registration decisions made during the reporting period.	Regulatory Operations	↑	90%	80%	97%
Registration Decisions Within Target – P.Eng. Transfers (C), (F)	The number of Transfer applications for who a registration decision is made within 30 days divided by all registration decisions made during the reporting period.	Regulatory Operations	↑	100%	90%	100%
Mandatory PEAK Compliance Rate (C)	The compliance rate, in percent, for P.Eng. and Limited Licence holders who are required to complete elements 1 and 2 of the mandatory Practice Evaluation and Knowledge (PEAK) program at the end of the reporting period. The PEAK program has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report.	Regulatory Operations	↑	85%	75%	89%
30x30 Licensure Rate (C)	The number of newly licensed female-identifying engineers divided by the total number of newly licensed engineers at the end of the reporting period.	Policy	↑	30%	20.5%	20.3%
Updated Standards and Guidelines (C)	The number of standards, guidelines and policies reviewed during the reporting period divided by the total number of planned reviews for the year.	Policy	↑	80%	60%	100%
Strategic Initiative Completion (C)	The number of strategic initiatives completed during the reporting period divided by the	Finance and Strategy	↑	90%	80%	95%

	total number of strategic initiatives planned for the year.					
Year to Date Budget Revenue Variance (C)	The variation, in percent, of the actual year-to-date revenue compared to the year-to-date budget.	Finance and Strategy	↑	0.1%	-10%	As of Nov 2024: 5.18%
Year to Date Budget Spend Variance (C)	The variation, in percent, of the actual year-to-date spend compared to the year-to-date budget.	Finance and Strategy	↑	1.25%	-10%	As of Nov 2024: 15.01%
Days Cash on Hand (C)	The number of days PEO can continue to cover operating expenses without new revenue. This indicator is calculated by first determining the total amount of unrestricted cash / cash equivalent funds available and dividing it by annual operating expenses minus depreciation expenses. This denominator is then divided by 365.	Finance and Strategy	↔	180	90	As of Nov 2024: 515
Customer Service Experience Rating	The average user rating for customer service inquiries received during the reporting period. While a rating of 10 represents that a user rated their customer service experience as excellent for an inquiry, a 1 represents a poor experience.	Finance and Strategy	↑	6.5	5.5	7.5
Employee Engagement Rate (C)	The percent of employees who are either engaged or almost engaged as measured by the annual comprehensive employee engagement survey.	Talent Management and Corporate Administration	↑	81.5%	76.5%	90.3%
Staff Turnover (C)	The number of full-time permanent employee voluntary departures at the end of the reporting period divided by the running average of full-time permanent employees for the reporting period.	Talent Management and Corporate Administration	↑	15%	18%	1%
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.	Talent Management and Corporate Administration	↑	99%	95%	100%
<b>Total Council Indicators</b>						<b>11</b>



## Information Note – Engineers Canada Directors Report

<b>Agenda Item Number</b>	C-567-2.4
<b>Purpose</b>	To provide an update on the activities of Engineers Canada
<b>Strategic/Regulatory Focus</b>	
<b>Motion</b>	
<b>Attachments</b>	Appendix A – Director’s Update (En) Appendix B – Director’s Update (Fr)

**Engineers Canada Director Update**  
**December to January 2025****Engineers Canada Board**

Engineers Canada's Board met virtually on Monday, December 9, to approve the 2025 budget, and confirm the 2027 per capita assessment fee for recommendation to the Members in May. The Board also approved the membership of the Governance Review Task Force, revisions to existing policies, and content of the chair assessment surveys.

**Governance**

On January 15, the Governance Review Task Force approved the [Request for Proposals](#) for the review of Engineers Canada's governance system. Applicants must submit their responses by 11:59pm ET on February 23, 2025.

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

The Engineers Canada Board discussed the [Futures of Engineering Accreditation Path Forward Report](#). Next steps include the Governance Review Task Force to study the separation of the CEAB's policy-making functions from operational activities and for the CEO to initiate a Full Spectrum Competency Profile (FSCP) Pilot Study as well as to provide education sessions for interest holders.

**Strategic Priority 2.1: Accelerate 30 by 30**

In collaboration with our BC regulator, Engineers Geoscientists BC, Engineers Canada will hold its national 30 by 30 Conference at the Sheraton Vancouver Wall Centre on Wednesday, May 21, 2025. Registration is open at [HOME | 30 by 30 Conference 2025](#).

The new [2024 National Membership Report](#) covering January 1 to December 31, 2023, was published. Membership increased by 1.4% since 2022, standing at 323,360 members.

Also, female-identifying engineers represented 15.4 per cent of total of total membership in 2023. Finally, the percentage of female-identifying newly licensed engineers was 18.7% in 2023.

**Strategic Priority 2.2: Foster Trust and Value of Licensure**

The 2024 Building Tomorrows campaign, which focused on the impact of engineers, is completed. The evaluation and final report will be shared at a future Engineers Canada Board meeting.

**Accreditation Board (CEAB)**

In December, the Engineers Canada Board appointed Julius Pataky as Vice-Chair, Ray Gosine as Chair, and Jeff Pieper as Past Chair. The CEAB Work Plan for 2025 was also approved, with amendments, by the Board.

**Qualifications Board (CEQB)**

In December, the Engineers Canada Board appointed Amy Hsiao as Vice-Chair, Sam Inchasi as Chair, and Frank Collins as Past Chair. The CEQB work Plan for 2025 was also approved by the Board.

**Belonging and Engagement**

Engineers Canada participated in the Canadian Federation of Engineering Students national Canadian Engineering Leadership Conference.

Join Engineers Canada on March 3 for the launch of National Engineering Month 2025 to celebrate the centennial of the Iron Ring. Register [here](#).

**Public Affairs and Government Relations**

Engineers Canada participated in a Steering Committee meeting for the Professions Advancing Adaptation Competencies (PAAC) led by the Climate Risk Institute with funding from Natural Resources Canada. This project assesses existing professional climate change adaptation competencies and develops recommendations for climate adaptation competencies at a national level for specific professions.

## Compte rendu à l'intention des administrateurs et administratrices d'Ingénieurs Canada Décembre 2024 à janvier 2025

### Conseil d'Ingénieurs Canada

Le conseil d'Ingénieurs Canada s'est réuni virtuellement le lundi 9 décembre pour approuver le budget de 2025 et confirmer la cotisation par personne de 2027 à recommander aux membres en mai. Le conseil a également approuvé les nominations au Groupe de travail sur l'examen de la gouvernance, les révisions de politiques existantes et le contenu des sondages d'évaluation des présidents et présidentes.

### Gouvernance

Le 15 janvier, le Groupe de travail sur l'examen de la gouvernance a approuvé la [demande de propositions](#) pour l'examen du système de gouvernance d'Ingénieurs Canada. Toutes les propositions doivent être soumises avant 23 h 59 (HE) le 23 février 2025.

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

Le conseil d'Ingénieurs Canada a discuté du [Rapport sur la voie à suivre](#) du projet Avenir de l'agrément en génie. Parmi les prochaines étapes, mentionnons l'étude, par le Groupe de travail sur l'examen de la gouvernance, de la séparation des fonctions d'élaboration des politiques du BCAPG d'avec ses activités opérationnelles et le lancement d'une étude pour le projet pilote de Profil de compétences à spectre complet (PCSC) par le chef de la direction, ainsi que des séances de formation pour les parties intéressées.

### Priorité stratégique 2.1 : Accélérer l'initiative 30 en 30

En collaboration avec l'organisme de réglementation de la Colombie Britannique, Engineers Geoscientists BC, Ingénieurs Canada

organise sa Conférence nationale 30 en 30 de 2025 au Sheraton Vancouver Wall Centre le mercredi 21 mai 2025. L'inscription est ouverte à [ACCUEIL | Conférence 30 en 30 de 2025](#)

Le [Rapport de 2024 sur les effectifs de la profession à l'échelle nationale](#), qui couvre la période du 1<sup>er</sup> janvier au 31 décembre 2023 a été publié. L'effectif a augmenté de 1,4 % depuis 2022, pour un nombre total de 323 360 membres. Le nombre de membres s'identifiant comme des femmes représente 15,4 % du nombre total de membres en 2023. Enfin, le pourcentage d'ingénieurs nouvellement titulaires s'identifiant comme des femmes était de 18,7 % en 2023.

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

La campagne Construire l'avenir de 2024, qui était axée sur l'impact des ingénieurs sur la société, est terminée. L'évaluation et le rapport final seront présentés à une réunion ultérieure du conseil d'Ingénieurs Canada.

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

En décembre, le conseil d'Ingénieurs Canada a nommé Julius Pataky à titre de vice-président, Ray Gosine à titre de président et Jeff Pieper à titre de président sortant. Le plan de travail du BCAPG pour 2025 a également été approuvé par le conseil, avec des modifications.

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

En décembre, le conseil d'Ingénieurs Canada a nommé Amy Hsiao à titre de vice-présidente, Sam Inchasi à titre de président et Frank Collins à titre de président sortant.

Le plan de travail du BCCAG pour 2025 a également été approuvé par le conseil.

#### **Appartenance et engagement**

Ingénieurs Canada a participé à la Conférence canadienne sur le leadership en ingénierie de la Fédération canadienne étudiante de génie.

Rejoignez-vous à Ingénieurs Canada le 3 mars pour le lancement du Mois national du génie 2025 et pour célébrer le centième anniversaire de la cérémonie d'Engagement de l'ingénieur. Pour vous inscrire, cliquez [ici](#).

#### **Affaires publiques et relations gouvernementales**

Ingénieurs Canada a participé à une réunion du Comité directeur du projet Professions Advancing Adaptation Competencies (PAAC) dirigé par le Climate Risk Institute et financé par Ressources naturelles Canada. Le projet vise à évaluer les compétences professionnelles actuelles en matière d'adaptation aux changements climatiques et à formuler des recommandations en ce qui a trait à de telles compétences au niveau national pour des professions particulières.

## Information Note – President’s Report

<b>Agenda Item Number</b>	C-567-3.1
<b>Purpose</b>	To inform Council of the recent activities of the President.
<b>Strategic/Regulatory Focus</b>	
<b>Motion</b>	No motion required.
<b>Attachments</b>	

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

## Information Note – CEO/Registrar’s Report

<b>Agenda Item Number</b>	C-567-3.2
<b>Purpose</b>	CEO/Registrar Quaglietta will present the CEO/Registrar’s Report to Council.
<b>Strategic/Regulatory Focus</b>	
<b>Motion</b>	None
<b>Attachments</b>	Appendix A – CEO/Registrar’s Report



Professional Engineers  
Ontario

# CEO/ REGISTRAR'S REPORT

FEBRUARY 21, 2025





### INTRODUCTION

I want to welcome Council to the first meeting of 2025 as we embark on a new year of progress and opportunity at PEO. Through collaboration and a shared commitment to public protection, we can create a year of meaningful advancements in regulatory excellence.

### A Year of Impact

I can say with certainty that 2024 was a year of remarkable progress and impact. Through various initiatives guided by our 2023–2025 Strategic Plan, we strengthened our commitment to protecting the public by enhancing regulatory practices, fostering greater transparency and ensuring the highest standards of engineering excellence across the profession. Our accomplishments reflect not only the dedication of our staff, Council and committees, but also the trust and collaboration of the engineers and communities we serve.

PEO made great strides as a regulator in 2024. Notably, the organization maintained 100 per cent compliance with licensing timelines under the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACKTA) while reducing its legacy licence backlog by nearly 45 per cent. This was a significant step in ensuring efficient and fair access to licensure. Our shift to a competency-based assessment framework was highlighted in the Office of the Fairness Commissioner's 2023–2024 annual report, which praised PEO for adopting an objective scoring system. Commissioner Irwin Glasberg, LLB, noted that this move reflects PEO Council's commitment to aligning with new legislative frameworks and promoting a more inclusive profession.

PEO also achieved critical outcomes in our mandatory continuing professional development program, PEAK, which achieved 89 per cent compliance among licence holders required to complete the first two elements. Enforcement efforts were bolstered by the resolution of over 80 complaints and seven discipline cases, as well as two unlicensed practice prosecutions that resulted in record-breaking cost awards in PEO's favour. Further achievements included 57 digital transformation projects, improved customer service processes and the completion of key initiatives to enhance volunteer engagement and operational efficiency. Governance efforts advanced over 30 regulatory policy initiatives. We launched new competency-based licensure guides. We also made progress on the organization's equity, diversity and inclusion action plan, derived from the Anti-Racism and Equity Code passed in 2022.

Organizationally, 2024 was a year of strength and resilience. As evidenced by a 99 per cent staff retention rate and 90 per cent of staff being engaged or almost engaged, PEO demonstrated its commitment to a supportive and inclusive workplace culture. Furthermore, 90 per cent of employees participated in professional development initiatives. We are continuing to foster an organizational culture dedicated to learning and growth, which in turn spurs excellence in program and service delivery.

### Moving Forward

This year, PEO will continue to advance key initiatives to strengthen our regulatory and organizational impact. Through our 2025 Operational Plan, we are focusing on 12 initiatives to successfully meet our 2023–2025 strategic goals. As work continues to develop our next strategic plan, which will take effect in 2026, updates will also be provided regularly to Council. Council's leadership will be instrumental in shaping our strategic direction, driving impactful policy decisions and upholding the highest standards of governance. I look forward to collaborating with Council as we continue PEO's journey of improvement.



In December, PEO's executive leadership team, President Gregory P. Wowchuk, P.Eng., FEC, senior staff and Jennifer Quaglietta, MBA, P.Eng., ICDD, had the opportunity to attend a gala hosted by Wellington Advocacy, whom PEO contracted last October to be our new government relations consultant.



Dan Abrahams, LLB, PEO's vice-president, policy and governance and chief legal officer, was recognized last month by the Ontario Bar Association with the Tom Marshall Award for Excellence for Public Law Sector.



Some members of the group helping to guide PEO's strategic planning process.



Jennifer Quaglietta delivered a keynote speech at the 13th annual Women in Science and Engineering (WISE) national conference hosted by the University of Toronto, themed *Reaching for the Stars*, on January 26 in Toronto, ON.



Jennifer Quaglietta delivered opening remarks at Toronto Metropolitan University's Women in Engineering conference, themed *Forces of Nature*, on February 1 in Toronto, ON.





PEO staff celebrate Lunar New Year on January 28, 2025.



Jennifer Quaglietta participates in a panel discussion at the AI in Regulation Conference on February 11, 2025, in Toronto, ON.

STRATEGIC PLAN 2024 HIGHLIGHTS



STRATEGIC GOAL: IMPROVE LICENSING PROCESS

- Exceeded FARPACTA’s 90 per cent requirements:
  - > 100 per cent of licence applications acknowledged as complete within 10-day timelines.
  - > 97 per cent of P.Eng. and limited licence applications received a registration decision within six months.
  - > 100 per cent of registration decisions made within 30 days for P.Eng. transfer applications.
- Reduced legacy licensing process inventory by 49 per cent (down from approximately 35,000 in July 2023 to 18,000 in December 2024).
- Reduced pending Academic Assessments by 77 per cent (down from 2289 in March 2024 to 532 in January 2025).
- In fall 2024 the number of FARPACTA technical exam registrants surpassed legacy registrants for the first time.
- Disposed of 85 complaint files in 2024, compared to 47 files in 2023.
- Updated four CBA guides to reflect plain language principles, including guides for applicants and for validators, applicable to both the legacy and FARPACTA cohorts.
- Produced two CBA informational videos and one live webinar; 6200 people registered for the webinar and 5000+ views of the recording.
- Achieved 89 per cent compliance on first two elements of PEAK; 66 per cent compliance on all three elements.
- Developed and deployed a new online PEAK platform.
- Produced a new PEAK module about use of the professional engineer seal.
- Enhanced PEAK communications, including one ‘coming soon’ video, four instructional videos on how to use the new PEAK site, targeted eblasts and real-time customer service support.

100% of licence applications acknowledged as complete with 10-day timelines.

97% of P.Eng. and limited licence applications received a registration decision within six months.

UPDATED FOUR CBA GUIDES

89% compliance achieved on first two elements of PEAK.

## STRATEGIC PLAN 2024 HIGHLIGHTS



## STRATEGIC GOAL: OPTIMIZE ORGANIZATIONAL PERFORMANCE

- Delivered 19 cyber-related improvement projects and upgrades.
- Consolidated over 600 legacy reports enabling the implementation of advanced business intelligence and reporting capabilities.
- Developed and launched 36 new *Accessibility for Ontarians With Disabilities Act*-compliant Chapter websites.
- Responded to nearly 27,000 queries by PEO's level one customer service team; over 98 per cent first-contact resolution and user satisfaction scores of 7.5/10 (n=133 responses).
- Responded to 8000+ additional queries by PEO's Accounts Receivables team.
- Completed communications audit & developed action plan.
- Reinstated option to receive *Engineering Dimensions* in print.
- Established the Strategic Stakeholder Advisory Group to provide meaningful and informed input from licence holders and others.
- Facilitated 17 consultations.\*
- External Relations staff attended 138 events.\*
- Conducted 80 pre-licensing outreach initiatives.\*
- Responded to 400+ Practice Advisory inquiries.
- 55 hearing and pre-hearing dates.
- Developed ARE Code Action Plan and EDI Framework.
- Prioritized seven workflow improvement recommendations from a Lean review of 80 processes within the Regulatory Operations division.
- Consistently reached a monthly median time of approximately 63 days a file is open.
- Pursued compliance for 123 files involving lapsed certificates of authorization.
- Conducted PEO's first cybersecurity crisis response tabletop exercise.
- PEO staff participated in 13 chapter events reaching an audience of 1200 attendees.
- Hosted first Volunteer Symposium, which was attended by 170 volunteers and staff with 71 per cent of post-feedback survey participants responding as Extremely Satisfied (94 per cent as Extremely and Somewhat Satisfied).
- Updated one standard and five practice guidelines.
- Onboarded new government relations consultancy to keep PEO in alignment with government policy objectives, with government remaining aware of PEO's work; also helps to coordinate government relations at various levels, including those involving GLP reps and local MPPs and civic officials.
- Initiated development of new Government Liaison Program.
- 90.3 per cent of PEO workforce is engaged or almost engaged.
- 90 per cent of PEO employees participated in a professional development activity.
- 96 per cent staff retention rate.
- Launched internal staff recognition platform.
- Selected vendor and initiated 2026+ strategic planning.

19

delivered cyber-related improvement projects and upgrades.

## UPDATED ONE STANDARD AND FIVE PRACTICE GUIDELINES

55

Hearing and pre-hearing dates.

90%

of PEO employees participated in a professional development activity.

\* Please see [Appendix A](#) for a list of consultations, events and outreach initiatives conducted in 2024.

STRATEGIC PLAN 2024 HIGHLIGHTS



STRATEGIC GOAL: IMPLEMENT GOVERNANCE IMPROVEMENT PROGRAM

- Established Director Accountability Framework, consisting of councillor code of conduct, updated anti-workplace harassment and discrimination policy, councillor eligibility criteria and criteria and process for disqualification/removal; regulation now pending
- Enhanced Council onboarding processes.
- Developed first enterprise risk management program.

DEVELOPED FIRST ENTERPRISE RISK MANAGEMENT PROGRAM



STRATEGIC GOAL: REFRESH VISION; ENSURE STAKEHOLDERS SEE PEO VALUE

- Completed Visioning 2050, a comprehensive visioning process aimed to refresh PEO's vision.
- Consulted 109 volunteers, held 102 meetings, produced 62 vision statements, and received 2745 survey responses.
- Delivered final Visioning 2050 Project report and shortlisted vision statements to Council.

SIXTY-TWO VISION STATEMENTS

2745 received survey responses.



**OPERATIONAL PLAN STATUS REPORT**

PEO’s 2023–2025 Strategic Plan includes the four goals of modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders. In support of this strategic plan, 12 initiatives are planned for 2025. As of February, work has already commenced, on schedule, for nine of the initiatives, and the others are pending.

**2026+ Strategy Development**

Under Council’s guidance, the development of PEO’s 2026+ Strategic Plan has commenced.

Goals	Sub Goals	Activities	Status			
			NYS	< half	> half	Done
1. Improve licensing processes	1.1 Create fair, transparent, accessible and efficient application process	1.1.2 FARPACTA process (licensing and compliance)				
	1.2 Review licensing processes; implement changes	1.2.3 Implement mandatory CPD - Phase 3 (auditing)				
	1.3. Ensure licensing reflects EDI values	1.3.2 EDI - Phase 2 (best practices implementation)				
2. Optimize organizational performance	2.2. Ensure adequate IT; data collection/mgt	2.2.1 Digital transformation roadmap				
		2.2.2 Data governance model				
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.2 HR high performance team roadmap				
		2.3.4 Communications strategy (value, EDI)				
		2.3.5 Modernize budget processes				
		2.3.7 Develop Customer Service Model				
3. Implement governance improvement program	3.3 Establish metrics for governance performance	3.3.2 Annual assessment council effectiveness				
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.3 Stakeholder engagement session(s)				
	4.3. Develop proposed vision for consultation	4.3.1 Draft new vision				
<b>Status Counts:</b>			25%	75%	0%	0%

Figure 1: Operational Plan Status Report as of February 2025



**IMPROVING THE LICENSING PROCESS**

**1.1 Create Fair, Transparent, Accessible and Efficient Application Process**

**1.1.2 FARPACTA Process (Licensing and Process)**

In December 2024, new technical solutions enabled online and automated application capabilities for two key applicant groups: re-applicants in the legacy licensing process and inter-provincial P.Eng. transfers. Legacy process applicants who previously satisfied requirements can now re-apply for licensure in the PEO portal. Inter-provincial P.Eng. transfer applicants can now also use PEO’s

online application portal to complete and submit their application. This was a process previously completed manually using PDF forms.

We are in the process of analyzing technical exam data, including the number of exams assigned to applicants and the completion success rate, in both the legacy and FARPACTA compliant processes. The data will inform potential opportunities for reducing inventory in the legacy licensing process and for streamlining the FARPACTA-compliant licensing process.

The following analysis of the technical examination success rates in the legacy and FARPACTA-compliant processes are being used to project potential new applicants and to optimize both processes.

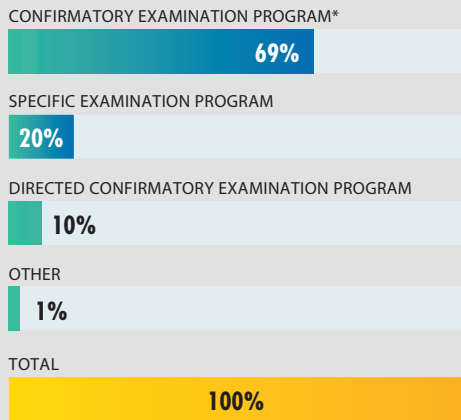


Figure 2: Technical Examination Program By Percentage of Non-CEAB Legacy Applicants

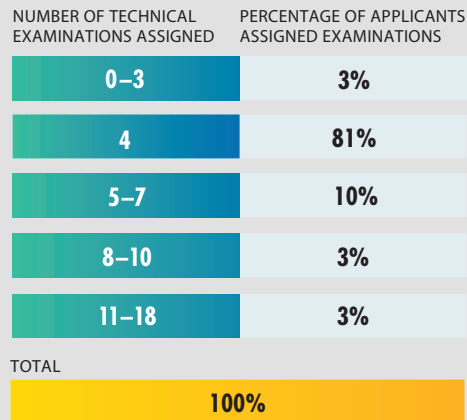


Figure 3: Number of Technical Examinations Assigned to Non-CEAB Legacy Applicants

**Legacy Process—Technical Examinations Success Rate**

To gain an understanding of the number of applicants who are successful in completing their assigned technical examinations, it is important to first note the following technical examination programs PEO has in the legacy process, per Figure 2.

Over two thirds of non-CEAB applicants in the legacy process were assigned a confirmatory examination program (CEP). However, the success rate is more clearly demonstrated by the actual number of assigned exams per applicant, per Figure 3.

Figure 3 demonstrates that the vast majority—just over 80 per cent of legacy non-CEAB applicants—were assigned four technical examinations. Moreover, relatively few applicants were assigned eight examinations or more.

The average success rate of all non-CEAB legacy applicants writing technical examinations is 28 per cent. For applicants assigned the Confirmatory Examination Program, the success rate is slightly higher, at 32 per cent.

The number of legacy process applicants who met licensing requirements (i.e. obtained their P.Eng.) after successfully completing their technical examination program in the legacy process is only 25 per cent. This is likely due to not having the required 48 months of professional engineering experience. It is less likely attributable to the National Professional Practice Exam (NPPE), which typically records a success rate of approximately 85 per cent.

**Projections for Legacy and FARPACTA Process**

**Legacy projections:** With over 4000 applicants in the legacy process writing technical examinations or having their academic qualifications assessed, we estimate that approximately 1200 of the 4000 legacy applicants writing technical exams will successfully pass their exams. Those who are not successful can choose to re-apply under the FARPACTA-compliant process, if they qualify. Furthermore, approximately half of the remaining 18000 applicants in legacy are EITs; the OFC recognizes that this is a special category that cannot be counted towards the total active inventory.

**FARPACTA projections:** In the FARPACTA process, over 900 prospective applicants have met academic requirements, over 100 have passed three technical examinations and over 50 have passed two technical examinations. Therefore, it is likely that there will be approximately 1000 new applicants after the 2025 Spring session, indicating an acceleration of the FARPACTA licensing process.

OVERALL SUCCESS RATE



CONFIRMATORY EXAMINATION PROGRAM SUCCESS RATE

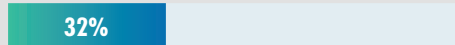


Figure 4: Success of Non-CEAB Legacy Applicants Writing Technical Exams

PERCENTAGE OF APPLICANTS WHO MET LICENSING REQUIREMENTS AFTER SUCCESSFULLY COMPLETING TECHNICAL EXAMINATIONS

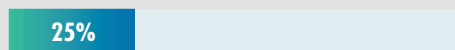


Figure 5: Percentage of Non-CEAB Applicants Who Meet All Licensing Requirements

	2023 FALL SESSION	2024 SPRING SESSION	2024 FALL SESSION
FARPACTA TECHNICAL EXAM REGISTRANTS	172	392	607
REGISTERED FOR FOUR TECHNICAL EXAMS	50	126	213
PASSED ALL FOUR (TO DATE)	10	80	101

Figure 6: Success Rate of Non-CEAB FARPACTA Applicants Writing Technical Exams

**FARPACTA Process–Technical Exams Success Rate**

Since the FARPACTA-compliant process became effective on May 15, 2023, there have been three technical examination sessions. Hence prospective non-CEAB applicants have had only three opportunities to complete their four technical examinations. We expect that the number of non-CEAB applicants who meet academic requirements will increase with each technical exam session.

Figure 6 indicates that the number of prospective applicants passing all four technical examinations is still relatively low. This is despite the fact that technical examination registrations in FARPACTA are increasing and even surpassing those in the legacy process. Projections do show that as the number of technical examination sessions grow, there will be a point when FARPACTA applications will surpass legacy applications. The Licensing team is closely monitoring technical examination results to ensure that an increase in applications will still be processed within the required timelines set out in FARPACTA.

\*The data above is collected from a 10-year period from 2012 to 2022, when a total of 15,886 non-CEAB applicants were assigned technical examinations.

**FARPACTA-COMPLIANT PROCESS STATS FOR PROSPECTIVE APPLICANTS (CANDIDATES)**

CANDIDATES WITH ANY PASSED CONFIRMATORY EXAMS	
PASSED ONE CONFIRMATORY EXAMINATION	26% (179/679)
PASSED TWO CONFIRMATORY EXAMINATIONS	30% (204/679)
PASSED THREE CONFIRMATORY EXAMINATIONS	16% (111/679)

**13,293** Total persons who have started academics section.

**2150** Persons currently ineligible to apply.

**2430/16%**  
Total CEAB graduates

**8713/67%**  
Total non-CEAB graduates with a Recognized Programs List (RPL)

CEAB PROSPECTIVE APPLICANT STATS	
ID COMPLETED	69% (1670/2430)
ACADEMICS COMPLETED	33% (799/2430)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	0.6% (15/2430)
CBA IN PROGRESS	78% (1903/2430)
GOOD CHARACTER COMPLETED	66% (1598/2430)

NON-CEAB WITH RPL PROSPECTIVE APPLICANT STATS	
ID COMPLETED	70% (6116/8713)
ACADEMICS COMPLETED	2% (165/8713)
COMPETENCY-BASED ASSESSMENT (CBA) COMPLETED	2% (172/8713)
CBA IN PROGRESS	52% (4572/8713)
GOOD CHARACTER COMPLETED	52% (4572/8713)

**OPTIMIZE ORGANIZATIONAL PERFORMANCE**

**2.2 Ensure Adequate IT; Data Collection/Management**

**2.2.1 Digital Transformation Roadmap and 2.2.2 Governance Model**

In 2024, PEO's journey of digital transformation includes several significant enhancements in the areas of licence holder and staff experience, data management, cybersecurity, and technology use. These efforts have resulted in the mitigation of approximately 10 million threats each month in 2024, more than 10 times higher than industry benchmarks for organizations of similar sizes. Staff have also worked towards enhancing the user experience and ensuring system stability through the implementation of a new PEAK platform, which has maintained 100 per cent uptime since its launch. Further, the team has also implemented a modernized data reporting platform that will aim to consolidate more than 600 reports and enhance data insights. The journey continues in 2025, and we look forward to building on the progress made in 2024 to deliver our digital transformation roadmap.

**GOVERNANCE SCORECARD**

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

The February 2025 PEO Governance Scorecard reports on the period of January 1 to December 31, 2024. We are pleased to report that 10 of the 12 indicators are reporting as green for surpassing targets, one indicator is reporting as yellow, or slightly below target; and one indicator is reporting as red for performing below its threshold.

The PEO Governance Scorecard was first implemented in 2024 after unanimous approval by Council at the November 2023 meeting. Following its first year of use, the Governance and Nominating Committee (GNC) and Council will review the Council indicators at its February 2025 meetings to ensure alignment to PEO's Council-approved strategic plan.

Figure 7: Governance Scorecard

FEBRUARY 2025 PEO GOVERNANCE SCORECARD - COUNCIL INDICATORS											Reporting Period: Jan to Dec 2024	
#	Indicator Name	Operational Definition	Frequency	Core Function	Status	Desired Direction	2024 Target	2024 Threshold	2024 Value	Status Description		
1	<b>Acknowledgment of Complete Applications Within Target (C), (F)</b>	The number of received P. Eng., Transfers, and Limited Licence applications acknowledged as complete within 10 days divided by all applications received during the reporting period.	Quarterly	Regulatory Operations	●	↑	90%	80%	100%	All completed applications reviewed within the 10-day period.		
2	<b>Registration Decisions Within Target (C), (F)</b>	The number of P. Eng. and Limited Licence applications for whom a registration decision is made within 180 days divided by all registration decisions made during the reporting period.	Quarterly	Regulatory Operations	●	↑	90%	80%	97%	PEO surpassed the target for registration decisions made within the 180-day period.		
3	<b>Registration Decisions Within Target – P.Eng. Transfers (C), (F)</b>	The number of Transfer applications for who a registration decision is made within 30 days divided by all transfer registration decisions made during the reporting period.	Quarterly	Regulatory Operations	●	↑	100%	90%	100%	PEO surpassed the target for registration decisions made within the 180-day period.		
4	<b>Mandatory PEAK Compliance Rate (C)</b>	The compliance rate, expressed as a percent, for P. Eng. and Limited Licence holders who are required to complete elements 1 and 2 of the mandatory Practice Evaluation and Knowledge (PEAK) Program. The PEAK program has three elements: 1) practice evaluation, 2) professional practice module, 3) the continuing professional development report.	Quarterly	Regulatory Operations	●	↑	90%	80%	89%	PEO nearly met the compliance rate target for licence holders required to complete at least two PEAK elements.  As referenced in the Continuing Professional Development Report, the PEAK Program became enforceable as of 2024.		
5	<b>30x30 Licensure Rate (C)</b>	The year-to-date number of newly licensed female-identifying engineers divided by the total number of newly licensed engineers during the reporting period.	Quarterly	Policy	●	↑	30%	20.5%	20.3%	The 30 by 30 initiative was promulgated by Engineers Canada as a national goal of raising the percentage of newly licensed engineers who are women to 30 per cent by the year 2030. PEO supports this effort through Council's commitment to annually track and measure progress toward the 30 by 30 goal.		
6	<b>Updated Standards and Guidelines (C)</b>	The number of standards, guidelines and policies reviewed during the reporting period divided by the total number of planned reviews for the year.	Quarterly	Policy	●	↑	90%	70%	100%	PEO staff reviewed all 6 standards and professional guidelines scheduled for 2024.  Notably, this includes the Review of Tower Cranes, Human Rights in Professional Practice, Services of an Engineer Acting under the Drainage Act.		
7	<b>Strategic Initiative Completion (C)</b>	The total number of strategic initiatives completed during the reporting period divided by the total number of strategic initiatives planned for the year.	Quarterly	Finance and Strategy	●	↑	90%	80%	95%	As referenced in the Operational Plan Status Report, 20 of the 21 planned strategic initiatives were completed in 2024.		
8a	<b>Year to Date Budget Revenue Variance (C)</b>	The variation, in percent, of the actual year-to-date revenue compared to the year-to-date budget.	Quarterly	Finance and Strategy	●	↑	0.1%	-10%	5.18%	As of Nov 30, the 5.18% variance in Year-to-Date (YTD) actual revenue versus budget is predominantly driven by the higher than anticipated investment revenue contributing to the overall positive variance.		
8b	<b>Year to Date Budget Spend Variance (C)</b>	The variation, in percent, of the actual year-to-date spend compared to the year-to-date budget.					1.25%	-10%	15.01%	As of Nov 30, the 15.01% variance in Year-to-Date (YTD) actual spending versus the budget is attributed to overall lower spending across several areas, including operating expenses, and strategic plan project expenses.		
9	<b>Days Cash on Hand (C)</b>	The number of days PEO can continue to cover operating expenses without new revenue. This indicator is calculated by first determining the total amount of unrestricted cash / cash equivalent funds available and dividing it by annual operating expenses minus depreciation expenses. This denominator is then divided by 365.	Quarterly	Finance and Strategy	●	↔	180	90	514	As of Nov 30, PEO has a strong financial position where the organization possesses cash on hand to sustain its core operations.		
10	<b>Employee Engagement Rate (C)</b>	The percent of employees who are either engaged or almost engaged as measured by the annual comprehensive employee engagement survey.	Annually	Talent Management and Corporate Administration	●	↑	81.5%	76.5%	90.3%	PEO conducted a fulsome engagement survey this year and staff engagement is above the industry average.  The operational definition, targets, and thresholds have been adjusted to match the industry benchmarks for a fulsome engagement survey. Last year, PEO conducted a pulse survey to measure staff engagement.		
11	<b>Staff Turnover (C)</b>	The number of full-time permanent employee voluntary departures at the end of the reporting period divided by the running average of full-time permanent employees for the reporting period.	Quarterly	Talent Management and Corporate Administration	●	↓	15%	18%	1%	The turnover rate is lower than industry standard due to high employee engagement levels. The average voluntary turnover rate in Canada is 15.5% (Mercer 2023 Canada Turnover Trends).		
12	<b>Year-End Performance Review Completion (C)</b>	The number of completed performance management forms completed by December 31 divided by the total number of eligible employees.	Annually	Talent Management and Corporate Administration	●	↑	99%	95%	100%	All eligible full-time permanent employees completed their year-end performance reviews.		

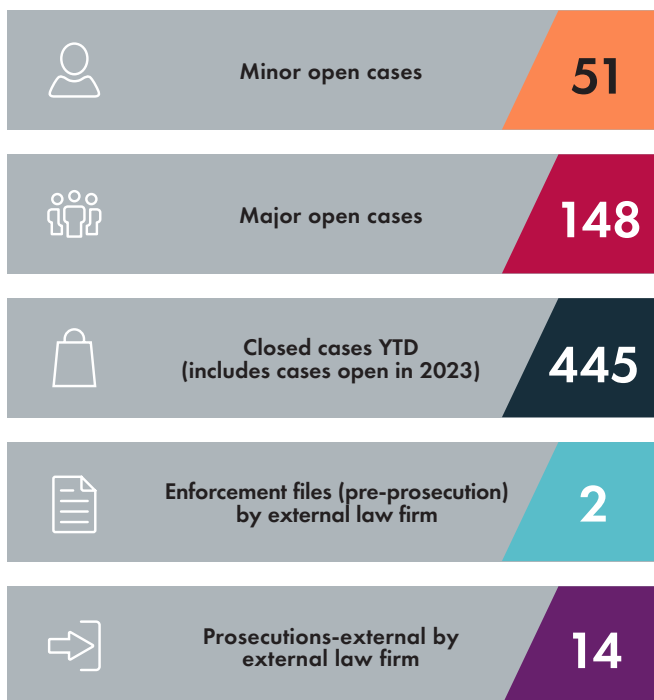
Legend	
<b>Status Definitions:</b>	<b>Notes:</b>
● Performance on target	1) Indicators required under FARPACKA legislation are identified with an (F) label
● Performance slightly below target	2) Indicators reported to Council are identified with a (C) label
● Performance significantly below target	3) Double arrow for desired direction means sustaining performance above target

**REGULATORY COMPLIANCE**

**Unlicensed Practice**

For the second consecutive year, the next inventory of open files has been reduced by more than 100. The team has pursued compliance in 123 files involving lapsed certificates of authorization. Additionally, the Unlicensed Practice team continues to gain compliance with engineering-related corporate entities, including business names changed or cancelled, change of “engineer” or “engineering” to legislatively compliant language, obtaining certificates of authorization or undertakings to comply with the *Professional Engineers Act* (PEA). Similarly, Unlicensed Practice continues to successfully pursue restraining orders, convictions,

fines and probation orders against individuals contravening the PEA. These matters involve individuals holding themselves out as engineers, offering engineering services without being licensed, using a licensed engineer’s seal without authorization or creating counterfeit seals to appear being licensed by PEO. Unlicensed Practice staff are seeking Ontario government approval for access to a specific database that will enhance the tools available to the team for verifying the location of difficult-to-find individuals in order to facilitate the service of court summonses.



During 2024, the median time an Unlicensed Practice file was open was 63 days.

**Complaints**

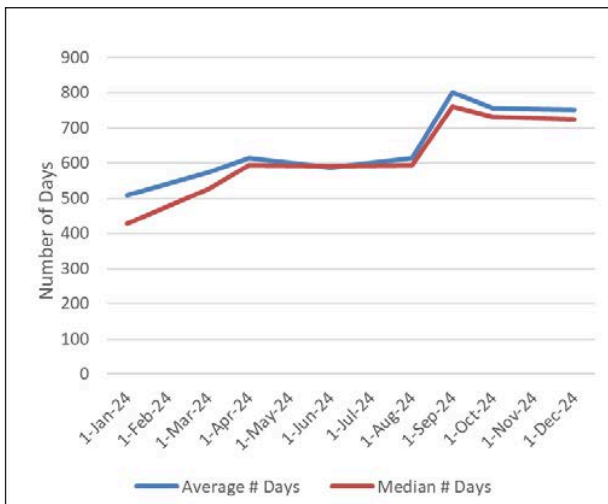
PEO’s Complaints and Investigations team provides investigative and administrative services to the Complaints Committee. Staff prioritize high-risk files but also work to advance cases overall towards disposition in a timely fashion. The initial implementation of recommendations from the recent lean review of the Complaints process has resulted in new efficiencies. More significant improvement will come over the medium and long terms and will be reported to Council as it occurs.

The number of days required for a particular case to be disposed of is not known until that case is closed. Hence the duration is only included in the reported overall averages once a case is completed.

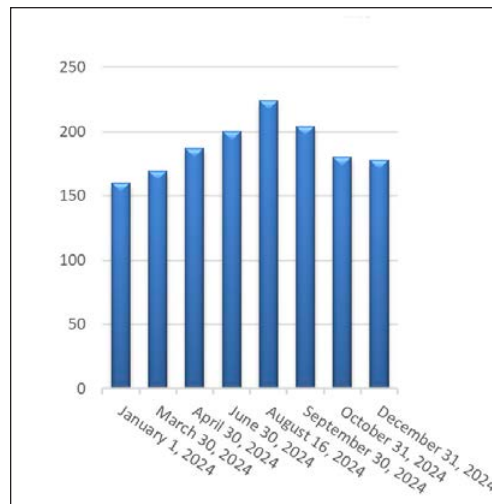
The recent push to complete legacy complaint files has therefore made the 2024 average processing times significantly higher than for previous reporting periods. The upward trajectory over the past year has now levelled off and is expected to trend downwards over the next annual reporting period.

Staff are also developing additional metrics for future reports to Council to provide greater insight into the Complaints and Investigation team’s operations and efficiency.

**Complaint and Investigations Statistics**



**Figure 8: Complaint File Processing Times January 1–December 31, 2024**

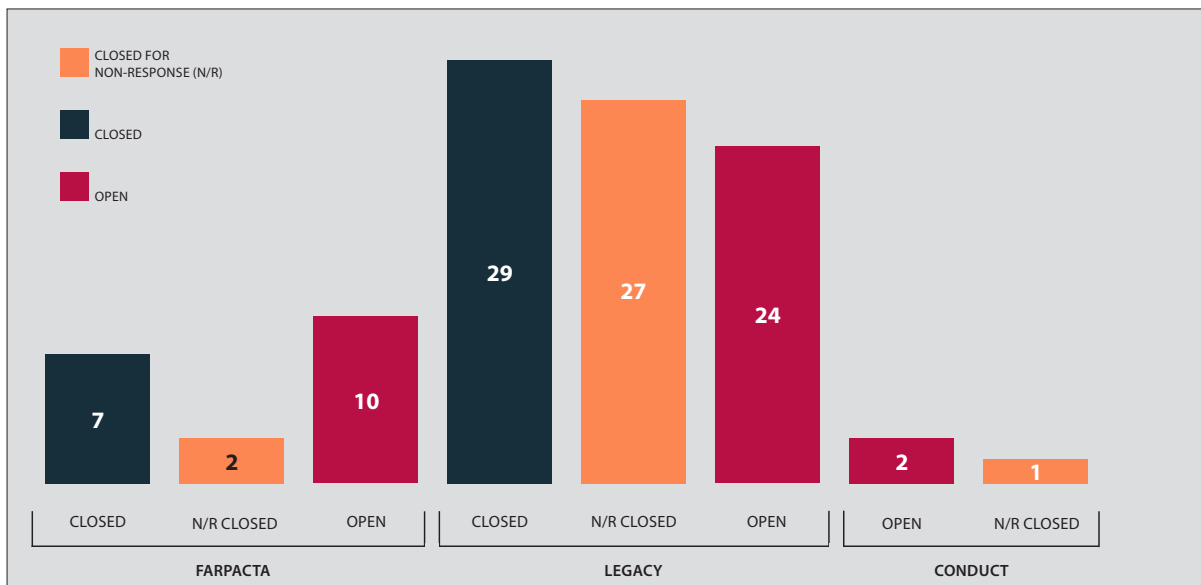


**Figure 9: Number of Active Complaints Files, January 1–December 31, 2024**

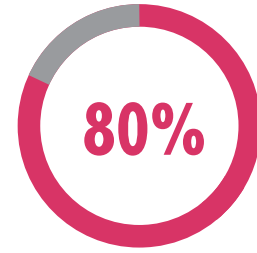
**NOTICE OF PROPOSALS**

The registrar can issue a notice of proposal to refuse, suspend or revoke a licence, limited licence, temporary licence or certificate of

authorization. Anybody receiving a notice of proposal has 30 days to request a hearing with the Registration Committee (REC).



**Figure 10: Current Status of REC Cases Since 2023**



of licence holders have 12 or fewer hours assigned.

**PEAK**

**New PEAK Site**

On January 6, PEO launched the 2025 PEAK requirements, along with a new online platform where licence holders can complete their practice evaluations, learning modules and annual CPD reports. The new platform is designed to make the process simpler and more efficient. Licence holders received emails announcing the launch and containing instructions for completing their overdue 2024 CPD hours. Our refreshed communications campaign makes information clear and focused. It leverages a brand-new PEAK trailer video, new instructional mini-videos and an updated catalogue of PEAK FAQs. All the latest program information is available on the PEAK webpage, [www.peopeak.ca](http://www.peopeak.ca).

**New PEAK Module**

As part of the 2025 PEAK requirements, we added PEAK Module 3, which addresses the P.Eng. seal—what it is, what it means, physical versus electronic versions, how to use it, when not to use it and how to secure it. Work on Module 4, to be issued in early 2026, is now underway.

**PEAK 2024 and 2025 Statistics**

For the 2024 PEAK year, about 70,000 licence holders were required to complete the PEAK program. Ninety-four per cent started their PEAK requirements, and 89 per cent completed the first two PEAK elements, which are mandatory for everyone doing PEAK. Sixty-six per cent of those required to also complete CPD fully

and voluntarily completed all requirements, including reporting the completion of their required CPD hours, and others continue to submit completion of their overdue 2024 CPD hours in the new PEAK platform.

For the 2025 PEAK year, about 75,500 are required to complete PEAK. As of January 31, 63 per cent have started their PEAK requirements, and 51 per cent have already completed the first two PEAK elements. We will continue our facilitative approach to help licence holders secure their PEAK compliance by sending reminders to complete their PEAK requirements, with suspensions to be imposed at the Registrar’s discretion.

Figure 11 shows a distribution of the number of PEAK hours that were assigned to users in 2024. As shown in this figure, over 80 per cent of users were assigned 15 or fewer hours. Only 22 users were assigned 25 hours or more, and the average number of hours assigned to all eligible licence holders was 12.

PEAK 2024: Distribution of assigned CPD hours

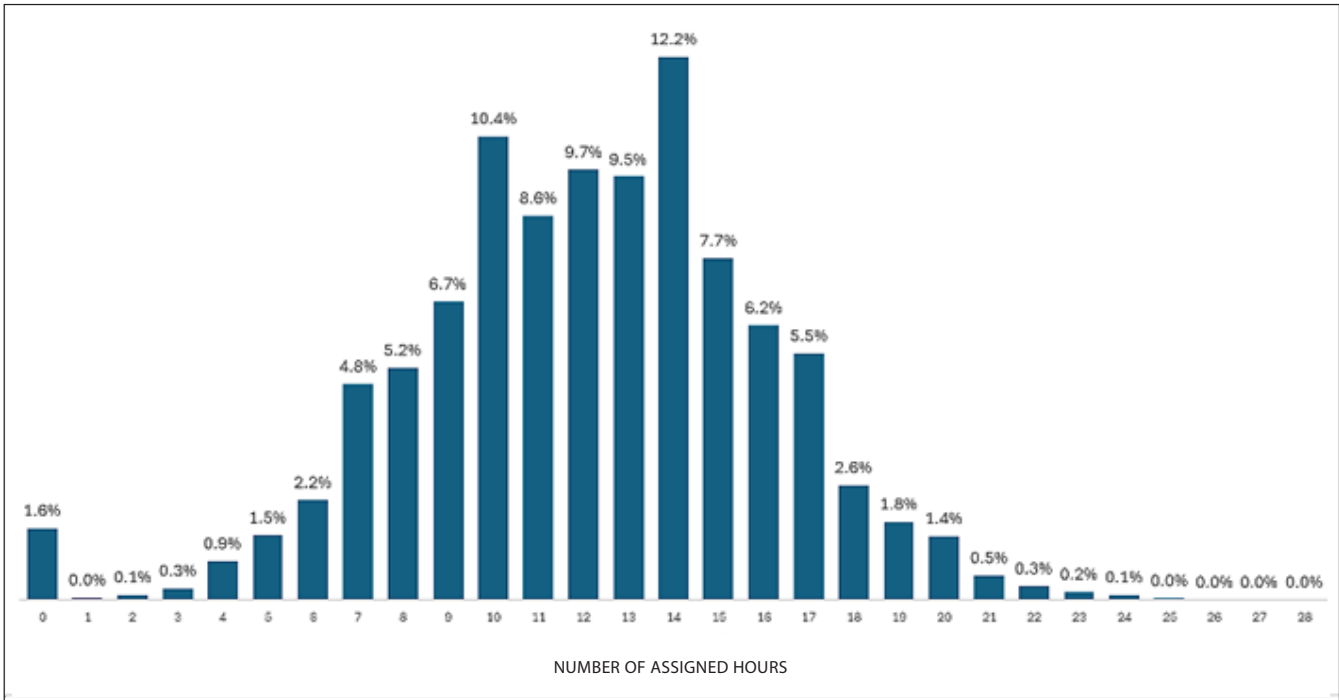


Figure 11: Histogram showing percentages of licence holders who were assigned a given number of PEAK hours

2024 PEAK (as of Dec 31, 2024)

Required = About 70,000

Started PEAK =

**94%**

Completed PE & PPM =

**89%**

2025 PEAK (as of Jan 27, 2025)

Required = About 75,000

Started PEAK =

**63%**

Completed PE & PPM =

**51%**



## FINANCE

For the 11 months ending November 30, 2024, revenues earned amounted to \$33.6 million, while expenses incurred totaled \$30.5 million, resulting in an excess of revenue over expenses of approximately \$3.1 million, as shown in Figure 13. The \$1.7 million favourable variance in revenue is largely attributable to a higher-than-expected investment income and 40 Sheppard revenue.

Total expenses for the 11 months ending November 30, 2024, amounted to \$30.5 million, compared to a budgeted spend of \$35.8 million, resulting in a favourable variance of \$5.4 million.

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

Figure 13 shows cash reserves of approximately \$7 million and an investment portfolio of approximately \$35.3 million as of November 30, 2024, compared to cash reserves of \$10 million and an investment portfolio of \$28.7 million as of November 30, 2023.

	2024 Actual	2024 Budget	Variance Actual vs Budget
<b>TOTAL REVENUES</b>	<b>\$33,582,052</b>	<b>\$31,928,718</b>	<b>\$1,653,333</b>
Operations expenses	\$27,950,656	\$31,848,737	\$3,898,081
Sp. projects and strategic plan exp	\$2,481,594	\$3,958,872	\$1,477,278
<b>TOTAL EXPENSES</b>	<b>\$30,432,250</b>	<b>\$35,807,609</b>	<b>\$5,375,359</b>
<b>EXCESS OF REV OVER EXP</b>	<b>\$3,149,802</b>	<b>(\$3,878,891)</b>	<b>\$7,028,692</b>

Figure 12: Revenues and Expenses as of November 30, 2024

	2024 Actual	2023 Actual	Variance Actual Vs Actual
Cash	\$7,042,804	\$9,986,308	(\$2,943,504)
Other current assets	\$768,169	\$700,905	\$67,264
Marketable securities	\$35,258,426	\$28,721,816	\$6,536,610
Capital assets	\$26,043,235	\$27,323,880	(\$1,280,645)
<b>TOTAL ASSETS</b>	<b>\$69,112,634</b>	<b>\$66,732,909</b>	<b>\$2,379,725</b>
Current liabilities	\$14,195,978	\$14,999,471	(\$803,493)
Employee future benefits	\$12,061,100	\$13,260,100	(\$1,199,000)
Net assets	\$42,855,556	\$38,473,338	\$4,382,218
<b>TOTAL LIABILITIES &amp; NET ASSETS</b>	<b>\$69,112,634</b>	<b>\$66,732,909</b>	<b>\$2,379,725</b>

Figure 13: Assets and Liabilities as of November 30, 2024

**Remissions and Resignations**

As of November 30, 2024, the data in Figure 14 shows that the estimated total number of P.Engs in the fee remission program was approximately 13,264, in comparison to 12,762 as of the same period in 2023. The number of resignations as of November 30, 2024, was

estimated to be 1252, compared to 2263 resignations as of November 30, 2023. Additionally, the estimated total number of P.Engs as of November 30, 2024, was 88,002, compared to 87,138 reported on November 30, 2023.

	YTD NOV. 2024	YTD NOV. 2023
Members seeking remission	3118	2765
Total members in fees remission	13,264	12,762
Members resigned	1252	2263
Total P.Engs	88,002	87,138

Figure 14: Estimated Remissions and Resignations as of November 30, 2024

**CUSTOMER SERVICE**

PEO's Customer Service Team had a very productive 2024, handling 26,871 tickets. Moreover, the first-contact resolution rates for the most frequently asked questions are 99 per cent for technical issues, 94 per cent for PEAK inquiries and 90 per cent for queries regarding the FARPACTA-compliant licensing process. In addition, the user

satisfaction rate of 7.48/10 attests to the quality of service provided to our licence holders and applicants. In 2025, PEO plans to expand on this achievement and further cultivate a culture of exceptional customer service organization wide.

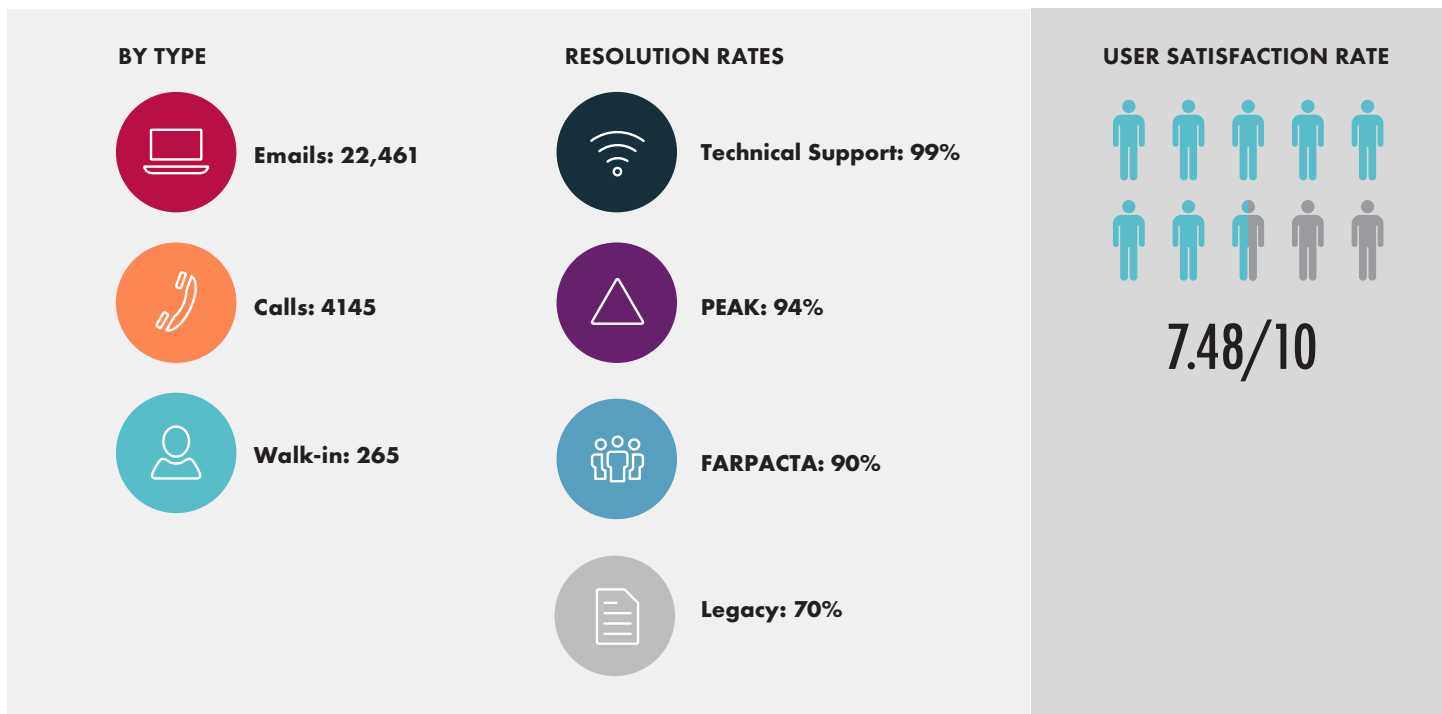


Figure 15: Customer Service–Level One: A Year in Review 2024



Jennifer Quaglietta poses with PEO volunteers at PEO’s 2024 Volunteer Symposium, where long-time volunteers were inducted into the inaugural Hall of Fame.

**EVENT ENGAGEMENT MODEL**

On November 30, 2024, over 200 attendees gathered in Toronto, ON, for PEO’s 2024 Volunteer Symposium, themed “Recognizing our Volunteers’ Role in Regulation.” The full-day symposium offered opportunities for networking and learning through breakout sessions that were hosted by experts in the areas of governance, regulation, communication, leadership and EDI. The day also included PEO’s Hall of Fame, which recognized individuals who were inducted into PEO’s Order of Honour on November 29, 2024, and celebrated long-standing volunteers who have served at chapters, on committees/task forces and on Council. We look forward to continuing our work with volunteers through meaningful engagement and opportunities to collectively learn and grow as a modern regulator.

**VOLUNTEER SYMPOSIUM**

Chapter Volunteer Attendees	56
Government Liaison Program Representatives	47
Committee Volunteers	9
Council Members	22
Guest Speakers	14



## GENDER AUDIT

As part of our commitment to the 30x30 initiative and our own Anti-Racism and Equity Code, PEO strives to make the process for obtaining a professional engineering licence fairer and more equitable.

In 2021, PEO launched a gender audit of our licensing process and internal operations. The audit was conducted by Joyce He, PhD, and Sonia Kang, PhD, researchers from the University of California, Los Angeles, and the University of Toronto, respectively. They examined PEO's licensure process for potential gender biases and unintentional barriers or disadvantages that may impede women from getting licensed.

The gender audit report includes feedback and recommendations for improvement based on a comprehensive data analysis of historical and de-identified applicant information, online surveys with participants who recently received their licence or were currently going through the licensing process and in-depth interviews that explored the experiences of applicants navigating the licensing process. The audit's executive summary can be found in the [Appendix B](#) of this report.

It is important to note that while the audit was being conducted, PEO implemented our FARPACTA-compliant licensing process. Although the researchers' insights and analyses primarily focused on the pre-2023 licensing process, they also considered the new process to inform their recommendations.

The new licensing process, a feature of PEO's commitment to modernizing and streamlining its regulatory processes, as well as ensuring compliance with FARPACTA, will help to address some of the report's recommendations. The report also highlights additional steps that PEO can take to better support women on their pathway to licensure.

In the coming months, we will integrate the relevant recommendations from the audit into our existing ARE Code Action Plan to further modernize our licensing practices, reduce barriers for women and promote inclusivity. You can expect more details on that plan in April.



### EXTERNAL RELATIONS

Our approach to External Relations has become increasingly more strategic and comprehensive. Consultations mandated by the Council motion passed in November illustrate the extent and quality of the work in this area.

Twelve consultation sessions were conducted over the past several weeks to solicit input from a variety of stakeholders and support the redevelopment of the Engineering Intern (EIT) program, which was the subject of the Council motion. These sessions involved representatives from chapters, employers, provincial ministries, engineering associations, engineering deans and students, PEO staff from the licensing and regulatory compliance departments and the Strategic Stakeholder Advisory Group. Discussions focused on several key themes including desired

program benefits and value, eligibility criteria and duration, mentorship and professional experience, regulatory oversight and accountability and a graduated licence approach. All PEO stakeholders were also given the opportunity to provide input into the engagement process through our website, where a call for feedback was published along with a guidance document and instructions on how to submit comments. Availability of this opportunity was promoted through our communications channels, including social media and e-blasts. The Regulatory Policy and Legislation Committee was provided a progress update at its February 6 meeting, and we are on track to provide Council with a policy proposal at its April meeting.



### PEOPLE ENGAGEMENT

#### Employee Engagement

Last November, PEO launched our first comprehensive engagement survey, which covered topics across the entire employee lifecycle. The results are in, and we are pleased to announce that 87 per cent of employees participated, and the percentage of those who are engaged or almost engaged is 90 per cent. These results indicate that our employees enjoy working at PEO and are more likely to go above and beyond in their work. We will continue our employee engagement efforts through an action plan with a goal to sustain our engagement score.

#### Year-end Performance Reviews

One hundred per cent of staff completed their year-end performance reviews, which is a testament to the commitment of our employees and managers to supporting goals and overall performance. Staff are now in the process of setting their 2025 goals that align with the Operational Plan, which will help us achieve our objectives for the year.

**Guidelines included:**

- Professional Engineers Providing Services for Municipalities
- Professional Engineers Providing Geotechnical Engineering Services
- Professional Engineers Providing Mechanical and Electrical Engineering Services In Buildings
- Professional Engineers Providing Land Development/ Redevelopment Engineering Services
- Professional Engineers Providing Services with Respect to Road, Bridges, and Associated Facilities
- Conducting a Practice Review
- Discontinuing Services of the Engineer Acting Under the Drainage Act
- Professional Engineer as Expert Witness
- Professional Engineers Reviewing Work Prepared by Another Professional Engineers
- Assuming Responsibility and Supervising Engineering Work Guideline
- Forensic Engineering Guideline

**Consultation Topics included:**

- Tower cranes regulations
- Emerging disciplines
- Renovation By-Law
- Reliance on P.Eng. Seal
- Third Party Building Permit Review
- Brownfields



**External Relations staff attended 138 events including engineering conferences, meetings with other regulators, stakeholders, settlement agencies, chapters and with employers of engineers.**



**Conducted 80 pre-licensing outreach initiatives with Chapters, academic institutions, settlement agencies, employers of engineers and at conferences.**

### EXECUTIVE SUMMARY OF THE PEO GENDER AUDIT STUDY

#### I. Introduction

In 2021, Professional Engineers Ontario (PEO) engaged the researchers (Dr. Joyce He and Dr. Sonia Kang), to embark on a comprehensive “gender audit” of PEO’s licensing processes in line with the 30 by 30 initiative. The gender audit aimed to evaluate whether processes that unintentionally disadvantage or barriers that are experienced disproportionately by women may exist in the licensure process, and to provide feedback and recommendations to PEO to improve the gender inclusivity of the licensing process. The audit was conducted in several phases, including initial data analysis, surveys, and interviews, culminating in a detailed and comprehensive understanding of applicants’ experiences with PEO’s licensing process.

In May 2023, updates to the existing licensing process took place during the audit. Because the bulk of data collection and analysis had taken place and pertained to the licensure process and experience of applicants who had applied *prior* to such updates (i.e., under what we refer to here forth as the “legacy model”), we shifted the goals of the gender audit accordingly. This report on the gender audit will still reflect the insights generated from analyses of the legacy model, but we will describe how these findings inform our understanding of potential changes and reactions to the new licensure model through a gender lens. Importantly, we will also integrate these insights from the legacy model to offer actionable suggestions to be incorporated into PEO’s modernizing process as changes for the new model are rolled out.

#### II. About the Researchers

Dr. Joyce He and Dr. Sonia Kang are accomplished researchers whose work intersects at the forefront of organizational behavior and diversity. Dr. He, an assistant professor at UCLA Anderson School of Management, explores gender inequality in labor markets, focusing on debiasing hiring and promotion practices. Dr. Kang, a Canada Research Chair at the University of Toronto and director of the institute of Gender and the Economy, investigates identity, diversity, and inclusion, leveraging behavioral insights to drive systemic change. Together, they bring a wealth of research expertise in Organizational Behaviour, Psychology, and Judgment and Decision-Making to understand and address barriers to gender equity in organizations and labor markets more generally.

#### III. Audit Methodology: Data Collection and Analysis

The audit involved multiple data collection methods.

- **Administrative Data.** PEO provided historical individual-level “file-location” data for every applicant in their system. This data contained detailed and de-identified information about each applicant’s licensing process (e.g., via time-stamped updates to the status of an applicant’s file as they progressed through different stages of the licensing process). The data was pulled as of 2021, comprising 126,885 applicants.
- **Online Surveys.** Surveys were distributed to 326 participants who recently received their license or were currently going through licensing process. These surveys included

both quantitative (i.e., scales) and qualitative (i.e., open-ended) questions that asked participants to reflect on their professional trajectory and their experience (e.g., what was challenging or helpful) during their licensing process.

- **Interviews.** Finally, to delve even further into specific cases, we conducted in-depth, semi-structured interviews with 38 participants who recently received their license or were currently going through licensing process, focusing on their experiences with the licensing process with questions mirroring those asked in the surveys.

We used the appropriate data analysis method corresponding to the nature of each dataset. For quantitative data (e.g., the administrative data and the survey data), we use regressions to estimate whether dependent variables of interest (e.g., applicants' likelihood of moving from one file location to another, survey respondents' self-reported experience of challenge) differed by applicants' gender, age, and CEAB status. For the qualitative data (e.g., open-ended survey questions and interviews), we coded the transcribed data and analyzed them for common themes among women and men.

#### IV. Overview of Findings

##### *Overall gender differences*

Across our datasets, we found that conditional on having started an application for the P.Eng, women are less likely than men to complete the licensure process and successfully obtain their license. Overall, women also often reported more negative or challenging experiences of licensure compared to men, and this was true for both CEAB and non-CEAB applicants. Among women and men who successfully obtain their license, women take a significantly longer time to get licensed compared to men, and women perceived this to be the case. A participant shared, "I felt that male colleagues obtained their licenses immediately, while I was asked for more information, even though our work was the same."

##### *Gendered experiences related to the experience requirement*

Primary themes underlying these overall findings center the **experience requirement** as a major and primary barrier for women, particularly younger CEAB women who were at earlier stages of their career. Among this group of women, applicants were less likely to submit their 48 months of experience requirement once they began the application compared to their male counterparts, and when they did submit the experience requirement, they often took longer than men to submit it. Survey data confirm these findings from the administrative data: women reported finding the experience requirement more challenging to fulfill compared to their male counterparts. The qualitative data highlighted several challenges that explained these gender differences: women encountered social, definitional, logistic, and structural challenges in meeting experience requirements. We summarize four key themes below:

- Women often experienced self-doubt about what "counts" as valid experience due to the subjectivity and ambiguity of how experience was defined.



- Women also reported lower access to P.Eng supervisors/referees, mentors, and organizational support to help guide them successfully through the licensing process.
- Women reported experiencing gender bias in hiring and technical job assignments, which impeded their access to job opportunities which could afford them the technical experience required for licensure.
- Women perceived the evaluation process to be highly subjective and inconsistent, and in turn, were likely to attribute negative evaluation outcomes to their gender.

Altogether, these gendered challenges with the experience requirement predicted women's higher intentions of quitting the licensure process.

### ***Non-CEAB women***

Non-CEAB applicants—women and men—faced significant difficulties with satisfying the academic requirement, specifically the technical exams and unclear expectations during the ERC interview process. These difficulties were exacerbated for non-CEAB women (compared to non-CEAB men) in three ways. First, non-CEAB women were less likely to have enough experience to waive their technical exams compared to non-CEAB men. Second, non-CEAB women were disproportionately more likely than their male counterparts to report strongly negative and gendered experiences during ERC interviews. Finally, non-CEAB women often faced trade-offs between preparing for technical exams/interviews and care-taking responsibilities.

## **V. Recommendations**

Based on these findings, we provide the following suggestions to PEO to address the gendered barriers we identified above.

- **Clarify requirements and add structure to evaluation:** Providing clear guidelines and expectations for both academic and experience requirements can reduce ambiguity and anxiety. This can include providing guidance and publishing rubrics for ERC interviews, or providing examples of experience summaries and their evaluation rubrics. PEO may also consider implementing interviewer and evaluator training and structuring interviews to ensure consistency and mitigate potential gender bias in the interview/evaluation processes.
- **Enhance Support Systems:** Our data suggest that increasing access to mentorship and support networks will be greatly beneficial for women and non-CEAB applicants. This could involve assigning mentors or a “buddy-system” within PEO's network to provide instrumental and social support for applicants going through the process or creating group-based study programs. It will be important to form a bridging mechanism to early career women (and men) that replaces the former EIT program, which many applicants described as strongly motivating their decision to apply for licensure, which also provided important career recognition during their transitional phase.

- **Involving Employers and Institutions:** Beyond the scope of PEO's licensing process, PEO may consider urging employers and educational institutions to provide more instrumental support and guidance for the women within their organizations who are currently undergoing licensure. This includes putting in place processes and programs to ensure that women are offered access to technical tasks (rather than project management and administrative tasks) and have equal access to workplace supervision and mentorship by P.Eng. professionals.
- **Expand Pathways and Support:** PEO can consider offering more guidance for non-traditional pathways and support for international applicants, such providing study materials and guidance for interviews.
- **Improve processing, communication, and support:** More generally, providing regular updates and efficient communication, offering more tailored guidance for applicants from non-traditional pathways, providing more guidance at each step of the licensure process, and enhancing transparency can improve the overall experience for all applicants.

## VI. Conclusion

The gender audit highlighted several gendered challenges in the licensing process, particularly related to the experience requirement. By addressing these issues through targeted recommendations, PEO can create a more equitable and supportive licensing experience for all applicants, ultimately enhancing the gender diversity and inclusivity of the profession. As one participant aptly summarized, "Addressing these challenges will not only support women but will also strengthen the entire profession."

## Information Note – 2026+ Strategic Plan

<b>Agenda Item No.</b>	C-567-3.3
<b>Purpose</b>	For staff to update Council on the 2026+ Strategic Plan progress
<b>Strategic/Regulatory Focus</b>	<i>2026+ Strategic Plan development</i>
<b>Motion</b>	<i>For information only – no motion required</i>
<b>Attachments</b>	<ul style="list-style-type: none"><li>• None, however, material will be sent following the meeting</li></ul>

### Summary

- The consultant has nearly completed outreach to consult with PEO’s broad range of stakeholders.
- The consultant facilitated the first Strategic Plan Working Group (SPWG) meeting at PEO’s headquarters in Toronto on December 9, 2024. Outcome of the session: Development of a long and short list of strategic goals for further discussion.
- On January 28, 2025, the consultant facilitated a two-hour virtual consultation with Council to discuss the project’s status, share the results of stakeholder input to date, and workshop the draft strategic goals.
- The consultant will facilitate meetings similar to the one held for Council with PEO’s ELT and PLT in the coming weeks.

### Public Interest Rationale

Aligns with PEO’s statutory mandate and commitment to transparency, accountability, and excellence in the engineering profession.

### Background

- The purpose is to enable Council to approve PEO’s 2026+ Strategic Plan in June 2025.
- The consultant is leading the strategic planning process as the facilitator of the SPWG.
- Focus groups, one-on-one meetings, and surveys have been conducted with a broad range of internal and external stakeholders to help inform the 2026+ Strategic Plan.
- Several additional engagements with stakeholders are forthcoming, including with the Directors of Engineers Canada, PEO’s ELT and PLT, and Council.
- Council will continue to be updated at each Council meeting.

### Considerations

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

### Stakeholder Engagement

- Outreach to a broad range of PEO’s internal and external stakeholders will contribute to an inclusive Strategic Plan.

**Next Steps**

- **Continue Stakeholder Engagement:** The consultant will complete stakeholder outreach, analyze survey results, and integrate survey findings into the current analysis of core themes from the stakeholder outreach.
- **Set meetings with ELT and PLT:** The consultant will work with PEO staff to set workshops, like that conducted with the Council. This will begin the week of February 24<sup>th</sup>, with initial meetings with PEO's ELT and PLT.

**Prepared By:**

- MDR Strategy Group (consultant)

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

<b>Agenda Item No.</b>	C-567-4.1
<b>Purpose</b>	To nominate two (2) PEO representatives to serve on the Board of Directors of Engineers Canada in accordance with Council’s procedures.
<b>Strategic/Regulatory Focus</b>	<i>Governance – PEO representation at national level</i>
<b>Motion (to ratify secret votes)</b>  <b>Requires a simple majority of votes cast to carry</b>	<b>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 2025 Engineers Canada Annual Meeting of Members.</b>
<b>Attachments</b>	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 2025 Engineers Canada Annual Meeting of Members on May 24, 2025. 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

As the professional engineering regulator in Ontario, it is good governance for PEO to fill vacancies as needed on the Board of Directors of Engineers Canada, 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 members of the country’s engineering profession.

### Background

The terms of two Ontario representatives on the Engineers Canada (EC) Board of Directors expire at its 2025 Engineers Canada Annual General Meeting on May 24, 2025.

<b>Engineers Canada Director</b>	<b>Term Start – First Appointment</b>	<b>Term End</b>
Christian Bellini, P.Eng.	May 2019	May 2025
Nancy Hill, P.Eng.	May 2020	May 2025

PEO is therefore seeking nominations for consideration by PEO Council. On January 16, 2025, eligible current members of Council, recent past Councillors, and Engineers Canada Directors (**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, 2025**.

## 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 2025 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:

*“When preparing your list of nominees, please refer to Board policy 4.8, Board Composition Profile...especially section 4.8.3 which outlines desired competencies, demographic preferences, and asset qualifications. In addition to these competencies, the Engineers Canada Board is seeking nominees with experience on not-for-profit boards and managing organizational change.”*

*“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.

## Options

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, 2025. 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. Christopher Chahine
2. Nick Colucci
3. Roydon Fraser
4. Pappur Shankar

## Next Steps

At the February 21, 2025 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 2025 AMM.

**Prepared By: Secretariat Team**



## 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 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.

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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



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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

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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.



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## 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 ballot<sup>1</sup> 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.

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<sup>1</sup> 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.

Eligible Candidates for Nomination as Engineers Canada (EC) Ontario Director in 2025

C-567-4.1  
Appendix B

Name	2022-2023	2023-2024	2024-2025	Comments
<b>Banday, Vajahat</b>	Councillor-at-Large	Councillor-at-Large	Not on Council	
<b>Boone, Guy</b>	Not on Council	Not on Council	Vice-President (elected)	
<b>Chahine, Christopher</b>	RC-East Central	Vice-President (elected)	Not on Council	
<b>Chiddle, Chantal</b>	Councillor-at-Large	Not on Council	RC-Eastern	
<b>Chisholm, Jim</b>	RC-West Central	Not on Council	Not on Council	
<b>Colucci, Nick</b>	President	Past-President	Not on Council	
<b>Cutler, Lorne</b>	Member LGA	Member LGA	Member LGA	
<b>Ehtemam, Shahandeh Hannah</b>	Not on Council	Not on Council	RC-East Central	
<b>Elshaer, Ahmed</b>	Not on Council	Not on Council	RC-Northern	
<b>Fraser, Roydon</b>	President-elect	President	Past-President	
<b>Hilborn, Vicki</b>	RC-Western	RC-Western	RC-Western	
<b>Hill, Nancy</b>	Not on Council (EC President-Elect)	Not on Council (EC President)	Not on Council (EC Past-President)	See Footnote <sup>1</sup>
<b>Kiguel, David</b>	RC-East Central	RC-East Central	Not on Council	
<b>Liu, Michelle</b>	Not on Council	RC-Eastern	RC-Eastern	
<b>Lwin, Nanda</b>	Not on Council	RC-East Central	RC-East Central	
<b>MacFarlane, Susan</b>	RC-Western	RC-Western	RC-Western	
<b>Montgomery, Dana</b>	RC-Northern	RC-Northern	Not on Council	
<b>Nikolov, George</b>	Member LGA	Member LGA	Member LGA	
<b>Notash, Leila</b>	Councillor-at-Large	Councillor-at-Large	Councillor-at-Large	
<b>Panesar, Ravinder</b>	Not on Council	RC-West Central	RC-West Central	
<b>Prudhomme, Rachel</b>	Not on Council	Not on Council	Member LGA	
<b>Roberge, Luc</b>	RC-Northern	RC-Northern	RC-Northern	
<b>Saghezchi, Fred</b>	Not on Council	Not on Council	President-elect	
<b>Schelske, Scott</b>	Member LGA	Member LGA	Member LGA	
<b>Schjerning, Glen</b>	Not on Council	Councillor-at-Large	Councillor-at-Large	
<b>Senaratne, Uditha</b>	Member LGA, not eligible (appointed after Council nomination)	Member LGA	Member LGA	

<sup>1</sup> Per EC's Bylaw section 4.6, a director shall have a term of three (3) years; and a lifetime maximum of two terms. Further, section 4.6 (3) provides an exception that "term limits shall not apply to a Director who is elected or confirmed, as applicable, to hold office as President-Elect, President or Past President...". Thus, Ms. Hill is eligible for another term on the Board in a non-presidential capacity, following the end of her term as Past-President.

Name	2022-2023	2023-2024	2024-2025	Comments
Shankar, Pappur	RC-West Central	RC-West Central	RC-West Central	
Walker, Randy	RC-Eastern	Not on Council	Councillor-at-Large	
Wowchuk, Gregory	Vice-President	President-elect	President	
<b>Total Number Eligible: 29</b>				

## 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 current standing Board committees and task forces are as follows:

- FAR (Finance, Audit, and Risk) Committee
- Governance Committee
- HR (Human Resources) Committee
- Governance Review Task Force
- 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.

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## 4 Role of the Board

### 4.8 Board composition profile

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

*Review period: Biennial*

*Date of latest amendment: March 1, 2024 (Motion 2024-03-6D)*

*Date last reviewed: March 1, 2024*

- (1) 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.
- (2) To that end, this composition profile describes the Director skills, attitude, demographics, 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 composition 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. Regulators are encouraged to follow the latest bias-free recruitment techniques and actively recruit equity-deserving groups.

##### 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 which may be addressed through Board recruitment and education. As new members come on to the Board, they will be asked to assess their experience and knowledge against the desired competencies. Directors' competency data will be updated annually through the application of Board policy 4.13, *Individual Director assessment*. When new Board nominees are requested from the Regulators, they will be advised of **preferred** competencies, demographics and behaviours 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 definitions

### A. *Desired competencies*

#### a) **Board governance experience**

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.

On occasion, the Human Resources Committee may add a competency to this list to inform Board recruitment and/or development so that the Board may be positioned to respond to an emergent issue.

*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 women and/or non-binary people
- 30 per cent representation of other equity-deserving groups, including those who identify as Racialized, Black, and/or People of colour, People with disabilities (including invisible and episodic disabilities), 2SLGBTQ+ , and Indigenous Peoples (First Nations, Métis and Inuit).

The Board should also attempt to ensure that at least 30 per cent of its composition includes active engineering practitioners and at least one Director is under the age of 35 years.

*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 be open-minded**

They pay attention to and respectfully consider the Board's deliberations and ask for clarification if needed.

**c) Ability to ask questions**

They know how to ask questions and raise concerns 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) Ability to make informed decisions**

They are able to consider the information and opinions shared objectively and independently minded.

**f) Collaborative**

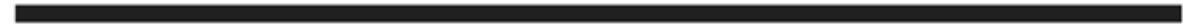
They treat others equitably and are oriented to resolve conflict, are resilient after it occurs, and support Board decisions once made.

**g) Dependability**

They do their homework and attend and participate in meetings.

**h) Balance**

In light of the federated model of Engineers Canada, they are able to balance local interests with the national interest.


**Summary Report to Council of Governance and Nominating Committee (GNC) Activity  
 February 21, 2025**
**Committee Meeting Date:** February 10, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
Regulation 941: General (Sealed) In Camera	The Committee reviewed a sealed regulation to confirm that the regulation reflects the policy intent of the election eligibility criteria and disqualification conditions that Council adopted on September 27, 2024.	Staff	Recommendation to Council for approval on Feb 21, 2025	Continue	Yes
Annual Review of the Governance Scorecard	In support of ongoing governance improvement and following from the first year of PEO's Council Governance Scorecard, committee reviewed a draft of the 2025 scorecard, including proposed changes to the indicator list. In particular, committee discussed issues related to the addition of the Anti-Racism and Equity (ARE) Code. It was noted that definitions still need to be considered before they are added to the scorecard.	Staff	Recommendation to Council for approval on Feb 21, 2025	Continue	Yes
Council Remuneration Framework	Committee received a presentation based on the external advisor's report and recommendations regarding a Council remuneration framework. The presentation covered elements of the review including literature review, research on regulatory bodies, and survey of licence holders; remuneration and competency trends; and three recommendations.	Staff	Recommendation to Council for approval on Feb 21, 2025	Continue	Yes
Establishing Metrics for Governance Performance, Including	The Committee received a Council Evaluation Framework Report, which includes	Staff	Recommendation to Council for	Continue	Yes

<sup>1</sup> Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
Principles of Equity Diversity and Inclusion	recommendations for an effective 3-part Council Evaluation Framework. The presentation reviewed the scope and components of the framework as well as the rationale. Committee expressed general support for the framework and the process used to reach this stage.		approval on Feb 21, 2025		
Councillor Submission: Roles of President and Chair	Committee reviewed a councillor submission form related to the positions of President and Chair, including a proposed motion for Council to direct staff to review By-Law No. 1 and propose changes that would align the by-laws with Council's decisions regarding the role and responsibilities of the Chair as Council's chosen representative. Committee supported discussion of the proposed motion at Council, with the suggestion that there be a process for member input.	Staff	Recommendation to Council for approval on Feb 21, 2025	Continue	Yes

**Next Committee Meeting:** March 24, 2025



## Decision Note – Council Remuneration Framework

<b>Agenda Item No.</b>	C-567-5.1
<b>Purpose</b>	For Council to review Satori Consulting’s report and recommendations on Council remuneration for approval.
<b>Strategic/Regulatory Focus</b>	Governance improvement
<b>Motion</b>	<i>That Council approves the recommendations in Satori Consulting’s Council Remuneration report and directs staff to develop an action plan and cost estimate for implementing the recommendations. (simple majority)</i>
<b>Attachments</b>	Appendix A – Satori Consulting’s Report on Council Remuneration

### Summary

Council is presented with Satori Consulting’s report regarding a Council remuneration framework. Satori Consulting was engaged to conduct this study to mitigate any perceived or actual conflicts of interest. Satori Consulting recommends Council adopt a remuneration framework that: i) recognizes the time and effort of Councillors without compromising PEO’s volunteer ethos; ii) shifts to a nomination model focused on skills and competencies; and iii) has role descriptions for Councillors to enhance transparency and accountability.

### Public Interest Rationale

Assessing PEO’s governance practices using an evidence-based framework can enhance PEO’s governance and achievement of its public interest mandate.

### Background

Through a motion in February 2023, Council directed the study of a Council Remuneration Framework with a report back to Council for further consideration. A third party, Satori Consulting, was engaged through an RFP process to conduct this study to mitigate any perceived or actual conflicts of interest that Council or staff have in relation to the topic. Satori Consulting conducted primary research of other regulators, secondary literature research, and a survey of all licence holders to recommend that Council: i) endorse a competitive remuneration structure, ii) adopt a skills- and competency-based nomination model, iii) define Councillor role expectations. GNC discussed the report at its February 10<sup>th</sup> meeting.

#### The report found:

- A trend towards remunerating Board/Council members is evident within the regulatory sector.
- Remuneration for Board/Council members could raise accountability and engagement. However, this strategy must balance financial rewards with maintaining PEO's volunteerism ethos.
- Given the time expectations of PEO Councillors which is more in line with the expectations of paid Board positions, at approximately 200 hours/year, the financial impact could be significant, depending on the chosen remuneration structure, given the size of the PEO Council.
- All licence holders were invited to respond to the compensation/remuneration survey and 3598 participated: 58% believe that some remuneration should be offered, and 63% of current and past Councillors believe remuneration is necessary.

- A high percentage of non-Council participants stated that they are unlikely to apply to be part of the Council due to lack of extra time (age and stage – younger families, early in career, and older retired), and it appears that the lack of remuneration may play a factor with the younger cohort.
- 81% of respondents who support Council remuneration believe that if Council members are to be remunerated in the future, then the process to nominate Councillors should be predicated on a skills- and competency framework based on what the Council needs to be effective (a ‘pay for service’ view).

### **Considerations**

- As Council requested an independent consultant’s report specifically to mitigate any conflicts of interest, departure from the consultant’s recommendations should have a solid rationale.
- GNC discussed separating Council remuneration from the recommendation that it be tied to a skills- and competency-based nomination model. Given that 81% of licence holder respondents who support remuneration believe it should be linked to skills- and competency-based nominations, and an observed shift in the regulatory sector to tie board remuneration to skills and competency, Council might feel obliged to consider the reputational risk to Council and PEO of a decision to decouple remuneration from a formal skills and competency structure.
- GNC discussed putting the remuneration question to licence holders. Following Satori Consulting’s survey of all licence holders, if licence holders are to be asked again about Council remuneration, the questions should emanate from Satori Consulting’s findings. Licence holders could be asked to select from three options: a) Councillors receive no remuneration; b) Councillors receive remuneration in the absence of a skills- or competency-based nomination model; c) Councillors receive remuneration tied to a skills- and competency-based nomination model.

### **Stakeholder Engagement**

A survey of all licence holders, current Councillors, and past Councillors was conducted as part of Santori Consulting’s study.

### **Recommendation**

That Council approve Satori Consulting’s recommendations.

### **Next Steps**

If Council approves the motion, staff will develop an action plan with a cost estimate for implementing the recommendations and bring it to GNC for review.

**Prepared By: Policy Staff**

# Executive Summary

In October 2024, Satori Consulting Inc. was contracted by the Professional Engineers of Ontario (PEO) to conduct a broad exploration and study of Board/Council remuneration practices within regulatory professions in Canada.

**The project aimed to address the following key issues:**

1. *Would providing Council remuneration impact the current culture of volunteerism and licence holder engagement?*
2. *Would remuneration facilitate the attraction of qualified Council Members?*
3. *Does remuneration impact skills and competency-based Councils and Council composition?*
4. *What would the financial impact be on PEO and licence holders (if recommended)?*

The research methodology included secondary research of external literature, primary research of comparable not-for-profit professional regulatory organizations, and surveys to gauge the sentiment of current licence holders and past and present Council members regarding Council remuneration.

A trend towards remunerating Board/Council members is evident within the regulatory sector. This trend had been moving forward for a while but strengthened with the governance section of The College Performance Measurement Framework (CPMF), which was introduced in 2019 by the Ministry of Health and came into effect in 2023. One intent of the CPMF was to modernize the Health Regulators to better meet their public interest mandate, which has moved more health colleges to shift to some remuneration. In addition, several health colleges are also moving toward a skills and competency framework when selecting candidates.

Most health colleges and regulatory bodies indicated that the fees paid are too nominal to negatively impact volunteerism or offset lost income/time. Also, it was noted that at this time, there is no direct link between providing remuneration and the

attraction of a stronger competency-based board. However, they acknowledge that there is attractiveness in recognizing the value of time, which may, in time, attract a broader pool of candidates. Also the 'pay for service' component opens up the possibility for incorporating election criteria that enables vetting based on a minimum skill/competency framework and greater transparency of the skills/competencies required to be a Council member.

At this point, engineering regulators have not followed the trend except for Engineers & Geoscientists British Columbia and the Association of Professional Engineers and Geoscientists of Alberta.

Providing remuneration for Board/Council members could raise greater accountability and engagement. However, this strategy must balance financial rewards with maintaining PEO's volunteerism ethos.

While most health colleges compensate at or above the government remuneration scale, a few outliers compensate generously for Council member time, and these outliers tend to create a strong differentiation between the Executive roles and regular Council/Committee members. These organizations recognize lost wages for commitment within their compensation structure, understanding that the average not-for-profit Director (non-executive roles) devotes approximately 100-200 hours per year to board work.

Given the time expectations of PEO Councillors which is more in line with the expectations of paid Board positions, at approximately 200 hours/year, the financial impact could be significant, depending on the chosen remuneration structure, given the size of the PEO Council.

3,598 licence holders responded to the compensation/remuneration survey, which garnered a typical response rate of 4%. Overall, 42% of respondents believe that remuneration is not necessary. While there is no clear front-runner reason, the cited reasons for not remunerating ranged from Engineers should give back to the profession, to potential conflicts of interest, to the potential to prompt the wrong motivation.

On the opposite end of the spectrum, 58% believe that some remuneration should be offered, and 63% of current and past Councillors believe remuneration is necessary.

Many current and past Councillors believe that compensation should be higher than the government rate, citing reasons such as time demands on participants, personal sacrifice, and that remuneration may strengthen participation.

Finally, a high percentage of non-council participants stated that they are unlikely to apply to be part of the Council due to lack of extra time (age and stage – younger families, early in career, and older retired), and it appears that the lack of remuneration may play a factor with the younger cohort.

Should PEO decide to endorse a remuneration framework, it should be noted that 81% of the participants who believe in remuneration also believe that elected Councillors should be vetted against a set of skills and/or competencies prior to being recommended for election.

**Recommendation:**

There is no clear position on transitioning the current volunteer model to a fully remuneration-based approach. However, in recognition of the significant time and effort required of PEO Council members, and given the size and scope of PEO's responsibilities, we recommend adopting a remuneration structure that exceeds government policy for lay-appointed members but is not intended as an income replacement.

This remuneration structure acknowledges Council members' contributions and supports transitioning to a skills, competency, and diversity-based selection model. It also ensures PEO can maintain accurate financial budgeting and forecasting, as the remuneration model would not be directly tied to potentially fluctuating government policies.

Equity, Diversity, and Inclusion (EDI) does not appear to be directly tied to remuneration, as confirmed through discussions with health colleges. Instead, EDI can be more effectively advanced through the nomination process by prioritizing diversity alongside skills and competencies. This approach would ensure a broader definition of

diversity—encompassing gender, race, professional experience, and expertise, etc.—potentially leading to a more representative Council.

Lastly, while reasons unrelated to remuneration often deter Council participation, younger members appear less likely to engage without a remuneration structure in place. Implementing a remuneration framework along with clearly defined roles, and a skills, competency, and diversity-based framework may increase accessibility and foster broader participation, especially among younger demographics.

The following report is respectfully submitted.

# Background

Under the Professional Engineers Act, a provincial statute, Professional Engineers Ontario (PEO) is responsible for the licensing and discipline of licence holders, practicing Professional Engineering (P.Eng.), and companies providing engineering services. PEO is the not-for-profit licensing and regulating body for Professional Engineering in the province of Ontario. Membership in PEO is achieved by meeting the registration requirement of being an Engineer registered in the province of Ontario and by paying a membership fee.

Currently, the PEO Council adheres to the Professional Engineers Act R.S.O. 1990, c. P.28, s. 3 (2) as to the number of Councillors. It is estimated that each Councillor outside of the Chairs and President will devote at least 200<sup>1</sup> hours to Council per year, which is double the average hours of a not-for-profit organization<sup>2</sup> and that the Chair and committee Chairs (5) and the President will devote more time given their increased responsibilities.

In 2013, the PEO Human Resources Committee (HRC) reviewed remuneration practices and recommended that the Council approve a motion to provide honoraria to the President and Councillors. The motion was defeated at a Council meeting on March 21, 2014. In 2023, 10 years later, as part of the 2022-2023 Governance and Nominating Committee (GNC) workplan, the GNC engaged staff to conduct a broad exploration and study of Board/Council remuneration practices within regulatory professions in Canada, to be brought back to the GNC and ultimately to Council for further consideration. This report is an arm's length review of remuneration practices with regulatory professions.

In Canada, it is legal for Boards/Councils of not-for-profit organizations to offer remuneration provided the allowance is written within the approved bylaws. There has

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<sup>1</sup> <https://www.peo.on.ca/sites/default/files/2023-10/2024ElectionGuide.pdf>

<sup>2</sup> <https://nonprofitquarterly.org/board-members-how-hard-should-they-work/#:~:text=The%20question%20for%20organizations%20setting,a%20month%20on%20board%20commitments.>

been a shift within the last decade toward how not-for-profit organizations govern. In 2013, Deloitte<sup>3</sup> recognized that many not-for-profits were moving beyond basic compliance with regulatory requirements and had begun adopting governance best practices borrowed from both public and not-for-profit companies. In terms of remuneration, most traditional not-for-profits do not offer remuneration, but there is a trend toward remuneration within regulatory not-for-profits. While some health colleges have offered remuneration for some time, it appears that the recent College Performance Measurement Framework (CPMF<sup>4</sup>) developed collaboratively with The Ministry of Health and Health Regulatory Health colleges has precipitated a shift, and fairness, size, and financial capacity are some drivers discussed and reconciled when choosing a remuneration structure.

When it comes to Council remuneration, there is simply no one "right" answer. For PEO, it is a decision based on impact and the current public interest/volunteerism ethos. If either of these factors is negatively affected, the answer will be a simple no. Answering the following four questions will help ensure that a decision to remunerate will have a positive impact (higher engagement and/or qualifications) and will not detract from PEO's volunteerism ethos.

1. Would providing Council remuneration impact the current culture of volunteerism and licence holder engagement?
2. Would remuneration facilitate the attraction of qualified Council Members?
3. Does remuneration impact skills and competency-based Councils and Council composition?
4. What would the financial impact be on PEO and Licence holders (if recommended)?

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<sup>3</sup> <https://www2.deloitte.com/content/dam/Deloitte/ca/Documents/public-sector/ca-en-public-sector-effective-npo-board.pdf>

<sup>4</sup> <https://www.ontario.ca/document/college-performance-measurement-framework-cpmf>



# Considerations

Setting a remuneration framework has both advantages and disadvantages<sup>5</sup>.

## **Potential advantages:**

**Increased engagement/Accountability:** Lack of accountability is rarely intentional, and many not-for-profits have well-intentioned Board members who genuinely want to give back to their association or cause. However, in our experience<sup>6</sup> working with many types of Boards, not-for-profit Board members often lack the level of engagement observed at a for-profit or remunerated Board table. The lower engagement often manifests in board members being unprepared for meetings, having lower attendance, and sometimes resigning mid-term. Remunerating Board/Council members expresses recognition for time, effort, and commitment and appears to drive greater engagement and accountability. According to Gallup<sup>7</sup> "Recognition not only boosts individual employee engagement, but it also has been found to increase productivity and loyalty to the company, leading to higher retention." The same phenomenon applies to remunerated Board members.

**Increased Competencies:** Given the smaller pool of candidates at the district level, the current election-by-district framework does not easily allow for skills and/or competency-based selection. While there is no evidence to suggest that a remuneration framework will attract higher qualified candidates, the 'pay for service' component opens up the possibility for incorporating election criteria that enables vetting based on a minimum skill/competency framework and greater transparency of the skills/competencies required to be a Council member.

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<sup>5</sup> <https://www.philanthropyroundtable.org/resource/should-you-compensate-your-board-members/>

<sup>6</sup> Satori generated peer and effectiveness surveys 2011-2024

<sup>7</sup> <https://www.gallup.com/workplace/236441/employee-recognition-low-cost-high-impact.aspx#:~:text=Workplace%20recognition%20motivates%2C%20provides%20a,company%2C%20leading%20to%20higher%20retention.>

## **Potential Disadvantages:**

**Departs from the tradition of volunteerism:** In a 2008 article, William Schambra<sup>8</sup> noted, “Voluntary service...is regarded as an essential expression of human devotion to purposes beyond self-interest and a moral obligation...”. Council remuneration may be seen as individualist and of self-interest and, therefore, a shift from being altruistic to self-serving. According to Stanford Encyclopedia of Philosophy<sup>9</sup> “Behavior is normally described as altruistic when it is motivated by a desire to benefit someone other than oneself for that person’s sake. The term is used as the contrary of “self-interested” or “selfish” or “egoistic”—words applied to behavior that is motivated solely by the desire to benefit oneself. Can altruism exist with self-interest as long as one does not outweigh the other?” Based on our experience with many paid Boards, we believe they can coexist with the right balance.

**Conflict of Interest:** The topic of Council remuneration is inherently a conflict of interest because Council members are directly involved in decisions that have a direct impact on their own compensation. However, the check and balance of an independent third-party study abates the potential conflict of interest.

## External Review

It is recognized that the governance structure of PEO is like that of regulatory health colleges but different from that of traditional not-for-profits, and the differences should be considered when assessing changes in remuneration. Currently, regulatory bodies differ by having a mix of government-appointed and elected Council members. Lay Government Appointed (LGA) Council members appointed by The Lieutenant Governor are remunerated based on a structure outlined in the Government of Ontario’s Agencies and Appointments Directive<sup>10</sup> a structure set by legislation.

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<sup>8</sup> <https://www.philanthropy.com/article/its-time-for-humble-philanthropy/>

<sup>9</sup> <https://plato.stanford.edu/entries/altruism/>

<sup>10</sup> <https://www.ontario.ca/page/agencies-and-appointments-directive#section-5>

Appointed P. Eng. and elected P. Eng. Council members are not compensated for their time on the Council (as per the current bylaws) but rather volunteer their time to their profession through working on the Council.

In comparing the remuneration structure of paid lay Council members to non-compensated P. Eng. Council members, it is important to note three pieces of information:

1. The fiduciary obligations/duties do not differ from LGA members to appointed and elected P.Eng. Council members. Both are required to fulfill the responsibilities of their appointment in a professional, ethical, and competent manner, avoid any real or perceived conflict of interest, maintain their fiduciary duties, and act in the public interest.
2. Section 3.1 of the Principles of the Government of Ontario's Agencies and Appointments Directive states, "An element of public service is implied in any appointment by the Government of Ontario, and, therefore, any remuneration that may be paid is not necessarily competitive with the marketplace. Remuneration that may be paid, if any, is intended to balance the importance of public service within a remuneration framework that demonstrates value for money." There is no provision for remunerating lay government appointees appointed pursuant to s.3(2)(b) of the Act. However, there is a per diem structure outlined in Schedule 3 of the Agencies and Appointments Directive.
3. Currently PEO LGAs' are remunerated at the basic level.

The per diem structure is as follows:

Level	Role	Remuneration (Up to)
<b>Level 1 — Basic</b>	Members	\$150 per day
	Vice-Chairs	\$175 per day
	Chairs	\$225 per day
<b>Level 2 — Specific Expertise</b>	Members	\$200 per day
	Vice-Chairs	\$250 per day
	Chairs	\$350 per day

To date, the philosophy of PEO has been similar to that of the government and many traditional not-for-profits, suggesting that serving on the Council is an act of public service. Currently, the PEO Bylaws state, "No member of the Council, whether elected or appointed, shall receive any remuneration from the association for acting as such, but members of the Council...but may receive reimbursement for expenses." (31). For PEO, should the Council decide to endorse a remuneration recommendation, it will first need to be recommended by the Council and an amendment to the bylaws will need to be passed by the Council in accordance with and subject to the provisions of section 8 of the Act.

The following outlines the findings of the regulatory health colleges, Engineering Regulators, and other prominent regulatory not-for-profit organizations. Our primary research indicates a movement of health colleges shifting toward remunerating Board/Council members. However, while the rationale differs on a case-by-case basis, there were a few consistent sentiments in discussing this topic with several health colleges. One sentiment shared was that Equity, Diversity, and Inclusion are not issues solved by a remuneration framework for professional organizations. Another sentiment shared across the health colleges is that offering remuneration provides a basis for initiating or utilizing a skill and/or competency framework as part of the selection process and that diversity should be considered within the selection process. Some health colleges are going so far as to dismantle the regional component to open the selection pool and attract qualified candidates and not be hindered by geography. Finally, health colleges that have moved to a remuneration structure did not encounter pushback from membership.

Most regulatory health colleges remunerate similarly to (at or above) the Agencies and Appointments Directive to acknowledge time and commitment but to not create a large disparity between the two groups. The Royal College of Dental Surgeons (RCDSO) is an outlier based primarily on the lost wages of a Dental Surgeon. The Bereavement Authority of Ontario pays slightly higher than most. The Technical Standards Safety Authority and the Independent Electricity System Operator, which are not-for-profits but not associations, remunerate similarly to the RCDSO with a retainer/stipend for the Chair and other key positions.

<b>Regulatory Body or Association</b>	<b>Paid Y/N</b>	<b>Payment Structure</b>	<b>Comments</b>
The College of Naturopaths of Ontario	Y	<ul style="list-style-type: none"> <li>• Chair \$250/day</li> <li>• Vice Chair \$175/day</li> <li>• Council/Committee Members \$150/day</li> </ul>	<ul style="list-style-type: none"> <li>• Equal pay for equal work</li> </ul>
College of Kinesiologists	Y	<ul style="list-style-type: none"> <li>• Chair \$250/day</li> <li>• Vice Chair \$175/day</li> <li>• Council/Committee Members \$150/day</li> </ul>	<ul style="list-style-type: none"> <li>• Equal pay for equal work</li> </ul>
College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario	Y	<ul style="list-style-type: none"> <li>• President \$350/day</li> <li>• Vice President \$325/day</li> <li>• Committee Chair \$350/day</li> <li>• Council/Committee Members \$275/day</li> </ul>	
College of Dietitians of Ontario	Y	<ul style="list-style-type: none"> <li>• Chair \$400/day</li> <li>• Vice President \$350/day</li> <li>• Council/Committee Members \$300/day</li> </ul>	<ul style="list-style-type: none"> <li>• Raising the bar on council member skills and competencies – no more districts. Recommended based on core competencies and attributes</li> </ul>
College of Opticians of Ontario	Y	<ul style="list-style-type: none"> <li>• Chair \$400/day</li> <li>• Vice Chair/Executive Committee \$350/day</li> <li>• Committee Chair \$350/day</li> <li>• Committee Vice Chair \$325/day</li> <li>• Council/Committee Members \$300/day</li> </ul>	<ul style="list-style-type: none"> <li>• Competency-based Board. Candidates are screened against competencies and recommended to the Council.</li> </ul>
Bereavement Authority of Ontario	Y	<ul style="list-style-type: none"> <li>• Chair \$744/day</li> <li>• Vice Chair \$583/day</li> <li>• Committee Chair \$583/day</li> <li>• Council/Committee Members \$472/day</li> </ul>	<ul style="list-style-type: none"> <li>• Skills based Board.</li> <li>• Pay is too nominal to be an incentive.</li> <li>• EDI is not a compensation issue</li> </ul>
Royal College of Dental Surgeons of Ontario	Y	<ul style="list-style-type: none"> <li>• President Annual Stipend \$50k + \$1,700/day</li> <li>• Committee Chair \$1,375.00/day</li> <li>• Council and Committee members \$1,150/day</li> </ul>	<ul style="list-style-type: none"> <li>• Compensate for lost wages and recognition of significant time commitment</li> </ul>
Technical Standards Safety Authority (Not for profit All members are appointed)	Y	<ul style="list-style-type: none"> <li>• Chair \$56,000 retainer</li> <li>• Vice Chair \$18,000 retainer</li> <li>• Committee Chairs \$23,000 retainer</li> <li>• Directors \$15,500 retainer</li> </ul>	<ul style="list-style-type: none"> <li>• Enables the organization to attract high-caliber directors to support the organization's commitment to corporate governance excellence, while remaining accountable to all</li> </ul>

			stakeholders through transparent compensation practices that are fiscally prudent.
The Independent Electricity System Operator (Not for profit All members are appointed)	Y	<ul style="list-style-type: none"> <li>• Chair \$75,000 retainer</li> <li>• Committee Chairs \$30,000 retainer</li> <li>• Directors \$25,000 retainer</li> <li>• Additional \$1000 for each meeting of the Board and \$200/hour for ad hoc meetings</li> </ul>	<ul style="list-style-type: none"> <li>• Paid by IESO</li> </ul>
<b>Engineering Regulators</b>			
New Brunswick, PEI, Nova Scotia, Manitoba, Newfoundland, Saskatchewan, Yukon – <b>Do not remunerate Directors</b>			
British Columbia	Y		<ul style="list-style-type: none"> <li>• Recognition of significant time commitment</li> <li>• Used to attract candidates with specific skills</li> </ul>
Alberta	Y	<ul style="list-style-type: none"> <li>• Honorarium to the President (\$ not stated)</li> </ul>	

## Councillor, former Councillor, and Licence Holder Input

To understand the sentiment of licence holders toward remuneration, a survey was developed and sent to all current and past Council members and licence holders. Of the 3598 people that participated, 1.1% were current Council members<sup>11</sup>, 1.6% were past Council members, and the remaining 97.3% were licence holders who had never participated in the Council. The response rate was approximately 4%, which is in line with similar surveys conducted by Satori Consulting.

The survey was constructed in three parts.

1. Input from participants who were completely opposed to any remuneration.
2. Input from participants who were open to remuneration.
3. Specific input from current and past Council members who would have a better line of sight into the time commitment of a Council member.

<sup>11</sup> The 1.1% of respondents identifying as current Councillors is inaccurate due to misidentification, as the actual number of current Councillors is lower.

At the highest level, participants were asked if elected Councillors and appointed P.Eng. Councillors should receive compensation/remuneration for their time on the Council. At this point in the survey, 53% believed that there should be remuneration, and 47% did not. A further breakdown of the 47% of negative responders indicated that 40% of those who were on or previously on the Council were opposed to remuneration, however the sample size was small (n=96).

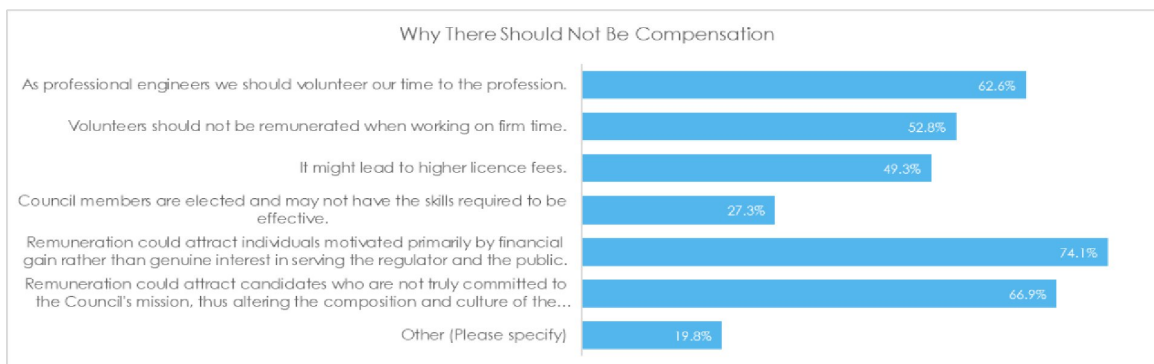
Two more follow-up questions were asked to ascertain if the respondents, who did not respond favorably, had enough information to make their decision. The first was "Given that all Council members are responsible for managing the organization's interests, are bound to legal and ethical obligations, and are held to a higher standard relative to understanding and decision-making, does this change your answer relative to compensation?" 96% stayed firm on their no stance, and 4% changed to a yes.

The second was "Public members appointed by the government are remunerated a nominal fee by the government to participate as a PEO Council member. Knowing that elected Councillors and P.Eng. Councillors appointed by the government do not receive compensation. Does this change your answer to whether you believe elected Councillors should not be remunerated for their time on Council?" This additional information prompted an additional 11% of the previous 'no' responders to change their perspective to one that was positive toward remuneration. The final breakdown resulted in 58% (2085) yes and 42% (1513) no.

The final category breakdown was as follows:

	Compensation? (Final)	
	Yes	No
Current Council member	78%	23%
Past Council member	52%	48%
Never been on Council	58%	42%

The following chart provides for context/reasoning<sup>12</sup> to the 42% of 'no' responders:



An additional 291 free text responses were also provided. A summary of these responses and perceptions is as follows:

**Conflict of Interest:** Concerns that financial incentives might compromise the Councillors' focus on public interests.

**Tradition of Volunteering:** Many believe council service should remain a voluntary, honorific duty with expenses reimbursed.

**Sufficient Non-Monetary Benefits:** Networking, prestige, and career development are seen as adequate compensation.

**Negative Perception:** Paying Councillors could harm the organization's reputation and diminish its perceived integrity.

**Unnecessary Expense:** No evidence was presented that remuneration improves performance, and the Council's current efficacy was questioned.

**Risk of Bureaucratic Inflation:** Fear that payment could attract the wrong candidates or expand council roles unnecessarily.

**Precedent Concerns:** Payment for Council members might lead to demands for compensating other volunteers.

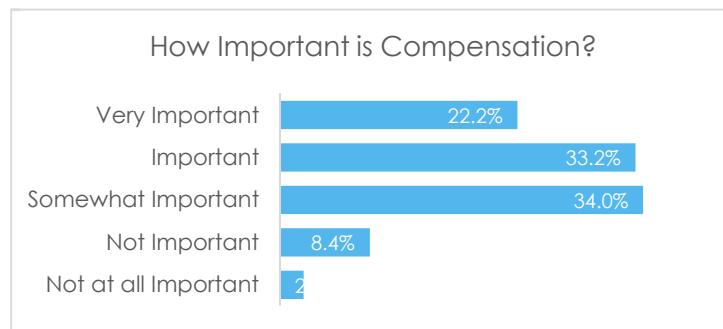
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<sup>12</sup> Responses are not mutually exclusive (all that apply)



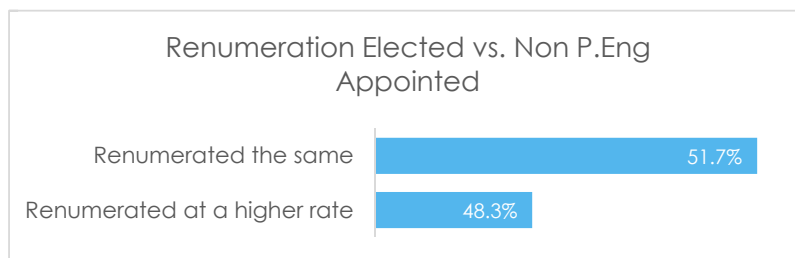
The following section pertains to the 58% of respondents who believe some level of remuneration would be appropriate.

The breakdown of the level of importance in attracting qualified licence holders to serve on the Council indicated that 90% believe it is somewhat to very important.



99% of participants who had been on the Council believe remuneration to be an important attraction factor (somewhat to very), compared to 89% of the population who had never been on the Council.

Focusing solely on participants that have had direct experience on Council<sup>13</sup> The responses were relatively evenly split as to whether currently non-remunerated Council members should be compensated at the same rate or higher than remunerated lay appointees.

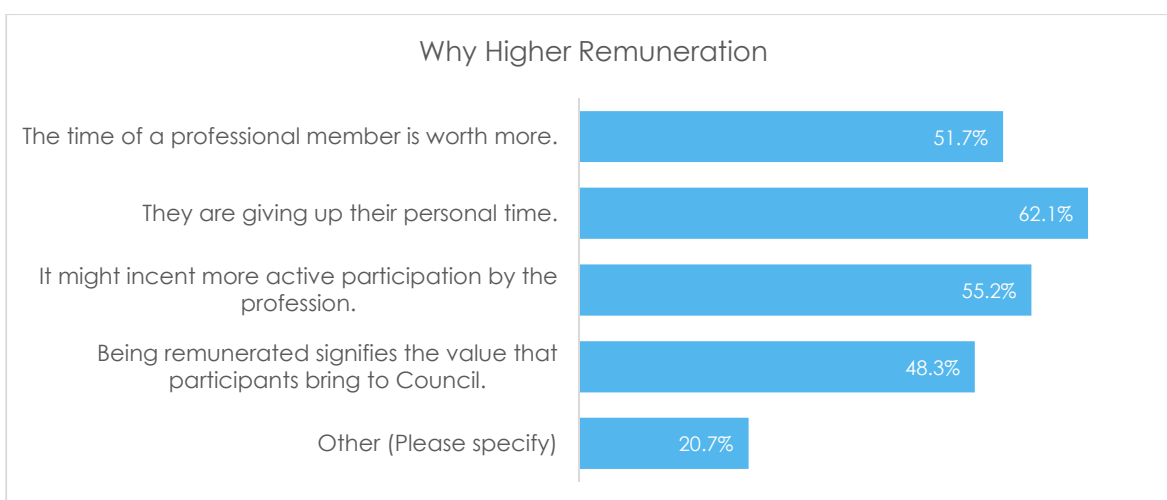


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<sup>13</sup> N=60

The reasons cited by the 51.7% above who were in favour of the same level of remuneration were related to equity and fairness, as they believe that all Councillors, whether lay or professional, should receive equal compensation to uphold values of fairness and parity. Differentiated payment risks alienating lay members and undermining the perception of equality within the Council.

However, notwithstanding the comment above, there was also a sentiment among the 48.3% of participants who believe non-remunerated Council members should be paid more than government-appointed lay Council members, that the current the government remuneration structure is too low, and that there needs to be recognition of effort, and the need for remuneration to support Councillor participation effectively.



**Other key points that support higher remuneration include (20.7%):**

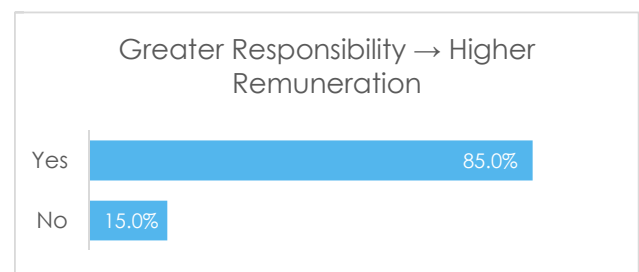
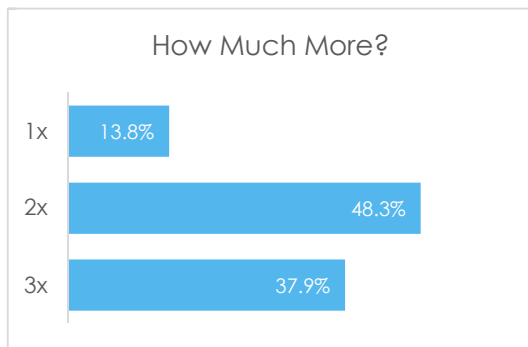
**Demands of Participation:** Significant time is required for reading, preparation, and active involvement in meetings, which often extend beyond scheduled hours. Elected members may face greater demands due to additional volunteer responsibilities e.g., Regional Councillors, highlighting the need for reasonable compensation for their time.

**Personal Sacrifices:** Some Councillors must use personal time or vacation days to fulfill their council duties, underscoring the importance of adequate remuneration to offset these challenges.

**Supporting Participation:** Fair and reasonable remuneration could attract a broader pool of qualified candidates, including mid-career professionals, by mitigating financial

hardships from lost work time. Reasonable pay ensures that Councillors can commit fully to their roles without feeling undervalued.

The current and past Councillors' opinions on how much more elected and P. Eng. appointed members should be paid varied; however, the majority believe it should be at least double the government rate, and that roles with greater responsibility should be compensated more.

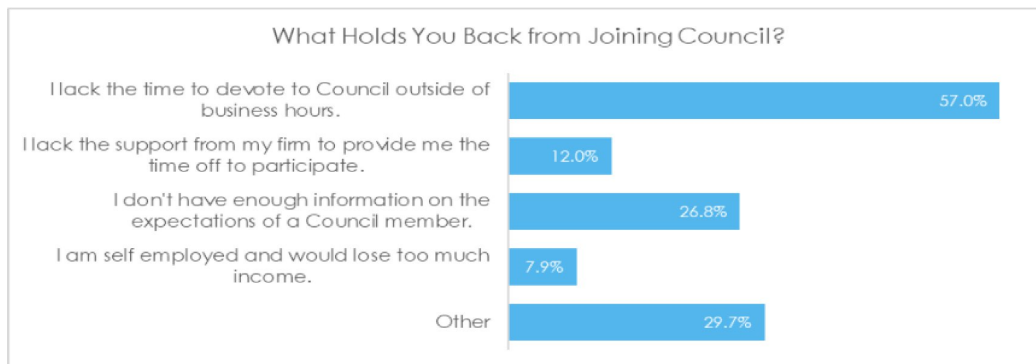


The following section focuses on licence holders who have never been on Council. 67%<sup>14</sup> state that the lack of compensation is not a factor in choosing to run for Council.

Regarding what gets in the way of serving on Council, most people consider the lack of time to devote to the Council to be the main reason. In addition, there is a high percentage of participants (26.8%) that site lack information on expectations, suggesting room for more educational efforts by PEO.

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<sup>14</sup> N=1353



Other themes and perceptions emerging from free text comments (29.7%):

**Time Constraints and Competing Priorities:** Many respondents cited being "too busy," involved in other voluntary or professional commitments, or having family and caregiving responsibilities. Geographic location and travel requirements, especially for those outside Toronto, were also recurring barriers, along with competing priorities.

**Lack of Interest or Engagement:** A significant number expressed disinterest in council activities, governance, or the political nature of the role. Many were retired and some perceived the Council as having little relevance or impact on their career or professional discipline.

**Perceived Inadequacy or Lack of Fit:** Respondents mentioned feeling unqualified, inexperienced, or lacking the confidence or skills needed for the role.

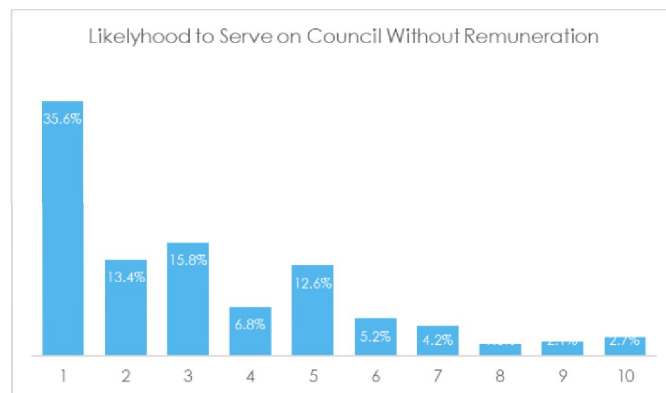
**Negative Perceptions of the Council:** Approximately 20 of the 'other' respondents described the Council as ineffective, self-serving, political, or unethical. They raised concerns about personal interests being prioritized over public good and a lack of focus on diversity, equity, and inclusion (DEI). This is a small subset but leans into the comment above (why Licence holders do not run for Council) about an opportunity for PEO to increase educational efforts.

**Structural and Process Barriers:** The election and governance processes were considered complicated or inaccessible. Practical barriers, such as the length and

frequency of meetings and an apparent lack of clarity on time commitments, were also deterrents.

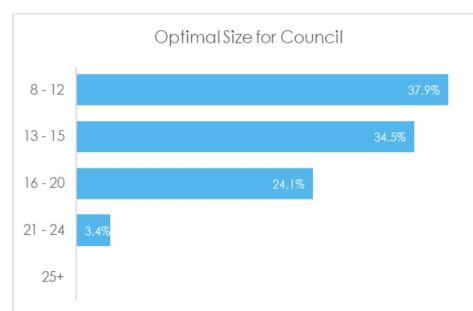
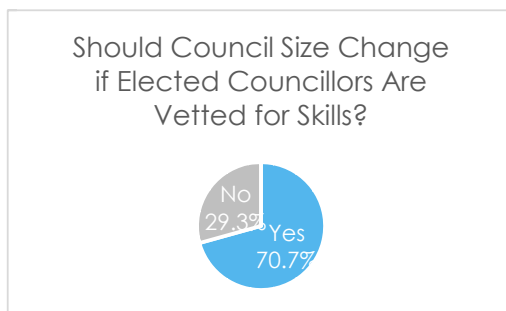
To round off the survey we asked a few ancillary questions.

How likely, without remuneration, are you to put your name forward? 1 = unlikely vs. 10 extremely likely. If 5 is considered the neutral tipping point 85% of participants are likely to not participate in the Council in the future without remuneration.



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

Finally, if the Council moves forward with remuneration, participants believe that the optimal size would be 15 or fewer members, which would impact the level of expense.



# Recommendation

The trend towards remuneration in regulatory sectors and mixed sentiment among licence holders highlight the need for a balanced remuneration structure has led to the following three recommendations:

## 1. **Endorsing a Competitive Remuneration Structure**

A remuneration structure that exceeds government policy but is not intended as income replacement. This structure acknowledges the significant time and effort contributed by PEO Council members while balancing the volunteerism ethos. A remuneration level not tied to the government guidelines will allow for budget stability should the government revises its remuneration guidelines.

- This framework also provides the foundation for transitioning toward a skills-, competency-, and diversity-based selection model for Council members, enhancing overall governance.
- Offering excessively high compensation as a means to replace lost income is not recommended, as it will likely be met with strong resistance from licence holders.
- Requires a change to PEO bylaws.
- Requires a cost estimate to assess the financial impact before the amounts can be determined.

## 2. **Adopting a Skills- and Competency-Based Nomination Model**

To strengthen Council membership and to enhance governance, we recommend transitioning to a skills, competency, and diversity-based selection model, supported by a fair remuneration structure.

- This approach ensures that incoming Councillors meet established criteria necessary for fulfilling their mandate effectively.
- Incorporating a diversity lens will improve the Council's holistic representation of the licence holder population and ensure a more robust decision-making process.

### 3. **Defining Clear Role Expectations**

Transparent role descriptions for Council members are essential to outlining responsibilities and performance expectations. This clarity will:

- Enhance accountability through regular peer assessments integrated into the governance framework.
- Foster strong coaching and accountability conversations, driving engagement and improving overall performance.

### **Conclusion**

Implementing these recommendations will position PEO as a leader among Engineering Regulators by recognizing and valuing the contributions of Council members, strengthening governance through competency-based nomination and diversity, and increasing engagement through clear expectations and accountability mechanisms.

## Decision Note – Establishing Metrics For Governance Performance

<b>Item</b>	C-567-5.2
<b>Purpose</b>	Provide Council with a recommended Council Evaluation Framework as well as the Council Evaluation Framework Report related to the Governance Effectiveness Consultant project
<b>Strategic/Regulatory Focus</b>	Governance
<b>Motion</b>	<i>That Council adopts the recommendations in the Council Evaluation Framework Report by Watson Board Advisors and directs staff to develop an action plan for implementing the recommendations during the 2025-2026 Council term.</i>
<b>Attachments</b>	<i>Appendix A: Council Evaluation Framework Report Appendix B: Council Evaluation Framework (available in Diligent Boards only)</i>

### Summary

On behalf of the Governance and Nominating Committee (GNC), Watson Board Advisors (Watson) will present the Council Evaluation Framework Report, which includes recommendations for an effective Council Evaluation Framework, as well as a Council Evaluation Framework that reflects these recommendations for Council Approval. The proprietary materials included in the Council Evaluation Framework are available to Council members via Diligent Boards. The short presentation will review the scope and components of the Council Evaluation Framework as well as the rationale for the framework as provided in the accompanying Council Evaluation Framework Report. Following the presentation, there will be time for questions and Council discussion. Following Council's approval of the report and framework, PEO staff will develop an action plan to implement the recommendations during the 2025-2026 Council term for GNC's consideration.

Ahead of the discussion with Council, you may wish to consider the following questions:

- What is your general reaction to the recommendations and observations contained in the Council Evaluation Framework Report?
- What parts of the Council Evaluation Framework resonate / do not resonate with you?
- What additional clarity would you like regarding the recommendations and the Council Evaluation Framework?
- What might be significant challenges in implementing the Council Evaluation Framework?

### Public Interest Rationale

Implementing an effective Council evaluation framework is a commitment to effective self-regulation. Regularly assessing PEO's governance practices and performance using an evidence-based framework can help identify areas to enhance governance performance and PEO's impact. Effective governance helps the Council support and oversee PEO in fulfilling its mandate to serve and protect the public interest by upholding professional practice standards for the engineering profession. Council evaluations serve as evidence of PEO's efforts and investment in fulfilling its role as a regulator in the public interest.

### Background

PEO's Council approved the development of an evaluation framework to support PEO's 2023-2025 strategic goal of continuous governance enhancement. After a competitive RFP process, Watson was selected as PEO's consultant to guide the development of a framework. To inform this work, Watson



reviewed PEO's governance documents, conducted a literature scan, convened expert panels, surveyed Councillors and select members of management, and facilitated a focus group with GNC members.

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

The Council Evaluation Framework outlines a multi-year plan which includes an annual Council evaluation, Council meeting evaluations, and a graduated approach to introducing Councillor feedback. The framework also includes the tools and resources to implement the framework.

### **Considerations**

- Key strategic issues
  - Approval of the final Council Evaluation Framework in line with the strategic plan
  - Opportunities to identify and enhance PEO's governance could help facilitate positive strategic outcomes for PEO
- Risks
  - Failure of Council to approve a Council evaluation framework could lead to challenges to PEO's role as a professional self-regulator
  - Failure to implement a Council evaluation framework in the proposed considered and graduated manner could undermine Council effectiveness
- Costs and financial impacts
  - The implementation of the recommended Council evaluation framework may incur costs associated with external facilitation, training, and monitoring
  - Engaging an external party to conduct a governance review will incur costs

### **Recommendation(s)**

For Council to:

- a. Accept and implement the recommendations in the Council Evaluation Framework Report, including the implementation of the Council Evaluation Framework.
- b. Request that the PEO staff support the GNC in preparing an action plan to implement the recommendations during the 2025-2026 Council term.

### **Next Steps**

PEO staff to prepare recommended action plan for consideration of GNC.

**Prepared By: Watson Board Advisors**

REPORT

C-567-5.2  
Appendix A

# Professional Engineers Ontario Council Evaluation Framework

February 2025



**Watson**

Board Advisors

## Executive Summary

Professional Engineers Ontario (PEO) is committed to protecting the public interest through effective self-regulation. As part of its 2023-2025 strategic plan, the organization aims to strengthen governance practices by establishing a Council evaluation framework. PEO engaged Watson Board Advisors to support the development of the framework. To accomplish this objective, Watson Board Advisors conducted a survey and focus group with PEO Councillors, interviewed experts to solicit input on leading evaluation practices focused on professional self-regulators, reviewed evaluation practices of comparator organizations, and conducted additional desktop research.

The below table outlines the key components of an evaluation framework and the associated recommendations for PEO. These recommendations were used to develop the proposed framework, documented separately.

Framework Component	Recommendation
<b>Objective: What is PEO trying to accomplish?</b>	<p>The purpose of the Council evaluation framework is to:</p> <ul style="list-style-type: none"><li>• Help Council reflect on how well it has focused on strategic and meaningful work</li><li>• Help Council focus on its role as a regulator and its responsibility to serve the public</li><li>• Provide an early warning about potential governance challenges</li><li>• Identify the support required to allow Councillors to allow them to use their time and expertise effectively</li><li>• Reduce the likelihood of an external interference in PEO's governance</li></ul>
<b>Scope: What should be evaluated?</b>	<p>The primary focus of the Council evaluation framework should be an annual Council evaluation. Prioritizing the annual Council evaluation helps keep the focus on the Council's performance on its strategic priorities and its core responsibilities. Evaluations of each Council meeting will be helpful for supplementing the annual Council evaluation and identifying opportunities for enhanced processes. After a few years, PEO should integrate in Councillor self-assessment and peer feedback to help Councillors identify how to optimize their contribution to Council.</p>
<b>Methodology: How should PEO generate feedback and input?</b>	<p>The Council evaluation should include a survey every year. As PEO becomes more comfortable with the process of conducting evaluations, the introduction of interviews will provide additional depth and insight. The survey should contain a mix of qualitative and quantitative questions.</p> <p>Evaluations of Council meetings should focus on generative discussion during the <i>in camera</i> session. This discussion should be informed by a short survey completed during the <i>in camera</i> session.</p> <p>Councillor feedback should be collected through a survey with a mix of qualitative and quantitative questions.</p>

**Participants: Who should participate in the evaluation process?**

The Council evaluation process should be limited to Councillors for the first year with the CEO/Registrar participating in the process in the second year. As Council becomes more familiar with the evaluation process, there may be opportunities to include additional members of management who have regular interaction with Council in future years.

As the Councillor feedback process evolves over time, the scope should expand from being Councillor-only to include the CEO/Registrar. Over time, additional members of management may be invited to participate in the process.

**Administration: How should the process be facilitated?**

The Council evaluation process should be facilitated by an external party to enable an objective, anonymous, and independent outcome.

The Councillor feedback process should always be conducted by an external party.

**Reporting and Follow-Up: How should feedback be presented and who is responsible for follow-up?**

The results of the Council evaluation process should be summarized in a report which includes key themes and recommendation. The reports should be presented to the GNC as well as Council with time for discussion. Following Council's discussion of the report, the GNC should prioritize the recommendations and identify who should be accountable for implementation (e.g., another Committee, a taskforce, or a member of management)

Each individual Councillor should receive a personalized report synthesizing the feedback developed in the Councillor feedback process and have a meeting with the Council Chair (or appropriate Committee Chair) to discuss and review.

**Governance Review**

The Council evaluation process should be complemented by an externally-facilitated governance review of PEO. This review is an opportunity to consider the full scope of PEO's governance structures and processes to a depth not typically addressed through an annual Council evaluation. A governance review will usually include extensive consultation, benchmarking, and a thorough review of written and unwritten conventions to identify opportunities to refresh the governance model and its supporting structures practices.

A Council evaluation framework not only supports PEO's regulatory mandate but also aligns with leading practices in professional self-regulation, and good governance more generally. By documenting and standardizing the evaluation process, the framework reduces reliance on specific personnel, increases accountability, and promotes continuous governance advancement.

While implementing a Council evaluation framework will reinforce PEO's commitment to serving the public interest, improve Council performance, and validate the profession's ability to self-regulate effectively, these evaluations may not address broader, systemic governance challenges. To fully explore these issues and identify additional areas for improvement, Council should undergo an externally facilitated governance review. This process would provide a deeper assessment of PEO's governance structures and uncover opportunities for meaningful, long-term enhancements

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## Overview

Professional Engineers Ontario's (PEO) mission is to regulate and advance the practice of engineering to serve and protect the public interest. The strategic direction of PEO is set by its 25-member Council who, predominantly, are elected members of PEO, some of whom are elected by members within a specific geographic region. The remaining Councillors are appointed by the Lieutenant Governor in Council who selects a mix of members of the Association and members of the public. PEO's Council is supported by four governance committees.

Recognizing the importance of good governance, the Council included the implementation of a continuous governance improvement program in PEO's strategic goals for 2023-2025. A subset of this broader strategic goal included the establishment of a Council evaluation framework to provide a structured approach for monitoring governance performance. This focus on governance is a continuation of the work completed as part of governance reforms completed in 2020-2022. Specifically related to the topic of evaluation, the Governance and Nominating Committee (GNC) has the responsibility, as set out in PEO's Governance Manual, to evaluate the overall performance of Council, Councillors, committees, and chairs, and report the results of these evaluations to Council.

The following report provides context and background for the development of PEO's Council evaluation framework. The multi-year Council evaluation framework and the supporting tools and guidance are documented separately.

## Project Purpose

PEO's inclusion of the development of a Council evaluation framework was driven by the following key factors:

### Reinforce PEO's commitment to effective self-regulation

Recent public and political sentiment has seen increased scrutiny of the efficacy of self-regulation. In response to this scrutiny, regulatory bodies are identifying different strategies to demonstrate the effectiveness of self-regulation at protecting the public. One such strategy is by providing evidence of excellent oversight and a commitment to continuous improvement, demonstrated through a meaningful council evaluation process aligned with leading practices.

### Alignment with strategy

This project is an integral part of the governance renewal pillar in PEO's 2023-2025 strategic plan. The development and implementation of an evaluation framework further advances PEO's progress in a continuous governance improvement program. The evaluation framework is designed to provide insights on the effectiveness of leadership and provide additional evidence for Council and committees to make informed decisions.

**Evidence-based leading practices applied to context**

The framework has been developed following a holistic review of board evaluation methods and approaches, across a broad range of contexts, including professional regulation, as well as collect qualitative feedback from Councillors and other key stakeholders to inform the development of an evaluation framework. By combining a literature review, a scan of relevant practices, Watson's expertise and stakeholder feedback, the Council evaluation framework is representative of leading practices and considered of PEO's context.

## Project Overview

PEO selected Watson Board Advisors (Watson), following a competitive process, to guide the development of a Council evaluation framework. To conduct this work Watson has conducted a document review, desktop research, expert panels, comparator research, a survey of Councillors and select members of management, and a focus group with the GNC. Please see Appendix A for members of the Watson team who worked on this project.



## Project Benefits

Designed and implemented appropriately, a Council evaluation is a part of a continual improvement process focused on providing future-focused feedback and insights by reflecting on the past to perform better in the future. The goal is not to create a “report card” but rather a “road map”. Effective evaluations help identify whether Council is aligned, working well together, contributing to PEO’s strategic goals, and providing adequate oversight to protect from harm. Furthermore, an effective evaluation helps inform the future by identifying priority areas for Council, opportunities for Council and Councillors development and education opportunities, and the skills and competencies required for an effective Council. Common myths associated with Council evaluations can be found in Appendix B.

In order to harness the benefits of effective evaluations, many organizations create an evaluation framework to document and systemize the organization’s approach to evaluation. The benefits of a developing and document a Council evaluation framework include:

### **Creates a better evaluation process**

Documenting an evaluation process can help a Council align on the purpose and approach prior to the implementation (e.g., what gets evaluated, by whom, when, and how). Additionally, developing a framework mitigates the risk of missing a key component of the framework. Furthermore, developing a framework separates the design and implementation phase which helps create a smoother implementation.

### **Developing a systematic approach to continual improvement**

A structured evaluation framework provides a systematic approach to monitoring the results of evaluations and enabling continual improvement over a multi-year period.

### **Enhanced transparency and accountability**

An evaluation framework enhances transparency (i.e., setting expectations) and accountability (i.e., adhering to a commitment) by providing a structured and formal approach to evaluating performance.

### **Building trust**

Using a framework for evaluation builds stakeholder trust by having a formalized process for integrating leading governance and self-regulatory practices.

### **Reduces people-dependency**

Documenting an evaluation’s process and tools allows the process to continue regardless of the people involved. By providing the processes, tools, and guidance, a framework is no longer reliant a specific person’s individual knowledge.



## Framework Design Criteria

The Council evaluation framework addresses the design criteria outlined below. On the following pages, this report summarizes the rationale behind each of the decisions based on the insights generated throughout the project:

- **Objective:** What is PEO trying to accomplish?
- **Methodology:** How should PEO generate feedback and input?
- **Administration:** How should the process be facilitated?
- **Scope:** What should be evaluated?
- **Participants:** Who should participate in the evaluation process?
- **Reporting and Follow-Up:** How should feedback be presented and who is responsible for follow-up?

In addition to the rationale and insights included below, the recommendations also considered additional observations regarding PEO's Council and governance which were outside the direct scope of the mandate. These are documented in Appendix C.

## Objective: What is PEO trying to accomplish?

### Recommendation

The purpose of the Council evaluation framework is to:

- Help Council reflect on how well it has focused on strategic and meaningful work
- Help Council focus on its role as a regulator and its responsibility to serve the public
- Provide an early warning about potential governance challenges
- Identify the support required to allow Councillors to allow them to use their time and expertise effectively
- Reduce the likelihood of an external interference

### Supporting insights

Engaging in regular evaluation is regarded as a leading practice for professional self-regulators and is common practice in many professional self-regulators. Furthermore, the focus on continued enhancement of Council is aligned with comparator organizations. For example, one organization refers to its Council evaluation as a sub-part of its Council development plan highlighting the evaluation's focus on development. Additionally, the most effective and impactful Council evaluations will also help inform practices like Council training and Councillor onboarding by highlighting where there may be opportunities to enhance those practices.

When asked about Councils evaluations and a Council evaluation framework, participants in the survey and focus group generally agreed that, to be effective, a Council evaluation framework should provide tangible and actionable insights focused on effectiveness of Council as a whole.

## Scope: What should be evaluated?

### Recommendation

The primary focus of the Council evaluation framework should be an annual Council evaluation. Prioritizing the annual Council evaluation helps keep the focus on the Council's performance on its strategic priorities and its core responsibilities. Evaluations of each Council meeting will be helpful for supplementing the annual Council evaluation and identifying opportunities for enhanced processes. After a few years, PEO should integrate in Councillor self-assessment and peer feedback to help Councillors identify how to optimize their contribution to Council.

### Supporting insights

Within Canada, the engineering provincial self-regulators typically engage in some form of Council evaluation with the most common approach being a meeting evaluation conducted by a survey, although some organizations do conduct annual evaluations as well. Other Ontario based professional self-regulators also conduct some form of evaluation. For the regulated health professions, the College Performance Management Framework expects all Colleges to have developed and implemented a framework to regularly evaluate the effectiveness of Council as well Council meetings.

The research and expert panels produced findings mostly focused on annual evaluations. There was less commentary on the value of individual meeting evaluation. Generally, this is tied back to the macro lens of an annual evaluation as opposed to a more targeted micro-lens of individual meeting evaluations. The benefits to evaluation, noted earlier in the report, typically focus on the high-level, strategic outcomes of annual evaluations whereas individual meeting evaluations are designed be more focused on the practices of a specific meeting.

Individual Councillor evaluations are, at this time, not common practice across professional self-regulators. Additionally, focus group participants expressed concerns about Councillors evaluating each other. However, Individual feedback is increasingly being included as a part of Board evaluation process in other sectors and other types of organizations. These organizations have commented on how the process provides meaningful, insightful, and specific feedback for individual Directors.

## Methodology: How should PEO generate feedback and input?

### Recommendation

The Council evaluation should include a survey every year. As PEO becomes more comfortable with the process of conducting evaluations, the introduction of interviews will provide additional depth and insight. The survey should contain a mix of qualitative and quantitative questions.

Evaluations of Council meetings should focus on generative discussion during the *in camera* session. This discussion should be informed by a short survey completed during the *in camera* session.

Councillor feedback should be collected through a survey with a mix of qualitative and quantitative questions.

### Supporting insights

Survey and focus group participants noted the approach should include a mix of qualitative and quantitative data. Using a mix of qualitative and quantitative data aligns with common practices among comparator organizations as well as expert perspectives on generating meaningful insights.

The use of a survey is common practice and can be the cornerstone of the evaluation practice. While experts highlighted the value of supplementing survey data with interviews and most of Watson's Board evaluation clients do include interviews, they are not necessarily common practice within professional self-regulators. Therefore, the Council evaluation framework has been designed to include interviews in some years, but not all years of the multi-year cycle.

Survey and focus group participants reflected on the previous approach to evaluating individual Council meetings. This approach included comprehensive surveys sent after the meeting. While the practice was effective at first, over time this approach was perceived as ineffective at creating change as feedback only occurred well after the meeting, accountability for acting on the feedback was unclear, and the insights generated tended to be too general.

## Participants: Who should participate in the evaluation process?

### Recommendation

The Council evaluation process should be limited to Councillors for the first year with the CEO/Registrar participating in the process in the second year. As Council becomes more familiar with the evaluation process, there may be opportunities to include additional members of management who have regular interaction with Council in future years.

As the Councillor feedback process evolves over time, the scope should expand from being Councillor-only to include the CEO/Registrar. Over time, additional members of management may be invited to participate in the process.

### Supporting insights

All Councillors would be expected to be involved in the Council evaluation process and Councillor feedback process in order to generate a comprehensive understanding of the perceptions of Council performance.

Experts recommend including select management in the Council evaluation process. These members of management should be limited to those who have regular and meaningful interaction with Council (i.e., attend most Council meeting in full) in order to provide insights reflective of Council's performance as a whole.

Individuals without regular insights on the day-to-day practices of Council (e.g., PEO's broader membership) typically do not have the holistic perspective of the full scope of Council's work to be able to provide insights on the overall performance of Council and are more likely to be focused on a specific area of interest.

## Administration: How should the process be facilitated?

### Recommendation

The Council evaluation process should be facilitated by an external party to enable an objective, anonymous, and independent outcome.

The Councillor feedback process should always be conducted by an external party.

### Supporting insights

Survey and focus group participants emphasized the importance of anonymity, transparency, and independence in the evaluation process, and these are more easily accomplished by using an external facilitator. In addition to the direct benefits from using an external facilitator, experts also acknowledge that an external facilitator can increase a stakeholder's perception of a rigorous process. Additionally, the use of external facilitators has been codified into governance frameworks reflecting the practice's perceived value

## Reporting and Follow-Up: How should feedback be presented and who is responsible for follow-up?

### Recommendation

The results of the Council evaluation process should be summarized in a report which includes key themes and recommendation. The reports should be presented to the GNC as well as Council with time for discussion. Following Council's discussion of the report, the GNC should prioritize the recommendations and identify who should be accountable for implementation (e.g., another Committee, a taskforce, or a member of management)

Each individual Councillor should receive a personalized report synthesizing the feedback developed in the Councillor feedback process and have a meeting with the Council Chair (or appropriate Committee Chair) to discuss and review.

### Supporting insights

One of the pieces of feedback from the survey and focus group was the need for the Council evaluation process to produce actionable insights. Experienced external facilitators should provide reporting which goes beyond "here are the results" but are able to contextualize the findings within PEO's context and provide associated recommendations. Typically, an organization's Governance Committee, the GNC within PEO's context, is responsible for coordinating, and more importantly, acting or supporting the opportunities for enhancement which result from a Council evaluation.

## Discussion and Takeaways

The findings summarized above reinforces the value of PEO implementing a Council evaluation framework. A Council evaluation framework will continue PEO's work in enhancing its governance and will align PEO with leading practices within the governance of professional self-regulators. By implementing a custom-designed framework which accounts for PEO's context and aligns with leading practices, PEO can enhance the performance of Council, identify opportunities for further development, and maintain its autonomy. Ultimately, the Council evaluation framework can help PEO to best achieve its ongoing mandate of protecting the public.

## Appendix A: Watson Team

### **Jodi Butts, Partner**

Jodi brings more than 20 years' experience in governance and law, working with professional regulators and associations, public and private corporations, public sector entities, and not-for-profit organizations. Jodi brings deep governance expertise gained from her experience as a lawyer, CEO, senior executive, and as a Director of public, private, and not-for-profit corporations. Jodi connects governance with people, strategy, and operations to bring a wealth of practical know-how to Boards and executive teams.

Jodi is an independent Director with Canada Goose Inc. and Chair of The Walrus Board of Directors. She was previously an independent Director with Tilray Inc. Jodi is a retired member of the University of Windsor Board of Governors. Jodi holds a BA (English Literature and History) from the University of Windsor and a Bachelor of Laws from the University of Toronto where she also received a master's degree in Canadian history.

### **Geoff Schoenberg, Consultant**

Geoff is a Consultant at Watson and has spent the last 15 years working in governance. He works with clients to enhance their Board effectiveness through governance reviews, Board evaluations (including Board, Committee, Chair, and Director evaluations), CEO evaluation, and Board and CEO coaching. As an experienced facilitator, Geoff also delivers Board training, workshops, and retreats.

Prior to joining Watson, he was a Manager in Deloitte's risk advisory practice where he assisted organizations with Board governance and enterprise risk challenges including Board effectiveness assessments, Board training, enterprise risk assessments, and developing risk appetite statements. Geoff's work in consulting is informed by his education and experience working as an academic, for government, as a consultant, and his own experience as a Director on a variety of not-for-profit sport and academic organizations. Geoff holds a PhD in not-for-profit Board governance from Griffith University in Australia, a Master of Commerce from Deakin University in Australia, and a bachelor's degree in sport management from Mount Royal University in Calgary.

### **Rahel Sahelu, Analyst**

Rahel is an Analyst and supports all aspects of Watson's projects, including providing end-to-end project management support. She also conducts research, drafts deliverables, and supports with interviews and presentations. Rahel has worked with a diverse range of clients including member-based associations, professional regulators, and public and private entities. Prior to joining Watson, Rahel worked in various departments of the federal government as an intern and analyst. She holds a Bachelor of Arts in International Economics and Finance from Toronto Metropolitan University.



## Appendix B: Common Myths regarding Council Evaluation

The term “Council evaluation” can evoke different ideas, perceptions, and perspectives depending on an individual’s professional background, previous affiliations, and other contextual factors. Below are common misconceptions regarding Council evaluation within the context of a professional self-regulator.



***There is a right way to conduct a Council evaluation.*** Conducting meaningful and effective Council evaluation requires an understanding of an organization’s context. Larger organizations have different needs than smaller organizations. Organizations in highly regulated industries or subject to disclosure requirements may require more robust evaluations than small organization. The amount of change an organization experiences can influence how much an evaluation may change year over year. The resources available to an organization can influence the evaluation practices it is capable of putting into place. Therefore, PEO’s Council evaluation must consider the maturity of the organization and its governance, PEO’s strategic needs and objectives, and the resources available.



***Evaluations should be aligned to an objective and defined set of standards.*** The nature of a Council’s work (i.e., insight, foresight, and oversight) as well as the contextual differences between organization makes identifying and defining a set of relevant and meaningful objective governance standards impossible. While there are certain objective measures which are objective and do show up in Council evaluation practices (e.g., Councilor attendance at meetings, number of Council and Committee meetings, or number of resolutions passed) these measures provide little insight into the overall effectiveness of Council of performing its most important work as they do reflect the complexity of Council’s role. Much like the work of Council, a Council evaluation relies on the professional judgement of those involved rather than a set of metrics. For PEO, considered design of the evaluation materials (e.g., survey questions) will help to encourage the evaluation participants to provide considered feedback on the matters which matter most to PEO.



***Evaluation must be tied to quantification.*** A sole focus on ratings as the primary output of an evaluation process is typically insufficient for a meaningful Council evaluation process. When a Council evaluation is focused only on ratings, the outcomes tend to focus more on the past (i.e., what did we do) rather than the future (i.e., what should our focus be). Ratings can be a meaningful part of an evaluation practice in two ways. First, scores and ratings can help differentiate different elements of Council performance to inform reflection and focus. For example, if a Council rated it’s performance lower regarding CEO succession planning than financial oversight, this may help spark a conversation about how to better address succession planning going forward. Additionally, ratings can produce longitudinal data to track how performance has evolved over time.



***Council evaluation is a tool for enforcement.*** Council evaluation is not about enforcing policies, Codes of Conduct, or screening Councilors from participating in a future nominations or appointment process. Typically, those practices have their own mechanisms for action/enforcement (e.g., a discipline policy or a nominations process) which are separate from the Council evaluation. A Council evaluation is focused on the continual improvement of Council.

## Appendix C: Other Observations

As a part of this project's mandate, Watson was also to document its observations related to PEO's governance which may be outside the scope of this specific project. These are outlined below and, in some cases, informed the recommendations above. Note that these observations were developed through our limited interactions with the Council, the GNC, and the survey and do not replace the findings of a structured Council evaluation or governance review. Given the nature of the observations below, PEO should engage an external facilitator to conduct a comprehensive governance review to further explore these issues, identify any additional opportunities for improvement, and address foundational governance gaps that may extend beyond the scope of the findings of an annual Council evaluation.

### **Passionate and engaged**

Overall, Watson observed a high-level of passion and engagement in both the survey responses and in the focus group discussion. The number of candid responses and a strong willingness to share opinions demonstrates a passion for PEO and personal investment in the work.

### **High level of transparency**

PEO should be commended for its level of public disclosure, particularly as it is a public-serving organization. By demonstrating a high-level of transparency, PEO is helping build and maintain public trust which is critical to remaining a professional self-regulator.

### **Skepticism regarding motives**

Watson observed skepticism regarding the motives of the implementation of a Council evaluation framework. While not widespread, this skepticism suggests there may be issues of trust. Based on the feedback, this skepticism was apparent both among Councillors (i.e., Councillors being unsure of the motives of other Councillors) and between Councillors and management. Without the ability to probe deeper (as could be done as part of an evaluation process), it is difficult to understand the root cause of this skepticism.

### **PEO has a very large Council**

Large Councils, in Watson's experience, can make decision-making bureaucratic and inefficient, make attaining strategic alignment more difficult, hamper debates due to the time required to engage all parties, lead to either groupthink or fragmented Councils, lower engagement from Councillors, and make it difficult to maintain individual accountability,

Typically, large Councils are remnants of a representative governance system which expected Councillors to represent a particular group of individuals. As expectations and practices in governance have shifted, more effective Councils tend to be smaller.

**Maintain a focus  
on the objectives  
of Council**

Watson observed commentary in the survey and the focus groups which noted the potential value of tracking individual Councillor contributions (e.g., how quickly initiatives from individual Councillors progressed). Watson wishes to remind Council that Council acts as one. Any decision made by Council is a decision made by all. While it is normal to have differing levels of contribution within a Council, these contributions are not and should not be attributed to the work of individual Councillors. The focus should always remain on how is Council, as a whole, effective and how do individual Councillors contribute to that overall effectiveness.

**PEO is a  
regulator, not an  
association**

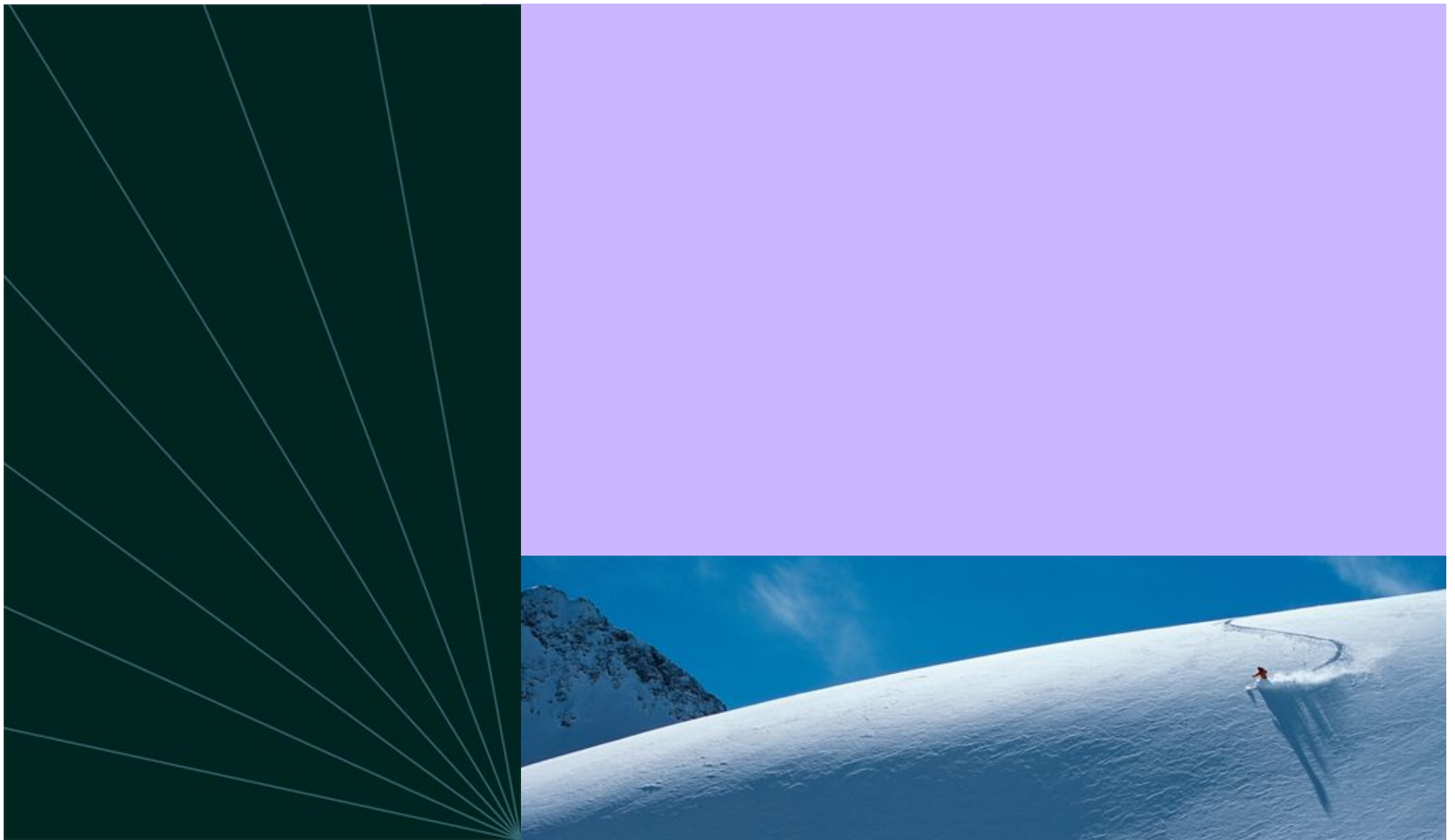
Overall, the feedback was generally consistent with the role of PEO as a regulator. However, Watson observed some instances where the feedback attained through the survey and the focus group included references to “the interests of members” or similar language. While PEO’s members are an important stakeholder, Council, Councillors, and staff must continue to focus on their duty to the public and PEO’s role as a regulator. Advocacy and acting in the interests of Ontario’s engineers is the role of the Ontario Society of Professional Engineers. PEO’s focus should continue to be on acting as a regulator in the public interest.

**Differentiating the  
roles of elected  
public officials  
and elected  
Councillors**

There are opportunities to reinforce the differentiation between elected public officials (e.g., Members of Provincial Parliament) government with those of PEO’s Councillors. Public office holders are mandated by the electorate to represent broad constituencies within municipal, provincial, or federal structures. They are held accountable through the associated legislative frameworks and are expected to act in the interests of their constituents. Elected Councillors of a professional self-regulator do not have direct obligations to their constituents and do not “represent” them when it comes to Council meetings. Rather, Councillors have an obligation to focus on public safety as well as their fiduciary duties to PEO.

**Diversity, equity  
and inclusion**

Diversity, equity, and inclusion is important to effective decision-making but is challenging to achieve when members are nominated and subject to election. In the future, PEO may consider tailored outreach strategies to encourage members from underrepresented groups to seek nomination, as well as highlight particular domains of diversity Council seeks to include. For other guidance on navigating Council composition, consider the insights shared in [this Watson article](#).



**Summary Report to Council of Human Resources and Compensation Committee (HRCC) Activity  
February 21, 2025**

**Committee Meeting Date:** February 4, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
CEO/Registrar Goal Setting for 2025	<p>The committee reviewed the CEO/Registrar’s draft 2025 performance goals, including qualitative and quantitative targets to meet expectations and those related to exceeding expectations.</p> <p>The proposed goals are tied to PEO’s regulatory mandate and strategy approved by council.</p>	Staff	Recommendation to Council at Feb 21, 2025 meeting	Continue	Yes

**Next Committee Meeting:** March 7, 2025

<sup>1</sup> Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue

## Decision Note – 2025 Goals for the CEO/Registrar

<b>Item</b>	C-567-6.1
<b>Purpose</b>	To consider and approve the CEO/Registrar performance goals, as determined in consultation with Council’s Human Resources and Compensation Committee (HRCC).
<b>Strategic/Regulatory Focus</b>	Governance
<b>Motion</b>	That Council approve the CEO/Registrar 2025 goals as outlined at C-567-6.1, Appendix A.
<b>Attachments</b>	Appendix A: CEO/Registrar 2025 Goals Appendix B: Strategic Planning Process

### Summary

Council is asked to review and approve the proposed CEO/Registrar 2025 performance goals at **Appendix A**. As per the Strategic Planning Process (**Appendix B**), the proposed goals are tied to PEO’s strategy approved by Council.

### Public Interest Rationale

Strategic oversight in line with PEO’s corporate operations and governance policy.

### 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.

The HRCC reviewed an initial draft of the goals document on November 14, 2024 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 before the committee’s review of the final draft of CEO/Registrar Goals and Objectives at its meeting scheduled for February 4<sup>th</sup>, 2025. No additional comments were provided by the committee members.

At its meeting of February 4<sup>th</sup>, 2025, the HRCC reviewed the final draft of the goals and recommended them for Council approval.

### Key considerations

The 2025 CEO/Registrar Goals outline targets (quantitative and qualitative) to meet or exceed expectations for each objective tied to a strategic plan goal, addressing key questions and feedback raised at the November 14, 2024 HRCC meeting.

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

For the 2025 year, the 2026 Draft Goals will be reviewed at the September 12<sup>th</sup> meeting of HRCC, and the 2026 Final Goals will be approved at the November 6<sup>th</sup> meeting of HRCC to align with cascading goals for all staff. This will ensure all corporate goals and objectives are linked to the annual budget as well.

**Stakeholder Engagement**

Not applicable.

**Next Steps**

A mid-year review of the CEO/Registrar performance goals will be conducted at the June 4<sup>th</sup>, 2025 HRCC meeting and the June 20, 2025 Council meeting; and the year end review will be conducted at the November 6<sup>th</sup>, 2025 HRCC meeting and the November 28, 2025 Council meeting.



**Professional Engineers  
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# 2025

**CEO/REGISTRAR  
GOALS**

**Presented to HRCC: February 4, 2025  
Presented to Council: February 21, 2025**



## STRATEGIC PLAN GOAL:

Improve PEO's licensing processes without compromising public safety.

### CEO OBJECTIVE 1

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

#### Target to Meet Expectations

##### Quantitative

- % of applications acknowledged as complete within 10 days exceeds 90%
- % of registration decision for P.Eng. applicants made within 180 days exceeds 90% *for applicants who successfully passed the NPPE within the 180 days*
- % of registration decisions for transfer applicants made within 30 days exceeds 90% *after receiving verification forms from the other provincial regulator*
- Reduce legacy application inventory by 1000

##### Qualitative

- Continue to implement operational improvements as identified via Lean review to streamline licensing processes
  - > Project: Technical exam review
  - > Ensure dedicated staff assigned to legacy inventory reduction
- For those members choosing to provide feedback on the new process, review any lessons learned/trends and apply those applicable to the program enhancements (Yes/No)
- Continue to provide dedicated staff assigned to Outreach Programs

#### Target to Exceed Expectations

##### Quantitative

- % of applications acknowledged as complete within 10 days exceeds 95%
- % of registration decision for P.Eng. applicants made within 180 days exceeds 95% *for applicants who successfully passed the NPPE within the 180 days*
- % of registration decisions for transfer applicants made within 30 days exceeds 95% *after receiving verification forms from the other provincial regulator*
- Reduce legacy application inventory by over 1000

## STRATEGIC PLAN GOAL:

Optimize organizational performance.

### CEO OBJECTIVE 2

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

#### Target to Meet Expectations

##### Quantitative

- PEO staff time required to investigate a complaint reduced by 5%

##### Qualitative

- Develop and utilize legal dashboard to ensure appropriate oversight and financial controls for external legal and expert expenses
- Identify improvement opportunities for Regulatory Compliance external legal and expert expense management and as identified via Lean Review
  - > Project: Enhanced regulatory compliance (Requirements for Case Management System)

#### Target to Exceed Expectations

##### Quantitative

- PEO staff time required to investigate a complaint reduced by over 5%

## STRATEGIC PLAN GOAL:

Optimize organizational performance.

### CEO OBJECTIVE 3

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

#### Target to Meet Expectations

##### Quantitative

- NIST CSF Score above threshold
- Annual cyber tabletop exercise completed (Yes/No)

##### Qualitative

- Cyber oversight learning module provided to AFC committee (Yes/No)

#### Target to Exceed Expectations

##### Quantitative

- NIST CSF Score above target

## STRATEGIC PLAN GOAL:

Optimize organizational performance.

### CEO OBJECTIVE 4

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

#### Target to Meet Expectations

##### Quantitative

- Exceed 2024 benchmark results for the overall employee engagement survey score (Engaged and Almost Engaged Top 2 Boxes) of 81.5%
- Achieve a participation rate of 70% in the annual employee engagement survey

##### Qualitative

- Develop an implementable action plan incorporating input from the employee engagement survey (Yes/No)

#### Target to Exceed Expectations

##### Quantitative

- Exceed 2024 benchmark results for the overall employee engagement survey score by more than 3% (Engaged and Almost Engaged Top 2 Boxes)
- Achieve a participation rate of 80% in the annual employee engagement survey

## STRATEGIC PLAN GOAL:

Implement a continuous governance improvement program.

### CEO OBJECTIVE 5

Develop and refine council evaluation framework to the point where it is ready for GNC consideration/approval by Council by February 2025, subject to GNC's recommendation.

#### Target to Meet Expectations

##### Quantitative

- Council evaluation framework is developed and presented to Council for their approval (Yes/No)

##### Qualitative

- Framework incorporates best practices, environmental scans, and governance principles in a strong, coherent and measurable fashion (Yes/No)

## GOVERNANCE SCORECARD REVIEW:

Indicator	Mid and Year End Status and Rating
<ul style="list-style-type: none"> <li>• Year to Date Budget Spend Variance: Target at -10%</li> <li>• Days Cash on Hand: Target at 180 Days with Threshold at 90 Days</li> </ul>	
<ul style="list-style-type: none"> <li>• Registration Decisions within Target (FARPACTA P.Engs) at 90%</li> </ul>	
<ul style="list-style-type: none"> <li>• Employee Engagement Rating: Top 2 Box (Engaged + Almost Engaged) to exceed 2024 industry benchmark of 81.5%</li> </ul>	
<ul style="list-style-type: none"> <li>• National Institute of Standards and Technology's (NIST) Cybersecurity Framework (CSF) is at or above Threshold</li> </ul>	

## EXTRA-CURRICULAR:

### 2026+ Strategic Plan Development

#### CEO OBJECTIVE 1

By July 2025, present a multi-year strategic plan for review and Council approval.

##### Target to Meet Expectations

###### Quantitative

- Strategic Plan presented to Council for their review and approval (Yes/No)

Refresh PEO's vision to ensure all stakeholders see relevance and value in PEO.

#### CEO OBJECTIVE 2

Advance implementation of the communications strategy informed by the communications audit, in particular with respect to the development of a social media policy and enhanced media training.

##### Target to Meet Expectations

###### Quantitative

- New social media policy is researched, created and approved (Yes/No)
- Enhanced media training has been provided to senior staff and volunteer leaders (Yes/No)

###### Qualitative

- Implement plain language standard for new communication materials (Yes/N

##### Target to Exceed Expectations

###### Quantitative

- Policy is completed before the end of Q3 (Yes/No)
- Training is provided to all senior staff and key board members by end of Q3 (Yes/No)

## EXTRA-CURRICULAR:

Optimize organizational performance.

### CEO OBJECTIVE 3

By Q4, 2025 continue to meet commitments established under PEO's Chapter Event Engagement Model.

#### Target to Meet Expectations

##### Quantitative

- Attend 10 Chapters per year across 5 regions (# of visits)
- PEO Symposium (Yes/No)
- Penta Congress (Yes/No)

##### Qualitative

- Implement lessons learned obtained from inaugural year of Event Engagement Model (Yes/No)
- Implement feedback survey to Chapters on Event Engagement Model (Yes/No)

#### Target to Exceed Expectations

##### Quantitative

- Attend 12 Chapters per year across 5 regions (# of visits), where 50% of the visits are unique to those Chapters visited in 2024



# APPENDIX:

## 2023–2025 Strategic 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.



**Professional Engineers**  
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C-567-6.1  
Appendix B

# Strategic Planning Process

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Alignment to CEO & Registrar's  
Performance Review Process  
February 4, 2025

# Mission and Values Recap



## Our Mission

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- Our mission defines our purpose—protecting the public interest—and provides clarity on what we do and who we do it for.
- *Regulate the practice of professional engineering in Ontario to safeguard life, health, property, economic interests, the public welfare and the environment.*



## Our Values

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- Accountability
- Respect
- Integrity
- Professionalism
- Teamwork

# 2023-25

# Strategic Goals

## Recap

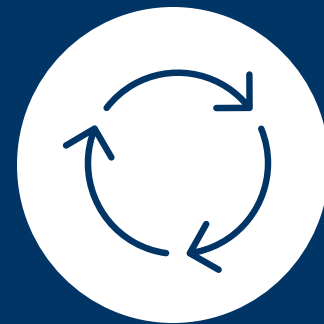
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**1. Improve PEO's licensing processes without compromising public safety**



**2. Optimize organizational performance**



**3. Implement a continuous governance improvement program**



**4. Refresh PEO's vision to ensure all stakeholders see relevance and value in PEO**

# Strategic Summary 2023-25

Goals	Sub Goals	Activities	2023	2024	2025	
1. Improve licensing processes	1.1 Create fair, transparent, accessible and efficient application process	1.1.0 Present FARPACTA policy/approach				
		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 Review licensing processes; implement changes	1.1.4 Measure FARPACTA compliance			
			1.2.1 Implement mandatory CPD - Phase 1 (roll out, reminders)			
			1.2.2 Implement mandatory CPD - Phase 2 (business rules, sanctions)			
	1.3. Ensure licensing reflects EDI values	1.3. Ensure licensing reflects EDI values	1.2.3 Implement mandatory CPD - Phase 3 (auditing)			
			1.3.1 EDI - Phase 1 (audit, supports)			
	2. Optimize organizational performance	2.1 Update/develop standards, guidelines	1.3.2 EDI - Phase 2 (ARE Code action plan implementation)			
2.1.1 Establish policy development framework/process						
2.2. Ensure adequate IT; data collection/mgt		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 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	3.1.1 Review/revise board manual			
			3.1.2 Review/revise board orientation			
	3.2 Ensure committee/council evidence for decision-making	3.2.1 Strategic plan reporting				
		3.2.2 RM framework				
	3.3 Establish metrics for governance performance	3.3.1 Review governance committee evaluations				
		3.3.2 Annual assessment council effectiveness			*	
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.1 Establish Visioning taskforce, workplan				
		4.1.2 Council engagement session				
		4.1.3 Stakeholder engagement session(s)			*	
	4.2 Undertake research	4.2 Undertake research	4.2.1 Legislative/reg/legal review			
			4.3.1 Draft new vision			*
	4.3. Develop proposed vision for consultation	4.3. Develop proposed vision for consultation	4.3.2 Post vision consultation			

Count: 23 21 12

**Note:** Items marked with an (\*) represent initiatives started in 2023 or 2024 and expected to progress per schedule in 2025.

# 2025 Operational Plan



**Professional Engineers  
Ontario**

## 2025 Operational Plan Status Report

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

# CEO & Registrar Goal Setting

*CEO & Registrar will work collaboratively with ELT, PLT and Staff to establish draft goals that stem from the Strategic Plan*

## Guiding Principles

Proposed goals will align with the yearly Operational Plan

HRCC and Council will have an opportunity to collaborate on the goals

Draft Goals will be outlined and presented to the HRCC for review and recommendation to Council

HRCC & Council will provide final approval

Approach provides continuity to ensure that the multi-year strategic plan moves forward to achieving its intended vision

Jan – Dec  
Fiscal

Annually in  
September

Annually in  
September

Annually in  
November

Apr - Mar  
Council Cycle



# Important Milestones and Timelines

## Strategy and Operational Planning Timelines





# Summary



Operational Planning



CEO Performance Management



## February



All Staff Merit Program Starts

Operational Plan Aligned



CEO Goals cascade to all Staff

## June



Staff Merit Program Mid Year Review



CEO Mid Year Review

## September



Draft Operational Plan (following year) Developed alongside Draft Budget



CEO Draft Goals (following year) presented to HRCC and Council

## November



Final Operational Plan (following year) Developed alongside Final Draft Budget



CEO Final Goals (following year) Approved by HRCC and Council  
Budget Approved by Council  
CEO Year End Review

Q&A



**Summary Report to Council of Regulatory Policy and Legislation Committee (RPLC) Activity  
 February 21, 2025**
**Committee Meeting Date:** February 6, 2025

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
Professional Practice Guidelines Review Project: Summary Report	Provided in RPLC's Consent Agenda. Committee requested that document be provided to Council.	Staff	Attached as Item 7 Appendix A	Continue	No
Engineering Intern (EIT) Program: Progress Report	In follow up to Council's Nov 29, 2024 motion, part of which directed staff to <i>"initiate targeted engagement with relevant stakeholders to ensure inclusive and comprehensive input into the program's redevelopment"</i> , committee reviewed, discussed, asked questions, and provided feedback on the early feedback summary, which highlighted 5 emerging themes.	Staff	For Council discussion at the Feb 21, 2025 meeting	Continue	Yes
Professional Practice Guideline: Forensic Engineering Investigations	Committee discussed the review of PEO's <a href="#"><u>Forensic Engineering Investigations</u></a> guideline, including a policy impact analysis and staff's findings that risks associated with forensic engineering investigations are currently well-mitigated by PEO and others, such that further regulatory intervention is not necessary. Staff recommends that the Guideline be maintained but revised to focus on advice regarding professional and ethical issues and reflect the communications audit recommendations.	Staff	Engage with subject matter experts and key stakeholders.  Revised version of the Guideline to be brought to RPLC later in 2025.	Continue	No
Fitness to Practise: Draft Policy Proposal	In follow up to the Sep 2024 meeting, Council directed the CEO/Registrar to develop a formal fitness to practise program specifically addressing issues of incapacity.  The draft proposal was presented to the RPLC for initial discussion and feedback covering: <ul style="list-style-type: none"> <li>○ What constitutes incapacity; and</li> <li>○ 4 distinct stages of the incapacity process</li> </ul>	Staff	Public consultation will be launched before finalizing the program and bringing the necessary amendments to the Act to the RPLC for recommendation to Council for approval.	Continue	No

<sup>1</sup> Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
	Committee discussed areas including: Duty to report and safeguarding against possible reprisals; importance of mental health supports; safeguarding against frivolous and vexatious complaints; and potential to develop an internal appeals process to precede divisional court path.				
Review of Policy Impact Analysis (PIA) & Briefing Note Templates	Staff provided samples of revised templates. Committee provided feedback and offered suggestions for improving the format of BNs. With respect to PIA, there was discussion to include the policy development process in the annual orientation program for Council.	Staff	Appropriate changes will be made to improve the document templates.	Continue	No

**Next Committee Meeting:** March 18, 2025

**Professional Standards/Guidelines Review Project: Status Report**

The review of PEO’s standards and professional guidelines has been identified as a strategic priority in the PEO 2023-2025 Strategic Plan. The table below outlines the status of all standards and guidelines that have already been reviewed. This table will be updated and presented to the RPLC at each of its meetings.

#	Name	Type	Current Status	Timeline	Final decision by Council
1	Conducting a Practice Review	Guideline	Ongoing: Review completed by staff in December 2025. Will be reviewed by the RPLC at its March 2025 meeting	Initial review by RPLC in March 2025	
2	Guideline: Forensic Engineering Investigations	Guideline	Ongoing: Review completed by staff in November 2024 by staff; ready to be reviewed by the RPLC at its February 2025 meeting	Initial review by RPLC in February 2025	
3	The Professional Engineer as an Expert Witness	Guideline	Ongoing: In November 2025, RPLC recommended that the guideline be maintained as a PEO guidance document and that it be revised to reflect legal and other updates and ensure an appropriate scope	Second half of 2025	
4	Human Rights in Professional Practice	Guideline	Ongoing: In September 2024, Council directed staff to review whether PEO’s regulatory and non-regulatory measures adequately address human rights issues within its jurisdiction and to propose measures for improvement where appropriate	Second half of 2025 (policy proposal and the revised guideline)	
5	Services of The Engineer Acting Under the Drainage Act	Guideline	Complete	November 2024	Rescinded by Council in November 2024

6	Tower Cranes as Required by the Occupational Health and Safety Act	Practice Standard	Complete	September 2024	Standard approved by Council in September 2024
7	Professional Engineers Providing Acoustical Engineering Services in the Land-Use Planning Process	Guideline	Complete	November 2023	Guideline approved by Council in November 2023

## Engineering Intern (EIT) Program: Progress Report to Council

### Background

On November 29th, 2024, Council held a facilitated plenary session to discuss the potential reinstatement of the Engineering Intern (EIT) Program, as it existed prior to the amendments that were made to the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACKA), which rendered the EIT program inoperable.

During its discussion, Council has identified and agreed to the following principles and values to be considered in the development of policy options for a new EIT program:

- Fair, including non-traditional, pathways to licensure
- Minimum eligibility requirements (e.g., academic qualifications)
- Win-win scenarios that benefit everyone involved
- Grounded in legal and ethical practice
- Clarity of the path to licensure; accessibility
- Continuous improvement
- Enhancement of public safety
- Demonstrating an ongoing effort to seek licensure
- Based on PEO's principles

At its meeting on November 30<sup>th</sup>, 2024, Council passed the following motion:

*That Council:*

1. *Commits to the reinstatement of the Engineering Intern (EIT) Program.*
2. *Directs the CEO/Registrar to initiate targeted engagement with relevant stakeholders to ensure inclusive and comprehensive input into the program's redevelopment.*
3. *Directs the Regulatory Policy and Legislation Committee (RPLC) to provide a policy proposal to Council no later than April 2025.*

### Stakeholder Engagement Strategy

Initial planning for the consultation phase began in December 2024 to ensure a well-organized and efficient stakeholder engagement process early in the new year, allowing time for thorough policy development before the April Council meeting.

In developing its stakeholder engagement strategy PEO aimed to schedule consultations (in the form of a focus group) with key stakeholder groups, including current and former EITs, students, employers, Strategic Stakeholder Advisory Group (SSAG), engineers on PEO staff, PEO Chapters, Ontario Deans, the Ontario Society of Professional Engineers (OSPE), and other relevant parties.

Through this inclusive approach, PEO aims to gather a broad range of perspectives, ensuring the revised program is well-informed by the views of these stakeholders, as well as other relevant evidence aligned with the direction of Council.

To date, the following focus groups have been scheduled as part of this engagement process:

- January 22 – SSAG
- January 24 – Student Associations

- January 25 – Deans (held in conjunction with established meeting)
- January 27 – Internal PEO I
- January 31 – Internal PEO II
- February 7 – Employers I
- February 12 – Ontario Government Ministries
- February 12 – East and West Central Regional Congress
- February 13 – Western Regional Congress
- February 14 – Employers II
- February 18 – Employers III
- February 18 – Combined Eastern and Northern Regional Congress
- February 19 – Professional Associations

In addition, a consultation paper has been posted on the PEO website to encourage interested parties to provide their comments. This consultation will be promoted through PEO’s website and social media channels, and it will also be sent to all current EITs and licence holders. This format aims to generate open-ended comments and feedback from individuals who have prior knowledge of the program as it existed before 2023.

#### **Framework for Analysis**

In line with the discussion that emerged during and after the plenary meeting, the following themes have been identified for further exploration:

1. Program Benefits and Value (including mandatory vs. voluntary nature of the program)
2. Eligibility Criteria and Duration
3. Professional Experience and Mentorship
4. Oversight and Accountabilities
5. Graduated Licence Model (note: This segment while related to an internship program, as engineering internships can be part of a graduated licence model, aims to explore broader issues, including assessing the feasibility of a graduated licence model).

#### **Early feedback summary**

Although the consultation is still underway, early feedback has already provided valuable insights. These initial responses are helping to inform the ongoing discussions and will play a key role in shaping the future direction of the program’s redevelopment.

#### **Theme 1: Benefits and value:**

- The various stakeholder groups—students, employers, SSAG, and PEO staff—shared a mix of opinions on the benefits and value of the EIT program, with some notable contrasts in perspectives. For students, the EIT program provides key advantages such as the title itself, which helps secure jobs, and the opportunity to work under a licensed engineer to accumulate supervised hours. The program is especially beneficial in disciplines requiring the P.Eng designation, like civil engineering, but less so for fields like software engineering, where the P.Eng may not be necessary. Employers see value in the program for its mentorship and support, as well as the enhanced job market competitiveness of EITs. Employers agreed that they are more inclined to hire an EIT than a non-EIT. However, some employers noted that many EITs view the title as sufficient and show little interest in further benefits. SSAG similarly highlighted the mentorship, licensure pathways, and public interest of the program, with particular emphasis on the program’s ability to strengthen regulatory standards.



- When it comes to the program’s voluntary versus mandatory nature, there was a noticeable trend toward favoring a mandatory approach among stakeholders. While students generally preferred the flexibility of a voluntary program to accommodate career exploration and the ability to opt in or out of licensure, many employers and SSAG participants leaned toward making the program mandatory. Employers highlighted that a mandatory program would improve uptake, create more structure in the licensing process, and offer clearer pathways to licensure. Several even suggested integrating the EIT program directly into the licensing process to streamline the transition for new engineers. SSAG participants also voiced strong support for mandatory participation, as it would ensure that more engineers receive the necessary support and guidance to progress through the program. While PEO staff expressed concerns that a mandatory program could potentially deter some individuals from pursuing licensure, they also acknowledged that clearer purpose and greater support would improve program effectiveness.
- Despite the differences in opinion regarding the voluntary versus mandatory nature of the program, there was a common theme of ensuring that the EIT program provides tangible benefits and clear guidance. Stakeholders across the board agreed that the program’s value lies not only in the title and job market advantages but also in the mentorship, the pathway to licensure, and its broader role in maintaining high standards within the engineering profession. The debate on how best to structure the program reflects a balance between creating a clear licensure pathway and ensuring it remains accessible and flexible to a diverse group of engineers.

## **Theme 2: Eligibility criteria and duration**

- Stakeholders from the various groups shared a strong agreement on the importance of establishing clear eligibility criteria for the EIT program, with an emphasis on ensuring that participants are committed to pursuing licensure. Students and employers both underscored the necessity of ensuring that only those with a clear path to becoming a P.Eng are eligible for the program. Students emphasized that the program should not serve as an alternative to licensure, but rather a stepping stone. Both groups agreed that the program should require active practice in engineering and be tied to the intention to gain licensure. PEO staff and SSAG participants also echoed the importance of academic qualifications and practical experience. However, while most stakeholders agreed on the importance of a clear academic and professional path, there was divergence on whether the program should be accessible right after graduation or after completion of the NPPE.
- When it comes to the duration of the program, a consensus emerged that there should be a maximum time allowed for individuals to remain in the EIT program, though opinions on the ideal timeframe varied. Most stakeholders, including students, employers, and SSAG, supported a duration of around 5 to 6 years to ensure that candidates are progressing towards licensure. There was concern from employers and SSAG members that without a defined timeframe, participants might remain in the program indefinitely without meaningful progress, which would dilute its value. This debate was balanced by the recognition that life events, such as parental leave, might warrant some flexibility in the timeline.
- Despite some differences, there was general agreement on the importance of working in the engineering field during the program. Both employers and SSAG participants argued that this is essential for ensuring that time in the EIT program is counted toward the 48 months of required experience for licensure. Some respondents voiced concerns about fairness and access, as requiring employment as an eligibility criterion would create barriers for those who have not yet

secured a job. The majority sentiment, however, leaned toward a structured, clear eligibility process and defined duration that would help ensure that the program remains a meaningful pathway to full licensure.

### **Theme 3: Professional Experience & Mentorship**

- The views across stakeholders aligned in some areas but diverged in others, particularly around structure and the role of mentorship within the EIT program. SSAG participants highlighted the need for a structured mentorship program as a critical part of the EIT experience, emphasizing that mentorship should be decoupled from individual employers and mentors to ensure flexibility and wider access. They also suggested that mentorship could be enhanced with training for mentors and regular progress assessments to ensure meaningful engagement. The participants emphasized employers' responsibility to actively support EITs, offering guidance and clear milestones to track progress.
- Students expressed strong support for having access to a mentor, particularly external mentors who may not be their direct supervisors. This is because direct supervisors may not always provide the necessary mentorship. Like SSAG participants, students emphasized that mentorship should be an adjunct to, not a replacement for, the EIT program itself. However, students also noted that variability in university engineering programs created inconsistent internship and mentorship opportunities, suggesting that a more structured mentorship component could encourage greater engagement in the program and drive participants toward licensure. While they recognized the importance of mentorship, they also wanted it to be more standardized across various employers and programs, which aligns with SSAG's concern for consistency and structure.
- Employers, while acknowledging the value of mentorship, placed a strong emphasis on the need for structured, measurable milestones that would aid in tracking an EIT's progress and ensuring alignment with licensure goals. They felt that having clear guidelines and a structured system would enable mentors and supervisors to offer better support. Employers also suggested that PEO create a flowchart outlining the exact steps to licensure to help clarify the pathway for both EITs and mentors. Like SSAG, they expressed concerns about equity, noting that inconsistent mentorship and opportunities might disproportionately affect underrepresented groups. The idea of an EIT job board or a roster was proposed to facilitate easier connections between EITs and potential employers, which could help address these disparities. PEO staff also leaned into structured mentorship, with some suggesting that it be an exclusive component of the EIT program. Staff emphasized the need for incentives, such as CPD hours, to encourage licensed engineers to take on mentorship roles.

### **Theme 4: Oversight and accountability**

- There was widespread consensus among participants on the importance of holding engineering interns to the same ethical standards as fully licensed engineers. SSAG participants emphasized that the Code of Ethics should be applied to EITs to ensure they uphold the integrity of the profession, especially given the potential impact on the profession's reputation. They also agreed that while EITs should be held accountable, their disciplinary process should differ from licensed engineers due to their ongoing learning. Employers were viewed as crucial to this process, with the responsibility to provide supervision and mentorship to ensure ethical standards are maintained.

- Employers echoed the importance of accountability, with many stating that EITs should be bound by conduct structures similar to those they enforce within their own companies. They expressed that PEO should also establish clear, transparent guidelines for EITs to follow, ensuring consistency across industries. Employers also stressed the need for PEO to take an active role in overseeing the licensure pathway, advocating for regular check-ins to ensure that an EIT's progress aligns with the competencies required for licensure. Some employers supported front-loading the NPPE to mitigate liability and ensure that ethics training is adequately addressed early in an EIT's career.
- From the PEO staff perspective, there was agreement that EITs should be held accountable but also recognized that they are in a learning phase and should not be held to the same standards as fully licensed engineers. Staff emphasized the need for clarity on the roles of both PEO and employers in overseeing the EIT program. They suggested the possibility of focusing on a character-based evaluation or a mentorship framework, with employers playing a key role in guiding and ensuring progress. While PEO would oversee the program's structure, it was noted that the responsibility for day-to-day mentorship and ethical guidance should rest with employers.

**Theme 5: Graduated Licence Program:**

- The concept of a graduated licensing model has been met with mixed reactions from students. While some students, especially those in industries where licensure offers limited benefits, expressed little interest in pursuing the P.Eng. designation, others saw value in it for career flexibility. Participants mentioned that certain fields, such as automotive engineering, don't emphasize licensure, with some supervisors explicitly stating that a licence isn't necessary for their roles. For students planning on pursuing graduate studies or consulting, however, the P.Eng. designation was seen as an important asset. The growing disconnect between licensure and early career opportunities has led some students to question its immediate value, preferring job security and income over the process of obtaining a licence.
- Many expressed that while the graduated model could provide a smoother and less intimidating path to licensure, its success depends largely on employer engagement. Employers emphasized that a staged approach would allow for a clearer progression of responsibilities and expectations for EITs, motivating them to pursue full licensure as they grow into higher roles. Some employers were concerned that without additional incentives or clear structure, the graduated model might not address the broader issue of high-paying jobs that do not require licensure. To address this, employers recommended promoting licensure as part of an EIT's career development, including providing support throughout their licensure journey, and helping them see the long-term value of becoming a licensed engineer.
- From a staff perspective, there was general support for introducing a staged approach to licensure, which would offer flexibility for EITs in different roles and stages of their careers. Staff also noted the importance of ensuring that different stages of the graduated model were clearly defined, to avoid confusion or misuse of engineering titles. They emphasized that the model should allow EITs to transition smoothly into full licensure while accommodating career changes, and it should be flexible enough to match the variety of responsibilities and roles within the engineering field. Staff cautioned, however, that clarity in the process was crucial, and that a graduated licensing model should be carefully designed to balance fairness, consistency, and ease of understanding for all involved including the public.

### **Early key themes**

Some key themes are beginning to emerge from the consultation process. While several themes have already surfaced, the framework for analysis will remain consistent to maintain the integrity of the consultation. See the list below:

- Midway through the consultations, there is stronger support for a mandatory program over a voluntary one to ensure commitment toward licensure.
- The EIT designation should serve as a step toward licensure, not as an alternative to a P.Eng licence.
- Eligibility criteria should include academic requirements and the completion of the NPPE.
- Employment should not be a requirement at entry since the program should help those seeking it.
- There needs to be a structured path that commits an EIT to licensure.
- The EIT program should provide a formal mentorship program with well defined roles and responsibilities.
- EITs should be subject to a code of ethical conduct.
- PEO should have jurisdiction over EITs, including the ability to revoke this status when necessary, although the current complaints/investigations and discipline process may not be suitable for EITs.
- The EIT program should ensure equitable access (for example, for those who take parental leave).
- The EIT program should provide value to both CEAB and non-CEAB applicants.
- The EIT program should not pose a barrier to internationally trained engineers who are ready for licensure.
- There is support for a graduated licence model; however, non-CEAB applicants should be able to proceed directly to the P.Eng licence if they meet the licensing requirements.

### **RPLC feedback**

The majority of RPLC members agreed that the EIT program must be mandatory, particularly if it is to be considered a step toward obtaining a P.Eng. They highlighted the importance of considering generational differences when analyzing feedback and stressed the need for clear eligibility criteria (academic requirements and NPPE) as well as ongoing requirements, including adherence to a code of ethical conduct. Additional themes identified by RPLC include addressing labour mobility as a critical factor in the program's development, reducing barriers to entry, and incorporating a Chapter element into the program.

RPLC recommended expanding the engagement strategy to include all Chapter leaders once the focus groups are completed. RPLC also requested that summaries of the consultations, including employer data and their respective disciplines, be shared when the consultation process is concluded.

### **Next steps**

- Draft Policy Proposal –RPLC meeting (March 18, 2025)
- Final Policy Proposal – RPLC meeting (TBD)
- Final Policy Proposal –Council meeting (April 5, 2025)

## Information Note (Discussion if required) – Tribunal Activity Report

<b>Agenda Item No.</b>	C-567-8.1
<b>Purpose</b>	To update Council about the activities of the Tribunal Office and related Committees
<b>Strategic/Regulatory Focus</b>	<i>The Committees related to the work of the Tribunal Office are required under the Professional Engineers Act, R.S.O. 1990, c. P. 28 (PEA).</i>
<b>Motion</b>	<i>Not applicable</i>
<b>Attachments</b>	<i>None</i>

### Summary

This is a status update on the activities undertaken 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

The Committees that work with the Tribunal Office are mandatory committees created in the PEA.

### Activity Update

Discipline Committee:

- The Discipline Committee handbook sub-committee is waiting for another round of comments from the Committee as a whole.
- The Discipline Committee held 1 hearing since the last meeting of Council.

Registration Committee

- The Registration Committee held 4 hearings since the last meeting of Council.
- The REC has received 5 requests for hearings since January 2025.

Complaints Review Councillor

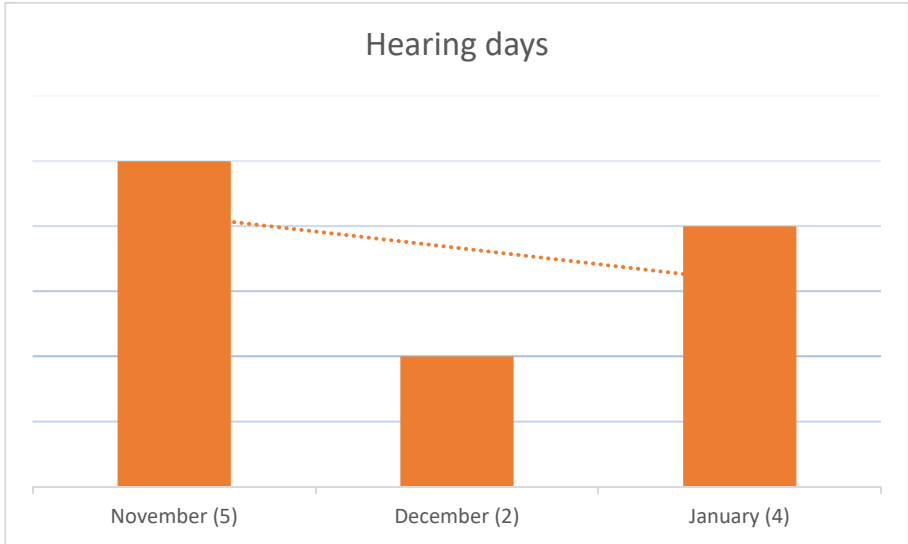
- The Complaints Review Councillor received 1 request for review since the last meeting of Council.

Fee Mediation Committee

- The Fees Mediation Committee heard and resolved 1 matter since the last meeting of Council.

### Adjudicator Days since last Council meeting

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

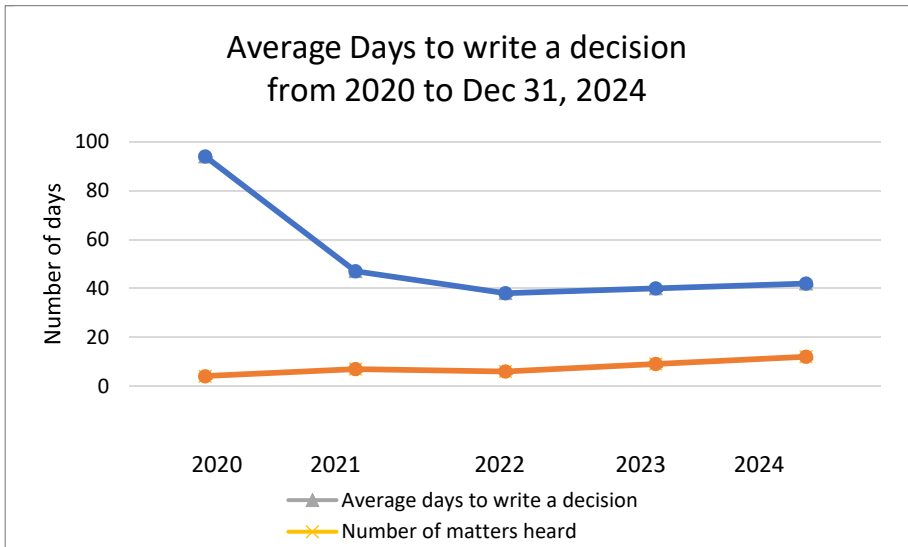


**Please note:** The adjudicators/Committee Members of the DIC and REC sat for 50 days of hearings in 2024. This does not include the time they give PEO to prepare, write decisions and participate in meetings or training.

#### Discipline Committee

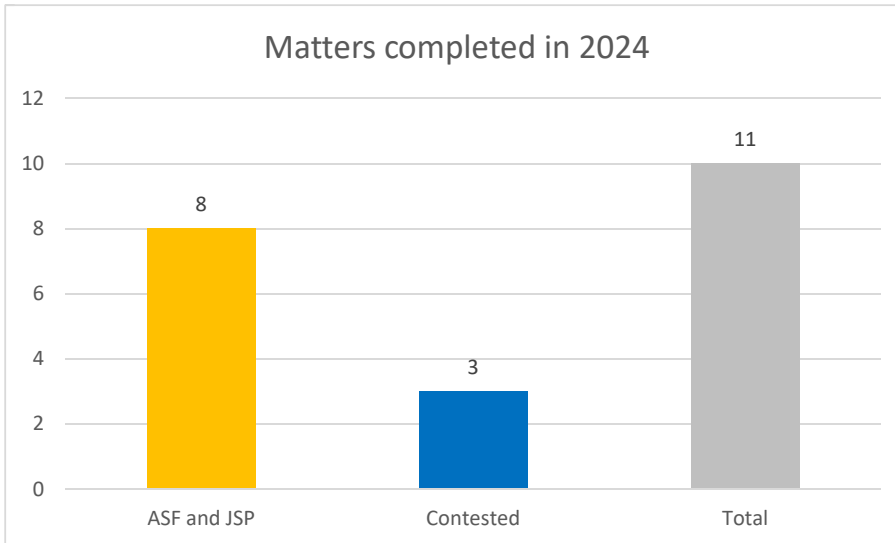
Average number of days to provide decision after the end of the hearing.

**Please note:** While the number of discipline matters continue to grow, the time it takes to provide a written decision has improved in the last 5 years. The Discipline Committee reconfirmed at its commitment to attain the target of 30 days or less to provide a written decision. In 2024, 12 decisions were issued by the Discipline Committee.



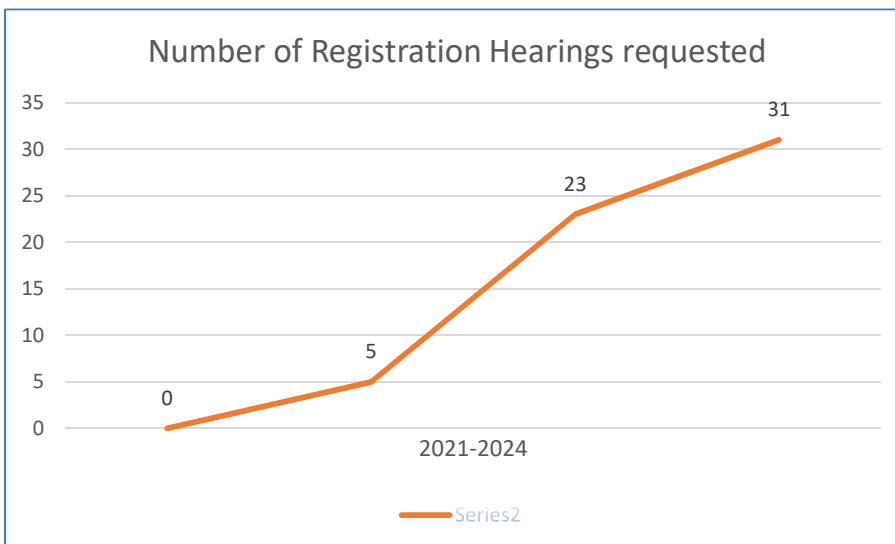
## Discipline Committee

Matters completed in 2024 that 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.



**Please note:** The Registration Committee continues to receive a large number of requests for hearings. Regulatory Operations initiated a program to encourage eligible applicants to consider holding applying

via the new Competency Based Assessment model. If they are successful, then the applicant can withdraw the REC hearing request. 19/31 applicants in 2024 are in progress with a CBA application.



## Councillor Submissions Form

This cover sheet must be completed in addition to any supporting information provided.

Date: February 7, 2024

Councillor Name: Roydon Fraser

### Category of Business:

Regulatory  Strategic   
Governance  None of the Above

### Where do you think this item should be directed?

Audit and Finance Committee   
Governance and Nominating Committee   
Human Resources and Compensation Committee   
Regulatory Policy and Legislation Committee   
Council

### If an item is for Council, which Special Rule category applies?

**Special Rule 8.4(b) - Exceptional Item**

*'Exceptional item' is defined in the Special Rules as an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first.*

Must be submitted at least two weeks in advance of the meeting.

**If this is an exceptional item, please explain why:**

*To be relevant and effective updates must be timely. To delay this update would not be timely.*

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**Special Rule 8.4(c) - Emergency Item**

*"Emergency" is defined in the Special Rules as an event or sequence of events which:*

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

Please note that the definition of "emergency" in the Special Rules requires all three elements to be present. May be submitted during the week prior to the meeting.

**If this is an emergency item, please explain why:**

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## Decision Note – Inform Members of Member Driven Vision Work Council Decision

<b>Agenda Item Number</b>	C-567-8.2a)
<b>Purpose</b>	For Past-President Fraser to fulfill PEO’s promise to keep members informed on the outcome of the member driven vision statement creation work.
<b>Strategic/Regulatory Focus</b>	Outcome of 2023-2025 Strategic Plan Objective
<b>Motion</b>	<p>(1) Inform all members previously sent Visioning for Relevance update and involvement emails an update that includes the following:</p> <ul style="list-style-type: none"> <li>(a) A summary of the vision development process followed to date including the motivation to be member driven.</li> <li>(b) A summary of stakeholder engagement undertaken including numbers engaged.</li> <li>(c) The stakeholder produced vision statements and stakeholder identified vision themes.</li> <li>(d) Council’s November 29, 2024, motion and decision.</li> <li>(e) Any next steps that may emerge from the February 21, 2025 Meeting of Council.</li> </ul>
<b>Attachments</b>	Appendix A: November 29, 2024 Visioning for Relevance Council motion and attachments.

### Summary and Background

At multiple points during the 2023-2024 Visioning for Relevance process members involved were updated on the process with the expectation of updates until the process completed. A major completion point was reached at the November 29, 2024, Council Meeting with the presentation of the stakeholders completed work being put forward to Council for a completion of work decision. A highly anticipated update is the outcome of the stakeholder portion of the process; this motion seeks to provide this update.

### Public Interest Rationale

An updated and relevant vision statement reflects the long-term aspirations of how the PEO will protect and serve the public through its governance of the profession.

### Considerations

Risks:

- (a) Damage to PEO’s reputation with members.
- (b) Relevance of P.Eng. continues to decrease.

Key Strategic Issues:

- (a) Strategic plan development that lacks widely accepted long-term foresight direction.

Costs:

- (a) Staff time to formulate an update and email to members.

**Stakeholder Engagement** See Appendix A.

**Prepared By:** Roydon Fraser

**Decision – Visioning for Relevance Update**

<b>Item</b>	C-566-8.2
<b>Purpose</b>	For Past President Fraser and Crestview Strategy (The Visioning 2050 Project Team) to present the final Visioning 2050 Project report and shortlisted vision statements for non-binding referendum by Members.
<b>Strategic/Regulatory Focus</b>	<i>2023-2025 Strategic Plan Objective</i>
<b>Motion</b>	<p><i>(1) That Council receive the four Vision Statements and Interpretive Document Provided in Appendix A.</i></p> <p><i>(2) That the four Vision Statements be presented through a non-binding referendum/question to members no later than March 2025 to determine the most member favoured Vision Statement.</i></p> <p><i>(3) That one of the four Vision Statements and the Interpretive Document be brought to the April 2025 Council meeting for approval.</i></p>
<b>Attachments</b>	Appendix A – Visioning 2050 Vision Statements and Interpretive Document

**Summary and Background**

A component of PEO's current strategic plan included the need to develop and bring forward a new and revised vision statement(s) for Council's consideration. This initiative has been led by Past President Roydon Fraser, with support from Crestview Strategy. The draft vision statements and accompanying interpretive document is the result of thorough grassroots engagement with licensees, students, and PEO's stakeholder network over the past 14 months.

Utilizing an iterative user-based design process, hundreds of possible vision statements were tested through the engagement process resulting in the four shortlisted vision statements presented to Council.

Between 1993 and 2022 PEO's vision statement changed four times, about every seven years. In 2023 Council decided that no vision statement would be included in PEO's 2023-2025 strategic plan, but instead adopted the 2023-25 strategic goal to develop a 2050 oriented vision statement for PEO that seeks relevance and value for PEO and the P.Eng. To maximize longevity along with relevance and value this is the first grassroots development of a PEO vision statement, and first development of an interpretive document.

**Public Interest Rationale**

An updated and relevant vision statement reflects the long-term aspirations of how the PEO will protect and serve the public through its governance of the profession.

**Stakeholder Engagement**

Volunteers	Meetings	Vision Statements	Survey Responses
109	102	62	2745

In the initial phase during fall 2023, 99 PEO member volunteers were organized into 10 advisory groups. Over the course of 3 months, 60 Advisory Group meetings were held. These groups generated 62 preliminary vision statements, from which 10 common themes were identified.

Phase 2 commenced in winter 2023, focusing on developing an interpretive document based on the identified themes. The advisory groups were consolidated from 10 to 3, with 47 highly engaged volunteers. The top 20 statements were presented to the Working Group, complemented by analyses of their themes and language.

By spring 2024, Phase 3 was underway, with the focus on finalizing the vision statement and interpretive document. The advisory groups were tasked with interpreting and providing feedback on the assigned themes. This phase involved extensive stakeholder engagement, including an in-person engagement with P.Eng. license holders at PEO's AGM in April, as well as interactions with Council, Chapters, OSPE, and student organizations. A total of 96 survey responses highlighted the importance of crafting a vision that resonates with stakeholders, promoting diversity, empowering engineers, and ensuring public trust and safety.

In Phase 4, we reached out to PEO's stakeholders, Ontario's engineering students, and licensees with surveys tailored to each group. More specifically, we attended ESSCO's PEO-SC Conference in October to engage with students, facilitating direct engagement and feedback. Through this process, we received survey responses from 20 stakeholders, 70 students, and 2,559 licensees. These insights were instrumental in refining the following four vision statements.

# Vision Statements & Interpretive Document

Visioning 2050

**FOR:**

**Professional Engineers of Ontario  
Council Review**

**November 29<sup>th</sup>, 2024**



**Professional Engineers  
Ontario**

## Visioning 2050 in Review

The Professional Engineers Ontario (PEO) engaged in a comprehensive visioning process, Visioning 2050, facilitated by Crestview Strategy, to help chart the path forward as a regulator that will meet the needs of the future of the profession. This initiative aimed to refresh PEO's vision to ensure relevance and value for all stakeholders.

The entire approach to engagement was grounded on the basis that a vision statement should be developed from the grassroots up, ensuring it proactively reflects the input, insights, and values of PEO's members and mandate as a regulator. This process led to the largest engagement initiative undertaken by PEO to date, enabling volunteer members to challenge assumptions, guide the iterative process and help chart the path forward for the future of the profession.

A good vision statement is goal-oriented, inspiring, and widely accepted by an array of stakeholders.

As part of this process, the following objectives are being considered to ensure the effectiveness of the vision statement:

- **Audacious, Ambitious, and Inspiring.** The vision should be bold and motivating.
- **Self-Regulation.** It should clarify the role of self-regulation at PEO.
- **Measurable Metrics or Goals.** The vision should include clear, measurable goals.
- **Decision-Making Aid.** It should assist Council in making and guiding decisions.
- **Appealing Readability.** The vision should be well-written and resonate positively with readers.

### By the Numbers

Volunteers	Meetings	Vision Statements	Survey Responses
109	102	62	2745

In the initial phase during fall 2023, 99 PEO member volunteers were organized into 10 advisory groups. Over the course of 3 months, 60 Advisory Group meetings were held. These groups generated 62 preliminary vision statements, from which 10 common themes were identified. The top five themes were Empowerment and Excellence in Engineering, Equity, Diversity, and Inclusivity, Public Safety and Trust, Leadership in Innovation and Change, and Self-governance. This phase demonstrated the passion and insight of the advisory group members and laid the groundwork for the subsequent stages.

Phase 2 commenced in winter 2023, focusing on developing an interpretive document based on the identified themes. The advisory groups were consolidated from 10 to 3, with 47 highly engaged volunteers. The members that remained were dedicated and committed to the process, taking time out of their busy schedules to meet with their fellow volunteers. During this

phase, each group continued to refine and rank the vision statements through multiple rounds of iteration. The top 20 statements were presented to the Working Group, complemented by analyses of their themes and language. The themes were then ranked and interpreted, forming the basis of the interpretive document.

By spring 2024, Phase 3 was underway, with the focus on finalizing the vision statement and interpretive document. The advisory groups were tasked with interpreting and providing feedback on the assigned themes. They were prompted to come up with challenge questions to test and refine the vision statements. This phase involved extensive stakeholder engagement, including an in-person engagement with P.Eng. licence holders at PEO's AGM in April, as well as interactions with Council, Chapters, OSPE, and student organizations. A total of 96 survey responses highlighted the importance of crafting a vision that resonates with stakeholders, promoting diversity, empowering engineers, and ensuring public trust and safety.

After the advisory groups' seven vision statements were refined to encapsulate PEO's core values and future aspirations, we entered final phase of the process.

In Phase 4, we reached out to PEO's stakeholders, Ontario's engineering students, and licensees with surveys tailored to each group. More specifically, we attended ESSCO's PEO-SC Conference in October to engage with students, facilitating direct engagement and feedback. This approach enabled us to not only garner their support but also gather meaningful insights to shape the future of the profession.

For stakeholders currently leading the profession, we sought their perspectives on the direction of the vision statements—how these statements aligned with the profession's present needs and challenges, and what adjustments might be necessary to meet long-term goals. For students, as future leaders of the profession, we invited their views on how they see the profession evolving and how these vision statements resonated with their aspirations. We were particularly interested in their ideas for refining or enhancing the statements to ensure they are forward-thinking, inclusive, and relevant to the next generation of engineers.

Through this process, we received survey responses from 20 stakeholders, 70 students, and 2,559 licensees. These insights were instrumental in refining the following four vision statements.

## Final Vision Statements

### Statement 1

Trusted engineers  
Protecting the public  
Forging innovation  
Towards a sustainable future.

### Interpretative Component

#### Trusted

- Being entrusted by the public to do what's right; to act ethically in the best interests of the public.
- Seen as ethical and transparent, fostering confidence in actions and intentions.
- Perceived as a subject matter expert of the profession with a proven track record of competence.
- Recognized widely for their positive impact and leadership within the profession.
- Ensures rigorous education, ongoing competency assessments, and standard setting practices to foster continual trust of the public in an evolving technological landscape.

#### Protecting the public

- Ensuring that public interests are paramount.
- Upholding ethical standards and practices that prevent harm and promote the welfare of the community.
- Enabling culture that is capable of judging and whistleblowing what is not.

#### Forging innovation

- Creating an environment where engineers are inspired and equipped to lead transformative change in their fields.
- Addressing global issues like climate change, infrastructure resilience, and technological advancement, ensuring their work serves the public good.
- An adaptive and forward-looking engineering profession that continuously evolves in an increasingly complex and dynamic world.

#### Sustainable future

- Focusing on practices and technologies that minimize environmental impact and support long-term ecological health.
- Ensuring equitable social systems that foster well-being, diversity, and inclusion for current and future generations.
- Developing technologies that are durable, maintainable, and designed with long-term viability in mind.
- Engineering practices move forward while considering innovative approaches. The use of technology in an environmentally and socially responsible manner.



## Statement 2

Trusted technical leaders protecting the public and embracing change towards a sustainable future.

### Interpretative Component

#### Trusted

- Being entrusted by the public to do what's right; to act ethically in the best interests of the public.
- Seen as ethical and transparent, fostering confidence in actions and intentions.
- Perceived as a subject matter expert of the profession with a proven track record of competence.
- Recognized widely for their positive impact and leadership within the profession.
- Ensures rigorous education, ongoing competency assessments, and standard setting practices to foster continual trust of the public in an evolving technological landscape.

#### Technical leaders

- Leaders who possess deep knowledge in specific technical fields.
- Individuals who drive technological advancement and innovation within the profession.
- Subject matter experts that shape the discourse and direction of technology within the profession.

#### Protecting the public

- Ensuring that public interests are paramount.
- Upholding ethical standards and practices that prevent harm and promote the welfare of the community.
- Enabling culture that is capable of judging and whistleblowing what is not.

#### Embracing change

- Being open and responsive to new trends, technologies, and practices.
- Actively seeking and implementing new solutions and improvements.
- Fostering an organizational or societal mindset that is positive towards change and evolution.
- Strengthening the ability to manage and thrive through changes and disruptions.
- Exploring opportunities and innovations that strengthen the profession and bring societal benefits.

#### Sustainable future

- Focusing on practices and technologies that minimize environmental impact and support long-term ecological health.
- Ensuring equitable social systems that foster well-being, diversity, and inclusion for current and future generations.
- Developing technologies that are durable, maintainable, and designed with long-term viability in mind.
- Engineering practices move forward while considering innovative approaches. The use of technology in an environmentally and socially responsible manner.

### Statement 3

Self-regulated trustees of the engineering profession protecting and enhancing public safety.

#### Interpretative Component

##### Self-regulated

- The ability to maintain self-governance of the profession; to govern itself without external interference, maintaining independence in its regulatory practices.
- Holding members accountable for their actions through internal mechanisms, ensuring compliance with established rules and ethical guidelines.
- Encouraging ongoing development and adherence to best practices within the profession, driven by internal review and feedback processes.
- Ensure public trust is maintained through professional standards; the ability to maintain autonomy to address evolving challenges.

##### Trustees

- Individuals or bodies entrusted with the responsibility of overseeing and safeguarding the interests and integrity of the profession.
- Upholding a commitment to act in the best interest of the profession and public, with a duty to maintain ethical standards and accountability.

##### Enhancing

- Implementing and evolving new technologies, methodologies, or safety protocols that improve safety outcomes in engineering applications.
- Increasing public knowledge and awareness of safety issues and the role of engineering in mitigating them.

##### Public Safety

- Proactively identifying and addressing potential safety issues before they become significant threats.
- Adhering to safety regulations, codes, and best practices to ensure the safety and well-being of the community.
- Making decisions that prioritize the health, safety, and welfare of the public above other considerations or personal gain.

## Statement 4

A prosperous, safe and sustainable future by diverse practitioners anticipating change (and disruption) with innovative responsibility.

### Interpretative Component

#### Prosperous

- Proper direction and actions are being taken to ensure the satisfaction of the public.
- Prosperity affects the process of licensing policies as it ensures alignment with the impact of engineering.
- Considers and incorporates Indigenous school of thought, such as Seven Generations.
- Understand that there must be a balance between what is aspirational and what is measurable to track movement.
- Ensures that equity, equality, and inclusivity are considered.
- A profession that anticipates disruptions and embraces change.
- Safety of the impact to the public is a fiduciary obligation and built into the work of professional engineers.

#### Sustainable future

- Focusing on practices and technologies that minimize environmental impact and support long-term ecological health.
- Ensuring equitable social systems that foster well-being, diversity, and inclusion for current and future generations.
- Developing technologies that are durable, maintainable, and designed with long-term viability in mind.
- Engineering practices move forward while considering innovative approaches. The use of technology in an environmentally and socially responsible manner.

#### Anticipating change

- Embodies a proactive and forward-looking approach as opposed to a reactive approach.
- Predict and prepare for future trends and potential disruptions.
- Establishing foresight enables individuals and organizations to seize opportunities and mitigate risks effectively.
- Develop innovations that will strengthen engineering as a profession and bring multiple benefits to the community.

#### Innovative Responsibility

- Prioritizing advancements that are not only cutting-edge but also environmentally and socially sustainable.
- Ensuring that innovation does not compromise ethical considerations or the long-term interests of the public and their safety.
- Maintaining ethical obligations in protecting the public interest while embracing disruptive and groundbreaking ideas.



### Councillor Submissions Form

This cover sheet must be completed in addition to any supporting information provided.

Date: February 7, 2024

Councillor Name: Roydon Fraser

**Category of Business:**

Regulatory  Strategic   
Governance  None of the Above

**Where do you think this item should be directed?**

Audit and Finance Committee   
Governance and Nominating Committee   
Human Resources and Compensation Committee   
Regulatory Policy and Legislation Committee   
Council

**If an item is for Council, which Special Rule category applies?**

**Special Rule 8.4(b) - Exceptional Item**

*'Exceptional item' is defined in the Special Rules as an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first.*

Must be submitted at least two weeks in advance of the meeting.

**If this is an exceptional item, please explain why:**

*Visioning work results of high value to strategic planning which is currently being developed. Direction concerning visioning work and strategic planning process needed ASAP.*

**Special Rule 8.4(c) - Emergency Item**

*"Emergency" is defined in the Special Rules as an event or sequence of events which:*

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

Please note that the definition of "emergency" in the Special Rules requires all three elements to be present. May be submitted during the week prior to the meeting.

**If this is an emergency item, please explain why:**

\_\_\_\_\_  
\_\_\_\_\_

## Decision – Preserving Learnings from 2050 Visioning for Relevance Work by Stakeholders

<b>Agenda Item Number</b>	C-567-8.2b)
<b>Purpose</b>	For Past President Fraser to ensure the stakeholders driven work toward the strategic plan goal of 2050 Visioning for Relevance is preserved for future consideration and use.
<b>Strategic/Regulatory Focus</b>	<i>2023-2025 Strategic Plan Objective</i>
<b>Motion</b>	<ul style="list-style-type: none"> <li>(1) That the member driven 2050 Visioning for Relevance strategic goal be placed in the Council Registry as an unfinished project requiring future direction from Council to complete.</li> <li>(2) That the vision statements and associated interpretive document be preserved.</li> <li>(3) That the vision statements and associated interpretive document be considered in future strategic planning.</li> </ul>
<b>Attachments</b>	Appendix A: Final four stakeholders generated vision statements and interpretations forwarded to Council for decision November 29, 2024.

### Summary and Background

There is high value in preserving and using where appropriate the extensive work of stakeholders in the 2050 Visioning for Relevance process. Given no direction was given by Council at the November 29, 2024, Council meeting, nor clear next steps guidance given at the February 4, 2025, Executive Committee Meeting, on how to proceed to completing the visioning strategic goal this motion seeks to maintain the ability to extract value from this work in the future.

### Public Interest Rationale

An updated and relevant vision statement reflects the long-term aspirations of how the PEO will protect and serve the public through its governance of the profession.

### Considerations

Risks:

- (a) Loss of extensive and valuable input from PEO stakeholders.
- (b) Development of a strategic plan that does not support, and is possibly inconsistent with, the direction(s) PEO stakeholders expect of PEO, due to loss of knowledge.

Key Strategic Issues:

- (a) Strategic plan development that lacks widely accepted long-term foresight direction.

Costs:

- (a) Staff time to place in Council Registry, to preserve in archives, and to forward to those working on the next strategic plan.

**Stakeholder Engagement** See Appendix A.

**Prepared By:** Roydon Fraser

**Decision – Visioning for Relevance Update**

<b>Item</b>	C-566-8.2
<b>Purpose</b>	For Past President Fraser and Crestview Strategy (The Visioning 2050 Project Team) to present the final Visioning 2050 Project report and shortlisted vision statements for non-binding referendum by Members.
<b>Strategic/Regulatory Focus</b>	<i>2023-2025 Strategic Plan Objective</i>
<b>Motion</b>	<p><i>(1) That Council receive the four Vision Statements and Interpretive Document Provided in Appendix A.</i></p> <p><i>(2) That the four Vision Statements be presented through a non-binding referendum/question to members no later than March 2025 to determine the most member favoured Vision Statement.</i></p> <p><i>(3) That one of the four Vision Statements and the Interpretive Document be brought to the April 2025 Council meeting for approval.</i></p>
<b>Attachments</b>	Appendix A – Visioning 2050 Vision Statements and Interpretive Document

**Summary and Background**

A component of PEO's current strategic plan included the need to develop and bring forward a new and revised vision statement(s) for Council's consideration. This initiative has been led by Past President Roydon Fraser, with support from Crestview Strategy. The draft vision statements and accompanying interpretive document is the result of thorough grassroots engagement with licensees, students, and PEO's stakeholder network over the past 14 months.

Utilizing an iterative user-based design process, hundreds of possible vision statements were tested through the engagement process resulting in the four shortlisted vision statements presented to Council.

Between 1993 and 2022 PEO's vision statement changed four times, about every seven years. In 2023 Council decided that no vision statement would be included in PEO's 2023-2025 strategic plan, but instead adopted the 2023-25 strategic goal to develop a 2050 oriented vision statement for PEO that seeks relevance and value for PEO and the P.Eng. To maximize longevity along with relevance and value this is the first grassroots development of a PEO vision statement, and first development of an interpretive document.

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An updated and relevant vision statement reflects the long-term aspirations of how the PEO will protect and serve the public through its governance of the profession.

**Stakeholder Engagement**

Volunteers	Meetings	Vision Statements	Survey Responses
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In the initial phase during fall 2023, 99 PEO member volunteers were organized into 10 advisory groups. Over the course of 3 months, 60 Advisory Group meetings were held. These groups generated 62 preliminary vision statements, from which 10 common themes were identified.

Phase 2 commenced in winter 2023, focusing on developing an interpretive document based on the identified themes. The advisory groups were consolidated from 10 to 3, with 47 highly engaged volunteers. The top 20 statements were presented to the Working Group, complemented by analyses of their themes and language.

By spring 2024, Phase 3 was underway, with the focus on finalizing the vision statement and interpretive document. The advisory groups were tasked with interpreting and providing feedback on the assigned themes. This phase involved extensive stakeholder engagement, including an in-person engagement with P.Eng. license holders at PEO's AGM in April, as well as interactions with Council, Chapters, OSPE, and student organizations. A total of 96 survey responses highlighted the importance of crafting a vision that resonates with stakeholders, promoting diversity, empowering engineers, and ensuring public trust and safety.

In Phase 4, we reached out to PEO's stakeholders, Ontario's engineering students, and licensees with surveys tailored to each group. More specifically, we attended ESSCO's PEO-SC Conference in October to engage with students, facilitating direct engagement and feedback. Through this process, we received survey responses from 20 stakeholders, 70 students, and 2,559 licensees. These insights were instrumental in refining the following four vision statements.



# Vision Statements & Interpretive Document

Visioning 2050

**FOR:**

**Professional Engineers of Ontario  
Council Review**

**November 29<sup>th</sup>, 2024**



**Professional Engineers  
Ontario**

## Visioning 2050 in Review

The Professional Engineers Ontario (PEO) engaged in a comprehensive visioning process, Visioning 2050, facilitated by Crestview Strategy, to help chart the path forward as a regulator that will meet the needs of the future of the profession. This initiative aimed to refresh PEO's vision to ensure relevance and value for all stakeholders.

The entire approach to engagement was grounded on the basis that a vision statement should be developed from the grassroots up, ensuring it proactively reflects the input, insights, and values of PEO's members and mandate as a regulator. This process led to the largest engagement initiative undertaken by PEO to date, enabling volunteer members to challenge assumptions, guide the iterative process and help chart the path forward for the future of the profession.

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As part of this process, the following objectives are being considered to ensure the effectiveness of the vision statement:

- **Audacious, Ambitious, and Inspiring.** The vision should be bold and motivating.
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### By the Numbers

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After the advisory groups' seven vision statements were refined to encapsulate PEO's core values and future aspirations, we entered final phase of the process.

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Through this process, we received survey responses from 20 stakeholders, 70 students, and 2,559 licensees. These insights were instrumental in refining the following four vision statements.

## Final Vision Statements

### Statement 1

Trusted engineers  
Protecting the public  
Forging innovation  
Towards a sustainable future.

### Interpretative Component

#### Trusted

- Being entrusted by the public to do what's right; to act ethically in the best interests of the public.
- Seen as ethical and transparent, fostering confidence in actions and intentions.
- Perceived as a subject matter expert of the profession with a proven track record of competence.
- Recognized widely for their positive impact and leadership within the profession.
- Ensures rigorous education, ongoing competency assessments, and standard setting practices to foster continual trust of the public in an evolving technological landscape.

#### Protecting the public

- Ensuring that public interests are paramount.
- Upholding ethical standards and practices that prevent harm and promote the welfare of the community.
- Enabling culture that is capable of judging and whistleblowing what is not.

#### Forging innovation

- Creating an environment where engineers are inspired and equipped to lead transformative change in their fields.
- Addressing global issues like climate change, infrastructure resilience, and technological advancement, ensuring their work serves the public good.
- An adaptive and forward-looking engineering profession that continuously evolves in an increasingly complex and dynamic world.

#### Sustainable future

- Focusing on practices and technologies that minimize environmental impact and support long-term ecological health.
- Ensuring equitable social systems that foster well-being, diversity, and inclusion for current and future generations.
- Developing technologies that are durable, maintainable, and designed with long-term viability in mind.
- Engineering practices move forward while considering innovative approaches. The use of technology in an environmentally and socially responsible manner.

## Statement 2

Trusted technical leaders protecting the public and embracing change towards a sustainable future.

### Interpretative Component

#### Trusted

- Being entrusted by the public to do what's right; to act ethically in the best interests of the public.
- Seen as ethical and transparent, fostering confidence in actions and intentions.
- Perceived as a subject matter expert of the profession with a proven track record of competence.
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- Ensures rigorous education, ongoing competency assessments, and standard setting practices to foster continual trust of the public in an evolving technological landscape.

#### Technical leaders

- Leaders who possess deep knowledge in specific technical fields.
- Individuals who drive technological advancement and innovation within the profession.
- Subject matter experts that shape the discourse and direction of technology within the profession.

#### Protecting the public

- Ensuring that public interests are paramount.
- Upholding ethical standards and practices that prevent harm and promote the welfare of the community.
- Enabling culture that is capable of judging and whistleblowing what is not.

#### Embracing change

- Being open and responsive to new trends, technologies, and practices.
- Actively seeking and implementing new solutions and improvements.
- Fostering an organizational or societal mindset that is positive towards change and evolution.
- Strengthening the ability to manage and thrive through changes and disruptions.
- Exploring opportunities and innovations that strengthen the profession and bring societal benefits.

#### Sustainable future

- Focusing on practices and technologies that minimize environmental impact and support long-term ecological health.
- Ensuring equitable social systems that foster well-being, diversity, and inclusion for current and future generations.
- Developing technologies that are durable, maintainable, and designed with long-term viability in mind.
- Engineering practices move forward while considering innovative approaches. The use of technology in an environmentally and socially responsible manner.

### Statement 3

Self-regulated trustees of the engineering profession protecting and enhancing public safety.

#### Interpretative Component

##### Self-regulated

- The ability to maintain self-governance of the profession; to govern itself without external interference, maintaining independence in its regulatory practices.
- Holding members accountable for their actions through internal mechanisms, ensuring compliance with established rules and ethical guidelines.
- Encouraging ongoing development and adherence to best practices within the profession, driven by internal review and feedback processes.
- Ensure public trust is maintained through professional standards; the ability to maintain autonomy to address evolving challenges.

##### Trustees

- Individuals or bodies entrusted with the responsibility of overseeing and safeguarding the interests and integrity of the profession.
- Upholding a commitment to act in the best interest of the profession and public, with a duty to maintain ethical standards and accountability.

##### Enhancing

- Implementing and evolving new technologies, methodologies, or safety protocols that improve safety outcomes in engineering applications.
- Increasing public knowledge and awareness of safety issues and the role of engineering in mitigating them.

##### Public Safety

- Proactively identifying and addressing potential safety issues before they become significant threats.
- Adhering to safety regulations, codes, and best practices to ensure the safety and well-being of the community.
- Making decisions that prioritize the health, safety, and welfare of the public above other considerations or personal gain.

## Statement 4

A prosperous, safe and sustainable future by diverse practitioners anticipating change (and disruption) with innovative responsibility.

### Interpretative Component

#### Prosperous

- Proper direction and actions are being taken to ensure the satisfaction of the public.
- Prosperity affects the process of licensing policies as it ensures alignment with the impact of engineering.
- Considers and incorporates Indigenous school of thought, such as Seven Generations.
- Understand that there must be a balance between what is aspirational and what is measurable to track movement.
- Ensures that equity, equality, and inclusivity are considered.
- A profession that anticipates disruptions and embraces change.
- Safety of the impact to the public is a fiduciary obligation and built into the work of professional engineers.

#### Sustainable future

- Focusing on practices and technologies that minimize environmental impact and support long-term ecological health.
- Ensuring equitable social systems that foster well-being, diversity, and inclusion for current and future generations.
- Developing technologies that are durable, maintainable, and designed with long-term viability in mind.
- Engineering practices move forward while considering innovative approaches. The use of technology in an environmentally and socially responsible manner.

#### Anticipating change

- Embodies a proactive and forward-looking approach as opposed to a reactive approach.
- Predict and prepare for future trends and potential disruptions.
- Establishing foresight enables individuals and organizations to seize opportunities and mitigate risks effectively.
- Develop innovations that will strengthen engineering as a profession and bring multiple benefits to the community.

#### Innovative Responsibility

- Prioritizing advancements that are not only cutting-edge but also environmentally and socially sustainable.
- Ensuring that innovation does not compromise ethical considerations or the long-term interests of the public and their safety.
- Maintaining ethical obligations in protecting the public interest while embracing disruptive and groundbreaking ideas.





## Decision Note – Councillor Items

<b>Agenda Item Number</b>	C-566-9.1
<b>Purpose</b>	To field questions from Council.
<b>Strategic/Regulatory Focus</b>	
<b>Motion</b>	None required
<b>Attachments</b>	

Decision Item

“Roles of President and Chair” – Councillor-at-Large Schjerning

## Councillor Submissions Form

This cover sheet must be completed in addition to any supporting information provided.

**Date:** 16 Jan 2025

**Councillor Name:** Glen Schjerning

**Category of Business:**

Regulatory    \_\_\_    Strategic    \_\_\_  
Governance     X     None of the Above    \_\_\_

**Where do you think this item should be directed?**

Audit and Finance Committee    \_\_\_  
Governance and Nominating Committee     X  (first)  
Human Resources and Compensation Committee    \_\_\_  
Regulatory Policy and Legislation Committee    \_\_\_  
Council     X  (second)

**If an item is for Council, which Special Rule category applies?**

\_\_\_  **Special Rule 8.4(b) - Exceptional Item**

*'Exceptional item' is defined in the Special Rules as an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first.*

Must be submitted at least two weeks in advance of the meeting.

**If this is an exceptional item, please explain why:**

N/A   
\_\_\_\_\_

\_\_\_  **Special Rule 8.4(c) - Emergency Item**

*"Emergency" is defined in the Special Rules as an event or sequence of events which:*

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

Please note that the definition of "emergency" in the Special Rules requires all three elements to be present. May be submitted during the week prior to the meeting.

**If this is an emergency item, please explain why:**

N/A   
\_\_\_\_\_

## Supplementary Information for Councillor Submission

- The President is the elected leader of PEO, chosen by members, and acts as a representative of PEO to the public and PEO members, as well as to external organizations such as Engineers Canada and OSPE.
- In 2011, Council decided to create the role of a Council Meeting Chair, separate from the role of President, and appointed by Council. The Chair is elected by Council itself and hence is presumed to have the confidence of Council to serve as Council's representative. The focus of the Chair role is internal, to facilitate Council operations and governance (Council meetings being the key function).
- The role of the President and the role of the Chair may be performed by the same person, but they are distinctly different roles.
- On March 26, 2021, as part of PEO's governance reform, Council approved in principle a *President and Chair Charter* that further differentiated the roles. The roles and responsibilities of President and Chair are also distinguished in the Governance Manual, approved by Council in 2023.
- Council is authorized by the *Professional Engineers Act* to pass by-laws related to the administrative and domestic affairs of PEO. Examples of such internal administrative affairs include by-laws respecting banking and finance and the execution of documents, and by-laws respecting the calling, holding and conducting of Council meetings.
- In PEO's By-Law No. 1, the provision about calling meetings (section 12) does not currently authorize the Chair to call meetings ("Meetings of the Council may be called by the president, the Executive Committee or, subject to section 13.1, by members of Council."). Nor does the provision regarding major expenditure approval (section 45) authorize the Chair to sign (the authority is given to the president, president-elect or past-president). Both are examples of responsibilities that are a better fit with the Chair role per Council's approach and in better alignment with the purpose of the by-laws (i.e. the focus on internal affairs).

### Proposed Motion:

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