

## Confirmation of Notice and Quorum

<b>Agenda Item Number</b>	C-562-1.1
<b>Purpose</b>	Secretariat to confirm notice and quorum of the meeting.

## Confirmation Note – Approval of Agenda

<b>Agenda Item Number</b>	C-562-1.2
<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-562-1.2, Appendix A, be approved; and b) The Chair be authorized to suspend the regular order of business.
<b>Attachments</b>	Appendix A – 562 <sup>nd</sup> Council meeting agenda

Prepared By: Eric Chor, Research Analyst



**C-562-1.2**  
**Appendix A**

# Draft AGENDA

**562<sup>nd</sup> Meeting of the Council of Professional Engineers Ontario**

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

**In-Person Meeting: PEO Offices, 40 Sheppard Avenue West, 8<sup>th</sup> Floor, Toronto**

SUMMARY OF TIMINGS	
8:30 am	<b>CALL TO ORDER – Formal Public Meeting Begins – Council Chambers</b>
10:20–10:30 am	Approximate time of break
12:30–1:15 pm	Lunch
3:00–3:10 pm	Approximate time of break
5:00 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 – 561 COUNCIL MEETING	Chair	Decision	8:40
2.2	CHANGES TO 2024 STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LIST <ul style="list-style-type: none"> <li>○ 2.2a) Approval of Committee Membership Changes</li> <li>○ 2.2b) Committee Membership Changes</li> </ul>	A. Dixit VP, Corporate Operations & Digital Transformation	Decision  Information	
2.3	CONSULTING ENGINEER DESIGNATION APPLICATIONS	J. Vera (Director, Licensing)	Decision	

<b>ITEM</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
	a) Approving b) Declining			
2.4	REGIONAL COUNCILLORS COMMITTEE (RCC) REPORT	Councillor Shankar RCC Chair	Information	
<b>3.</b>	<b><u>EXECUTIVE REPORTS</u></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
<b>4.</b>	<b><u>ENGINEERS CANADA ITEMS</u></b>	<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
4.1	ENGINEERS CANADA 2025-2029 STRATEGIC PLAN	Chair	Decision	
4.2	ENGINEERS CANADA NATIONAL STATEMENT OF COLLABORATION	Councillor MacFarlane GNC Chair	Decision	
4.3	ENGINEERS CANADA 2026 PER CAPITA ASSESSMENT FEE	Councillor Kirkby AFC Chair	Decision	
<b>5.</b>	<b><u>AUDIT AND FINANCE COMMITTEE ITEMS</u></b>	<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>AFC Summary Report at Tab 5 in Diligent Boards</b>				
5.1	2023 AUDITED FINANCIAL STATEMENTS	Councillor Kirkby AFC Chair	Decision	9:20
5.2	RECOMMENDATION OF THE APPOINTMENT OF AUDITOR FOR 2024	Councillor Kirkby AFC Chair	Decision	
5.3	PAYMENT OF LEGAL EXPENSES	Councillor Kirkby AFC Chair	Information	
<b>6.</b>	<b><u>GOVERNANCE AND NOMINATING COMMITTEE ITEMS</u></b>	<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>GNC Summary Report at Tab 6 in Diligent Boards</b>				
6.1	APPOINTMENT OF NORTHERN REGION COUNCILLOR	Councillor MacFarlane GNC Chair	Decision	10:30
6.2	REVISIONS TO GOVERNANCE COMMITTEES' CHARTERS	Councillor MacFarlane GNC Chair	Decision	
6.3	ORDER OF HONOUR SELECTION COMMITTEE (OSC) TERMS OF REFERENCE	Councillor MacFarlane GNC Chair	Decision	
6.4	UPDATES TO ORDER OF HONOUR (OOH) NOMINATION PROCESS	Councillor MacFarlane GNC Chair	Decision	
6.5	SPECIAL RULES REVIEW AND COUNCILLOR SUBMISSIONS	Councillor MacFarlane GNC Chair	Decision	

<b>ITEM</b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>7. <u>HUMAN RESOURCES AND COMPENSATION COMMITTEE ITEMS</u></b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>HRCC Summary Report at Tab 7 in Diligent Boards</b>				
<b>8. <u>REGULATORY POLICY AND LEGISLATION COMMITTEE ITEMS</u></b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
<b>RPLC Summary Report at Tab 8 in Diligent Boards</b>				
8.1	RPLC REPORT TO COUNCIL	Councillor Hilborn RPLC Chair	Discussion	
8.2	FUTURE OF ENGINEERING INTERN (EIT) PROGRAM - UPDATE	Councillor Hilborn RPLC Chair	Discussion	
<b>9. <u>REGULATORY ITEMS</u></b>				
9.1	TRIBUNAL ACTIVITY REPORT	N. Brown Legal Counsel & Manager, Tribunals	Information	11:45
<b>10. <u>OTHER ITEMS</u></b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
10.1	ENGINEERS CANADA DIRECTORS REPORT	N. Hill President, Engineers Canada	Information	
10.2	COUNCILLOR QUESTIONS Generative Discussion <ul style="list-style-type: none"><li>• PEO Definition of “Public Interest”</li></ul>	Chair	Discussion	
10.3	<b>MOTION TO MOVE IN CAMERA</b>	Chair	Decision	
<b>PUBLIC OPEN SESSION MEETING CONCLUDES</b>				
<b>11. <u>IN CAMERA</u></b>		<b>Spokesperson</b>	<b>Type</b>	<b>Time</b>
11.1	IN CAMERA MINUTES – 561 COUNCIL MEETING	Chair	Decision	Est 2:00
11.2	STERLING AWARD: NEXT STEPS	Councillor MacFarlane GNC Chair	Decision	
11.3	IT & CYBERSECURITY CONTROLS OVERVIEW Not BN, Ppt presentation, PL BN	A. Dixit VP, Corporate Operations & Digital Transformation A. Kwiatkowski Director, Digital Transformation & IT	Information	
11.4	COMPLAINTS REVIEW COUNCILLOR REPORT	N. Brown	Information	

ITEM		Spokesperson	Type	Time
		Legal Counsel & Manager, Tribunals		
11.5	LEGAL UPDATE	D. Abrahams VP, Policy & Governance and Chief Legal Officer	Information	
11.6	AFC IN-CAMERA SUMMARY REPORT	Councillor Kirkby AFC Chair	Information	
11.7	COUNCILLOR ITEMS Generative Discussion	Chair	Discussion	
11.8	PEO'S ANTI-WORKPLACE VIOLENCE AND HARRASMENT POLICY: Council to receive violations, if any	Chair	Exception	
11.9	IN-CAMERA DIALOGUE WITH CEO/REGISTRAR	Chair	Discussion	
11.10	IN-CAMERA DIALOGUE WITHOUT CEO/REGISTRAR	Chair	Discussion	
<b>COUNCIL MEETING ENDS: 5:00 PM</b>				
<b>12. NEXT MEETINGS/EVENTS</b>				
<b>Council Orientation</b> <ul style="list-style-type: none"> <li>○ <b>May 2, 2024</b></li> </ul> <b>Council Meetings</b> <ul style="list-style-type: none"> <li>○ <b>May 3, 2024</b></li> <li>○ <b>June 21, 2024</b></li> </ul> <b>Council Workshop</b> <ul style="list-style-type: none"> <li>○ <b>May 30 &amp; 31, 2024</b></li> </ul>				
<b>Governance Committee Meetings</b>				
<b>AFC</b> April 16, 2024 (may not be needed)	<b>GNC</b> April 15, 2024	<b>HRCC</b> April 16, 2024	<b>RPLC</b> April 18, 2024	

**ADDITIONAL MATERIAL PROVIDED SEPARATELY**

Please note that in order to streamline the agenda, additional material for each Council meeting is provided in the Resource Centre area of Diligent Boards (navigate to the folder "Reports" and the sub-folders therein for the applicable year and Council meeting). The additional material includes governance committee minutes, and the Council Decision Log; and can be discussed at the meeting if a Councillor asks to address a specific item. Material submitted/anticipated as of February 16<sup>th</sup> are as follows:

AFC Approved Minutes (October 16, 2023); GNC Approved Minutes (January 24, 2024); and Council Decision Log.

## **Councillor Code of Conduct**

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

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

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

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

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

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

[s. 3.1.8 of the Governance Manual]

## Exception Note – Conflicts of Interest

<b>Agenda Item Number</b>	C-562-1.3
<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>
<b>Attachments</b>	

### Summary

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

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

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



## Decision Note – Approval of Agenda

<b>Agenda Item Number</b>	C-562-2.0
<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-562-2.0 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-561, February 23, 2024

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

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

2.3 – Consulting Engineer Designation Applications

- a) Approving
- b) Declining

2.4 – Regional Councillors Committee (RCC) Report

**Prepared By: Eric Chor, Research Analyst**

## Decision Note - Open Session Minutes – 561<sup>st</sup> Council Meeting

<b>Agenda Item No.</b>	C-562-2.1
<b>Purpose</b>	To record that the minutes of the open session of the 561 <sup>st</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 561 <sup>st</sup> meeting of Council, held February 5, 2024, as presented to the meeting at C-562-2.1, Appendix A, accurately reflect the business transacted at that meeting.
<b>Attachments</b>	Appendix A – Minutes C-561

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 561<sup>st</sup> MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at 40 Sheppard Avenue West, Toronto on Friday, February 23, 2024 at 8:30 a.m.

### Present:

**(In-Person)** R. Fraser, P.Eng., President and Council Chair  
N. Colucci, P.Eng., Past President  
G. Wowchuk, P.Eng., President-elect  
C. Chahine, P.Eng., Vice President – elected  
L. Notash, P.Eng., Vice President – Appointed and Councillor-at-Large  
A. Arenja, P.Eng., Lieutenant Governor-in-Council Appointee  
V. Banday, P.Eng., Councillor-at-Large  
V. Hilborn, P.Eng., Western Region Councillor  
M. Liu, P. Eng., Eastern Region Councillor [at item 10.2a]  
N. Lwin, P.Eng., East Central Region Councillor  
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee  
G. Nikolov, P.Eng., Lieutenant Governor-in-Council Appointee  
R. Panesar, P.Eng., West Central Region Councillor  
L. Roberge, P.Eng., Northern Region Councillor  
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

### Present

**(Virtual):** L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee  
A. Dryland, CET, Lieutenant Governor-in-Council Appointee  
D. Kiguel, P.Eng., East Central Region Councillor  
T. Kirkby, P.Eng., Eastern Region Councillor  
M. Liu, P. Eng., Eastern Region Councillor [until item 10.1]  
D. Montgomery, P.Eng., Northern Region Councillor  
S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee

**Regrets:** S. MacFarlane, P.Eng., Western Region Councillor

### 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  
A. Viola, P.Eng., VP, Regulatory Operations and Deputy Registrar  
D. Sikkema, Chief People Officer  
C. Mehta, Director, Finance  
K. Praljak, Director, Communications  
M. Solakhyan, Director, Governance  
J. Vera, Director, Licensing  
N. Brown, Legal Counsel & Manager, Tribunals  
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. Kwiatkowski, Director, Digital Transformation and Information Technology  
D. Smith, Director, External Relations  
J. Max, Manager, Policy  
N. Axworthy, Managing Editor, Communications

**Guests**

**(In-Person):** C. Bellini, P.Eng., PEO Director, Engineers Canada  
H. Brown, Brown & Cohen  
L. Lukinuk, Parliamentary Services  
M. Sterling, P.Eng., Director, Engineers Canada

**Guests**

**(Virtual):** N. Hill, P.Eng., President, Engineers Canada  
S. Perruzza, CEO, OSPE

Council convened at 8:38 a.m. on Friday, February 23, 2024.

**CALL TO ORDER**

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

**12646 – APPROVAL OF AGENDA**

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

**That:**

- a) The agenda, as presented to the meeting at C-561-1.2, Appendix A be approved as amended; and
- b) the Chair be authorized to suspend the regular order of business.

**CARRIED**  
**Unanimous consent**

**For: 21**

A. Arenja  
V. Banday  
C. Chahine  
N. Colucci  
L. Cutler  
A. Dryland  
V. Hilborn  
D. Kiguel  
M. Liu  
N. Lwin  
P. Mandel

**Against: 0**

**Abstain: 0**

**Absent: 3**

T. Kirkby  
S. MacFarlane  
S. Schelske



- D. Montgomery
- G. Nikolov
- L. Notash
- R. Panesar
- L. Roberge
- G. Schjerning
- U. Senaratne
- P. Shankar
- S. Sung
- A. Arenja
- V. Banday
- G. Wowchuk

**12647 – DECLARATION OF CONFLICTS OF INTEREST**

Past President Colucci declared a conflict of interest for in-camera item 11.4 and will recuse himself at that time.

**12648 – CONSENT AGENDA**

Moved by Councillor Arenja, seconded by Past President Colucci:

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

**2.1: Open Session Minutes – 560 Council Meeting**

**2.2: 2023 Statutory and Regulatory Committees’ Membership List**

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

**2.3: 30 by 30 Metrics**

**For: 20**

**Against: 0**

**Abstain: 1**

**Absent: 3**

- A. Arenja
- C. Chahine
- N. Colucci
- L. Cutler
- A. Dryland
- V. Hilborn
- D. Kiguel
- M. Liu
- N. Lwin
- P. Mandel
- D. Montgomery
- G. Nikolov
- L. Notash
- R. Panesar

V. Banday

- T. Kirkby
- S. MacFarlane
- S. Schelske

**CARRIED**  
**Recorded vote**

L. Roberge  
G. Schjernerig  
U. Senaratne  
P. Shankar  
G. Wowchuk

#### 12649 – PRESIDENT’S REPORT

President Fraser thanked members of Council for participating in the Plenary with Engineers Canada (EC) held on February 22 to discuss EC’s Future of Engineering Accreditation Project.

The President also congratulated the CEO/Registrar for being appointed to the Board of the Ontario Medical Association.

President Fraser continued his report, noting key activities which have taken place since Council’s November meeting, including his attendance at P.Eng. licensing ceremonies. In addition, Councillors were encouraged to attend the West Central Engineering Symposium taking place on February 24, 2024 with the theme this year being “*Engineering for Today and Tomorrow*”.

#### 12650 – CEO/REGISTRAR REPORT

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

- PEO’s strategic plan accomplishments and highlights from last year including the completed deliverables for all 23 initiatives in the 2023 operational plan, meeting the FARPACTA timelines, and continuing the digital transformation in 2023.
- Continuing to work on PEO’s visioning goals by creating 10 advisory groups which have started with 62 visioning statements and engagement with the membership to determine what PEO’s next vision statement will be.
- The CEO/Registrar also updated Council on mandatory continuing professional development (CPD), also known as mandatory PEAK (Practice Evaluation and Knowledge Program) and its continued improvements in year two after stakeholder feedback. In January 2024, as in 2023, all P.Eng. and limited licence holders for whom PEAK was mandatory are required to complete the first two elements of PEAK. As PEAK becomes enforceable this year, PEO will continue to ensure the program is fully understood and accessible by all licence holders before any enforcement action is taken.

Staff provided additional information and answered questions related to CPD requirements; potential enforcement and year one CPD statistics; the upcoming communication audit; customer service standards on the licencing process; and more information on the monthly finances at future meetings comparing actuals vs. budgeted.

[T. Kirkby joined the meeting at 9:06 a.m.]

[D. Montgomery left the meeting at 9:30 a.m.]



## 12651 – NOMINATION OF TWO (2) PEO REPRESENTATIVES FOR APPOINTMENT TO ENGINEERS CANADA BOARD OF DIRECTORS

President-Elect Wowchuk assumed the role of the Chair for this item.

The terms of two Ontario representatives on the Engineers Canada (EC) Board of Director is set to expire at EC's Annual General Meeting on May 25, 2024. Council has been asked to nominate two (2) PEO representatives to the Board of Directors in accordance with the *Expectation and Process to Nominate PEO Representative for Appointment to Engineers Canada Board of Directors*.

A Call for Nominations was issued to current and past Councillors, and eligible candidates were invited to submit their names for nomination by January 31, 2024.

Listed below, in alphabetical order, are the individuals who submitted their names and met the requirements for nomination:

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

Council was informed that that there would be two separate elections to determine the successful candidates.

Vaj Banday, Lorne Cutler, and Vicki Hilborn withdrew their names from consideration, leaving the number of candidates at five.

Each of the five remaining candidates was invited to speak to their candidacy. Following candidates' remarks, a secret-ballot election on the ElectionRunner online platform was held for the first election. At the conclusion of the first election, it was announced that Marisa Sterling was the successful candidate, having received a majority of the votes cast.

President-Elect Wowchuk confirmed that there were four candidates for the next election to fill the 2<sup>nd</sup> position: Arjan Arenja, Nick Colucci, Roydon Fraser, and George Nikolov. A second secret-ballot election on the ElectionRunner online platform was held.

At the conclusion of second the election, it was announced that Arjan Arenja was the successful candidate, having received a majority of the votes cast.

Council ratified the results of the two elections in the motion below.

Moved by Councillor Mandel, seconded by Councillor Hilborn:

**That Marisa Sterling, P.Eng. and Arjan Arenja, P.Eng., be nominated as PEO Directors to the Engineers Canada Board of Directors, each for a three-year term effective as of the 2024 Engineers Canada Annual General Meeting.**

**CARRIED  
Recorded Vote**



<u>For: 19</u>	<u>Against: 1</u>	<u>Abstain: 1</u>	<u>Absent: 3</u>
A. Arenja	V. Banday	T. Kirkby	S. MacFarlane
C. Chahine			D. Montgomery
N. Colucci			S. Schelske
L. Cutler			
A. Dryland			
V. Hilborn			
D. Kiguel			
M. Liu			
N. Lwin			
P. Mandel			
G. Nikolov			
L. Notash			
R. Panesar			
L. Roberge			
G. Schjerning			
U. Senaratne			
P. Shankar			
S. Sung			
G. Wowchuk			

President Fraser resumed the role of Chair.

#### **12652 – ENGINEERS CANADA BOARD OF DIRECTORS NOMINATION PROCESS**

Council discussed and gathered feedback on PEO's current process on nominating directors to the Engineers Canada (EC) Board. A summary is provided below.

- Possibility of written statements that can be submitted prior to the election day instead of or in addition to oral statements on the day of election.
- Timing of the nomination process and the potential for it occur before the launch of PEO's Council elections to allow more flexibility for eligible current and former Councillors to submit their names for nomination.
- Council should consider re-visiting a past policy whereby the Past President was automatically nominated for appointment to the EC Board of Directors to create continuity between both PEO leadership and Engineers Canada.
- Council should consider a competency-based selection to nominate candidates to the Board per EC's communication of any identified or anticipated competency or skills gaps.
- Council could also consider nominating a slate of candidates instead of nominating specific current or former Councillors via an election process. In this way, Engineers Canada would select from the nominated slate to fill the vacancies on EC's Board of Directors.

#### **12653 – 2024 ELECTION: NO MEMBER NOMINATED FOR NORTHERN REGION COUNCILLOR**

Council reviewed the motion to enact the process for *Filling a Councillor* vacancy set out in By-Law No. 1 per section 29.1.





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

Staff responded to questions regarding the current process for filling the vacancy and confirmed that there are no process changes being proposed and that Council’s decision is related to timing.

Moved by President-Elect Wowchuk, seconded by Past President Colucci:

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

**CARRIED  
Recorded Vote**

**For: 16**

- A. Arenja
- C. Chahine
- N. Colucci
- L. Cutler
- A. Dryland
- V. Hilborn
- D. Kiguel
- M. Liu
- N. Lwin
- P. Mandel
- G. Nikolov
- L. Notash
- L. Roberge
- G. Schjerning
- U. Senaratne
- S. Sung

**Against: 2**

- R. Panesar
- P. Shankar

**Abstain: 3**

- V. Bandy
- T. Kirkby
- G. Wowchuk

**Absent: 3**

- S. MacFarlane
- D. Montgomery
- S. Schelske

[T. Kirkby left the meeting at 10:55 a.m.]

**12654 – DIRECTOR CONDUCT PLAN**

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

[S. Schelske joined the meeting at 11:15 a.m.]

Councillors discussed the disqualification criteria and requested further clarity on how these conditions would be enforced as well as the mechanisms to ensure that there is procedural fairness if conditions are met.

Moved by Vice President Chahine, seconded by Councillor Senaratne:

**That Council approves the three-step plan proposed by staff regarding governance controls for director conduct. Appendix A.**

**CARRIED**  
**Recorded Vote**

**For: 15**

A. Arenja  
C. Chahine  
N. Colucci  
V. Hilborn  
M. Liu  
N. Lwin  
P. Mandel  
G. Nikolov  
L. Notash  
R. Panesar  
L. Roberge  
G. Schjerner  
U. Senaratne  
P. Shankar  
S. Sung

**Against: 1**

V. Banday

**Abstain: 5**

L. Cutler  
A. Dryland  
D. Kiguel  
S. Schelske  
G. Wowchuk

**Absent: 3**

T. Kirkby  
S. MacFarlane  
D. Montgomery

**12655 – PEO ENTERPRISE RISK MANAGEMENT POLICY**

Council reviewed the proposed Enterprise Risk Management Policy to support risk management oversight of PEO's governance and operations, as recommended by the GNC. This proposal is in alignment with PEO's 2023-2025 Strategy.

There was discussion related to the risk register provided in Appendix A which will be used to provide a high-level summary of strategic risks to the organization and include information related to risk owner, risk ratings, and key controls. Councillors emphasized that the risk register should be updated regularly and reviewed by the appropriate committee and Council.

Moved by Vice President Chahine, seconded by Councillor Arenja:

**That Council approve the proposed risk management policy as presented to the meeting at C-561-7.1, Appendix A.**

**CARRIED**  
**Recorded Vote**

**For: 19**

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

**Against: 0**

**Abstain: 2**

V. Banday  
S. Schelske

**Absent: 3**

T. Kirkby  
S. MacFarlane  
D. Montgomery



- M. Liu
- N. Lwin
- P. Mandel
- G. Nikolov
- L. Notash
- R. Panesar
- L. Roberge
- G. Schjerning
- U. Senaratne
- P. Shankar
- S. Sung
- G. Wowchuk

**12656 – 2024 ANNUAL GENERAL MEETING: GUIDE FOR MEMBER SUBMISSIONS**

Council reviewed proposed changes to the most recent version of the *Guide for Member Submissions* to be used for the 2024 Annual General Meeting. These changes include adding a footnote to define the term “member”; clarification of the submission deadline to indicate that 11:59 p.m. relates only to 10 days before the AGM and not to any earlier date; and speaking rights to members who have made submissions.

It was noted in section 2.4, “The *minimum* time for presentation of submissions is two minutes” should be corrected to ““The *maximum* time for presentation of submissions is two minutes.”

[D. Kiguel left the meeting at 11:22 a.m.]

[D. Montgomery re-joined the meeting at 11:26 a.m.]

Councillors discussed the references to number of days throughout the Guide.

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

**That references to number of days be specified as calendar days, as needed.**

**CARRIED  
Unanimous consent**

- |                |                   |                   |                  |
|----------------|-------------------|-------------------|------------------|
| <b>For: 21</b> | <b>Against: 0</b> | <b>Abstain: 0</b> | <b>Absent: 3</b> |
| A. Arenja      |                   |                   | D. Kiguel        |
| V. Banday      |                   |                   | T. Kirkby        |
| C. Chahine     |                   |                   | S. MacFarlane    |
| N. Colucci     |                   |                   |                  |
| L. Cutler      |                   |                   |                  |
| A. Dryland     |                   |                   |                  |
| V. Hilborn     |                   |                   |                  |
| M. Liu         |                   |                   |                  |
| N. Lwin        |                   |                   |                  |
| P. Mandel      |                   |                   |                  |
| D. Montgomery  |                   |                   |                  |
| G. Nikolov     |                   |                   |                  |



- L. Notash
- R. Panesar
- L. Roberge
- S. Schelske
- G. Schjerning
- U. Senaratne
- P. Shankar
- S. Sung
- G. Wowchuk

There was a discussion related to post-AGM activity, including the Council meeting at which the AGM submissions will be discussed.

An additional amendment was proposed and discussed.

Moved by Councillor Notash, seconded by President-Elect Wowchuk:

**That Section 3.1 be modified that submitters of motions be notified of the date of the Council meeting when the AGM submissions will be discussed.**

**CARRIED**  
**Recorded Vote**

**For: 21**

**Against: 0**

**Abstain: 0**

**Absent: 3**

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

- D. Kiguel
- T. Kirkby
- S. MacFarlane

Council then voted on the amended motion.



Moved by Councillor Arenja, seconded by Past President Colucci:

**That Council approves the revised Guide for Member Submissions at the Annual General Meeting as amended at meeting C-561.6.4, Appendix A.**

**CARRIED  
Recorded Vote**

**For: 21**

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

**Against: 0**

**Abstain: 0**

**Absent: 3**

- D. Kiguel
- T. Kirkby
- S. MacFarlane

**12657 – IN CAMERA SESSIONS PROTOCOL**

Council considered a proposed *In Camera Sessions Protocol* that will assist Council to understand why, when, and how in camera sessions of Council and governance committee meetings should be conducted; and how discussions and decisions should be documented, and records maintained.

There was a discussion regarding the importance of ensuring and maintaining confidentiality within the organization and PEO’s governance structure. There were also discussions regarding potential future protocols for enforcement in case confidentiality is breached.

Staff answered questions on how minutes are kept in compliance with PEO bylaws and how the protocol will be used for future meetings if the motion is passed.

Moved by Councillor Senaratne, seconded by Vice President Chahine:

**That the *In Camera Sessions Protocol* be approved as presented to the meeting at C-561-6.5, Appendix A.**

**CARRIED  
Recorded Vote**



<b><u>For: 15</u></b>	<b><u>Against: 4</u></b>	<b><u>Abstain: 2</u></b>	<b><u>Absent: 3</u></b>
A. Arenja	V. Banday	G. Nikolov	D. Kiguel
C. Chahine	D. Montgomery	R. Panesar	T. Kirkby
N. Colucci	L. Notash		S. MacFarlane
L. Cutler	G. Wowchuk		
A. Dryland			
V. Hilborn			
M. Liu			
N. Lwin			
P. Mandel			
L. Roberge			
S. Schelske			
G. Schjerning			
U. Senaratne			
P. Shankar			
S. Sung			

**12658 – 2024 PERFORMANCE GOALS FOR THE CEO/REGISTRAR**

[T. Kirkby re-joined the meeting at 11:50 a.m.]

[D. Kiguel re-joined the meeting at 11:56 a.m.]

Council reviewed the proposed 2024 Performance Goals for the CEO/Registrar per the process approved by Council and recommended by the Human Resources and Compensation Committee (HRCC). The CEO/Registrar presented revised performance goals after gathering feedback from the November Council meeting with updated quantitative and qualitative performance measures.

The CEO/Registrar answered questions including moving the CEO/Registrar goal setting process to earlier in the cycle for future years, customer service metrics, alternative pass/fail targets, and quantitative metrics rationale within the goals.

Moved by Councillor Roberge, seconded by Councillor Arenja:

**That Council approve the *CEO/Registrar 2024 Goals Review Form* as presented to the meeting at C-561-7.1, Appendix A.**

**CARRIED**  
**Recorded Vote**

<b><u>For: 18</u></b>	<b><u>Against: 0</u></b>	<b><u>Abstain: 5</u></b>	<b><u>Absent: 1</u></b>
A. Arenja		V. Banday	S. MacFarlane
C. Chahine		D. Kiguel	
N. Colucci		T. Kirkby	
L. Cutler		D. Montgomery	
A. Dryland		G. Nikolov	
V. Hilborn			
M. Liu			
N. Lwin			
P. Mandel			



L. Notash  
R. Panesar  
L. Roberge  
S. Schelske  
G. Schjerning  
U. Senaratne  
P. Shankar  
S. Sung  
G. Wowchuk

#### **12659 – RPLC REPORT TO COUNCIL**

The Chair of the RPLC presented an updated report on the committee's current work plan which includes updates to the Canadian B. Tech Program, confirmatory exams, guiding principles, and practice guidelines and standards updates. In addition, Council was advised of work plan timelines and follow-up of items for future meetings, including the Practice Environment Survey.

Council was also updated on policy development regarding the future of the Engineering Interns (EIT) program. It was noted that the policy impact analysis on this topic will be discussed at the March 8 meeting of RPLC.

#### **12660 – EVOLUTIONARY IMPROVEMENT TO ADMISSIONS: CANADIAN B. TECH PROGRAMS**

Council reviewed information regarding the Canadian Bachelor of Technology Programs (B.Tech) and academic eligibility for P.Eng licensing under PEO's new licensing process, specifically a report from RPLC on the current discussions and potential considerations on the next steps for alternative pathways to licensure for B.Tech graduates.

[N. Brown joined the meeting at 12:05 p.m.]

There was also follow-up from Councillors who participated in the February 22 plenary during which there were discussions about alternative pathways to licensure and how to handle legacy graduates who already have a P.Eng. licence.

#### **12661 – TRIBUNAL ACTIVITY REPORT**

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

Council requested historical records of the cost awards for its next meeting, and a report on equity, diversity, and inclusion (EDI) considerations on the composition of the tribunals.

[N. Brown left the meeting at 12:30 p.m.]

#### **12662 – ENGINEERS CANADA DIRECTOR'S REPORT**

M. Sterling presented the Engineers Canada Director's Report on behalf of President Nancy Hill, including the topics outlined below:

- Proposal to increase the 2026 per capita assessment fee (PCAF) to \$10 and the associated budgetary reasons. The proposal will be considered at the May Annual Meeting of Members (AMM).



- Harmonization: It is anticipated that Engineers Canada will request the Boards and Councils of its member regulators to endorse the National Statement on Collaboration ahead of the AGM in May.
- Court Ruling: an update about the court ruling in Alberta that the title of *Software Engineer* is not restricted to a licensee of the Association of Professional Engineers and Geoscientists of Alberta (APEGA). It was noted that this decision may have future implications in Ontario depending on the outcome of any appeal that may be filed by APEGA.

M. Sterling thanked PEO Council for inviting EC to participate in the February 22 plenary on the future of accreditation and noted that results from the day will be discussed by a steering committee at EC.

M. Sterling answered questions on the detailed rationale of the proposed increase in the per capita assessment fee, and the impacts the increase will have on future programming and PEO's membership.

The video related to EC's "Building Tomorrow" awareness campaign was shown. The campaign aims to promote what engineers do as a profession and will continue through 2024.

### 12663 – CARETAKER CONVENTION WORKING GROUP

President-Elect Wowchuk assumed the role of Chair for this item.

Council reviewed the Caretaker Convention Working Group proposal aimed at reform and fairness of PEO's electoral process. If passed, a working group would be struck to oversee caretaker convention policy to ensure the organization holds a neutral posture within the campaign period of PEO's elections.

[T. Kirkby left the meeting at 1:40 p.m.]

Moved by President Fraser, seconded by Councillor Banday:

**That a working group of three members, appointed by the President, provide recommendations to Council on what aspects of a Caretaker Convention PEO should adopt with recommendations provided, or an update on progress, at the June 2024 Council meeting.**

Key points and highlights of Council's discussion are outlined below:

Councillors discussed that a working group consisting of three Councilors may not have the qualifications to determine how the caretaker convention process should be used, which may raise questions about electoral fairness and bias. Councillors also flagged that the proposed system of appointing Councilors to a working group to oversee the caretaker convention may cause risk to PEO's future elections.

There were concerns expressed regarding the proposed working group and it was noted that any initiatives undertaken should follow the standard governance structure, particularly the Policy Impact Analysis process.

An amendment to the motion was discussed.

The Chair proposed that the amendment be approved by unanimous consent:

#### Amendment

**To remove "of three members, appointed by the President."**

**CARRIED  
Unanimous consent**





<u>For: 22</u>	<u>Against: 0</u>	<u>Abstain: 0</u>	<u>Absent: 2</u>
A. Arenja			T. Kirkby
V. Banday			S. MacFarlane
C. Chahine			
N. Colucci			
L. Cutler			
A. Dryland			
R. Fraser			
V. Hilborn			
D. Kiguel			
M. Liu			
N. Lwin			
P. Mandel			
D. Montgomery			
G. Nikolov			
L. Notash			
R. Panesar			
L. Roberge			
S. Schelske			
G. Schjerning			
U. Senaratne			
S. Sung			

[G. Nikolov left the meeting at 1:45 p.m.]

Council then voted on the motion as amended.

Moved by President Fraser, seconded by Councillor Banday:

**That a working group provide recommendations to Council on what aspects of a Caretaker Convention PEO should adopt with recommendations provided, or an update on progress, at the June 2024 Council meeting.**

**DEFEATED  
Recorded Vote**

<u>For: 9</u>	<u>Against: 12</u>	<u>Abstain: 0</u>	<u>Absent: 3</u>
V. Banday	A. Arenja		T. Kirkby
C. Chahine	N. Colucci		S. MacFarlane
A. Dryland	L. Cutler		G. Nikolov
R. Fraser	V. Hilborn		
D. Kiguel	P. Mandel		
M. Liu	D. Montgomery		
N. Lwin	R. Panesar		
L. Notash	L. Roberge		
S. Schelske	G. Schjerning		
	U. Senaratne		
	P. Shankar		
	S. Sung		



Staff noted that “Council Election Process Review”, including the topic of the Caretaker Convention is on the 2023-2024 work plan for the GNC.

#### 12664 – EMERGING AND EMERGED ENGINEERING DISCIPLINES COMMITTEE

[T. Kirkby re-joined the meeting at 2:13 p.m.]

President Fraser resumed the role of Chair.

Council reviewed a proposed motion on creating an *Emerging Disciplines* Working Group to establish a process for producing rights to practice for Emerging Engineering disciplines which PEO currently does not recognize under Licensure. Examples presented to Council as emerging disciplines are Artificial Intelligence Engineering, Climate Engineering, and Nuclear Engineering.

Moved by Vice President Chahine, seconded by Councillor Bandy:

**That PEO Council direct the RPLC to create the "Emerging Disciplines Working Group".**

**The terms of reference for this Working Group shall:**

- Review and recognize emerging and emerged engineering disciplines; and,
- Establish a process for producing rights to practice (equivalent to those of traditional practices)

Key points and highlights of Council’s discussion are outlined below:

- There are currently working engineers who do not hold a P.Eng. licence and further discussions and decisions to encourage licensure, especially in emerging disciplines, would benefit PEO and the profession.
- Past task forces were established to discuss PEO’s role in emerging disciplines however there were no policy outcomes related to creating a path to licensure for emerging disciplines.
- It may be prudent to await the results and outcome of the 2025 Visioning project, currently in progress, as well as EC’s strategic plan initiatives before undertaking work in this area.
- The RPLC would be the appropriate part of the governance structure to manage this topic and it should be added to the 2024-2025 work plan to explore the issue in a holistic way.

An amendment to the motion was discussed to add a reference to the RPLC work plan and to strike the text from the motion related to the terms of reference for the working group.

In response to a question, EC representatives noted that Emerging Disciplines is part of their organization’s strategic plan and that feedback on this topic is currently being solicited from regulators across Canada.

The Chair proposed that the amendment be approved by unanimous consent:

#### Amendment

**That PEO Council direct the RPLC to add “Emerging Disciplines” to the RPLC 2024-2025 Work Plan.**

**The terms of reference for this Working Group shall:**

- ~~- Review and recognize emerging and emerged engineering disciplines; and,~~
- ~~- Establish a process for producing rights to practice (equivalent to those of traditional practices)~~



**CARRIED**  
**Unanimous consent**

- |                       |                          |                          |                         |
|-----------------------|--------------------------|--------------------------|-------------------------|
| <b><u>For: 22</u></b> | <b><u>Against: 0</u></b> | <b><u>Abstain: 0</u></b> | <b><u>Absent: 2</u></b> |
| A. Arenja             |                          |                          | G. Nikolov              |
| V. Banday             |                          |                          | S. MacFarlane           |
| C. Chahine            |                          |                          |                         |
| N. Colucci            |                          |                          |                         |
| L. Cutler             |                          |                          |                         |
| A. Dryland            |                          |                          |                         |
| V. Hilborn            |                          |                          |                         |
| D. Kiguel             |                          |                          |                         |
| T. Kirkby             |                          |                          |                         |
| M. Liu                |                          |                          |                         |
| N. Lwin               |                          |                          |                         |
| P. Mandel             |                          |                          |                         |
| D. Montgomery         |                          |                          |                         |
| L. Notash             |                          |                          |                         |
| R. Panesar            |                          |                          |                         |
| L. Roberge            |                          |                          |                         |
| S. Schelske           |                          |                          |                         |
| G. Schjernerig        |                          |                          |                         |
| U. Senaratne          |                          |                          |                         |
| P. Shankar            |                          |                          |                         |
| S. Sung               |                          |                          |                         |
| G. Wowchuk            |                          |                          |                         |

The Chair proposed that the motion, as amended, be approved by unanimous consent.

**That PEO Council direct the RPLC to add “Emerging Disciplines” to the RPLC 2024-2025 Work Plan.**

**CARRIED**  
**Unanimous consent**

- |                       |                          |                          |                         |
|-----------------------|--------------------------|--------------------------|-------------------------|
| <b><u>For: 22</u></b> | <b><u>Against: 0</u></b> | <b><u>Abstain: 0</u></b> | <b><u>Absent: 2</u></b> |
| A. Arenja             |                          |                          | G. Nikolov              |
| V. Banday             |                          |                          | S. MacFarlane           |
| C. Chahine            |                          |                          |                         |
| N. Colucci            |                          |                          |                         |
| L. Cutler             |                          |                          |                         |
| A. Dryland            |                          |                          |                         |
| V. Hilborn            |                          |                          |                         |
| D. Kiguel             |                          |                          |                         |
| T. Kirkby             |                          |                          |                         |
| M. Liu                |                          |                          |                         |
| N. Lwin               |                          |                          |                         |
| P. Mandel             |                          |                          |                         |
| D. Montgomery         |                          |                          |                         |



- L. Notash
- R. Panesar
- L. Roberge
- S. Schelske
- G. Schjerning
- U. Senaratne
- P. Shankar
- S. Sung
- G. Wowchuk

**12665 – COUNCILLOR QUESTIONS**

**Results of Engineers Canada Director Nominations Process**

There was a suggestion that Council review the Engineers Canada Directors nomination process to ensure fairness and to discuss potential changes in respect of candidacies of PEO Presidents and Past Presidents.

**Governance Committee Comments**

A suggestion was made that more robust attention be given to comments or concerns of Councillors who are familiar with or are experts in certain areas, such as the licensing process.

**PEO Election Process**

A suggestion was made to increase security during future PEO elections by transmitting member credentials via PEO’s member portal instead of via e-mail.

**Report on Term Limits**

A request was made for a report on term limits, per a motion passed at the November Council meeting. Staff answered that this topic is slated for discussion at the March GNC meeting.

**Industrial Exception and Licensing**

A request was made for one of the governance committees to review the *Industrial Exception* which allows some engineers to work in the field without a P.Eng. licence.

**Industrial Exception and CPD Questionnaire**

A request was raised to add the Industrial Exception as part of the Continuing Professional Development (CPD) questionnaire to gather data to understand how many licensed engineers are working under this exception.

**12666 – MOTION TO MOVE IN CAMERA**

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

**That Council move in camera at 2:47 p.m.**

**CARRIED  
Unanimous consent**

**For: 22                      Against: 0                      Abstain: 0                      Absent: 2**

- |            |               |
|------------|---------------|
| A. Arenja  | S. MacFarlane |
| V. Banday  | G. Nikolov    |
| C. Chahine |               |
| N. Colucci |               |



- L. Cutler
- A. Dryland
- V. Hilborn
- D. Kiguel
- T. Kirkby
- M. Liu
- N. Lwin
- P. Mandel
- D. Montgomery
- L. Notash
- R. Panesar
- L. Roberge
- S. Schelske
- G. Schjerning
- U. Senaratne
- P. Shankar
- S. Sung
- G. Wowchuk

[All staff left the meeting at 2:47 p.m. except for J. Quaglietta, D. Abrahams, M. Solakhyan, M. Feres, E. Chor, G. Pedregosa, and A. Vijayanathan]

**12667 – SAFE DISCLOSURE (WHISTLE-BLOWER POLICY)**

Council directed that the item referenced below, handled in camera, be moved to open session.

**That Council refer the Safe Disclosure (Whistle-blower) Policy to the Governance and Nominating Committee to consider possible improvements to the Policy and report back with recommendations, if any, by the end of 2024.**

**CARRIED  
Recorded Vote**

- |                       |                          |                          |                         |
|-----------------------|--------------------------|--------------------------|-------------------------|
| <b><u>For: 20</u></b> | <b><u>Against: 0</u></b> | <b><u>Abstain: 1</u></b> | <b><u>Absent: 3</u></b> |
| A. Arenja             |                          | V. Banday                | S. MacFarlane           |
| C. Chahine            |                          |                          | G. Nikolov              |
| N. Colucci            |                          |                          | P. Shankar              |
| L. Cutler             |                          |                          |                         |
| A. Dryland            |                          |                          |                         |
| V. Hilborn            |                          |                          |                         |
| D. Kiguel             |                          |                          |                         |
| T. Kirkby             |                          |                          |                         |
| M. Liu                |                          |                          |                         |
| N. Lwin               |                          |                          |                         |
| P. Mandel             |                          |                          |                         |
| D. Montgomery         |                          |                          |                         |
| L. Notash             |                          |                          |                         |
| R. Panesar            |                          |                          |                         |



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L. Roberge  
S. Schelske  
G. Schjerning  
U. Senaratne  
S. Sung  
G. Wowchuk

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The meeting concluded on February 23, 2024 at approximately 5:15 p.m.

These open session minutes consist of 20 pages and minutes 12646 to 12667 inclusive.

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R. Fraser, P.Eng., Chair

DRAFT

## Decision Note – Approval of Committee Membership Changes

<b>Agenda Item Number</b>	C-562-2.2(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

### Summary

Council is asked to approve committee Chairs.

### Public Interest Rationale

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

### Background

Council has the responsibility for ensuring that the committees required in the PEA (s. 10) are continued so they can do the work of governing the profession and protecting the public in accordance with PEO’s principal object “to regulate the practice of professional engineering and to govern...in order that the public interest may be served and protected”. Under the Regulation the CEDC Chair and Vice-Chair’s re-appointment must be approved by Council. Under the regulation the AG member of the COC’s re-appointment must be approved by Council.

### Next Steps

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

### Chair or Vice-Chair Re-Appointments:

First/Last Name	Re-appointment Dates	Committee / Task Force
Adrian Pierorazio (Southern) (Chair)	2024 Year Term	Consulting Engineer Designation Committee (CEDC) Chair
Matt Weaver (Northern) (Chair)	2024 Year Term	Consulting Engineer Designation Committee (CEDC) Vice-Chair

### AG Member Re-Appointments:

First/Last Name	Re-appointment Dates	Committee / Task Force
Bryce Chandler	Until February 18 <sup>th</sup> , 2027	Complaints Committee (COC)

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

## Information Note – Committee Membership Changes

<b>Agenda Item Number</b>	C-562-2.2(b)
<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
Levente Laszlo Diosady	2007 – May 2024	Consulting Engineer Designation Committee (CEDC) Toronto Subcommittee
*Robert Brian Pula (deceased)	2003 – February 2024	Consulting Engineer Designation Committee (CEDC) Western Subcommittee
Juri Slimberg	1981 – February 2024	Academic Requirements Committee (ARC)

\*Robert Brian Pula passed away in February of 2024.

### New Members:

First/Last Name	Service Dates	Committee / Task Force
Dave Thompson	March 2024 – December 2024	Consulting Engineer Designation Committee (CEDC) Toronto Subcommittee
Murad Hossain	March 2024 – December 2024	Consulting Engineer Designation Committee (CEDC) Western Subcommittee

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



## Decision Note – Consulting Engineer Designation Applications

<b>Agenda Item Number</b>	C-562-2.3(a)
<b>Purpose</b>	Pursuant to subsection 61(2) of Regulation 941 under the <i>Professional Engineers Act</i> , the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC makes the following recommendations.
<b>Strategic/Regulatory Focus</b>	Consulting Engineer designation
<b>Motion</b>	(requires a simple majority of votes cast to carry)  <ol style="list-style-type: none"> <li>1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as set out in Appendix A, Section 1.</li> <li>2. That Council approve the applications for redesignation as Consulting Engineer as set out in Appendix A, Section 2.</li> <li>3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-562-2.3(a), Appendix A, Section 3.</li> </ol>
<b>Attachments</b>	Appendix A – Report of the Consulting Engineer Designation Committee Appendix B – Legal Implications

### Summary

The Consulting Engineer Designation Committee submits the following recommendations to Council. All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on February 22, 2024.

### Public Interest Rationale

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

### Background

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

## **Considerations**

### *Examinations*

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

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

### *Designation Requirements*

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

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

### *Permission to Use the Title*

Section 68 of the Regulation sets out the conditions for granting permission for a holder of a certificate of authorization to use the title "consulting engineer" or an approved variation in its business style. Failure to meet the conditions is a basis for denying a request for permission to use the title in connection with the applicant's Certificate of Authorization.

## **Stakeholder Engagement**

Not applicable.

## **Recommendation(s)**

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

## **Next Steps**

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

### **Prepared By:**

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

Moved by: Nick Colucci, FEC, MBA, P. Eng., Past President

To the 562nd Meeting of the Council of  
Professional Engineers Ontario

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

1. **The Committee has reviewed the following applications for DESIGNATION** and recommends to Council that these **7** applicants be exempted from examinations pursuant to Section 56(2) of O.Reg.941 and that they be considered for **DESIGNATION AS CONSULTING ENGINEER**, having met the requirements pursuant to Section 56(1) of O.Reg.941:

#	P.Eng.	Company Name	Address	Licence #
1.1	Abu-Renneh, Yaser	Domson Engineering & Inspection Ltd.	2-190 Wilkinson Rd, Brampton ON, L6T 4W3	100074425
1.2	Lawler, Nicholas	Tacoma Engineers Inc	176 Speedvale Ave W, Guelph ON, N1H 1C3	100194517
1.3	Livingstone, Jeffrey	Pretium Engineering Inc.	6-355 Harry Walker Pkwy, Newmarket ON, L3Y 7B3	100202347
1.4	Rasti Boroojeni, Foroud	JLK Engineering Inc.	26 Cobblestone Crt, Brampton ON, L6R 2S1	100216820
1.5	Robertson, Brittany	Crozier Consulting Engineers	200-1 First St, Collingwood ON, L9Y 1A1	100200929
1.6	Sorour, Ahmed	DAVROC	2051 Williams Pkwy, Brampton ON, L6S 5T4	100049727
1.7	Stroyan, Bradley	Tacoma Engineers Inc	176 Speedvale Ave W, Guelph ON, N1H 1C3	100199661

- 2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 33 applicants be granted REDESIGNATION AS CONSULTING ENGINEER, having met the requirements pursuant to Section 57(2) of O.Reg.941:**

#	P.Eng.	Company Name	Address	Licence #
2.1	Belanger, Mark	Associated Engineering (Ont.) Ltd.	300-101 Lampman Crt, Niagara-on-the-Lake ON, L0S 1J0	100077950
2.2	Bhogal, Abhijit	Spline Group	15-7015 Tranmere Dr, Mississauga ON, L5S 1T7	100079257
2.3	Bigelow, Neil	Bigelow Accident Reconstruction Inc.	210-19027 Leslie St, Sharon ON, L0G 1V0	90406687
2.4	Carswell, Michael	D.G. Biddle & Associates Limited	96 King Street E, Oshawa ON, L1H 1B6	90561374
2.5	Chisholm, Robert	Chisholm, Fleming and Associates	301-317 Renfrew Dr, Markham ON, L3R 9S8	8085508
2.6	Dee, Jonathan	John G. Cooke & Associates Ltd.	2-57B John St S, Hamilton ON, L8N 2B9	100162005
2.7	Dunlop, Ian	Ian Dunlop & Associates Limited	17 Cherry Hills Rd, Concord ON, L4K 1M2	12490116
2.8	Eghtesadi, Amir	Interbuild Engineering Inc.	225-885 Don Mills Rd, North York ON, M3C 1V9	100090817
2.9	Filer, David	Filer Engineering Ltd.	1151 Edgewood Rd, Millgrove ON, L8B 1A1	14140503
2.10	Ho, Ian	Sysconverge Inc.	500-7030 Woodbine Ave, Markham ON, L3R 6G2	100125509
2.11	Jaber, AbdulSalam	Insight Health Tech Planning (IHP) Inc.	23-5484 Tomken Rd, Mississauga ON, L4W 2Z6	100128533
2.12	Kresin, Christopher	Kresin Engineering Corporation	536 Fourth Line E, Sault Ste Marie ON, P6A 6J8	90430844
2.13	Lancia, Giancarlo	Lanhack Consultants Inc.	1709 Upper James St, Hamilton ON, L9B 1K7	90263831
2.14	Lang, Michael	D.M. Wills Associates	150 Jameson Dr, Peterborough ON, K9J 0B9	100055285
2.15	Larocque, Robbie	D.G. Biddle & Associates Limited	96 King Street E, Oshawa ON, L1H 1B6	90323221
2.16	Levkoe, Mark	Valcoustics Canada Ltd.	25-30 Wertheim Crt, Richmond Hill ON, L4B 1B9	100130155
2.17	Liang, Wei	exp Services Inc.	110-220 Commerce Valley Dr W, Markham ON, L3T 0A8	100049947
2.18	Pandya, Mahendraprasad	Ambashi Engineering & Management Inc.	68 Peace Dr, Scarborough ON, M1G 2V4	100088405
2.19	Pearce, Patricia	Envirosearch Operations Inc.	1-245 Southgate Dr, Guelph ON, N1G 3M5	90543968
2.20	Pelton, Michael	Fluent Group Consulting Engineers Inc.	19515 Shaws Creek Rd, Caledon ON, L7K 1L5	100009670

2.21	Rameshni, Ramin	Towards Sustainable Infrastructure (TSI) Inc.	441 Briarwood Dr, Kingston ON, K7M 7V5	100192849
2.22	Redmond, Donald	AECOM Canada Ltd.	105-1361 Paris St, Sudbury ON, P3E 3B6	90269283
2.23	Remisz, Wojciech	REMISZ Consulting Engineers Ltd.	102-57 Auriga Dr, Ottawa ON, K2E 8B2	38634507
2.24	Roney, Christopher	Roney Engineering Ltd.	P.O. Box 60, Centennial RPO, Kingston ON, K7M 3G0	90305111
2.25	Satgunanathan, Ragunathan	RA Engineering Inc.	210-18075 Leslie St, Newmarket ON, L3Y 9A4	100110922
2.26	Spencer, Richard	RC Spencer Associates Inc.	800 University Ave W, Windsor ON, N9A 5R9	43858018
2.27	Stanton, Bryan	Tatham Engineering Limited	100-5335 Canotek Rd, Ottawa ON, K1J 9L4	90415795
2.28	Stojanov, Evgeni	Bremel Co Ltd.	101-278 Avenue Rd, Toronto ON, M4V 2G7	44627016
2.29	Tarsitano, Antonio	Integrated Management Solutions Ltd.	29 Kelso Ave, Toronto ON, M5M 4C4	90381294
2.30	Tyrrell, John	R.V. Anderson Associates Limited	557 Southdale Road E, London ON, N6E 1A2	90375114
2.31	Vasanth, Madan	Girard Engineering	682 Peel St, Woodstock ON, N4S 1L3	100175148
2.32	Warren, Philip	Nexteng Consulting Group Inc.	201-520 Industrial Parkway S, Aurora ON, L4G 6W8	100071590
2.33	Wendl, Milan	M. Wendl Corporation	202-310 Mill Street S, Brampton ON, L6Y 3B1	90414673

3. The Committee recommends to Council that the following **2 FIRMS** be granted **PERMISSION TO USE THE TITLE “CONSULTING ENGINEERS”** (or variations thereof), having met the requirements pursuant to Section 68 of O.Reg.941:

#	Company Name	Address	Designated Consulting Engineer(s)
3.1	Green PI Inc.	14603 Airport Rd, Caledon East ON, L7C 2X8	Romeo Barbosa, P.Eng.
3.2	Loyal Fire Protection Corporation	4711 Yonge St, 10th Flr, North York ON, M2N 6K8	Mohammad Givehchi, P.Eng.

## CONSULTING ENGINEER DESIGNATION APPLICATIONS

### Legal Implications/Authority

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

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

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

## Decision Note – Consulting Engineer Designation Applications

<b>Agenda Item Number</b>	C-562-2.3(b)
<b>Purpose</b>	Pursuant to subsection 61(2) of Regulation 941 under the <i>Professional Engineers Act</i> , the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC makes the following recommendations.
<b>Strategic/Regulatory Focus</b>	Consulting Engineer designation
<b>Motion</b>	(requires a simple majority of votes cast to carry)  1. That Council decline the application for redesignation as a Consulting Engineer as presented to the meeting at C-562-2.3(b), Appendix A, Section 1.
<b>Attachments</b>	Appendix A – Report of the Consulting Engineer Designation Committee Appendix B – Legal Implications Appendix C – Interpretive Guideline

### Summary

The Consulting Engineer Designation Committee submits the following recommendations to Council. All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on February 22, 2024.

### Public Interest Rationale

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

### Background

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

### Considerations

#### *Examinations*

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

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

### *Designation Requirements*

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

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

### *Definition of "Primarily Engaged"*

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

### *Permission to Use the Title*

Section 68 of the Regulation sets out the conditions for granting permission for a holder of a certificate of authorization to use the title "consulting engineer" or an approved variation in its business style. Failure to meet the conditions is a basis for denying a request for permission to use the title in connection with the applicant's Certificate of Authorization.

### *Reasons to Refuse*

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

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

### **Stakeholder Engagement**

Not applicable.

### **Recommendation(s)**

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

### **Next Steps**

The applicants will be informed of the Council's decision by the CEO/Registrar, in accordance with section 58 of the Regulation. The motion for a declined application does not need to be brought into the open session.

### **Prepared By:**

Ian Daniels, P.Eng., Registration Officer; and Imelda Suarez, Staff Support  
Moved by: Nick Colucci, FEC, MBA, P. Eng., Past President



To the 562nd Meeting of the Council of  
Professional Engineers Ontario

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

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

#	P.Eng.	Company Name	Address	Licence #
1.1	Josh Lombard	Full Speed Builders	16788 Hwy 7, Perth ON, K7H 3C8	90551193

The CEDC recommends to the Council of the Association that Mr. Lombard's application for redesignation be **DECLINED** because he currently does not meet the requirements for redesignation, specifically in relation to independent practice as outlined in Section 57(2)(b) and Section 60(a)(b) under Regulation 941 and in the interpretive guideline.

## CONSULTING ENGINEER DESIGNATION APPLICATIONS

### Legal Implications/Authority

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

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

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

## INTERPRETIVE GUIDELINE

C-562-2.3(b)  
Appendix C

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

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

### Interpretive Guideline

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

1. An applicant for designation must be currently in independent practice in Canada, i.e., offering and/or providing professional engineering services on an arms-length basis. Example: design/build contractors/engineers may not meet this requirement.
2. Provided an applicant for designation complies with Sections 56 and 60 of the Regulations, then the applicant need not reside in Ontario. If no services have been provided in Canada during the most recent two years, the candidate may be required to provide proof of having offered services, such as advertisements, proposals, or contact letters.
3. An applicant for designation must have been continuously engaged in independent practice in Canada over the last two years. The committee can recommend to council that it consider granting designation where the candidate has less than two years in independent practice. Reasons must be given for such a recommendation. A career change into independent practice after many years of engineering and business experience at senior levels in industry and/or previous experience in independent practice may qualify the applicant for consideration with less than two years of independent practice.

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

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

5. The two years of experience in independent practice required under Section 56(1)(b) may be considered as part of the overall five years required by Section 56(1)(c). This experience must demonstrate technical and business skill satisfactory to the committee supported by references and/or interviews. Experience is to be verified by 3 professional engineers of which at least one should be a Designated Consulting Engineer. Four references will be required if there is no Consulting Engineer Designation reference of which one must be licenced in Ontario.
6. **"Primarily Engaged" as noted in Section 60 of Regulation 941, made under the Professional Engineer's Act is interpreted as "the member's main employment is the delivery of Professional Engineering Services to the public as a consultant."**
7. **The applicant's experience in independent practice** need not necessarily be gained in a consulting firm. Such exceptions may include Research and Development organizations, and service-oriented units of industrial firms.
8. Applicants who are essentially government employees or who work exclusively for government on an employment contract basis are not considered to be in independent practice.
9. Contracting and design/build do not constitute **"independent practice" with respect to a firm and the granting of permission to use the title "Consulting Engineers";** or a variation thereof would be inappropriate. Further, any version which suggests the firm has superior skills will be disallowed, **including "Consulting Professional Engineers"**.
10. An applicant for redesignation whose employer is a Canadian firm should be considered even though he may at the time of application be doing the bulk of his work outside Canada.
11. Reasons for refusal to designate or redesignate an applicant may include:
  - Not primarily engaged as per Section 56(1)(b) and Section 60
  - Lacks the two years continuous and most recent experience on a certificate of authorization or equivalent.
  - Lacks the necessary experience as per Section 56(1)(c) and 57(2)(c) at a level sufficiently senior to demonstrate business experience.
  - Inadequate or incomplete information and references.
  - Unsatisfactory reference.
12. Professional and character references must have known the applicant for at least two years.

## Information Note – Regional Councillors Committee (RCC) Summary Report

<b>Agenda Item No.</b>	C-562-2.4
<b>Purpose</b>	To inform Council of the recent activities of the Regional Councillors Committee.
<b>Strategic/Regulatory Focus</b>	This item is neither regulatory nor governance.
<b>Motion</b>	No motion required
<b>Attachments</b>	Appendix A – RCC Summary Report

Prepared By: Julie Hamilton, Chapter Coordinator, Digital Transformation & Corporate Operations

## Regional Councillors Committee (RCC)

### Summary Report to Council

April 5, 2024

#### 1. Committee Meeting Date: March 25, 2024

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>
RCC Scholarship	<p>Committee discussed the role of a regulator in relation to awarding scholarship funds. Committee reviewed environmental scan of other engineering regulators. Committee confirmed the continuation of the RCC scholarship and requested an increase for the 2025 budget from \$1,500 to \$3,000 per chapter.</p> <p>Committee also requested staff guidance for introducing EDI focus for recipient selection.</p>	Staff	Staff to consider RCC request to increase scholarship budget from \$54,000 to \$108,000 for 2025 budget. Staff to make recommendation for EDI consideration.	Continue
Chapter Procedures Manual Advisory Group (CPMAG)	Advisory members have been confirmed including 9 regional chapter volunteers.	Staff	CPMAG to start regular meetings to review operations and provide input to procedural manual.	Continue
Chapter Websites	Committee received presentation from IT Director about ongoing digital transformation activities relating to chapter websites. Committee discussed how to engage chapter stakeholders, as well as timeline and scope for the project.	Staff	Staff to engage with chapter stakeholders for input as project progresses.	Continue
Sponsorship	As discussed at the October RCC meeting and confirmed in March, due to inherent risks including perceived conflicts of interest and reputational risk, as well as the availability of adequate funding to support chapter operations, chapters should not accept sponsorships.	N/A	For specific inquiries, chapter leaders are directed to contact Chapter Office staff.	Complete
Volunteer Symposium	Committee consulted on draft schedule and potential subject matter streams.	Staff	Staff to consider RCC feedback.	Complete
Regional Open Issues	See next table			

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

## 2. Regional Open Issues

Item/Topic	Regional Open Issue	Assigned to	RCC Update	Status <sup>2</sup>
Licensure: enhancing public awareness and improving communication	<b>East Central</b> ECRC moves that RCC recommend to CEO/Registrar the need for staff-led regulatory seminars, to be conducted at the chapter level.	Staff	Committee provided conclusion of gap analysis for staff-led regulatory seminars. List provided to Licensing and CPD leadership.	Remain Open
	<b>Western</b> WRC moves to request an approved document for use when answering questions about the licensure process; and a process for chapter executives to submit questions for the FAQs on the PEO website.	Staff	External Relations staff provided direction for available licensing information. Chapter staff to confirm process for FAQ submissions.	Remain Open
Chapters' Budgets	<b>Northern</b> NRC moves to ask RCC to advocate for timely chapter year end financial information, specifically November financials by early December and December financials by early January, to facilitate year-end reconciliations for each chapter	Staff	Finance staff will aim to provide financial statements for November and December in December and first weeks of January. Interim statements will be used if necessary. Finance will aim to provide all monthly statements in a more timely manner.	Recommend Close.
	<b>Eastern</b> ERC moves that RCC consider the development of a funding model for licence certificate presentation ceremonies such that chapter budgets do not include these expenses.	RCC	RCC to maintain status quo for funding of chapter ceremony events. RCC also confirmed flexibility across chapter budgets when actual event spending surpasses forecasted amounts.	Recommend Close.

<sup>2</sup> Green=Recommend Close; Blue=Remain Open

## Information Note – President’s Report

<b>Agenda Item Number</b>	C-562-3.1
<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 Fraser will provide a report on his recent PEO activities at the meeting.



## Information Note – CEO/Registrar’s Report

<b>Agenda Item Number</b>	C-562-3.2
<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

C-562-3.2  
Appendix A

# CEO/ REGISTRAR'S REPORT

APRIL 5, 2024



### INTRODUCTION

As we arrive at the last Council meeting for the 2023–2024 term, I want to acknowledge the commitment of and extend my appreciation for all members of the current Council. I am immensely proud of our accomplishments over the past year, as demonstrated by the progress made in support of PEO’s [2023–2025 Strategic Plan](#), which we are now half way through. PEO staff and I look forward to working with the new members of Council, as well as those councillors who are continuing into the next term, which begins after the Annual General Meeting later this month.



Group photograph of PEO staff during a presentation by Jennifer and Kay Mehrizi, PEO’s manager of equity, diversity and inclusion

## NATIONAL ENGINEERING MONTH

In Ontario, March 1 commemorates P.Eng. Day and marks the beginning of National Engineering Month (NEM) across Canada. Every March the Ontario Society of Professional Engineers, in its role as the engineering advocacy body, co-organizes [NEM](#) events across Ontario in collaboration with Engineers Canada. This year, every week in March had a unique theme, and the first week of this past March was "Journey to the P.Eng." PEO staff participated in various activities throughout the month, and the Spring 2024 issue of *Engineering Dimensions*, scheduled to be released on April 11, will have coverage of three events, including the NEM kickoff event on March 5 at the CN Tower in Toronto, ON; an online discussion on March 6 about navigating the consulting engineering career path; and an informative online discussion on March 7 by Modeste Muhire, P.Eng., PE (New York et al), PMP, who obtained his P.Eng. last November. Muhire, who is originally from Rwanda, obtained his engineering education and 10 years of civil engineering experience in the United States. He originally submitted his application to PEO in 2019 but was unable to become licensed in Ontario until PEO adopted its new licensure model last year. Under this model, the previously mandatory Canadian engineering experience requirement was removed in favour of a competency-based assessment (CBA). "The new

Anthony Colangelo, P.Eng., asks a question at the panel discussion during the NEM kickoff event at the CN Tower on March 5.



regulations opened a door of professional opportunities not only for internationally trained engineers but for the whole industry," Muhire told *Engineering Dimensions*. "The recent changes in [PEO's licensing] process allowed me to use my decade of experience in the USA to satisfy the competence requirements."

## West Central Chapters Symposium

On February 24, I attended the West Central Symposium, which was themed "Engineering Today for Tomorrow." With over 260 people in attendance, the symposium covered a wide range of important and diverse topics and array of speakers. Thank you to all the volunteers who helped make the symposium a success, including Councillor Pappur Shankar, P.Eng., FEC. On page 17, you'll find more information about other visits to chapter events throughout the year under PEO's new Chapters Events Engagement Model.

In addition to delivering introductory remarks, I had the privilege of hosting an informative and compelling panel discussion on women in engineering with three highly accomplished women leaders in the engineering profession. Panelists included Stephanie Smith, P.Eng., Candu Energy senior vice president and AtkinsRéalis chief nuclear engineer; Kim Jones, PhD, P.Eng., associate professor of chemical engineering at McMaster University; and Marisa Sterling, P.Eng., FEC, assistant dean and director, diversity, inclusion and professionalism at the University of Toronto. Sterling has also previously served PEO as president.

(l to r) Ranjit Gill, P.Eng., FEC, Jennifer, and Councillor Pappur Shankar, P.Eng., FEC, at the West Central Symposium on February 24

(l to r) Stephanie Smith, P.Eng., Kim Jones, PhD, P.Eng., and Marisa Sterling, P.Eng., FEC, during a women in engineering panel discussion at the West Central Symposium



**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 achieving goals within the strategic plan, PEO’s operational plan includes 21 initiatives for 2024. As of April 2024, activities in support

of 90 per cent of initiatives have been started per established work-plans for the year.

See Figure 1 for the Operational Plan: Status Report as of April 2024.

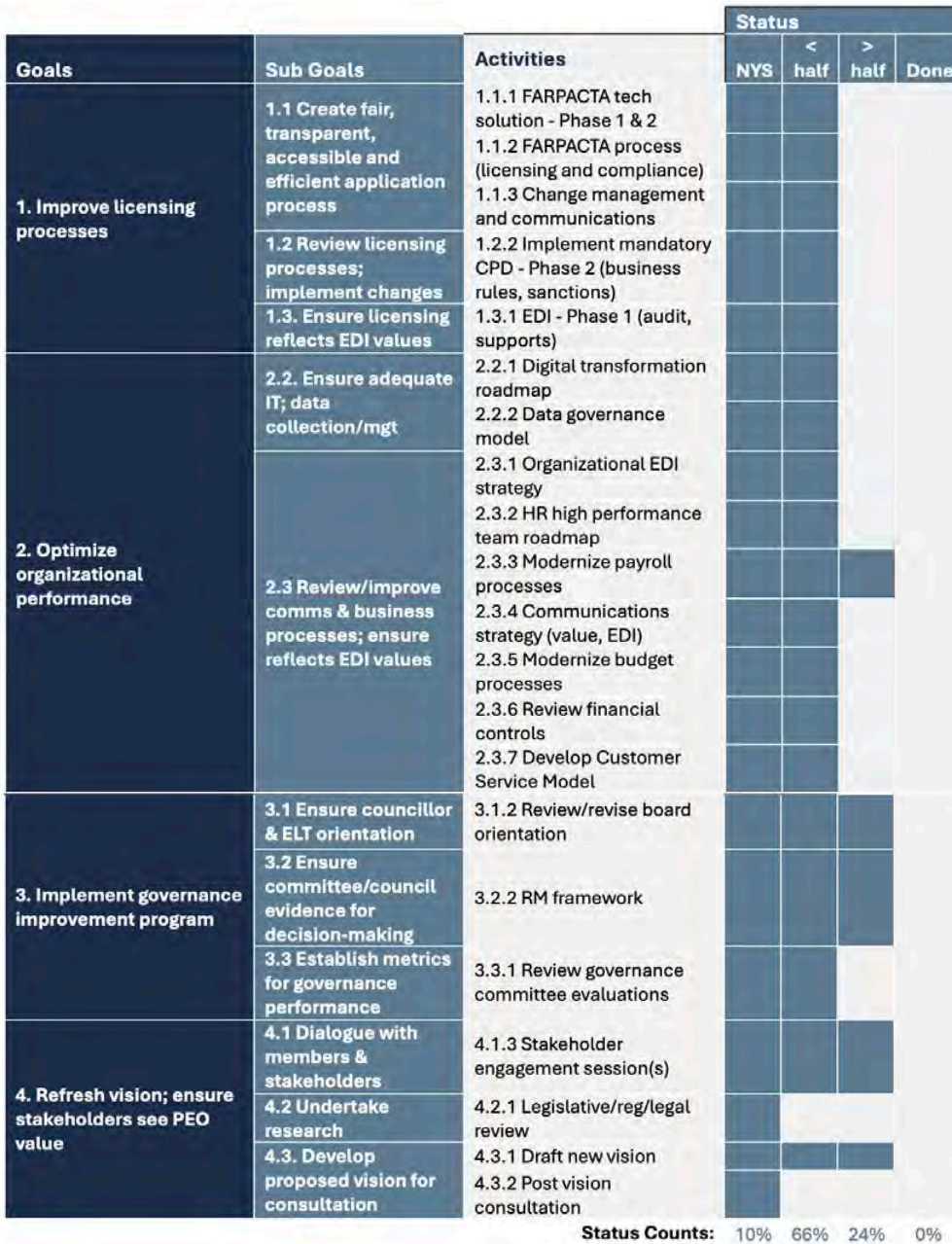


Figure 1: PEO’s 2024 operational plan document as of April 2024



## IMPROVING THE LICENSING PROCESS

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

#### 1.1.2 FARPACTA Process (Licensing and Compliance)

PEO continues to meet the registration timelines set out in the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) for reviews of complete applications and registration decisions.

In alignment with PEO's 2024 operational plan, the Licensing department continues to implement the Inventory Management Project, which aims to issue registration decisions in a fair and timely manner to current P.Eng. applicants who applied prior to May 15, 2023.

Furthermore, under the Inventory Management Project, PEO has contacted over 3000 current P.Eng. applicants who are strong candidates for licensure based on their individual qualifications. In 2024, PEO will be identifying additional applicants from the current queue of P.Eng. applicants who applied prior to May 15, 2023, to support them in reaching a registration decision on their application.

The total number of applicants reached a high point of 33,760 applicants in July 2023, when admissions to the legacy process ended. This total number is 27,811 legacy applicants as of March 19, thanks to the Inventory Management Plan, which gave applicants opportunities to obtain a licensing decision promptly and fairly.

Additionally, wait times for both academic and experience assessments continue to decrease in the legacy process.

Additionally, reporting and business intelligence capabilities have also been strengthened through changes to the Licensing Dashboard.

# 3000

PEO has contacted over 3000 current P.Eng. applicants who are strong candidates for licensure based on their individual qualifications

Recent enhancements to the dashboard include improved data visualizations to support PEO's evidence-based decision-making practices.

#### CBA 1.1.3 Change Management and Communications

In February, PEO's Competency-Based Assessment (CBA) guides were updated to clarify the requirement to meet the Canadian environment competencies. Specifically, the changes emphasize that these competencies can be satisfied by work experience gained outside Canada by demonstrating the international standard equivalence. The CBA guides outline a step-by-step process for meeting PEO's experience requirement for licensure. The guides are comprised of a two-part set. The first explains the CBA process and the 34 competencies, including six Canadian environment competencies. The second is a validator guide outlining the responsibilities of validators under the CBA. This update comes ahead of a planned comprehensive rewrite of the guides to bolster clarity, accessibility and comprehension.

## OPTIMIZING ORGANIZATIONAL PERFORMANCE

### 2.2 Ensuring adequate IT and Data Collection and Management

#### 2.2.1 Digital Transformation Roadmap

PEO's Digital Transformation journey continues through the strengthening of cybersecurity practices and optimization of system architectures. An organization-wide mindset is critical to support this journey, and education and awareness remain important cornerstones of a strong cyber resiliency program. We continue to deploy monthly awareness campaigns, which have had a 97 per cent participation rate among PEO staff. Additional steps to strengthen PEO's cybersecurity enhanced threat monitoring, as well as security hardening of our applications and infrastructure. Moreover, PEO's security-by-decision approach helps maintain strong cyber practices throughout all aspects of our digital transformation journey.

#### 2.2.2 Data Governance Model

As a critical enabler for modernization, numerous initiatives are underway to further improve application stability, enhance user experience and enable innovation. Selected initiatives include optimizing data governance and system architecture to gain better insights from our data to inform planning and service delivery.

Ultimately, these insights have supported and will continue to advance a data-driven approach, improving operational efficiency and service excellence.

### **Review and Improve Communications and Business Processes; Ensure the Reflection of EDI Values**

#### **2.3.2 HR High Performance Team Roadmap**

PEO's performance review process has been strengthened through a focus on SMART (specific, measurable, attainable, realistic and time bound) goals aligned to organizational priorities, further enabling the attainment of organization-wide strategic objectives. Furthermore, the review program is focused on individual development plans, whereby employees determine which areas of development they will focus on throughout 2024. Every employee has completed their performance plans as of late February.

#### **2.3.7 Customer Service Model**

Introduced in 2023, PEO's customer service team provides first-level support and resolution for a wide range of inquiries. With input from subject matter experts, we continually update our knowledge database as new queries arrive to ensure consistency, helpfulness and accuracy.

As part of our journey of modernization and transformation, we continue to leverage dashboards to generate deeper business intelligence. Insights gained from these dashboards have further aided our evidence-based decision-making approach to enable operational improvements. Recently, as a direct response to feedback to the customer-service team, staff updated the PEO portal login page to enable a simpler, more efficient user login experience.

## **IMPLEMENT A GOVERNANCE IMPROVEMENT PROGRAM**

### **3.1 Ensure Councillor and Executive Leadership Team Orientation**

#### **3.1.2 Review/Revise Board Orientation**

PEO recognizes the importance of an effective onboarding and orientation process for councillors so they have a clear, shared understanding of their role and responsibilities as board members, including in relation to the role of staff. Orientation for the 2024–2025 term will be held on May 2, and all councillors, both new and current, are encouraged to attend.

Starting in 2024, PEO has developed a new standard operating procedure to onboard councillors and effectively orient them to their roles. It includes creating incoming councillor email contact lists; technology shipping; providing introductory packages, including the Governance Manual; and posting councillors' biographies on PEO's website.



**LICENSING**

In a February 20, 2024, letter from the Office of Fairness Commissioner, Fairness Commissioner Irwin Glasberg, LLB, commended PEO for undertaking the following important initiatives:

- Digitizing PEO’s registration process by enabling an online application portal and remote proctoring for all technical examinations, including the National Professional Practice Examination;
- Removing PEO’s longstanding Canadian experience requirement and migrating to a competency-based assessment model;
- Developing new business processes to meet prescribed time limits for domestic labour mobility applicants;
- The adoption of PEO’s Anti-Racism and Equity Code, eight principles designed to identify and remediate business processes that may contribute to systematic racism; and
- Reviewing PEO’s global four-year engineering work experience requirement, which must be fulfilled before a candidate can apply for licensure.

As of March 5, 2024, a total of 19 applicants in the new process have been granted P.Eng. licences. All licensing decisions were made within the 180-day timeline as required under our FARPACTA obligations. In the FARPACTA-compliant process, over 90 per cent of successful applicants have degrees accredited under the Canadian Engineering Accreditation Board (CEAB). This is to be expected at this time, as non-CEAB applicants must successfully complete four

confirmatory technical exams. Forty per cent of registrations for technical exams in the spring 2024 are from the FARPACTA-compliant process, indicating that the number and proportion of successful non-CEAB applicants is expected to increase later this year.

A snapshot of PEO’s Licensing Dashboard (Figure 2), 88 per cent of candidates under the FARPACTA-compliant system applied for PEO licensure from within Canada. However, only 18 per cent of candidates completed a CEAB-accredited undergraduate engineering degree in Canada, and 60 per cent of non-CEAB graduates completed a bachelor’s degree in engineering from PEO’s Recognized Program List (RPL).

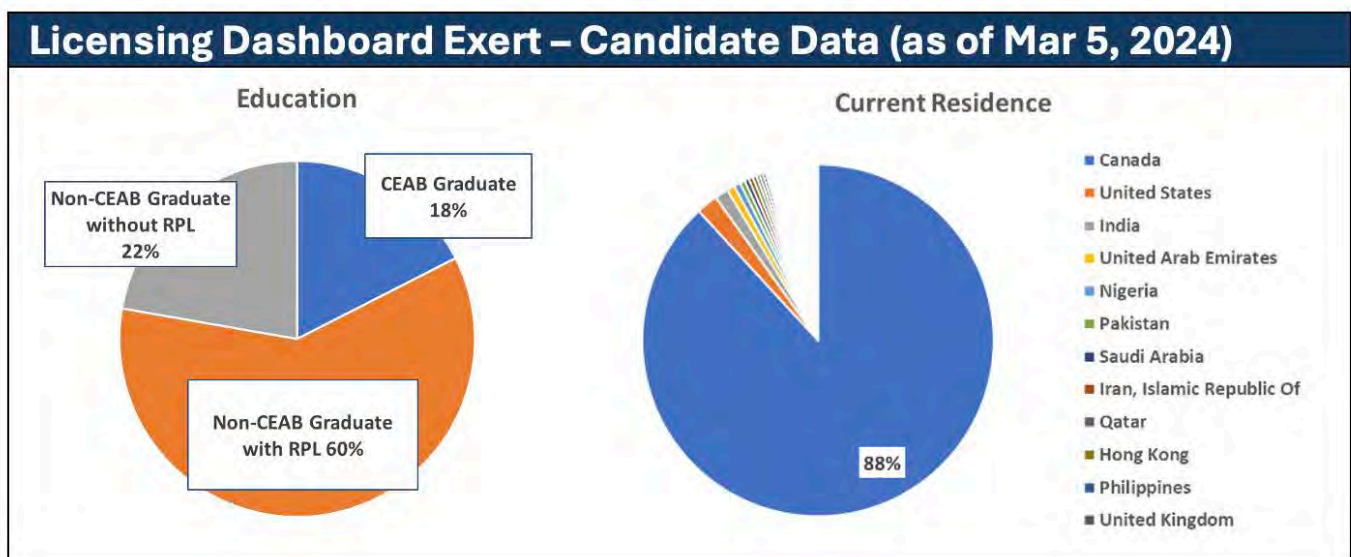
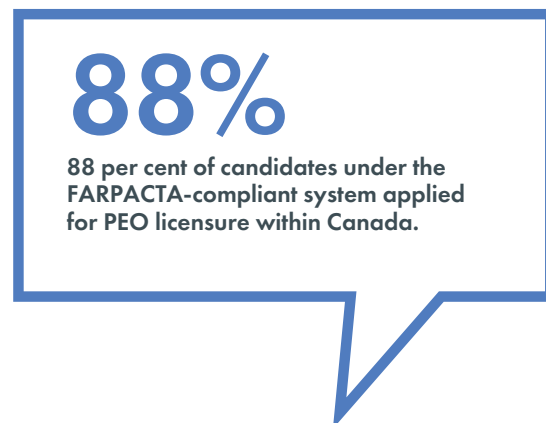


Figure 2: Licensing Dashboard—Candidate Data as of March 5, 2024



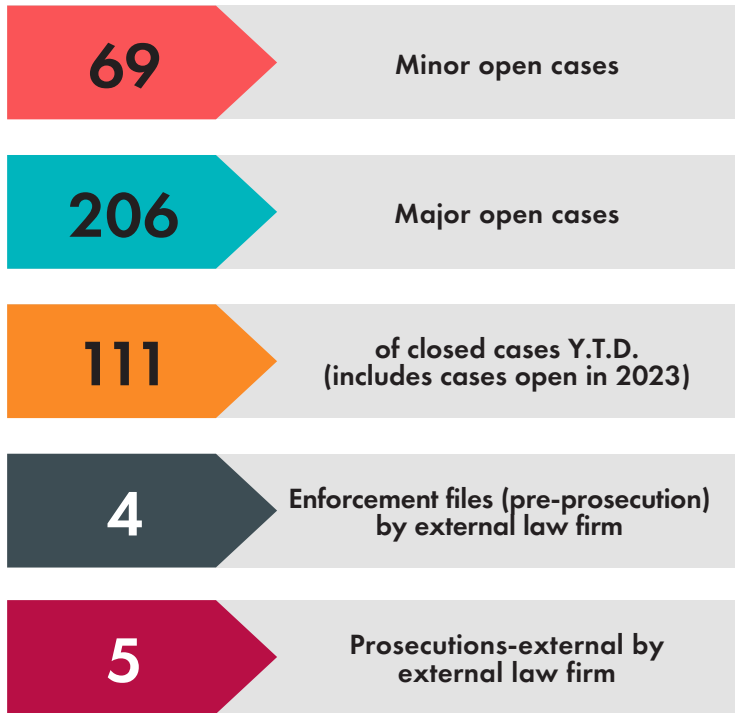


**Unlicensed Practice**

The Unlicensed Practice (formerly “Enforcement”) department continues to take legal action against unlicensed individuals holding out as engineers, as well as against individuals using engineers’ seals without authorization. Legal action is typically in the form of a warning letter advising the unlicensed individual of their obligations under the *Professional Engineers Act* (PEA), a prosecution under the *Provincial Offences Act* (POA) and/or the seeking of a court injunction ordering them to stop their unlicensed practice.

Currently, four Unlicensed Practice files are with PEO’s outside counsel for review prior to taking any legal action. Of the files for which legal action has already been commenced, an injunction was recently granted by the courts in one case against an applicant refusing to abide by PEO’s required vetting process. An injunction is also pending against an individual previously convicted in 2018 for violating the PEA and a request for an injunction in a third file will be heard by the courts in mid-April.

One Unlicensed Practice prosecution under the POA is expected to be completed soon on the basis of a plea agreement, and another prosecution is awaiting the result of a parallel civil matter. A third prosecution is expected to commence soon once the information is filed with the court.



COMPLAINTS AND INVESTIGATION STATISTICS

	2022	2023	2024 (March 7)
<b>Complaints Committee (COC) Caseload</b>			
Filed Complaints <sup>1</sup> not disposed of by COC at previous year-end	105	120	160
Complaints Filed (PEA s. 24. 1(a)) during the Year	96	90	10
Total Caseload in the Year	201	210	170
Total Filed Complaints Disposed of by COC in the Year (for details see COC's <i>Disposition of Complaints</i> below)	81	50	5
Total Filed Complaints Pending for COC Disposition (for details see <i>Status of Active Filed Complaints</i> below)	120	160	165 <sup>2</sup>
<b>COC's Disposition of Complaints</b>			
Direct that the matter be referred, in whole or in part, to the Discipline Committee. (PEA s. 24. 2(a))	13	11	0
Direct that the matter not be referred. (PEA s. 24. 2(b))	35	30	5
Take such action as COC considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. (PEA s. 24. 2(c))	33	9	0
<b>COC's Timeliness Regarding the Disposition of the Complaint<sup>3</sup></b>			
Complaint disposed of within 90 days of filing	0	0	0
Complaint disposed of 91–180 days of filing	3	1	0
Complaint disposed of after more than 180 days of filing	78	49	5
<b>COC Processing Time – Days from Complaint Filed to COC Disposition (12 mo. rolling avg.)</b>			
Average # Days	554	509	528
Minimum # Days	154	176	252
Median # Days	414	427	461
Maximum # Days	1766	1761	1761

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

<sup>2</sup>See Figure 4 for further details on active filed complaints.

<sup>3</sup>Days from Complaint Filed to date COC Decision is signed by COC chair.

Figure 3: Complaints and Investigation Statistics

**STATUS OF ACTIVE COMPLAINTS**

Active Filed Complaints–Total		<b>165</b>
<b>Complaints filed more than 180 days ago</b>	<b>125</b>	<b>125</b>
Pending Approval and Reason regarding COC Decision	67	
Complaints under active consideration by COC	21	
Completed Investigation ready for COC consideration	4	
Regulatory Compliance Investigation	33	
<b>Complaints filed 91–180 days ago</b>	<b>23</b>	
Pending Approval and Reason regarding COC Decision	3	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	2	
Regulatory Compliance Investigation	18	
<b>Complaints filed within the past 90 days</b>	<b>17</b>	
Pending Approval and Reason regarding COC Decision	0	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	17	

Figure 4: Status of Active Filed Complaints

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

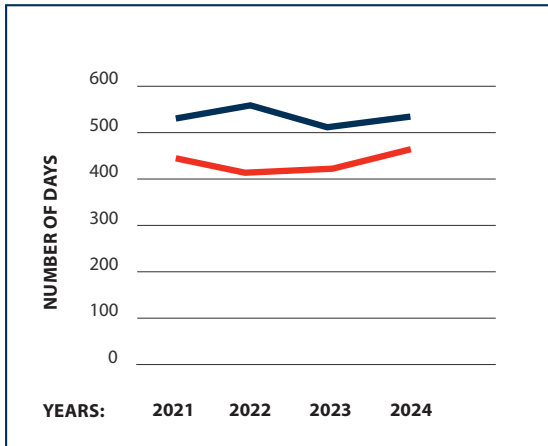
According to the Act, where a complaint concerning a member of PEO or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee (COC) **within 90 days** after the complaint is filed with the registrar,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

**Glossary of Terms**

**Complaint Filed**–Signed Complaint Form filed with the registrar.

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

**Complaints and Investigation Statistics as at March 7, 2024**



— AVERAGE # DAYS  
— MEDIAN # DAYS

Figure 5: Complaint File Processing Times (12-month rolling average) 2021–2024

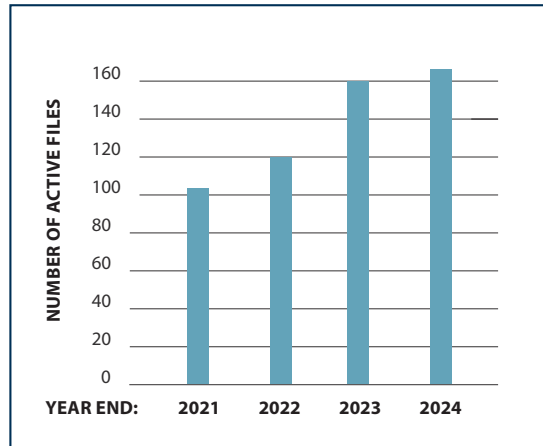


Figure 6: Number of Active Files Year End 2021–2023 and on March 7, 2024.

**Improved Complaints Communications**

PEO has recently updated its [Complaints](#) webpage to improve clarity on the process for members of the public to submit a complaint. PEO’s adoption of a digital complaints process reflects PEO’s commitment to become an effective, modern regulator.



**FINANCE**

For the 12 months ending December 31, 2023, revenues earned amounted to \$37.6 million, while expenses incurred totaled \$33.3 million, resulting in an excess of revenue over expenses of approximately \$4.3 million, as shown in Figure 7. The \$5.5 million favorable variance in revenue is largely attributable to a higher-than-expected investment income, P. Eng applications, registration and exams revenues, as well as affinity revenues that PEO has been receiving since 2023.

On the expenses side, total expenses for the twelve months ending December 31, 2023, amounted to \$33.3 million, compared to a

budgeted spend of \$35.6 million, resulting in a favorable variance of \$2.3 million. This favorable variance is mainly due to lower spending on salaries and benefits, chapters and professional development.

Figure 8 shows cash reserves of approximately \$9 million and an investment portfolio of \$29.1 million as of December 31, 2023, in comparison to cash reserves of \$7.6 million and an investment portfolio of \$27.1 million, respectively as of December 31, 2022.

	2023 Actual	2023 Budget	Variance Act vs Budget
<b>TOTAL REVENUES</b>	<b>\$37,571,379</b>	<b>\$32,043,319</b>	<b>\$5,528,060</b>
Operations expenses	\$29,389,712	\$30,521,660	\$1,131,948
Special project and strategic plan exp	\$3,879,859	\$5,083,048	\$1,203,189
<b>TOTAL EXPENSES</b>	<b>\$33,269,571</b>	<b>\$35,604,708</b>	<b>\$2,335,137</b>
<b>Excess of Rev over Exp</b>	<b>\$4,301,808</b>	<b>-\$3,561,389</b>	<b>\$7,863,197</b>

Figure 7: Revenues and expenses as of December 31, 2023

	2023 Actual	2022 Actual	Variance Act Vs Act
Cash	\$8,986,393	\$7,585,346	\$1,401,047
Other current assets	\$1,421,980	\$1,549,606	-\$127,626
Marketable securities	\$29,112,173	\$27,117,590	\$1,994,583
Capital assets	\$27,213,403	\$28,423,601	-\$1,210,198
<b>Total assets</b>	<b>\$66,733,949</b>	<b>\$64,676,143</b>	<b>\$2,057,806</b>
Current liabilities	\$14,967,095	\$16,847,493	\$1,880,398
Long term debt	-	\$362,904	\$362,904
Employee future benefits	\$12,061,100	\$13,260,100	\$1,199,000
Net assets	\$39,705,754	\$34,205,646	\$5,500,108
<b>Total liabilities &amp; net assets</b>	<b>\$66,733,949</b>	<b>\$64,676,143</b>	<b>\$2,057,806</b>

Figure 8: Assets and liabilities as of December 31, 2023

### Remissions and Resignations

As of December 31, 2023, the data in Figure 9 shows that the total number of P.Engs in fee remissions was 13,052, down from 13,483 in 2022. Additionally, in 2023, the average monthly number of members seeking remissions was 248, compared to 229 in 2022.

There was a notable increase in resignations in 2023, with an average of 196 resignations compared to 113 in 2022. However, this increase was offset by the number of new P.Engs, resulting in a net increase of P.Engs by 861, reaching 86,966 by December 31, 2023, compared to 86,105 reported on December 31, 2022.



Figure 9: Remissions and resignations as of December 31, 2023

**CUSTOMER SERVICE**

From January 1, 2024, to the end of February, 74 per cent of inquiries were received via email, 25 per cent through phone calls and 1 per cent from walk-in visits. Moreover, the team helped provide effective and timely service as demonstrated over 94 per cent of direct resolution of inquiries. The team continued to respond to a wide range of inquiries, including support for technical issues, inquiries related to PEO’s new licensing process and the PEAK program.

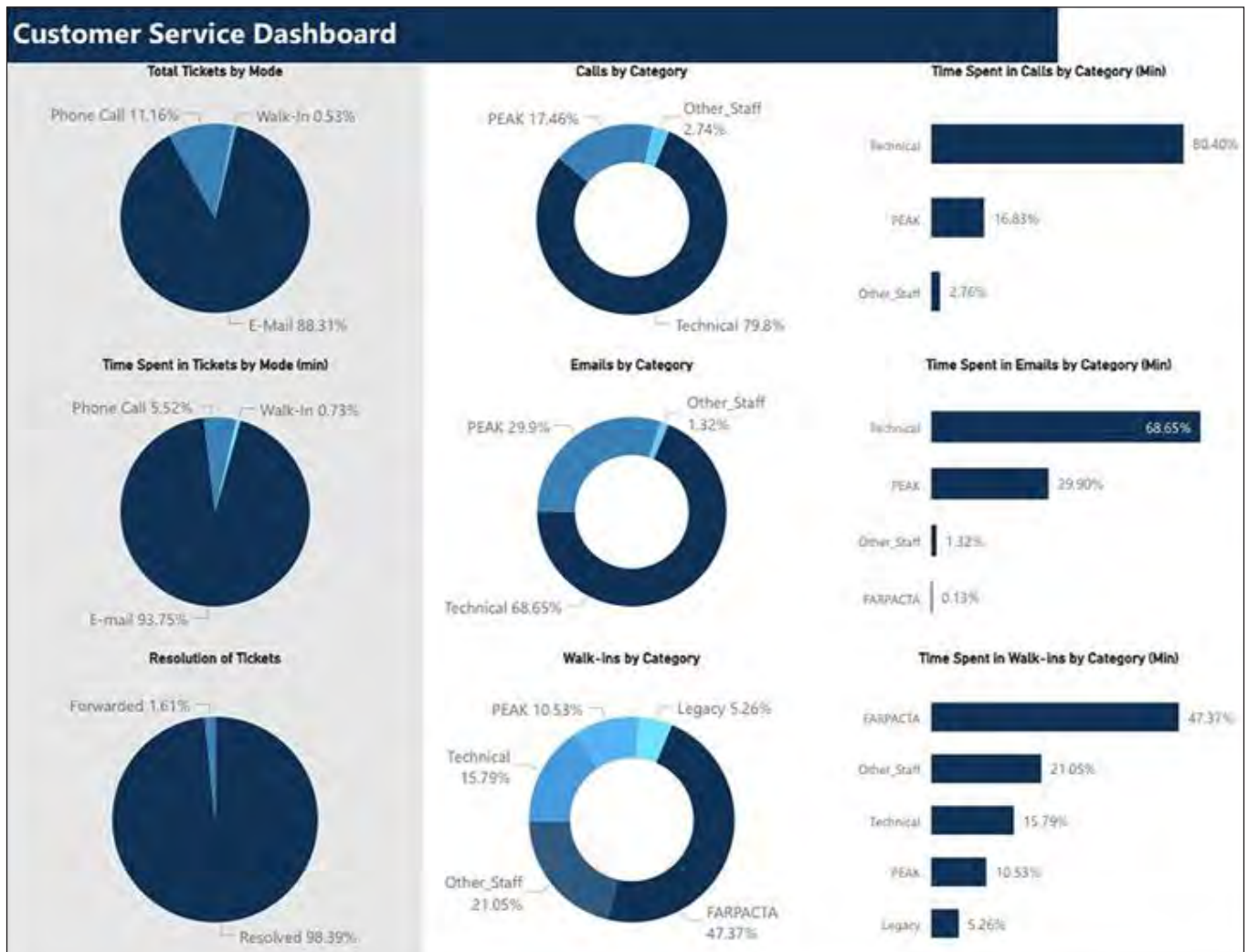


Figure 10: Customer Service Dashboard, January to February 2024

**Continuing Professional Development**

METRICS FOR	2024 (AS OF MARCH 18)	2024 (AT END OF JAN 14)
Total eligible users	74,130	74,853
	72% started PEAK 28% have not started PEAK	27% started PEAK 73% have not started PEAK
Completed Practice Evaluation and Professional Practice Model at least once this year	67% completed PE and PPM 6% in progress	18% completed PE and PPM 9% in progress
Compliance	9% overall • 6% with all 3 elements • 89% with only 2 elements	2% overall • 2% with all 3 elements • 71% with only 2 elements
Declaration	61% practising 11% not practising 28% no declaration	23% practising 4% not practising 73% no declaration

**Figure 11: PEAK numbers January and March 2024**

We continue to support licence holders regarding their annual PEAK requirement. PEO’s website has the latest PEAK details, tips and advice, and important announcements are made by email and across our social media channels. Our customer support team continues to respond to emails and phone calls, and the PEAK team delivers presentations to chapters and firms.

This marks the first year that PEAK is enforceable. The timing of enforcement measures is dependent on maximizing compliance so that only those who are persistently and deliberately non-compliant will face sanctions. Once we begin to apply administrative suspensions—on a date to be announced well in advance—affected licence holders will be notified in writing, and their suspension will be posted on the PEO Directory. A suspended licence holder cannot

practise professional engineering or hold as an engineer for the duration of the suspension. However, they can easily lift their suspension by completing their overdue PEAK elements. When the suspension is lifted, they will be notified, and the suspension will be removed from the PEO Directory.

The second enforcement measure available to us is to audit the PEAK declarations made by persons required to complete PEAK. We expect to start auditing the 2024 PEAK declarations starting in 2025. Details about the audit program will be shared as soon as details are available. The PEO web page outlines the practice status options, admissible CPD content and supporting documentation that will prove CPD completion.



**Strategic Stakeholder Advisory Group**

The process of forming PEO’s new Strategic Stakeholder Advisory Group (SSAG) began earlier this year; roughly 120 individuals have expressed interest, and a selection process is currently underway. Our goal is to ensure diversity on the SSAG in terms of membership, as well as engineering disciplines, geographic locations and levels of experience. Additional members may be added later and/or may be engaged in other ways which draw on their specific expertise.

The SSAG is managed and supported through PEO’s External Relations department. It is established in accordance with directions approved

by Council in 2023. Once populated, the SSAG will support a more comprehensive and far-reaching engagement process on significant regulatory and governance issues. It will provide advice and input on specific initiatives. It will also help to identify other stakeholders and evidentiary sources to be included as part of the policy development process, which generates proposals and options for Council’s consideration.

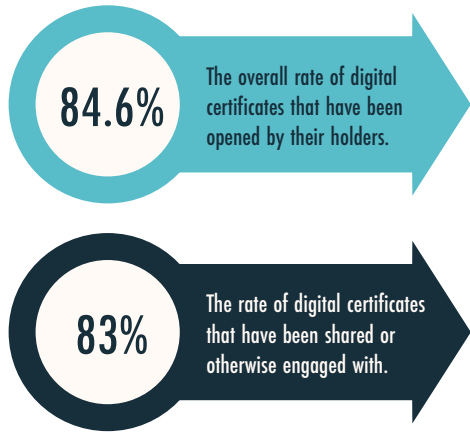
We anticipate that the SSAG will commence its work in the spring of 2024 and will meet as needed throughout the year.

**Digital Licence Certificates**

In June 2023, PEO introduced digital licence certificates for newly issued P.Engs, temporary licences, limited licences and limited engineering technologists. The digital licence is encrypted, secure and unforgeable and gives PEO licence holders more options to display and share their licence.

On February 21, PEO achieved a milestone by issuing the 3000th digital licence certificate.

Currently, PEO staff are planning the next phase of this project which will offer a digital licence to all PEO licence holders and expand digital licence certificates to include consulting engineers and certificates of authorization.

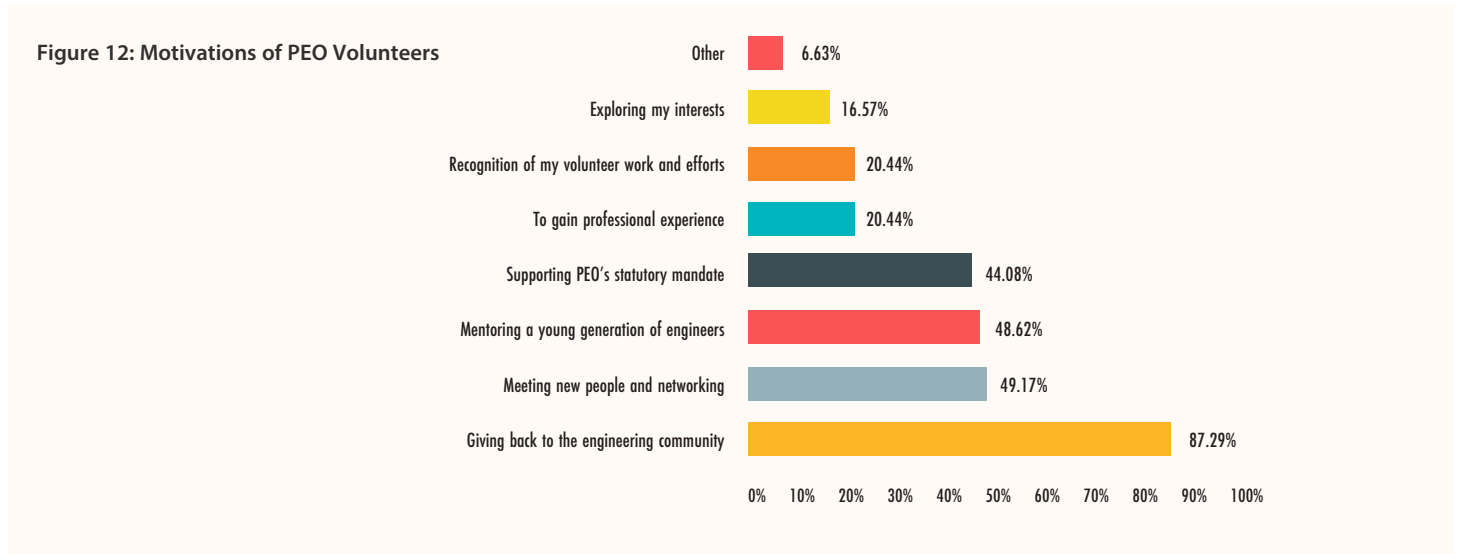


**PEO Volunteer Recognition Survey**

PEO launched the mandatory PEAK program on January 1, 2023. From December 1, 2023, to January 1, 2024, we surveyed over 700 PEO volunteers for feedback on our Volunteer Recognition Program. Over 181 volunteers provided their time and input into this survey.

In pursuit of continued collaboration and effective engagement with our dedicated volunteers, PEO staff continue to review feedback to develop recommendations and a corresponding action plan.

Over 56 per cent of respondents indicated being satisfied or strongly satisfied with the recognition they receive as a PEO volunteer and are recognized appropriately for reaching key volunteer milestones.

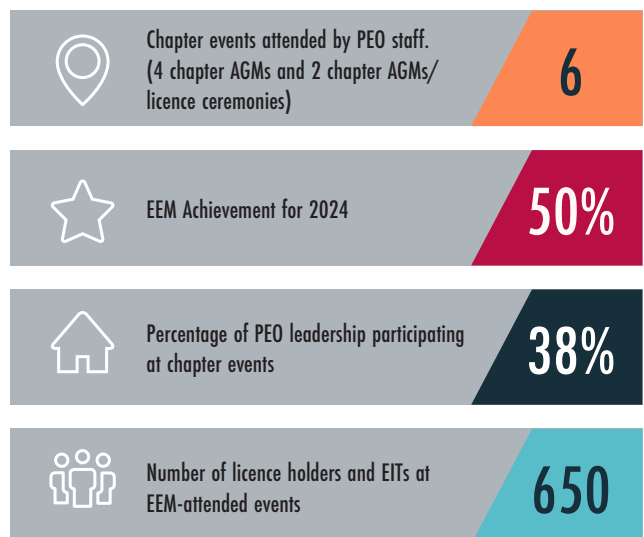


**Chapters Event Engagement Model**

The Chapters Events Engagement Model (EEM) formalizes staff visits to chapter events, including chapter annual general meetings, licence certificate ceremonies and technical symposiums. So far in Q1 2024, staff have attended four chapter AGMs, two combined chapter AGM and certificate ceremonies, and one symposium. Staff have visited events in Brockville, Chatham, Ottawa and the Greater Toronto Area.

**Human Resources**

To support ongoing improvements to workplace health and safety, PEO's Joint Health and Safety Committee (JHSC) has introduced a new evacuation plan, new fire wardens, training for the co-chairs and monthly inspections. The JHSC will also focus on the mental health and wellness initiatives of all staff in support of a continued culture of psychological safety.



# Background on the actions and decisions to be taken by Members at the Engineers Canada Annual Meeting of Members in May

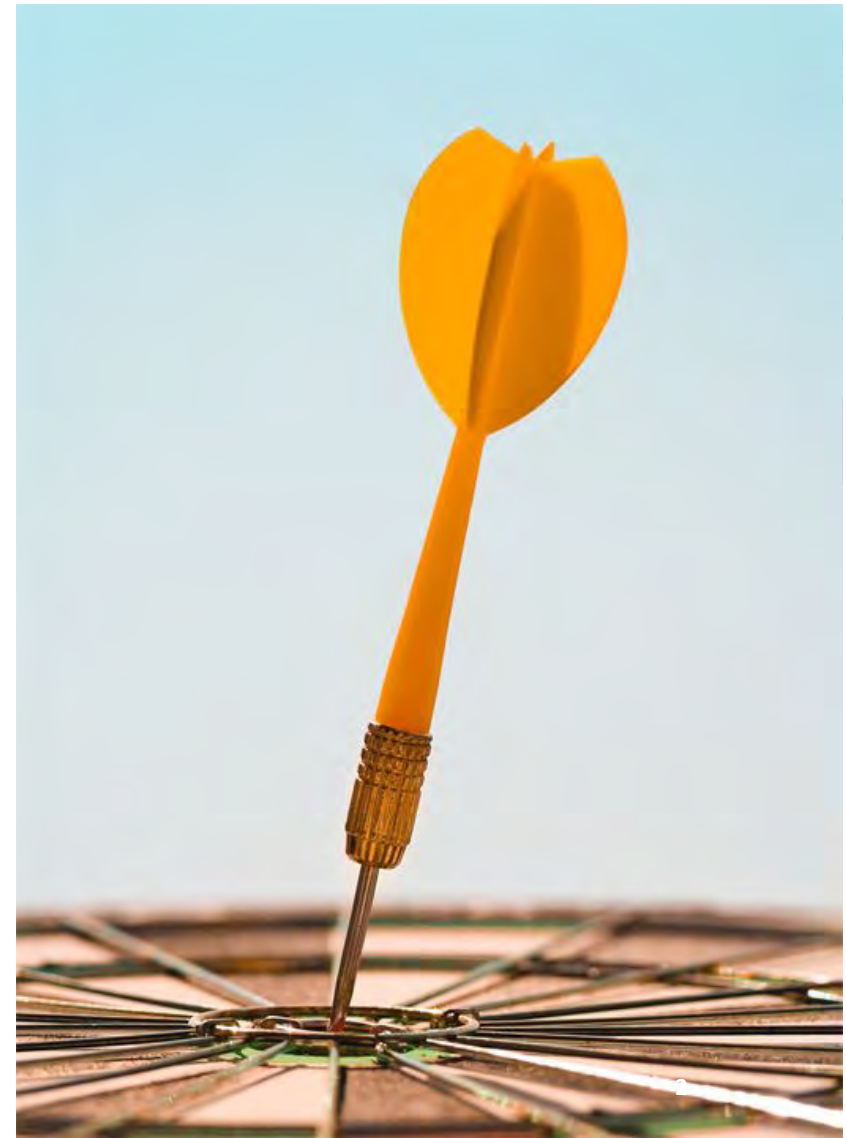
Engineers Canada

Spring 2024



## Goal of the presentation

- In May, Engineers Canada will hold its Annual Meeting of Members (AMM)
- Members will be asked to:
  - Sign a National Statement of Collaboration
  - Approve the 2025-2029 Strategic Plan
  - Approve an increase to the 2026 annual per capital assessment fee
- Goal is to provide information to Councils so that Members are empowered to make decisions at AMM





## **National Statement of Collaboration**

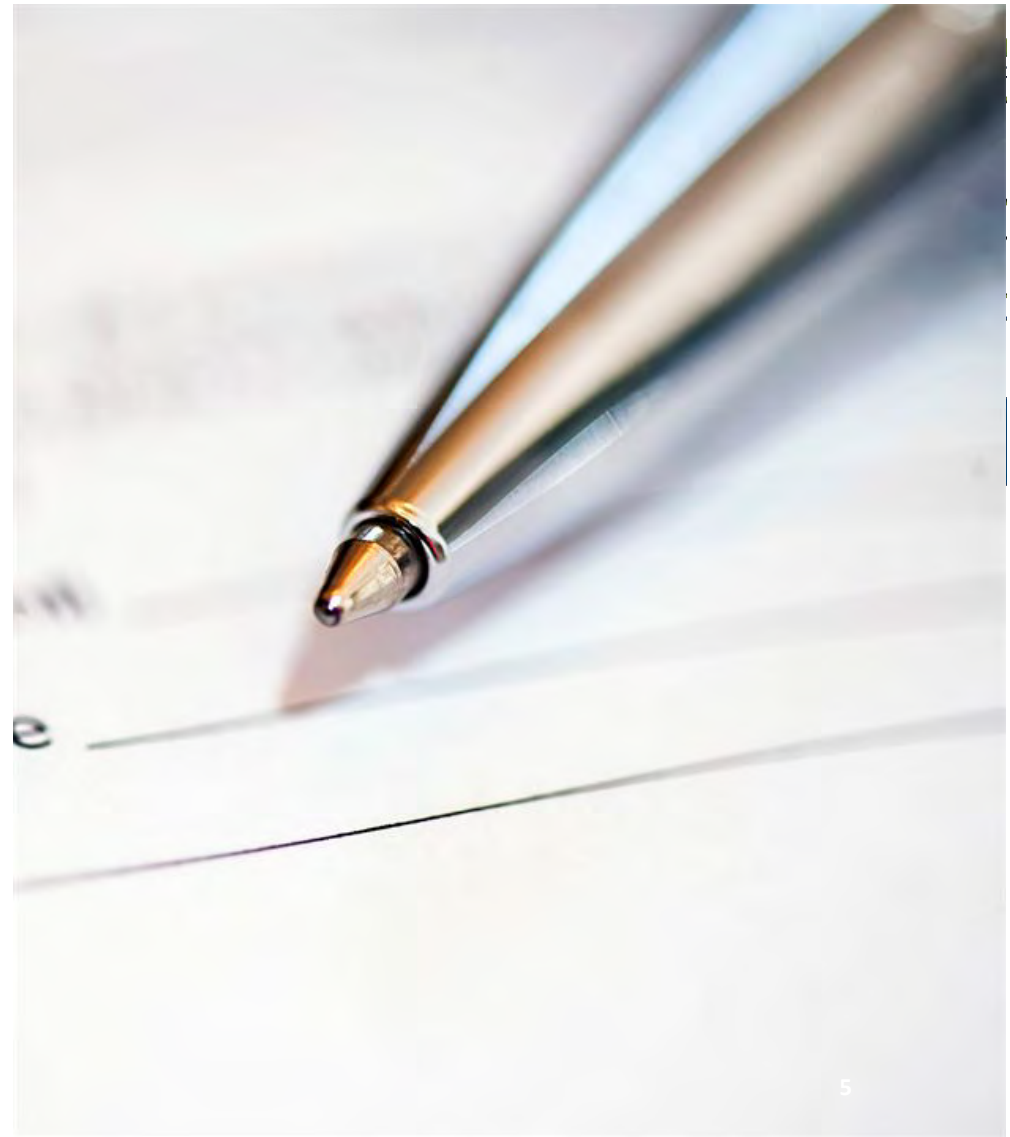
## About regulatory collaboration and harmonization

- As part of the 2022-2024 strategic plan, Engineers Canada adopted:
  - A new vision: *Advancing Canadian engineering through national collaboration*
  - A strategic priority that called for strengthening our collective commitment to collaboration and harmonization by adopting a national statement with all jurisdictions



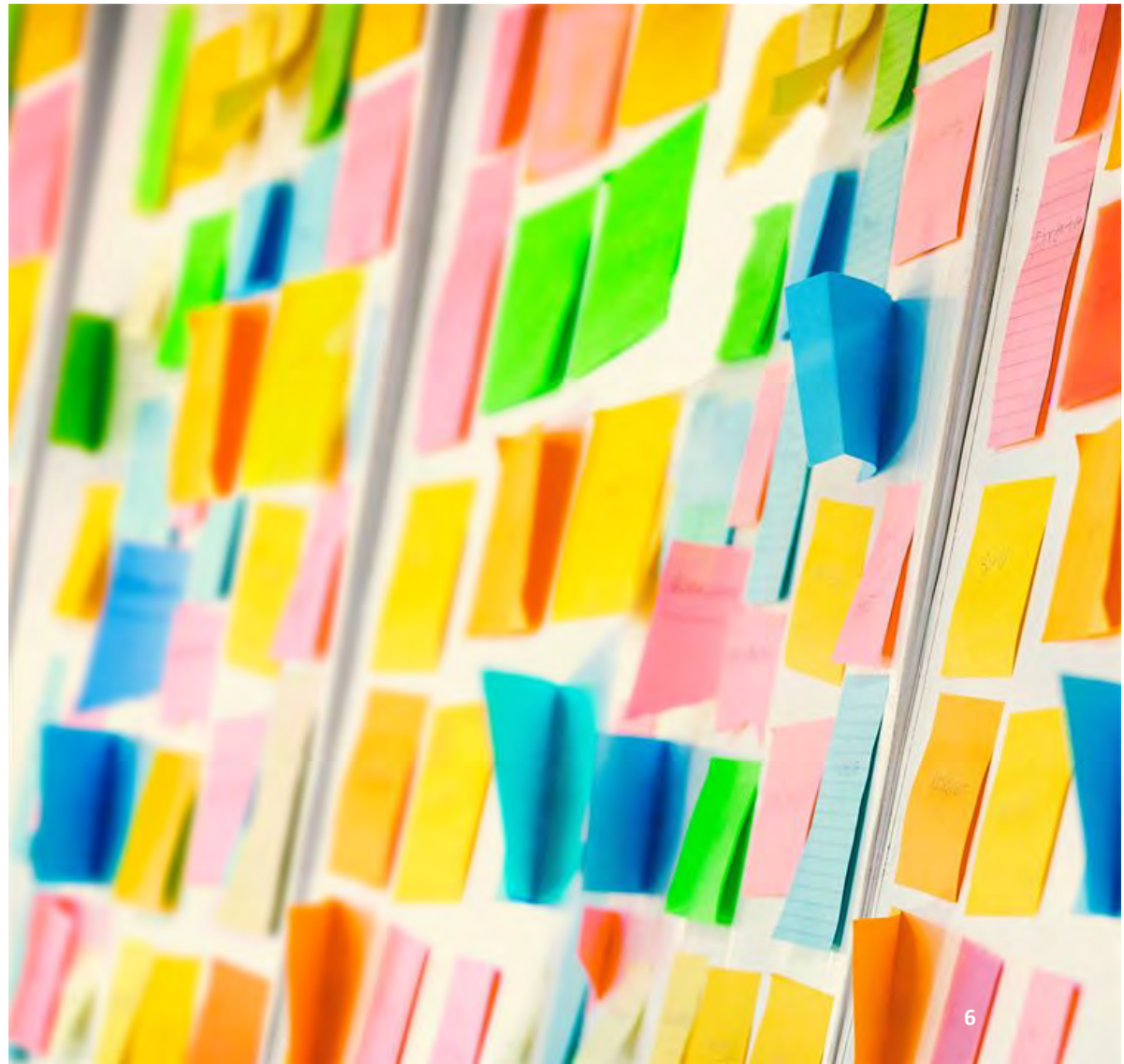
## About the Statement

- Non-binding declaration of regulators and Engineers Canada's willingness to work together
- Provides context around opportunities for regulatory collaboration and harmonization
- Clarifies roles and responsibilities for regulators and Engineers Canada



## Product of a collaborative development process

- Individual Regulator consultations were held between January and June 2023
  - All 12 regulators support increased collaboration and harmonization
  - Regulators identified potential future areas
- In fall 2023, a workshop was held with all Regulator presidents and CEOs to provide content for draft Statement
- A draft Statement was circulated to regulators for consultation between December 15, 2023, and March 8, 2024







## Signature ceremony

- Signing event be held in Winnipeg on May 23, 2024
- Great opportunity to showcase to the public how we proactively address regulatory issues to facilitate entry into the profession, as well as the mobility of engineers and engineering entities across Canada
- We will be promoting this exciting event and encourage you to share this good news story within your jurisdiction



## **2025-2029 Strategic Plan: Realizing Tomorrows**



## Product of a collaborative development process

- Consulted regulators and Engineering Deans Canada on environmental scan in fall 2022
- Regulators' presidents and CEOs, identified future areas of focus at a foresight workshop in February 2023
- Regulator CEOs, Presidents and Engineering Deans Canada were consulted on draft strategic plan in fall 2023

# Realizing...



**a stronger  
federation**



**accreditation  
and academic  
assessments**



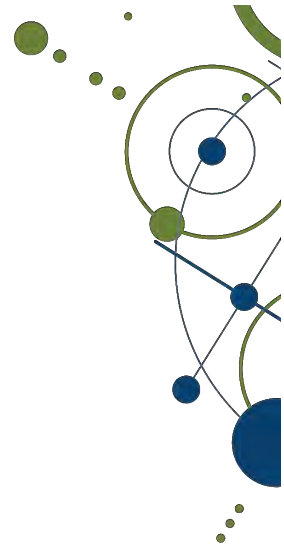
**our role in  
sustainability**



**an inclusive  
profession**



**a fuller awareness  
of engineers**



## Realizing a stronger federation

**Outcome:** *Engineers Canada has a clear and agreed upon decision-making and funding process*

### Governance review

- Board composition and reporting relationships
- Competency-Based Board?
- Long term funding
- Voting procedures at Board and Meeting of Members

• **Outcome:**

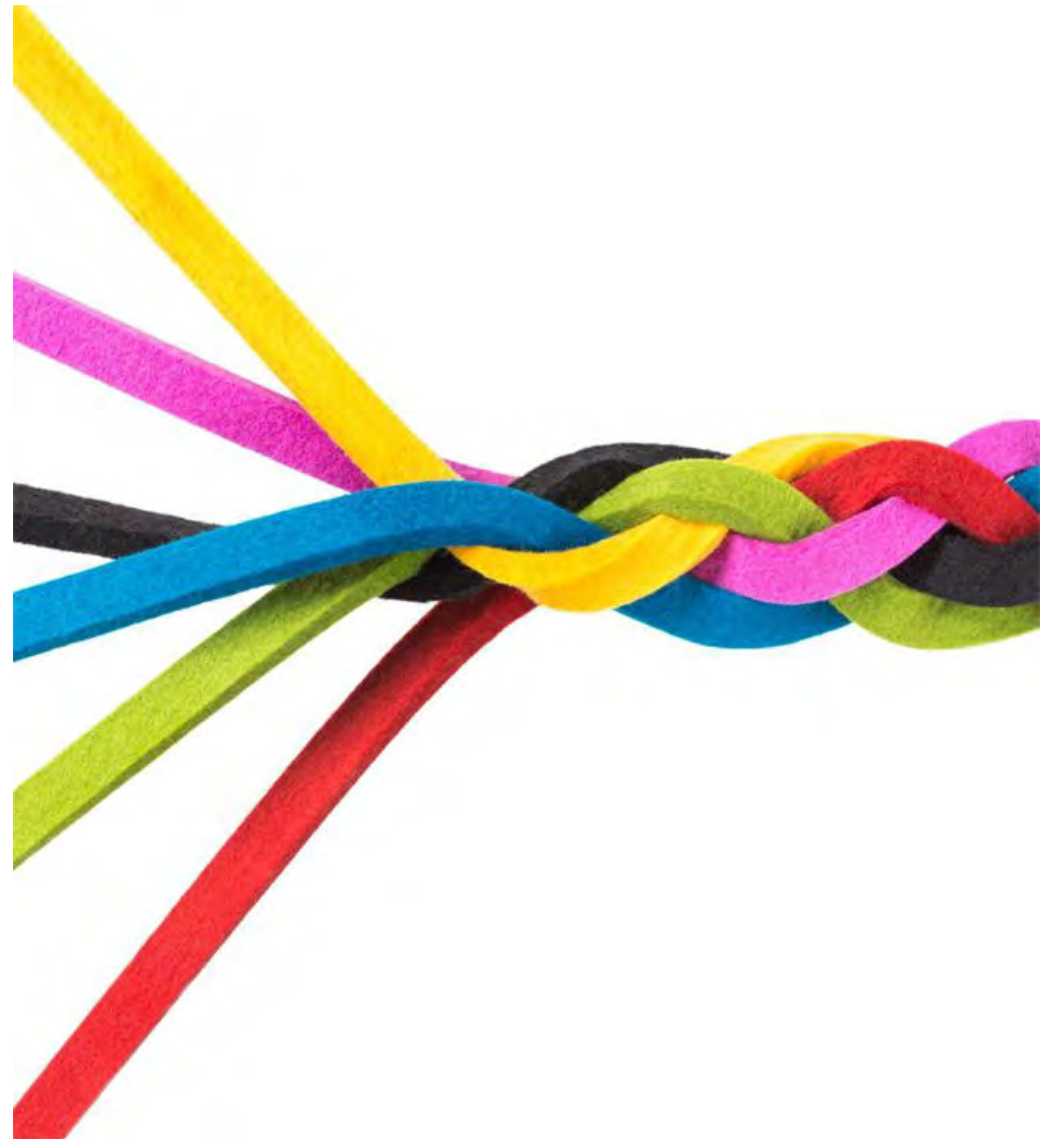
- Engineers Canada has efficient and trustworthy governance processes

### Operationalize collaboration and harmonization

- Develop systems to identify, select and implement harmonization efforts
- Execute harmonization projects selected by regulators

• **Outcomes:**

- Engineering regulators benefit from collaboration and harmonization
- Engineering regulation is consistent, efficient and effective across Canada



## Realizing accreditation and academic assessments

**Outcomes:** Regulators have trusted, efficient, inclusive and proactive systems that help them meet fairness requirements and maintain the authority for licensure.

The academic assessment processes for CEAB graduates and non-CEAB applicants for licensure are aligned and fair.

### Accreditation

Implement *Futures of Engineering Accreditation* recommendations:

- Build the improved accreditation system

**Outcome:** Accreditation is valued by regulators, educators, students and volunteers

### Non-CEAB Applicants

Implement *Futures of Engineering Accreditation* recommendations:

- Support regulators to implement the new national academic requirement for licensure
- Transition Engineers Canada systems as required

Study the business case for a national intake and academic assessment process for Internationally educated applicants

**Outcome:** Regulators have efficient, effective, consistent and fair processes for the academic assessment of non-CEAB applicants for licensure



# Realizing our role in sustainability

**Outcome:** Engineers Canada has a defined role in environmental stewardship that complements Regulators' efforts

## Board-approved carbon neutrality

- Explore becoming a carbon neutral organization
- Adopt a new Board policy on ESG

## Scope our national role

- Conduct national scoping exercise with Regulators to define our role (2025)
- Report back to Board on findings and implement next steps (2026 and onward)
- Determine how the engineering profession can contribute to UNSDGs



# Realizing an inclusive profession

*Outcome: Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced Truth and Reconciliation*

## Drive inclusiveness of women

- Develop and implement a National strategy for recruitment
- Develop and implement a National retention strategy
- Potential repositioning of 30 by 30

## Embracing IDEA

- Invest in capacity-building efforts of key organizations
- Work with Regulators to advance accessibility and define Engineers Canada's role
- Become an IDEA employer of excellence

## Fostering Truth & Reconciliation

- Implement the Indigenous Advisory Committee-led envisioning exercise





# Realizing a fuller awareness of engineers

**Outcome:** *The public has an increased awareness of engineers' contributions to society*

- Review impact of the 2023 and 2024 campaigns (2025)
- Convene Board and regulators to determine whether a national marketing campaign should be pursued (2025)
- Determine long-term funding approach if a national marketing campaign is to continue (2025)
- Implement action plan (2026 and onward)
- Continue to support engineering graduates in becoming engineers



## Next steps for 2025-2029 strategic plan

- Strategic plan will come into force on January 1, 2025
- Members will have visibility of progress through annual performance reports shared at every AMM





## Increase in annual per capita assessment fee

	0001	119922	
		119922	
		119940	
		119940	
		119920	
		115020	
	0001	115020	
	CS00001	183912	
	KMP00001	211550	
	923	KMP00003	170708
	0923	KMP00002	091349



## About provincial annual fees

- Engineers Canada has two main revenue sources, affinity revenues and per capita assessment fee or PCAF, paid by each regulator
- PCAFs are approved by Members, at the AMM, 18 months before coming into force



## Previous financial situation

- Large unrestricted reserve mainly due to PEO not participating in national affinity program
- To decrease reserves, we:
  - Reduced PCAFs from \$10.21 in 2023 to \$8 for 2024 and 2025
  - Funded major strategic priorities (e.g. marketing campaign)
  - Increased operational spending

## Current financial situation

- In 2023, PEO joined the affinity program, availing itself of roughly \$2M/year
- Engineers Canada is reducing its operational spending to return to a balanced operational budget by 2026
- Projections are that unrestricted reserves will be exhausted by the end of 2026
- Funding will still be required to fund strategic initiatives moving forward





## Recommended 2026 PCAF

- Between 2006-2023, PCAF was stable at \$10.21
- For 2024 and 2025, PCAF was reduced to \$8
- Had there been fee increases that aligned with CPI, PCAF would be \$14.83
- Services EC provides to the regulators amounts to roughly \$48.60 per registrant
- Recommending a 2026 PCAF of \$10

# PCAF for comparable organizations



Organization	PCAF
CPA Canada*	\$400.00
Geoscientists Canada*	\$36.52
Federation of Medical Regulatory Authorities of Canada*	\$8.80
Federation of Law Societies of Canada	\$31.88
Canadian Dental Regulatory Authorities Federation*	\$12.00

\* - these organizations do not provide accreditation services



# What's the value of Engineers Canada to regulators?

## Ten Core Purposes

- Accreditation
  - EC accredits 307 programs at 44 Higher Education Institutions (HEIs) on behalf of regulators.
- Regulator relationships
  - We convene regulator chief executive officers and staff working in admissions, practice of engineering, discipline and enforcement, communications, finance and IT, to share information on policies, procedures practices and foster regulatory collaboration.
- Canadian Engineering Qualifications Board (CEAB)
  - Develop and maintain papers, guidelines, and syllabi that foster consistent engineering practice and qualifications assessment.
- National Programs (Affinity)

# What's the value of Engineers Canada to regulators?

## Ten Core Purposes (Con't)

- Advocating to the Federal Government
  - through government submissions, issue statements, national position statements, and other opportunities such as testifying before parliamentary and senate committees and participating in government consultations.
- International mobility
- Researching monitoring and advising
- Promotion and Outreach
- Equity, Diversity and inclusion
  - work with regulators toward increasing the representation of women and Indigenous Peoples in the profession.
- International mobility
- Protecting official marks

# Our Strategic Priorities

- Investigating and validating the purpose and scope of accreditation
  - a fundamental review of the accreditation system - Futures of Engineering Accreditation (FEA)
- Strengthening collaboration and harmonization
- Supporting regulation of emerging areas
- Accelerating 30 by 30
  - National 30 by 30 Summit
  - Engineering employer champion program
  - National research strategy
- Reinforcing trust and value of licensure
  - National marketing campaign
  - Pathway to Engineering portal



# Questions? Comments?

Gerard McDonald  
Chief Executive Officer,  
Engineers Canada  
[gerard.mcdonald@engineerscanada.ca](mailto:gerard.mcdonald@engineerscanada.ca)

## Informations sur les mesures et décisions à prendre par les membres lors de l'assemblée annuelle des membres d'Ingénieurs Canada en mai 2024

Points à faire valoir

### Diapo 1 : Informations

- Σ Je vous remercie de m'avoir invité à exposer notre point de vue devant le conseil aujourd'hui.

### Diapo 2 : Objectif de la présentation

- Σ Ingénieurs Canada existe pour soutenir les organismes de réglementation du génie.
- Σ Les membres (généralement représentés par les président.e.s) se réunissent à notre assemblée annuelle des membres (AAM) en mai chaque année.
- Σ À la prochaine réunion de mai, nous demanderons aux membres de :
  - Signer un énoncé national de collaboration
  - Approuver notre prochain plan stratégique 2025-2029;
  - Approuver une augmentation de la cotisation annuelle par personne de 2026.
- Σ L'objectif de la présentation est de fournir des informations au conseil, de sorte que vous soyez en confiance pour donner à votre président.e (ou son équivalent) l'autorisation de prendre des décisions à l'AAM d'Ingénieurs Canada sur ces trois points.

### Diapo 3 : Énoncé national de collaboration

- Σ Le premier point dont nous discuterons est l'énoncé national de collaboration.

### Diapo 4 : À propos de la collaboration et de l'harmonisation entre les organismes de réglementation

- Σ La collaboration est au cœur du travail d'Ingénieurs Canada et notre réussite dépend de la collaboration entre nos organismes de réglementation en vue d'améliorer la mobilité pour les candidat.e.s, les ingénieur.e.s et les entités d'ingénierie.
- Σ Dans le plan stratégique 2022-2024, que nous mettons toujours en œuvre, nous avons adopté une nouvelle vision pour notre fédération, à savoir, *Faire avancer le génie canadien grâce à la collaboration nationale*.
- Σ Nous avons également décidé de pousser un peu plus loin et de nous efforcer de renforcer notre travail dans le domaine réglementaire.
- Σ Dans le passé, Ingénieurs Canada a travaillé sur des initiatives pancanadiennes et, lorsqu'il s'est agi d'obtenir l'approbation des niveaux supérieurs, étant donné que les conseils changent rapidement, nous n'avons pas réussi à obtenir cette approbation à l'échelle nationale parce que nous n'avons pas reçu l'appui des niveaux de direction avant de commencer le travail.

- Σ L'objectif de cet énoncé est de s'assurer que les conseils s'engagent à travailler avec les autres organismes de réglementation, indépendamment des changements de direction.

#### **Diapo 5 : À propos de l'énoncé de collaboration**

- Σ L'énoncé n'est pas un document contraignant sur le plan juridique, il s'agit davantage de l'expression de la façon dont nous souhaitons collaborer à l'avenir.
- Σ Il précise également les rôles et les responsabilités des organismes de réglementation et d'Ingénieurs Canada.

#### **Diapo 6 : Le produit d'un processus d'élaboration collaboratif**

- Σ L'énoncé a été élaboré conjointement avec les organismes de réglementation.
- Σ En hiver et au printemps 2023, nous avons mené des consultations individuelles avec chaque organisme de réglementation à leurs bureaux.
- Σ L'objectif de ces consultations était de voir s'il y avait une volonté d'accroître la collaboration et l'harmonisation et, dans l'affirmative, d'identifier certains domaines réglementaires que nous pourrions aborder ensemble.
- Σ Chaque organisme de réglementation a répondu par l'affirmative et a cerné plusieurs domaines réglementaires potentiels, notamment l'agrément, l'évaluation de la formation des candidats issus de programmes non agréés, le développement professionnel continu et la réglementation des entités commerciales.
- Σ À l'automne dernier, nous avons réuni les présidents et les chefs de la direction pour réfléchir avec eux aux éléments à inclure dans l'énoncé de collaboration.
- Σ Ces éléments ont servi de fondement à l'ébauche d'énoncé que nous avons diffusée pour consultation de décembre à mars.
- Σ Nous avons reçu des commentaires sur le libellé, mais aucun changement majeur n'a été soumis.
- Σ Il est important de noter que l'harmonisation n'est pas nécessairement synonyme de cohérence ni n'engage tous les organismes de réglementation à être cohérents.
- Σ Il existe de nombreuses façons d'atteindre les mêmes objectifs et l'énoncé a été conçu pour donner aux organismes de réglementation la flexibilité nécessaire pour atteindre ces objectifs dans leurs cadres législatifs respectifs.
- Σ Nous sommes convaincus que nous serons en mesure de signer l'énoncé de collaboration en mai.

#### **Diapo 7 : Cérémonie de signature**

- Σ Nous commencerons la matinée du 23 mai par les traditionnelles présentations des présidents des conseils sur les activités de leurs zones de compétence respectives.
- Σ Après cette présentation, nous demanderons à tous les membres de signer l'énoncé de collaboration.

- Σ Nous aurons un photographe sur place et nous porterons un toast à la réussite future de notre travail commun.
- Σ Il s'agit d'un événement important et nous avons l'occasion de montrer au public et aux gouvernements que nous sommes déterminés à collaborer de manière proactive afin de réduire les obstacles auxquels se heurtent les candidats, les ingénieurs et les entités d'ingénierie.
- Σ Nous publierons un communiqué de presse, un article dans le bulletin et du contenu à ce sujet dans le site Web d'Ingénieurs Canada.
- Σ Nous vous encourageons à faire circuler cette bonne nouvelle dans votre zone de compétence également.

#### **Diapo 8 : Plan stratégique 2025-2029 : Réaliser l'avenir**

- Σ On ne saurait trop insister sur le rôle des ingénieurs dans le façonnement d'un avenir durable et novateur.
- Σ Le thème Réaliser l'avenir reflète notre engagement à adapter et à modifier notre paysage.
- Σ Ce plan est le fruit d'une collaboration approfondie, de délibérations réfléchies et d'un engagement commun envers l'excellence réglementaire.
- Σ Réaliser l'avenir souligne notre volonté de traduire des idées ambitieuses en résultats concrets qui profiteront à la profession et optimiseront l'impact des ingénieurs dans le monde.

#### **Diapo 9 : Le produit d'un processus d'élaboration collaboratif**

- Σ Nous avons fait participer les présidents et les chefs de la direction des organismes de réglementation à chaque étape du processus d'élaboration.
- Σ Tout d'abord, nous avons réalisé une analyse contextuelle et consulté les organismes de réglementation et Doyennes et doyens d'ingénierie Canada sur son contenu.
- Σ Nous avons organisé un atelier de prospective en février 2023 au cours duquel nous avons cerné les domaines sur lesquels Ingénieurs Canada devrait porter son attention au cours des cinq prochaines années.
- Σ Enfin, nous avons consulté chaque zone de compétence individuellement sur le contenu du plan stratégique à l'automne 2023.
- Σ Nous avons reçu des commentaires sur le libellé, mais aucune modification majeure, ce qui appuie notre conviction que nous avons le soutien nécessaire pour que le Plan stratégique soit approuvé en mai.

#### **Diapo 10 : Réaliser...**

- Σ Notre plan stratégique repose sur cinq orientations stratégiques :

- Réaliser une fédération plus forte
- Réaliser l'agrément et les évaluations de la formation
- Réaliser notre rôle dans la durabilité
- Réaliser une profession inclusive
- Réaliser une meilleure connaissance des ingénieurs

**Diapo 11 : Réaliser une fédération plus forte**

- Σ Cette orientation stratégique repose sur deux piliers :
  - Procéder à un examen de la gouvernance d'Ingénieurs Canada, ce qui est probablement nécessaire, étant donné que nous avons ce modèle depuis plus de cinq ans.
  - Opérationnaliser notre travail de collaboration. Nous voulons travailler avec les organismes de réglementation pour mettre en œuvre un processus pour sélectionner des domaines de réglementation prioritaires.

**Diapo 12 : Réaliser l'agrément et les évaluations de la formation**

- Σ Pour cette orientation stratégique, nous poursuivons le travail que nous avons entrepris pour l'agrément dans le cadre de notre plan stratégique actuel.
- Σ Nous ne savons pas encore quelles seront les recommandations, mais nous savons que nous mettrons en œuvre notre accord collectif sur ce que devrait être un système d'agrément amélioré.
- Σ Pour le deuxième volet, nous travaillerons avec les organismes de réglementation pour mettre en œuvre les changements nécessaires dans leur évaluation des candidats issus de programmes non agréés.
- Σ Lors de la consultation sur la collaboration, nous avons appris que certains organismes de réglementation aimeraient que nous déterminions si Ingénieurs Canada devrait mettre en place un processus d'admission pour les candidats provenant de l'étranger.
- Σ D'autres professions le font et nous pensons être en mesure d'obtenir un financement du gouvernement fédéral pour le faire.
- Σ Nous travaillons avec les organismes de réglementation pour élaborer une analyse de rentabilité d'ici 2027 afin de décider collectivement si c'est une chose que nous voulons poursuivre ou non.

**Diapo 13 : Réaliser notre rôle dans la durabilité**

- Σ Cette orientation stratégique repose également sur deux piliers :
  - Le premier est l'exploration de la possibilité de devenir une organisation carboneutre et d'adopter une politique du conseil sur l'ESG.



- Dans le cadre du deuxième pilier, nous collaborerons avec les organismes de réglementation pour définir ce qu'Ingénieurs Canada peut faire pour les soutenir.

#### **Diapo 14 : Réaliser une profession inclusive**

- Σ Cette orientation stratégique contient trois volets :
  - Augmenter la représentation des femmes au sein de la profession d'ingénieur grâce au recrutement et au maintien en poste.
  - Collaborer avec les partenaires et les organismes de réglementation pour mettre en valeur les groupes sous-représentés et les encourager à se joindre à la profession, et collaborer avec les organismes de réglementation pour voir comment Ingénieurs Canada peut contribuer à accroître l'accessibilité et devenir un employeur de choix en matière d'accessibilité.
  - Accroître le nombre d'Autochtones au sein de la profession d'ingénieur et y améliorer leur expérience.

#### **Diapo 15 : Réaliser une meilleure connaissance des ingénieurs**

- Σ Notre campagne de marketing actuelle pour mettre en valeur la profession d'ingénieur a été couronnée de succès.
- Σ Nous la finançons à l'aide de nos réserves.
- Σ Dans le cadre du prochain plan stratégique, nous travaillerons avec les organismes de réglementation pour voir ce que nous pouvons faire pour continuer à promouvoir la profession et déterminer un modèle de financement à long terme s'il est décidé que nous devons poursuivre notre campagne de marketing.
- Σ Nous continuerons également à fournir des informations aux diplômés en génie afin de les encourager à se joindre à la profession.

#### **Diapo 16 : Prochaines étapes du plan stratégique 2025-2029**

- Σ Après que les membres auront approuvé le plan stratégique, en mai prochain, le personnel commencera à mettre en œuvre les orientations stratégiques en janvier 2025.
- Σ Les membres seront tenus au courant des progrès à chaque AAM, comme nous le faisons maintenant.

#### **Diapo 17 : Augmentation de la cotisation annuelle par personne de 2026**

- Σ La dernière décision que nous demanderons aux membres de prendre en mai concerne l'augmentation de la cotisation annuelle par personne (ou cotisation par personne).

**Diapo 18 : À propos des cotisations annuelles provinciales**

- Σ La plus grande partie des revenus d'Ingénieurs Canada provient des programmes d'affinité.
- Σ La cotisation par personne versée par chaque organisme de réglementation représente environ 30 % du total de notre revenu.
- Σ Notre règlement administratif stipule que nous devons soumettre le montant de la cotisation par personne à l'approbation des membres lors de l'AMM et que la cotisation convenue entrera en vigueur 18 mois plus tard, de sorte que les organismes de réglementation disposent d'un certain temps pour s'adapter en conséquence.

**Diapo 19 : Situation financière précédente**

- Σ Dans le passé, PEO choisissait chaque année de ne pas participer au programme d'affinité et, par conséquent, Ingénieurs Canada recevait environ 2 millions de dollars de revenus qui étaient ajoutés aux réserves.
- Σ En raison de la taille des réserves, le conseil d'Ingénieurs Canada a décidé de :
  - Réduire la cotisation par personne de 10 \$ à 8 \$ en 2024 et 2025.
  - Augmenter les dépenses stratégiques et opérationnelles, y compris notre campagne nationale de marketing, à la demande des organismes de réglementation.
- Σ Au début de 2023, PEO a décidé de se prévaloir des fonds du programme d'affinité, ce qui a réduit les revenus annuels d'Ingénieurs Canada d'environ 2 millions de dollars.

**Diapo 20 : Situation financière actuelle**

- Σ Nous adoptons différentes stratégies pour réduire les dépenses :
  - Nous avons réduit nos dépenses d'exploitation afin de revenir à un budget d'exploitation équilibré d'ici 2026.
  - Cela laissera encore un déficit dans notre budget global, car nous devons financer les priorités stratégiques proposées lorsque nos réserves non affectées seront épuisées, selon les prévisions, en 2027.

**Diapo 21: Cotisation par personne recommandée pour 2026**

- Σ Nous demandons une cotisation par personne de 10 \$ pour 2026.
  - Ce montant est inférieur au montant que nous demandions entre 2006 et 2023.
  - Il est également inférieur au taux d'inflation au cours de la même période, qui aurait porté notre cotisation par personne à près de 15 \$.

- Σ Ce montant représente une valeur importante pour les organismes de réglementation, car la quantité de services est évaluée à environ 48,60 \$ par inscrit, et ce sont nos revenus d'affinité qui nous permettent de réduire la cotisation pour la fixer à 10 \$ par inscrit.

#### **Diapo 22 : La cotisation par personne pour des organisations comparables**

- Σ Nous avons interrogé plusieurs organisations nationales pour connaître le montant de leur cotisation par personne et nous avons conclu que 10 \$ par inscrit est un montant bien raisonnable.
- Σ Pour Ingénieurs Canada, l'un de nos centres de coût les plus importants est l'agrément.
- Σ Comme vous pouvez le constater, parmi les organismes interrogés, 10 \$ par inscrit est une cotisation très compétitive, d'autant plus que nous offrons des services d'agrément.

#### **Diapo 23 : Les objets**

- Σ Les organismes de réglementation nous ont assignés dix objectifs.
  1. En agréant les programmes de génie, Ingénieurs Canada maintient la qualité de l'enseignement du génie et nous nous assurons que les futurs ingénieurs reçoivent une formation de haute qualité qui correspond à leurs besoins et à ceux de l'industrie.
  2. Nous favorisons la collaboration, et l'échange d'information entre les organismes de réglementation.
  3. Nous fournissons des services et des outils qui facilitent l'évaluation des compétences, et la mobilité des ingénieurs et des entreprises à travers le Canada.
  4. Nous offrons des programmes, en grande partie en d'assurance, pour les ingénieurs.

#### **Diapo 24 : Les objets (suite)**

5. Nous défendons aussi les intérêts de la profession auprès du gouvernement fédéral.
6. Ingénieurs Canada s'assure que les ingénieurs canadiens puissent pratiquer à l'international, et nous aidons les ordres à évaluer les candidats étrangers.
7. Nous sommes à l'affût des changements, et des nouvelles technologies pour aider les organismes de réglementation à s'adapter.
8. Nous faisons la promotion de l'impact de la profession sur la société et auprès de la prochaine génération afin de les inciter à choisir le génie comme carrière.
9. Nous prônons la diversité et l'inclusion, pour que la profession bénéficie un large éventail de perspectives et de talents.

10. Finalement, nous protégeons la propriété intellectuelle liée à la profession d'ingénieur, notamment les marques de commerce, et les termes d'ingénieurs, de génie etc.

### **Diapo 25 : Nos priorités stratégiques**

- Examiner et valider le but et la portée de l'agrément
  - Ingénieurs Canada entreprend un examen fondamental de son système d'agrément. Nous examinons les pratiques exemplaires en matière de formation des ingénieurs, la collaboration avec les organismes de réglementation et les parties prenantes pour comprendre s'il y a un désir d'adopter une nouvelle exigence nationale de formation pour l'obtention du permis d'exercice et, le cas échéant, de mettre à jour le but de l'agrément.
  - D'ici 2024, nous prévoyons présenter au Conseil d'Ingénieurs Canada un document sur la voie à suivre qui recommande les prochaines étapes pour le système canadien d'agrément des ingénieurs et les processus de délivrance de permis d'exercice connexes.
  
- Renforcer la collaboration et l'harmonisation
  - Nous travaillons avec les organismes de réglementation du génie afin de comprendre les obstacles et les facteurs de réussite menant à l'harmonisation, ainsi que pour comprendre leurs besoins et leurs contraintes en ce qui a trait à la collaboration et à l'harmonisation de la réglementation.
  - Tel que mentionné plus tôt dans la présentation, nous faciliterons l'adoption d'un accord national établissant les principes d'une harmonisation pancanadienne et les domaines qu'elle visera.
  
- Soutenir la réglementation des nouveaux domaines d'exercice du génie
  - Bien que la réglementation du génie relève de la compétence des provinces et des territoires, nous appuyons leurs efforts en fournissant aux organismes de réglementation des renseignements sur les incidences à long terme de l'exercice du génie dans les nouveaux domaines et un cadre pour l'évaluation des obligations professionnelles et éthiques. Nos travaux permettent aux organismes de réglementation de renseigner les titulaires de permis sur certains nouveaux domaines d'exercice et de continuer de les réglementer plus efficacement.
  
- Accélérer l'initiative 30 en 30
  - À l'appui de l'objectif national d'atteindre une proportion de 30 % des ingénieurs nouvellement agréés qui s'identifient comme des femmes d'ici 2030, Ingénieurs

Canada renforce l'élan national en réitérant son engagement et en déployant encore davantage d'efforts dans ce nouveau plan stratégique.

- Nous organisons des conférences nationales 30 en 30 à chaque année en mai pour favoriser les discussions nationales sur l'équité, la diversité et l'inclusion (EDI) dans la profession d'ingénieur.
  - Nous diffusons des renseignements dans tout le pays et à maintenir nos partenariats avec les organismes de réglementation et les employeurs.
  - Enfin nous développons une Stratégie nationale de recherche.
- Renforcer la confiance et la valeur du permis d'exercice
    - Nous souhaitons rehausser le profil du génie à l'échelle nationale et familiariser le public, le gouvernement et les futurs ingénieurs avec l'importance du permis d'exercice et de notre cadre de réglementation.
    - Campagne nationale de marketing
      - Au printemps de 2023, nous lancerons notre campagne de marketing dans tout le pays et nous continuons de le faire en 2024.
    - Portail Parcours vers l'ingénierie
      - Le programme Parcours vers l'ingénierie est une ressource qui permet aux diplômé.e.s en génie d'acquérir des connaissances sur le processus d'obtention du permis d'exercice et de créer une communauté de professionnel.le.s qui peuvent les soutenir dans leur parcours. Nous fournissons des renseignements, des liens, et organisons des événements pour les aider à chaque étape du processus d'obtention du permis d'exercice, et au-delà.

#### **Diapo 26 : Des questions ? Des commentaires ?**

- ∑ Si vous avez des questions ou des commentaires, vous pouvez les envoyer à Gerard McDonald, chef de la direction d'Ingénieurs Canada.

## Decision Note – Engineers Canada 2025-2029 Strategic Plan

<b>Item</b>	C-562-4.1
<b>Purpose</b>	2025-2029 Strategic Plan – Realizing Tomorrows proposed by Engineers Canada to recommend to Council for endorsement.
<b>Strategic/Regulatory Focus</b>	Governance
<b>Motion</b>	<p>That Council endorses the 2025-2029 Strategic Plan – Realizing Tomorrows proposed by Engineers Canada and presented to C-562-9.x at Appendix C in EN and Appendix D in FR.</p> <p>That Council directs PEO’s Member Representative, or their proxy, to [vote in favour of or vote against or abstain on] on the motion proposed by Engineers Canada at its Annual Meeting of Members scheduled for May 25, 2024.</p>
<b>Attachments</b>	<p>Appendix A – EN - EC BN - 2025-2029 Strategic Plan – Realizing Tomorrows</p> <p>Appendix B – FR- EC BN - 2025-2029 Strategic Plan – Realizing Tomorrows</p> <p>Appendix C – EN - 2025-2029 Strategic Plan – Realizing Tomorrows</p> <p>Appendix D – FR- 2025-2029 Strategic Plan – Realizing Tomorrows</p>

### Summary

The attached material is related to Engineers Canada (EC) proposed 2025-2026 Strategic Plan – Realizing Tomorrows. The content was developed collaboratively with all 12 Regulator Presidents and Chief Executive Officers, and Engineering Deans Canada. The plan carries forward some of the accreditation, inclusivity and promotion work EC has been doing as part of the current 2022-2024 strategic plan, and adds a few new emerging issues of focus, which are governance and sustainability. Council is asked to review the statement and consider endorsement.

### Public Interest Rationale

Realizing Tomorrows reflects EC’s commitment to work together to ensure public protection and shape the course of engineering excellence for generations to come.

### Background

Please refer to Engineers Canada materials.

On behalf of the Engineers Canada (EC) Strategic Planning Task Force, EC’s Chief Executive Officer (CEO) wrote to the CEO group and the President’s group on March 15, 2024 to share the 2025-2029 Strategic Plan – Realizing Tomorrows that EC will submit for Members approval on May 25, 2024 at the Annual Meeting of Members (AMM). Engineers Canada developed the content collaboratively with all 12 Regulator Presidents and Chief Executive Officers, and Engineering Deans Canada. The plan carries forward some of the accreditation, inclusivity and promotion EC has been doing as part of the current 2022-2024 strategic plan, and adds a few new emerging issues of focus, which are governance and sustainability.

The March 15 message noted that the role of engineers in shaping a sustainable and innovative future cannot be overstated; and that *Realizing Tomorrows* reflects EC’s commitment to work together to ensure public protection and shape the course of engineering excellence for generations to come.

Council is asked to endorse the 2025-2029 strategic plan and ensure that Presidents have the authority to approve it at the AMM.

### Considerations

Please refer to Engineers Canada materials.

### Stakeholder Engagement

The content was developed collaboratively with all 12 Regulator Presidents and Chief Executive Officers, and Engineering Deans Canada.

The chart below provides an overview of the different consultations and the date/meetings when EC consulted with PEO regarding the strategic plan.

Step for Consultation	Date	Invited	Attended
Environmental scan	September 27, 2022	All CEOs	PEO Staff
Foresight workshop	February 22, 2023	All CEOs and all Presidents	PEO Staff
Information session	October 4, 2023	All CEOs and all Presidents	PEO Staff
Individual regulator consultation	November 13, 2023	All CEOs, who were invited to forward the invitation to whomever they wished (Council or staff). EC staff also invited Board directors to attend the session.	PEO Staff

### Recommendations

That Council review that materials provided and consider endorsing Engineers Canada's 2025-2029 Strategic Plan – Realizing Tomorrows; and direct PEO's Member Representative, or their proxy, to vote [*in favour of or vote against or abstain on*] on the motion proposed by Engineers Canada at its Annual Meeting of Members scheduled for May 25, 2024.

### Next Steps

N/A

**Prepared By:** Meg Feres, Manager, Council Operations

## BRIEFING NOTE: For decision

<b>2025-2029 Strategic Plan</b>	<b>8</b>
Purpose:	To approve the 2025-2029 Strategic Plan
Motion to consider:	<i>THAT Engineers Canada's 2025-2029 Strategic Plan be approved</i>
Vote required to pass:	2/3-60% majority (the motion must be supported by a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of represented Registrants)
Prepared by:	Mélanie Ouellette, Manager, Strategic and Operational Planning
Presented by:	Nancy Hill, Engineers Canada President, and Chair of the Strategic Plan Task Force

### Problem/issue definition

- As per Board policy 1.4, *Strategic Plan*, the Board is responsible for developing a Strategic Plan. The purpose of strategic planning is to document the Board's direction and the outcomes Members want the organization to achieve.
- The process for the development of the 2025-2029 Strategic Plan started in summer 2022.
- A draft environmental scan was sent for consultation with Regulators, Canadian Engineering Accreditation Board (CEAB), Canadian Engineering Qualifications Board (CEQB), and Engineering Deans Canada (EDC) in September 2022.
- In September 2022, the Board approved that the duration of the strategic plan be extended to five years.
- The environmental scan was approved by the Strategic Plan Task Force (SPTF) in December 2022 and a strengths, weaknesses, opportunities and threats (SWOT) and strategic risks analysis was approved by the Finance, Audit, and Risk Committee (FAR) in December 2022. The final environmental scan, SWOT and strategic risks analysis were shared with the Board and its direct reports, and Regulator presidents and CEOs in February 2023.
- To identify strategic areas of focus, a foresight workshop was held with Board Directors and its direct reports, and Regulator presidents and CEOs on February 22, 2023.
- The Board refined potential strategic directions at the June 2023 strategic planning workshop. The strategic directions were thereafter presented at an information session with the Board, CEOs and presidents on October 4, 2023. Using the same content as was presented in the information session, Engineers Canada staff consulted with the CEAB and CEQB at their fall meetings and held individual consultations sessions with all 12 Regulators, and EDC.
- [Feedback received](#) highlights that:
  - It is appropriate to carry some 2022-2024 strategic priorities into the 2025-2029 strategic plan;
  - The scope of work is within Engineers Canada's mandate; and,
  - The proposed strategic directions support Regulators' needs.



### **Proposed action/recommendation**

- That Engineers Canada's 2025-2029 Strategic Plan be approved.

### **Other options considered**

- None as Members must adopt a strategic plan under Board policy 1.4, *Strategic Plan*.

### **Risks**

- Not approving this Strategic Plan could result in:
  - Engineers Canada lacking strategic direction to execute its work once the 2022-2024 Strategic Plan ends;
  - Regulators' dissatisfaction, as they have invested time and resources to provide input in the development of the plan; and,
  - the Board not meeting its responsibilities under Board policy 1.4, *Strategic Plan*.

### **Financial Implications**

- The estimated costs of all activities over five years is \$5M (\$1M annually).
- Should Regulators wish to scale up the marketing strategy, a separate financial discussion will have to be negotiated.

### **Benefits**

- Engineers Canada has clear direction from Members on its work in 2025-2029.
- Regulators are aware of and support Engineers Canada's work in 2025-2029.
- The Board meets its responsibilities under Board policy 1.4, *Strategic Plan*.

### **Consultation**

- All 12 regulators and EDC were consulted on the strategic priorities as proposed.

### **Next steps (if motion approved)**

- If Members approve the 2025-2029 Strategic Plan, the plan will come into force on January 1, 2025.

### **Appendices**

- **Appendix 1:** 2025-2029 draft Engineers Canada Strategic Plan

**NOTE DE BREFFAGE : Pour décision**

<b>Plan stratégique 2025-2029</b>	<b>8</b>
Objet :	Faire approuver le plan stratégique 2025-2029
Motion à examiner :	<i>QUE les membres approuve le plan stratégique 2025-2029.</i>
Votes requis pour adopter la motion :	Majorité 2/3-60% (la motion doit représenter deux tiers des membres votant, qui doivent représenter un minimum de 60 pour cent des personnes inscrites)
Préparé par :	Mélanie Ouellette, gestionnaire, Planification stratégique et opérationnelle
Présenté par :	Nancy Hill, présidente d'Ingénieurs Canada et présidente du Groupe de travail sur plan stratégique

**Définition du problème ou de l'enjeu**

- Conformément à la politique 1.4 du conseil, *Plan stratégique*, le conseil est chargé d'élaborer un plan stratégique. La planification stratégique a pour objet de documenter les orientations du conseil et les résultats attendus par les membres.
- Le processus d'élaboration du plan stratégique pour 2025-2029 a commencé au cours de l'été 2022.
- En septembre 2022, une analyse contextuelle préliminaire a été envoyée pour consultation aux organismes de réglementation, au Bureau canadien d'agrément des programmes de génie (BCAPG), au Bureau canadien des conditions d'admission en génie (BCCAG) et à Doyennes et doyens d'ingénierie Canada (DDIC).
- En septembre 2022, le conseil a approuvé la prolongation de la durée du plan stratégique à cinq ans.
- En décembre 2022, le Groupe de travail sur le plan stratégique (GTPS) a approuvé l'analyse contextuelle, et le Comité des finances, d'audit et de gestion des risques (FAGR) a approuvé l'analyse des forces, des faiblesses, des possibilités et des menaces (FFPM) et des risques stratégiques en décembre 2022 également. Les versions définitives de l'analyse contextuelle, de l'analyse des FFPM et de l'analyse stratégique ont été envoyées au conseil et à ses subordonnés directs, ainsi qu'aux présidents et aux chefs de la direction des organismes de réglementation en février 2023.
- Un atelier de prospective s'est tenu le 22 février 2023 avec les administrateurs du conseil et leurs subordonnés directs, les présidents et les chefs de la direction des organismes de réglementation, afin de cerner les domaines d'intervention stratégiques.
- Au cours de l'atelier de planification stratégique de juin 2023, le conseil a peaufiné les orientations stratégiques potentielles. Les orientations stratégiques ont ensuite été présentées lors d'une séance d'information avec le conseil d'administration, les chefs de direction et les présidents, le 4 octobre 2023. En s'appuyant sur le contenu présenté lors de la séance d'information, Ingénieurs Canada a avec consulté le BCAPG et le BCCAG au cours de leurs réunions d'automne respectives et a organisé des séances de consultations individuelles avec chacun des douze organismes de réglementation, et DDIC.

Point 3.1 de l'ordre du jour

- [Les commentaires reçus](#) font ressortir les points suivants :
  - Il convient de reporter certaines priorités stratégiques de 2022-2024 au plan stratégique 2025-2029;
  - La portée du travail fait partie du mandat d'Ingénieurs Canada;
  - Les orientations stratégiques proposées appuient les besoins des organismes de réglementation.

### Action ou recommandation proposée

- Que les membres approuve le plan stratégique 2025-2029.

### Autres options envisagées

- Aucune, étant donné que les membres doivent adopter un plan stratégique, conformément à la politique 1.4 du conseil, *Plan stratégique*.

### Risques

- Le fait de ne pas approuver ce plan stratégique pourrait entraîner les conséquences suivantes :
  - Ingénieurs Canada pourrait ne pas avoir d'orientation stratégique pour guider son travail lorsque le plan stratégique 2022-2024 arrivera à échéance.
  - Les organismes de réglementation pourraient ne pas être satisfaits, car ils ont investi du temps et des ressources pour contribuer à l'élaboration du plan;
  - Le conseil d'Ingénieurs Canada ne se sera pas acquitté de ses responsabilités, conformément à la politique 1.4, *Plan stratégique*.

### Répercussions financières

- L'ensemble de ces activités devrait coûter environ 5 millions de dollars sur cinq ans (soit un million de dollars chaque année).
- Si les organismes de réglementation souhaitent élargir la portée de la stratégie de marketing, il faudra négocier une discussion distincte sur l'aspect financier.

### Avantages

- Les membres ont donné des directives claires à Ingénieurs Canada quant à la suite de ses travaux en 2025-2029.
- Les organismes de réglementation sont au courant de ce qui sera accompli par Ingénieurs Canada en 2025-2029 et l'appuient.
- Le conseil s'acquitte de ses responsabilités, conformément à la politique 1.4 du conseil, *Plan stratégique*.

### Consultations

- Les douze organismes de réglementation et DDIC ont été consultés sur les priorités stratégiques proposées.

### Prochaines étapes (si la motion est adoptée)

- Si les membres adoptent la motion, le plan stratégique 2025-2029 entrera en vigueur le 1<sup>er</sup> janvier 2025.

### Annexes

- **Annexe 1** : Ébauche du plan stratégique 2025-2029 d'Ingénieurs Canada

# Realizing tomorrows

Engineers Canada 2025-2029 strategic plan



## Message on behalf of the Engineers Canada Board

It is with great enthusiasm that we introduce Engineers Canada's 2025-2029 strategic plan, "Realizing Tomorrows."

As we stand at the crossroads of technological advancement and societal progress, the role of engineers in shaping a sustainable and innovative future cannot be overstated. Realizing Tomorrows reflects our steadfast commitment to both adapting to the changing landscape and actively influencing it. This plan is the culmination of extensive collaboration, thoughtful deliberation, and a shared dedication to regulatory excellence.

Realizing Tomorrows underscores our focus on translating ambitious ideas into tangible outcomes that will benefit the engineering profession and the impact engineers make in the world at large. In an era of rapid transformations, Engineers Canada is poised to envision, design, and implement solutions that transcend the challenges of today and usher us into a brighter tomorrow.

Our future includes a renewed **accreditation system** that works collaboratively with regulators and engineering educators, and a pan-Canadian **academic assessment** process that is fair and inclusive for all applicants.

We envision a profession that reflects and serves the **diversity** of Canadian society. We remain committed to continuing to increase the percentage of newly licensed engineers who are women and are broadening our focus to foster **truth and reconciliation** with Indigenous peoples while working with regulators to improve **equity, inclusion, and accessibility** across the engineering profession.

We will continue to increase **awareness** of the contributions of engineers to society with the public and work with regulators to determine a long-term course of action to follow up on the Building Tomorrows national marketing campaign.

We will uphold our ethical obligations of promoting **environmental sustainability** by considering carbon neutrality, and an environmental, social, and governance policy to reflect our commitment. We will also determine how Engineers Canada, working with regulators, can best advance the United Nations Sustainable Development Goals within the engineering profession.

We will also ensure that our **governance system** is designed to enable efficient and trustworthy decision-making that meets the expectations of the regulators.

We will succeed through strong relationships, working closely with Canada's engineering regulators and other interest holders, and remaining committed to our vision of advancing engineering through national collaboration.

Over the next five years, Realizing Tomorrows will guide us as we strive to elevate the engineering profession, our members, and the impact of our collective efforts. Through these strategic initiatives we are laying the foundation for a future that is inclusive, sustainable, and prosperous.

We invite you to join us on this journey of growth, innovation, and transformation. Together, we will shape the course of engineering excellence for generations to come.



**Nancy Hill, B.A.Sc., LL.B., FCAE,  
FEC, P. Eng.**

President



**Michael Wrinch, PhD, FEC,  
P.Eng., ICD.D**

President-Elect



**Kathy Baig, MBA, FIC,  
ing., DHC**

Past President



# About Engineers Canada

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## Engineers Canada's vision is to advance Canadian engineering through national collaboration.

On behalf of Canada's engineering regulators, we provide expertise, services, and tools to help shape the direction and growth of the engineering profession in Canada, to establish consistent high standards, and to inspire public confidence. To fulfill this responsibility Engineers Canada works in ten main areas:

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**Accreditation:** We evaluate and accredit undergraduate engineering programs at higher education institutions in Canada to ensure that graduates are academically qualified to be licensed as engineers.

**Regulator collaboration:** We facilitate and foster working relationships between and among the 12 provincial and territorial regulators on shared issues.

**Support assessment, practice, and mobility in Canada:** We develop national guidelines, papers, and tools that support regulators in fulfilling their mandates and enabling excellence in engineering practice.

**National programs for engineers:** We work with leading companies to provide engineers with insurance plans, financial services, travel discounts, and more to support engineers at every stage of their career.

**Public affairs and government relations:** We initiate and maintain positive relations with federal government policy-makers and advocate for evidence-based, public-interest policy-making informed by the expertise of engineers.

**Regulatory research:** We monitor the regulatory and engineering landscape, sharing this strategic information with engineering regulators so that they can adapt to upcoming trends and mitigate risks.

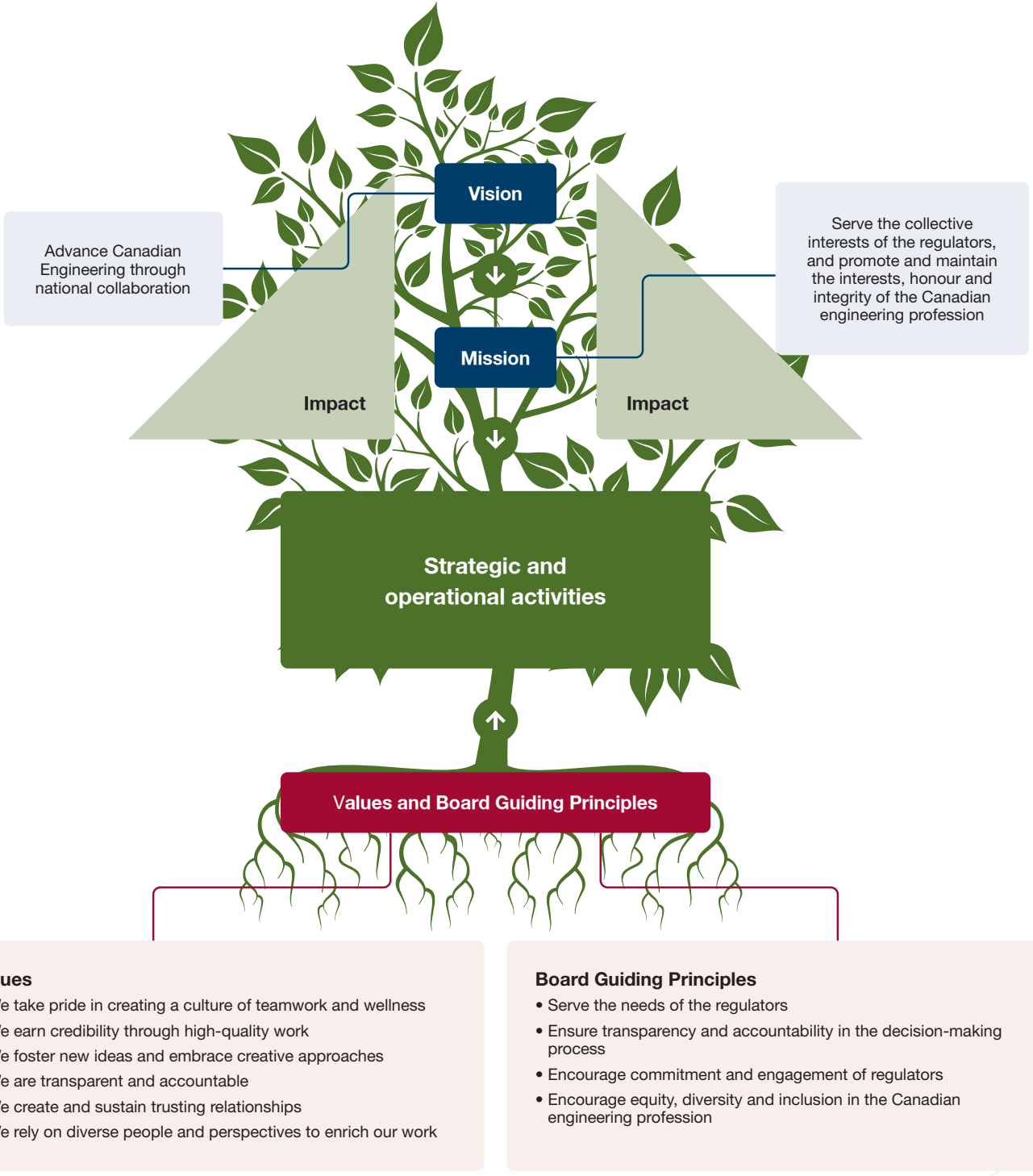
**International mobility:** We work with regulators and international partners to facilitate the mobility of Canadian engineers wishing to practise abroad and of internationally trained engineers wishing to practise in Canada.

**Outreach and public awareness:** We promote the value of the engineering profession by fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.

**Equity, diversity, and inclusion:** We champion the transformation of the profession to ensure it is welcoming of people from all backgrounds and reflects the demographics of Canadian society.

**Protection of engineering marks:** We protect 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.

We achieve this through the interplay of our Board Guiding Principles and organizational values. These weave through all aspects of our work and workplace culture, creating a trusting, open place where each person can contribute and thrive.





# Our strategic directions

Engineers build solutions to the world's most pressing challenges in pursuit of a safer, sustainable, and better future. Our strategic plan reflects how we will be contributing to realizing these tomorrows. Over the next five years, our strategic directions establish the key outcomes we wish to achieve with our partners and guide the course of Engineers Canada for the duration of this plan.

## Realizing a stronger federation

Our success lies in our ability to quickly convene regulators and speak with a unified voice to respond to national issues.

As part of the 2022-2024 strategic plan, we reached a national agreement with all regulators on the desire for increased collaboration and regulatory harmonization. We will develop a process to identify, select, and implement collaboration and harmonization initiatives so that this work becomes part of our ongoing work with regulators.

As part of Engineers Canada's ongoing commitment to good governance, it is timely to review our governance system, the current iteration of which was adopted in 2019. We will learn from leading governance practices and identify ways to enhance our governance framework and processes so that they are efficient and responsive to contemporary issues. We will examine how the Board's composition, competencies, and reporting structure may better support the organization and those it serves. We will also examine voting procedures at Board and members' meetings and consider our funding model as a contribution to a unified federation.



### Aspirational outcomes:

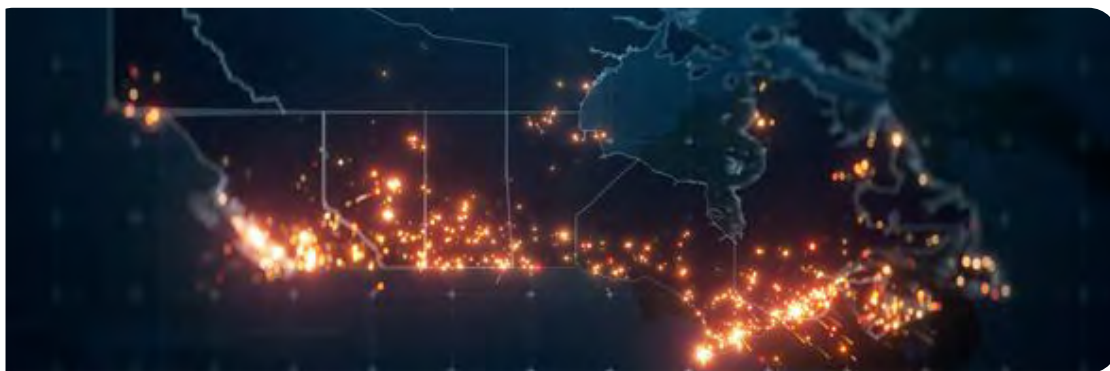
- Engineers Canada has efficient and trustworthy governance processes.
- Engineering regulators benefit from collaboration and harmonization.
- Engineering regulation is more consistent, efficient, and effective across Canada.



Engineers Canada was founded in 1936—known at the time as the Dominion Council of Professional Engineers.

The new organization was originally founded by Alberta, British Columbia, Manitoba, New Brunswick, Nova Scotia, Quebec, and Saskatchewan. The remaining regulators would join the organization in the subsequent years.

In 1959, the name was changed to the Canadian Council of Professional Engineers, and in 2007 became Engineers Canada.





## Realizing accreditation and academic assessments

The Canadian Engineering Accreditation Board accredits Canadian engineering programs on behalf of regulators and at the request of higher education institutions (HEIs). Applicants who have a degree from an accredited engineering program meet the academic requirement for licensure for all Canadian engineering regulators. Graduates of other programs must demonstrate that their education meets the academic requirement to obtain their engineering licence in Canada. Engineers Canada offers assessment tools to regulators to assist them in assessing applicants without an accredited degree.

The Canadian accreditation system was created in 1965. Since then, the landscape has dramatically changed: increasing numbers of applicants are coming from abroad, the number of engineering disciplines has surged, and the practice of engineering has become increasingly complex.

While some modifications have been made to the accreditation system and to licensure assessment processes, major changes are necessary to adapt to changing educational contexts, the needs of the engineering profession, and to align the assessment processes between applicants from CEAB-accredited programs and those of other backgrounds. This evolution is necessary for engineering regulators to continue to meet public, governments', and applicants' expectations for a transparent, fair, and efficient assessment process for all who wish to become licensed to practise engineering in Canada.

During the 2022-2024 strategic plan, we conducted a fundamental review of the accreditation process. Regulators and interest holders collaborated on the development of a new national academic requirement for licensure and on updating the purpose of accreditation. A path forward report provided recommendations to the Engineers Canada Board with direction for how those impacted could implement systems aligned with the new purpose of accreditation and corresponding national academic requirement for licensure.

As part of the 2025-2029 strategic plan, we will support regulators in implementing a new national academic requirement for licensure. We will also transition Engineers Canada's associated tools as required. We will work with key interest holders to build an improved accreditation system that is flexible, adaptable, and valued by regulators, educators, students, and accreditation volunteers. In collaboration with regulators, we will develop a business case for a national intake and academic assessment process for internationally educated applicants for licensure.



In 2020, over 18,000 students graduated from a CEAB-accredited engineering program. In 2022, Canadian regulators licensed 10,979 new engineers. Sixty-seven per cent held a degree from a CEAB-accredited program while 33 per cent were internationally educated.



### Aspirational outcomes:

Accreditation is valued by regulators, educators, students, and accreditation volunteers.

Regulators have trusted, efficient, inclusive, and proactive licensure systems that help them meet fairness requirements and maintain authority for licensure.

The academic assessment processes for CEAB graduates and non-CEAB applicants for licensure are more fairly aligned.

## Realizing our role in sustainability

Engineers are responsible for holding paramount the safety, health, and welfare of the public and the protection of the environment. Not only do engineers play a key role in sustainable development, they also protect public interest. Engineering regulators establish the standards and requirements that govern engineers and engineering practice, including those related to sustainable development.

The [United Nations' 17 Sustainable Development Goals \(UNSDGs\)](#) have been referenced by, and integrated within, the International Engineering Alliance's Graduate Attributes and Professional Competencies Framework. They also serve as a basis for the six Canadian Engineering Grand Challenges (CEGCs) 2020-2030 that were identified by Engineering Deans Canada.

Under the 2025-2029 strategic plan, we will work with regulators to define how we can best support them in environmental stewardship. We will explore becoming carbon neutral and adopt an environmental, social, and governance (ESG) policy to guide our decision-making processes. We will also work with regulators to determine how Engineers Canada can support regulators in helping the profession to achieve the UNSDGs.



According to KPMG's 2022 Survey of Sustainability Reporting, 94 per cent of Canadian companies report on their sustainability efforts with leading sectors being financial services, industrial, manufacturing and metals, and utilities. Of those who report, 45 per cent seek third-party assurance.



### Aspirational outcome:

Engineers Canada has a defined role in environmental stewardship that complements regulators' efforts.



## Realizing an inclusive profession

To remain dynamic and growing, the profession must ensure that engineering solutions serve an increasingly diverse client base. Engineers must also understand the impact of their practice on the various communities they serve.

Engineers Canada has worked to advance women in the profession for over three decades. Since 2014, the 30 by 30 initiative has brought together voices from across the engineering community who are united in increasing the percentage of newly licensed engineers who are women to 30 per cent by 2030.

During the 2022-2024 strategic plan, we provided information to support regulators and our 30 by 30 network to increase the number of engineering graduates who proceed through the licensure process. We also shared information and facilitated information exchange for regulators, higher education institutions, and engineering employers. We hosted the annual 30 by 30 Conference, expanded our partnership with student federations and national associations in support of 30 by 30, and participated in several conferences and projects in support of the strategic priority, resulting in new tools and resources. We also completed an environmental scan, an evaluation of the first decade of 30 by 30 and began implementing recommendations of the report.

As part of the 2025-2029 strategic plan, we remain focused on changing the culture of engineering to make it more inclusive and increasing the representation of women in the profession. As we approach 2030, our continued collaborative approach will allow us to focus on the recruitment and retention of women and sustain momentum beyond 2030. To realize a truly inclusive engineering profession, we will take an approach that recognizes the intersectionality of identities. We will embrace inclusion, diversity, equity, and accessibility (IDEA). We will partner with organizations and regulators to establish our role in moving IDEA forward in engineering. And we will ourselves endeavour to become an IDEA employer of excellence.

We will provide national support and leadership to advance truth and reconciliation in the engineering profession. Under the guidance of our Indigenous Advisory Committee, we will take a culturally sensitive approach that sets a foundation for truth before reconciliation, further develop our partnerships, and provide training and resources to our staff and volunteers.



“Like any cultural transformation, there’s not a one-and-done formula. There are many levers that need to be pulled.”

-Mia Mends, Global Chief Diversity, Equity, and Inclusion Officer and CEO of Impact Ventures at Sodexo North America



### Aspirational outcome:

Engineering is a welcoming, inclusive profession that reflects Canadian society and has embraced truth and reconciliation.

## Realizing a fuller awareness of engineers

Engineers adhere to the highest technical, professional, and ethical standards. They protect public interest by designing life-saving medical treatments, harnessing reliable energy sources, creating safe and sustainable infrastructure, strengthening cybersecurity, advancing space exploration, and more. The more the public learns about the work of engineers, the more trust they have in the engineering profession.

During the 2022-2024 strategic plan, we delivered a multi-million-dollar national awareness campaign to get opinion leaders in Canada to think differently about engineers and their impact on Canadians by shining a light on how engineers are making a difference in their world. This campaign was supported by the development of a set of consistent, national messages to communicate the value of engineering licensure to the public, engineering graduates, engineers-in-training (EITs), employers, and more. We also launched the Pathway to Engineering program to assist engineering graduates in pursuing licensure by equipping them with the knowledge and resources to succeed.

As part of the 2025-2029 strategic plan, we will convene regulators to review the impact of our national marketing campaign and determine what Engineers Canada's approach shall be with regard to strengthening awareness and trust of the profession, and the associated financial investment necessary to achieve success. A decision on scope and objectives will guide the implementation of an action plan. We will also continue to implement both the Pathway to Engineering program and the value of licensure messaging tools.



### Aspirational outcome:

The public has an increased awareness of engineers' contribution to society.



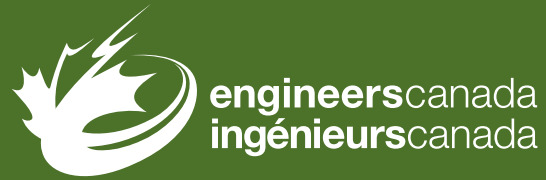
Public opinion research conducted by Engineers Canada showed that engineers are well known, but not known well.

More than four in five respondents trust in engineers and agreed that engineers command respect and trust.

But when asked further, there was a considerable knowledge gap regarding the breadth of expertise and impact of professional engineers on the world.

The Building Tomorrows campaign challenged Canadians to expand their perceptions of engineers—not just as builders of bridges and buildings—but as builders of solutions that make our world a better place.





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# Réaliser l'avenir

Plan stratégique 2025-2029 d'Ingénieurs Canada

## Message au nom du conseil d'Ingénieurs Canada

C'est avec grand enthousiasme que nous vous présentons le Plan stratégique 2025-2029 d'Ingénieurs Canada, intitulé « Réaliser l'avenir ».

Alors que nous nous trouvons au carrefour des progrès technologiques et des progrès sociétaux, on ne saurait trop insister sur le rôle des ingénieurs dans le façonnement d'un avenir durable et novateur. Le plan Réaliser l'avenir reflète notre ferme engagement à nous adapter à l'évolution du paysage et à l'influencer activement. Ce plan est l'aboutissement d'une collaboration étendue, d'une délibération réfléchie et d'un engagement commun en faveur de l'excellence réglementaire.

Réaliser l'avenir souligne notre volonté de traduire des idées ambitieuses en résultats concrets qui profiteront à la profession et optimiseront l'impact des ingénieurs dans le monde. À une époque de transformations rapides, Ingénieurs Canada est prêt à envisager, concevoir et mettre en œuvre des solutions qui transcendent les défis d'aujourd'hui et nous mènent vers un avenir meilleur.

Notre avenir comprend un **système d'agrément** renouvelé qui fonctionne en collaboration avec les organismes de réglementation et les enseignants en génie, ainsi qu'un processus pancanadien d'**évaluation de la formation universitaire** qui est équitable et inclusif pour tous les candidats et candidates.

Nous envisageons une profession qui reflète et sert la **diversité** de la société canadienne. Nous sommes déterminés à continuer d'accroître le pourcentage de femmes parmi les ingénieurs nouvellement titulaires et nous élargissons notre champ d'action pour favoriser la **vérité** et la **réconciliation** avec les peuples autochtones et travailler avec les organismes de réglementation pour améliorer l'**équité**, l'**inclusion** et l'**accessibilité** dans l'ensemble de la profession d'ingénieur.

Nous continuerons de **sensibiliser** le public à la contribution des ingénieurs à la société et de collaborer avec les organismes de réglementation afin de déterminer un plan d'action à long terme pour donner suite à la campagne nationale de marketing « Construire l'avenir ».

Nous respecterons nos obligations éthiques de promotion de la **durabilité environnementale** en adoptant la neutralité carbone et une politique environnementale, sociale et de gouvernance pour refléter notre engagement. Nous déterminerons également comment Ingénieurs Canada, en collaboration avec les organismes de réglementation, peut faire progresser les Objectifs de développement durable des Nations Unies au sein de la profession d'ingénieur.

Nous veillerons également à ce que notre **système de gouvernance** soit conçu pour permettre une prise de décision efficace et digne de confiance qui réponde aux attentes des organismes de réglementation.

Nous réussissons en maintenant des relations solides, en travaillant en étroite collaboration avec les organismes de réglementation du génie du Canada et d'autres parties prenantes, et en restant fidèles à notre vision de faire avancer le génie canadien grâce à la collaboration nationale.

Au cours des cinq prochaines années, le plan Réaliser l'avenir nous guidera dans nos efforts pour valoriser la profession d'ingénieur, nos membres et l'impact de nos efforts collectifs. Grâce à ces initiatives stratégiques, nous jetons les bases d'un avenir inclusif, durable et prospère.

Nous vous invitons à vous joindre à nous dans ce parcours de croissance, d'innovation et de transformation. Ensemble, nous tracerons la voie de l'excellence en génie pour les générations à venir.



Nancy Hill, B.A.Sc., LL.B., FCAE,  
FEC, P. Eng.

Présidente



Michael Wrinch, PhD, FEC,  
P.Eng., ICD.D

Président élu



Kathy Baig, MBA, FIC,  
ing., DHC

Présidente sortante



# À propos d'Ingénieurs Canada

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## La vision d'Ingénieurs Canada est de faire avancer le génie canadien grâce à la collaboration nationale.

Au nom des organismes de réglementation d'Ingénieurs Canada, nous fournissons de l'expertise, des services et des outils pour contribuer à façonner l'orientation et la croissance de la profession d'ingénieur au Canada, établir des normes professionnelles élevées et maintenir la confiance de la population envers la profession. Pour s'acquitter de cette responsabilité, Ingénieurs Canada œuvre dans dix domaines principaux :

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**Agrément :** Nous réalisons l'évaluation et l'agrément des programmes de premier cycle en génie des établissements d'enseignement supérieur au Canada en vue de garantir que les diplômés possèdent la formation universitaire requise pour devenir titulaires du permis d'exercice.

**Collaboration avec les organismes de réglementation :** Nous facilitons et encourageons de bonnes relations de travail entre les 12 organismes de réglementation provinciaux et territoriaux sur des questions d'intérêt commun.

**Soutien de l'évaluation, de l'exercice et de la mobilité au Canada :** Nous élaborons des guides, des documents et des outils nationaux qui aident les organismes de réglementation à remplir leur mandat et à viser l'excellence dans l'exercice de la profession.

**Programmes nationaux pour les ingénieurs :** Nous collaborons avec des entreprises de premier plan pour offrir aux ingénieurs des régimes d'assurance, des services financiers, des forfaits de déplacement et bien d'autres services, afin de soutenir les ingénieurs à chaque étape de leur carrière.

**Affaires publiques et relations gouvernementales :** Nous établissons et entretenons des relations positives avec le gouvernement fédéral et les décideurs politiques, et nous préconisons l'élaboration de politiques d'intérêt public fondées sur des données probantes et s'appuyant sur l'expertise des ingénieurs.

**Recherche réglementaire :** Nous surveillons le paysage de la réglementation et du génie, et communiquons des informations stratégiques aux organismes de réglementation du génie afin qu'ils puissent s'adapter aux tendances à venir et atténuer les risques.

**Mobilité internationale :** Nous travaillons avec les organismes de réglementation et les partenaires internationaux pour faciliter la mobilité des ingénieurs canadiens souhaitant exercer à l'étranger et des ingénieurs formés à l'étranger souhaitant exercer au Canada.

**Rayonnement et sensibilisation du public :** Nous nous attachons à promouvoir la valeur de la profession d'ingénieur en favorisant la reconnaissance de sa valeur et de son apport à la société, afin de susciter l'intérêt de la prochaine génération de professionnels.

**Équité, diversité et inclusion :** Nous nous faisons les champions de la transformation de la profession afin de garantir qu'elle accueille des personnes de tous les milieux et reflète la population canadienne.

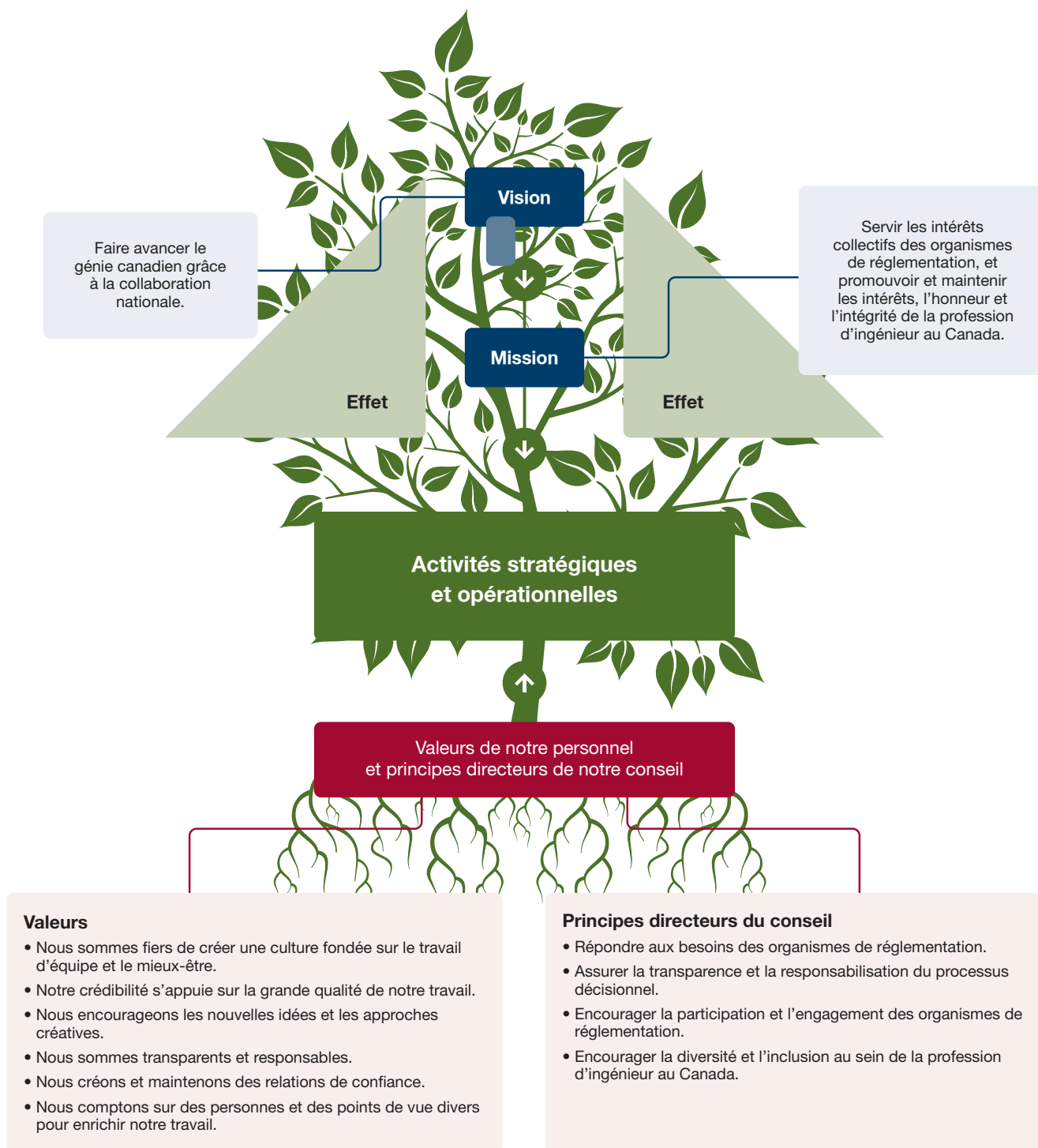
**Protection des marques de commerce :** Nous protégeons tous mot(s), marque(s), slogan(s), ou logo(s), ou toute œuvre littéraire ou autres œuvres, se rapportant à la profession d'ingénieur ou à ses objets.



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Nous y parvenons grâce à l'interaction des principes directeurs de notre conseil d'administration et des valeurs de notre organisation. Ces valeurs imprègnent tous les aspects de notre travail et de notre culture organisationnelle, créant un milieu de travail ouvert où règne la confiance et où chacun peut apporter sa contribution et s'épanouir.

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# Nos orientations stratégiques

Les ingénieurs bâtissent des solutions pour relever les défis les plus pressants du monde, afin d'assurer un avenir meilleur, durable et plus sûr. Notre plan stratégique reflète la façon dont nous contribuerons à la réalisation de cet avenir. Au cours des cinq prochaines années, nos orientations stratégiques définiront les principaux résultats que nous souhaitons atteindre et guideront l'action d'Ingénieurs Canada pendant la durée de ce plan.

## Réaliser une fédération plus forte

Notre succès réside dans notre capacité à réunir rapidement les organismes de réglementation et à parler d'une seule voix pour répondre aux enjeux nationaux.

Dans le cadre du plan stratégique 2022-2024, nous avons conclu avec tous les organismes de réglementation un accord national sur la volonté d'une collaboration et d'une harmonisation réglementaire accrues. Nous élaborerons un processus pour identifier, sélectionner et mettre en œuvre des initiatives de collaboration et d'harmonisation afin que ces efforts fassent partie de notre travail continu avec les organismes de réglementation.

Dans le cadre de l'engagement continu d'Ingénieurs Canada à l'égard de la bonne gouvernance, il est opportun de revoir notre système de gouvernance, dont la version actuelle a été adoptée en 2019. Nous nous inspirerons des pratiques exemplaires de gouvernance et trouverons des moyens d'améliorer notre cadre et nos processus de gouvernance afin qu'ils soient efficaces et adaptés aux enjeux contemporains. Nous examinerons comment la composition, les compétences et la structure hiérarchique du conseil peuvent mieux soutenir l'organisation et les personnes qu'elle sert. Nous examinerons également la procédure de scrutin lors des réunions du conseil et des membres, ainsi que notre modèle de financement en tant que contribution à une fédération unifiée.



### Résultats espérés :

Ingénieurs Canada a des processus de gouvernance efficaces et fiables.

Les organismes de réglementation du génie profitent de la collaboration et de l'harmonisation.

La réglementation du génie est plus cohérente, plus efficace et plus efficace partout au Canada.



Ingénieurs Canada a été créé en 1936, sous le nom de Dominion Council of Professional Engineers.

Les membres fondateurs à l'origine du Dominion Council sont l'Alberta, la Colombie-Britannique, le Manitoba, le Nouveau-Brunswick, la Nouvelle-Écosse, le Québec et la Saskatchewan. Les autres organismes de réglementation s'y sont joints dans les années qui ont suivi.

En 1959, l'organisme change de nom et devient le Conseil canadien des ingénieurs puis, en 2007, Ingénieurs Canada.

## Réaliser l'agrément et les évaluations de la formation

Ingénieurs Canada agréé les programmes de génie au Canada pour les établissements d'enseignement supérieur qui en font la demande. Les candidats au permis d'exercice qui détiennent un diplôme d'un programme agréé par le Bureau canadien d'agrément des programmes de génie (BCAPG) satisfont aux exigences de formation pour l'obtention d'un permis d'exercice de tous les organismes canadiens de réglementation du génie. Les candidats diplômés d'autres programmes doivent démontrer que leur formation répond aux exigences de formation requises pour l'obtention d'un permis. Ingénieurs Canada offre des outils aux organismes de réglementation pour leur aider à évaluer les candidats sans diplômes agréés.

Le processus d'agrément canadien a été créé en 1965. Depuis, beaucoup a changé : le nombre de candidats et candidates provenant de l'étranger a augmenté, le nombre de disciplines s'est accru et la pratique du génie s'est complexifiée.

Malgré les modifications apportées à l'agrément et à l'admission, des changements majeurs sont nécessaires afin d'aligner l'évaluation de la formation des candidats diplômés d'un programme non agréé avec ceux d'un programme agréé. Cette évolution est nécessaire afin que les organismes de réglementation satisfassent aux exigences du public, des gouvernements et des candidats à la profession qui s'attendent à une évaluation transparente, équitable et efficace pour tout ceux et celles qui désirent pratiquer le génie au Canada.

Au cours du plan stratégique 2022-2024, nous avons procédé à un examen fondamental du processus d'agrément. Les organismes de réglementation et les parties prenantes ont définis une nouvelle exigence nationale de formation pour l'obtention du permis d'exercice et une définition actualisée du but de l'agrément. Nous avons formulé des recommandations à l'intention du conseil d'Ingénieurs Canada dans un rapport sur la voie à suivre, en indiquant comment les organismes concernés pourraient mettre en œuvre des systèmes conformes au nouveau but de l'agrément et à l'exigence nationale de formation pour l'obtention du permis d'exercice.

Dans le cadre du plan stratégique 2025-2029, nous aiderons les organismes de réglementation à mettre en œuvre l'exigence nationale de formation pour l'obtention du permis d'exercice et adapterons les systèmes d'Ingénieurs Canada selon les besoins. En nous basant sur le nouveau but de l'agrément, nous travaillerons avec les principales parties prenantes pour bâtir un système d'agrément amélioré qui soit flexible, adaptable et apprécié par les organismes de réglementation, les enseignants, les étudiants et les bénévoles de l'agrément. Nous tirerons également parti de nos travaux sur l'harmonisation et la collaboration à l'échelle nationale et étudierons l'analyse de rentabilité d'un processus national d'admission et d'évaluation de la formation pour les candidats formés à l'étranger qui cherchent à obtenir un permis d'exercice.



En 2020, plus de 18 000 étudiants ont obtenu un diplôme d'un programme de génie agréé par le BCAPG. En 2022, les organismes de réglementation canadiens ont accordé un permis d'exercice à 10 979 nouveaux ingénieurs, dont 67 % détenaient un diplôme d'un programme agréé par le BCAPG et 33 % un diplôme de l'étranger.



### Résultats espérés :

L'agrément est valorisé par les organismes de réglementation, les enseignants, les étudiants et les bénévoles de l'agrément.

Les organismes de réglementation disposent de systèmes d'octroi de permis d'exercice fiables, efficaces, inclusifs et proactifs qui les aident à répondre aux exigences d'équité et à maintenir l'autorité en matière de permis d'exercice.

Les processus d'évaluation des candidats issus de programmes agréés et non agréés par le BCAPG sont alignés de façon plus équitable.

## Réaliser notre rôle dans la durabilité

Les ingénieurs ont la responsabilité de considérer avant tout la sécurité, la santé et le bien-être du public ainsi que la protection de l'environnement. Non seulement les ingénieurs jouent un rôle clé dans le développement durable, mais ils protègent aussi l'intérêt public. Les organismes de réglementation du génie établissent les normes et les exigences qui régissent les ingénieurs et l'exercice du génie, y compris celles liées au développement durable.

Les [17 objectifs de développement durable des Nations Unies \(ODDNU\)](#) ont été cités et intégrés dans le cadre d'évaluation des qualités des diplômés et des compétences professionnelles (Graduate Attributes and Professional Competencies Framework) de l'International Engineering Alliance, et servent également de base aux six grands défis du génie canadien (Canadian Engineering Grand Challenges) 2020-2030 de Doyennes et doyens d'ingénierie Canada.

De nombreux organismes de réglementation professionnelle s'attaquent aux changements climatiques de différentes manières, notamment dans leur processus décisionnel, leurs pratiques professionnelles et leurs activités, et en travaillant en partenariat avec d'autres parties prenantes.

Dans le cadre du plan stratégique 2025-2029, nous travaillerons avec les organismes de réglementation pour définir le meilleur soutien à leur apporter en ce qui a trait à la gestion de l'environnement. Nous explorerons si nous voulons devenir carboneutres et adopterons une politique environnementale, sociale et de gouvernance (ESG) pour guider nos processus de prise de décision. Nous travaillerons également avec les organismes de réglementation pour déterminer comment Ingénieurs Canada peut les soutenir pour aider la profession à atteindre les ODD de l'ONU.



Selon le sondage de 2022 de KPMG sur les rapports de développement durable des entreprises, 94 % des entreprises canadiennes rendent compte de leurs efforts en matière de durabilité, les principaux secteurs étant les services financiers, l'industrie, la fabrication et la métallurgie, et les services publics. Parmi ces entreprises, 45 % recherchent l'assurance d'une tierce partie.



### Résultat espéré :

Ingénieurs Canada a un rôle défini en matière de gestion environnementale qui complète les efforts des organismes de réglementation.



## Réaliser une profession inclusive

Pour demeurer dynamique et continuer de se développer, la profession d'ingénieur doit s'assurer que les solutions répondent aux besoins d'une clientèle de plus en plus diversifiée et comprendre l'impact des travaux d'ingénierie sur les nombreuses communautés desservies. Ingénieurs Canada travaille à l'avancement des femmes dans la profession depuis plus de trois décennies. Depuis 2014, l'initiative 30 en 30 rassemble des voix de l'ensemble de la communauté des ingénieurs qui sont unies par la volonté de faire passer le pourcentage de nouvelles ingénieures à 30 pour cent d'ici 2030.

Au cours du plan stratégique 2022-2024, nous avons fourni des informations pour soutenir les organismes de réglementation et notre réseau 30 en 30 afin de leur permettre d'accroître le nombre de diplômés en génie qui s'inscrivent au processus d'obtention du permis d'exercice. Nous avons également partagé des informations et facilité la collaboration et l'échange d'informations entre les organismes de réglementation, les établissements d'enseignement supérieur et les employeurs d'ingénieurs. Nous avons organisé et développé la conférence nationale annuelle « 30 en 30 », élargi notre partenariat avec les fédérations d'étudiants et les associations nationales pour soutenir l'initiative 30 en 30, et participé à plusieurs conférences et projets pour appuyer la priorité stratégique, ce qui a permis de créer de nouveaux outils et ressources. Nous avons également réalisé une analyse contextuelle, une évaluation de la première décennie de 30 en 30 et commencé à mettre en œuvre les recommandations du rapport.

Dans le cadre du plan stratégique 2025-2029, nous continuerons de nous concentrer sur le changement de culture dans le milieu du génie afin de le rendre plus inclusif et d'accroître la représentation des femmes dans la profession. Alors que nous nous dirigeons vers 2030, notre approche collaborative continue nous permettra d'axer nos efforts sur le recrutement et le maintien des femmes dans la profession et de maintenir l'élan au-delà de 2030.

Nous adopterons une approche qui reconnaît l'intersectionnalité des identités. Pour que la profession d'ingénieur soit réellement inclusive, nous adopterons les principes d'inclusion, de diversité, d'équité et d'accessibilité (IDEA). Nous nous associerons à des organisations et travaillerons en étroite collaboration avec les organismes de réglementation pour établir notre rôle en qui a trait à la promotion de l'IDEA dans le domaine du génie. Et nous nous efforcerons nous-mêmes de devenir un employeur de choix en matière d'IDEA.

Nous apporterons un soutien et un leadership à l'échelle nationale pour faire progresser la vérité et la réconciliation dans la profession d'ingénieur. Sous la direction de notre Comité consultatif autochtone, nous adopterons une approche sensible aux valeurs culturelles qui nous permettra de jeter les bases de la vérité avant la réconciliation, de développer et d'accroître nos partenariats, et de fournir de la formation et des ressources à notre personnel et à nos bénévoles.



« Comme pour toute transformation culturelle, il n'existe pas de formule unique. De nombreux leviers doivent être actionnés. »

-Mia Mends, responsable mondiale de la diversité, de l'équité et de l'inclusion et PDG d'Impact Ventures, à Sodexo Amérique du Nord



### Résultat espéré :

Le génie est une profession accueillante et inclusive qui reflète la société canadienne et qui accueille la vérité et la réconciliation.

## Réaliser une meilleure connaissance des ingénieurs

Les ingénieurs adhèrent aux normes techniques, professionnelles et éthiques les plus rigoureuses. Ils protègent l'intérêt public en concevant des traitements médicaux qui sauvent des vies, en exploitant des sources d'énergie fiables, en créant des infrastructures sûres et durables, en renforçant la cybersécurité, ou en faisant progresser l'exploration spatiale, pour ne nommer que quelques-uns de leurs réalisations. Plus le public en apprend sur le travail des ingénieurs, plus il accorde sa confiance à la profession.

Au cours du plan stratégique 2022-2024, nous avons mené une campagne nationale de sensibilisation de plusieurs millions de dollars pour amener les leaders d'opinion du Canada à percevoir différemment les ingénieurs et leur impact sur la vie de la population canadienne en mettant en lumière la façon dont ces derniers changent les choses dans le monde. Cette campagne a été étayée par l'élaboration d'un ensemble de messages nationaux cohérents visant à communiquer la valeur du permis d'exercice au public, aux diplômés en génie, aux ingénieurs stagiaires, aux employeurs, et à d'autres groupes. Nous avons également lancé le site Parcours vers l'ingénierie pour aider les étudiants et les diplômés en génie à faire une demande de permis d'exercice en leur fournissant les informations et les ressources nécessaires pour réussir.

Dans le cadre du plan stratégique 2025-2029, nous réunirons les organismes de réglementation pour examiner l'impact de notre campagne nationale de marketing et déterminer quelle approche devrait adopter Ingénieurs Canada pour mieux faire connaître la profession et renforcer la confiance à son égard, et de quelle manière cette approche peut être mise en œuvre à la lumière de l'investissement financier nécessaire pour atteindre le succès. Une décision sur la façon dont Ingénieurs Canada doit procéder guidera la mise en œuvre d'un plan d'action. Nous continuerons également à mettre en œuvre le programme Parcours vers l'ingénierie et les outils de communication sur la valeur du permis d'exercice.



### Résultat espéré :

Le public connaît mieux les contributions des ingénieurs à la société.



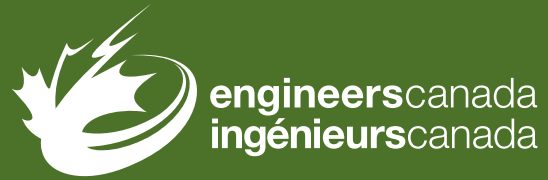
Un sondage d'opinion mené par Ingénieurs Canada a montré que les ingénieurs sont largement connus du public, mais pas très bien compris.

Plus de quatre répondants sur cinq font confiance aux ingénieurs et reconnaissent qu'ils inspirent respect et confiance.

Mais dans les questions plus approfondies, on constate un manque de connaissances considérable en ce qui concerne l'étendue de l'expertise des ingénieurs et leur impact dans le monde.

La campagne Construire l'avenir a incité le public canadien à élargir sa perception des ingénieurs, non seulement en tant que bâtisseurs de ponts et de bâtiments, mais aussi en tant que bâtisseurs de solutions qui rendent notre monde meilleur.





55, rue Metcalfe, bureau 300  
Ottawa (Ontario) K1P 6L5  
[ingenieurscanada.ca](http://ingenieurscanada.ca)

## Decision Note – Engineers Canada National Statement of Collaboration

<b>Item</b>	C-562-4.2
<b>Purpose</b>	National Statement of Collaboration proposed by Engineers Canada to recommend to Council for endorsement.
<b>Strategic/Regulatory Focus</b>	Governance
<b>Motion</b>	<p>That Council endorses the National Statement of Collaboration proposed by Engineers Canada and presented to C-562-9.2 at Appendix A in EN and Appendix D in FR.</p> <p>That Council directs PEO's Member Representative, or their proxy, to [<i>vote in favour of or vote against or abstain on</i>] on the motion proposed by Engineers Canada at its Annual Meeting of Members scheduled for May 25, 2024.</p>
<b>Attachments</b>	<p>Appendix A – EN-Draft National Statement of Collaboration (Clean Copy)</p> <p>Appendix B – EN-Draft National Statement of Collaboration (with Tracked Changes)</p> <p>Appendix C – Consultation Feedback on Collaboration Statement</p> <p>Appendix D – FR-Énoncé de collaboration (Copie sans suivi des modifications)</p> <p>Appendix E – FR-Énoncé de collaboration (Suivi des modifications)</p>

### Summary

The attached draft statement created by the Collaboration Task Force of Engineers Canada (EC) aims to increase national collaboration and regulatory harmonization among Engineers Canada and the twelve engineering regulators. Council is asked to review the statement and consider endorsement.

### Public Interest Rationale

Regulatory harmonization and effective collaboration among all engineering regulators strengthen PEO's ability to fulfill its public protection mandate.

### Background

Please refer to Engineers Canada materials.

At its meeting of March 8, 2024, the Governance and Nominating Committee (GNC) reviewed a previous version of the National Statement of Collaboration and related material and provided feedback to the Chair of EC's Collaboration Task Force and a member of staff of EC, both present as guests. On March 11, the Chair circulated updated materials to the member regulators, with a request that governing boards/councils give their Presidents the authority to sign after regulators' presentations on May 23, 2024.

### Considerations

Please refer to Engineers Canada materials.

### Stakeholder Engagement

562<sup>nd</sup> Meeting of Council – April 5, 2024



The statement is developed by Engineers Canada in consultation with all engineering regulators. A consultation session led by Engineers Canada took place at PEO head office on April 19, 2023 (President Fraser, President Elect Wowchuk, Past President Colucci as well as senior PEO staff participated on this session).

### **Recommendations**

That Council review that materials provided and consider endorsing Engineers Canada's National Statement on Collaboration; and direct PEO's Member Representative, or their proxy, to vote [*in favour of or vote against or abstain on*] on the motion proposed by Engineers Canada at its Annual Meeting of Members scheduled for May 25, 2024.

### **Next Steps**

N/A

**Prepared By:** Marina Solakhyan, Director, Governance

# National Statement of Collaboration

**This National Statement of Collaboration (NSC) is dated as of May 25, 2024.**

**AMONG: THE MEMBERS OF ENGINEERS CANADA:**

Association of Professional Engineers of Yukon (“Engineers Yukon”)

The Association of Professional Engineers and Geoscientists of the Province of British Columbia (“EGBC”)

Association of Professional Engineers and Geoscientists of Alberta (“APEGA”)

Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists (“NAPEG”)

Association of Professional Engineers and Geoscientists of Saskatchewan (“APEGS”)

Association of Professional Engineers and Geoscientists of the Province of Manitoba (“Engineers Geoscientists Manitoba”)

Association of Professional Engineers of Ontario (“PEO”)

Ordre des ingénieurs du Québec (“OIQ”)

Association of Professional Engineers and Geoscientists of New Brunswick (“Engineers and Geoscientists New Brunswick”)

Association of Professional Engineers of Nova Scotia (“Engineers Nova Scotia”)

The Association of Professional Engineers of the Province of Prince Edward Island (“Engineers PEI”)

The Association of Professional Engineers and Geoscientists of Newfoundland and Labrador (“PEGNL”)

hereinafter collectively the “Regulators”

**AND**

Engineers Canada

**WHEREAS**, there is recognition that the protection of the public requires a continued effective, fair and equitable regulatory framework of the engineering profession;

**WHEREAS**, Engineers Canada was created by regulators to foster collaboration, harmonization, and innovation, considering regional differences in engineering regulation and governance as well as emerging trends.

**WHEREAS**, there is recognition that increased collaboration and harmonization of legislation, regulations, by-laws, policies, programs or practices will bring increased efficiency to regulators.

**WHEREAS**, there is an understanding that increased collaboration and harmonization of the regulatory framework will foster an equitable approach for future and current license holders across jurisdictions, enhancing their perceptions of engineering regulation and facilitating their ability to work in Canada and abroad.

**Now therefore, the signatories agree to enter into this National Statement of Collaboration;**

### **1. Background of the National Statement of Collaboration**

Engineers Canada was founded in 1936 as the Dominion Council of Engineers with the goal of bringing greater harmony to the regulatory framework of engineering given the considerable variation of legislation across the provinces and territories at the time. Over time, internal mobility agreements have resulted in regulators recognizing licenses for engineers working in multiple jurisdictions, barriers remain.

In 2022, Engineers Canada adopted a new vision: *Advancing Canadian engineering through national collaboration*. To implement this future state, Engineers Canada embarked on a national engagement project to assess whether regulators were interested in realizing this vision by seeking opportunities to collaborate and harmonize, thereby reducing barriers within the regulatory framework.

Harmonization of provincial and territorial regulatory practices can take decades. To support collaboration and harmonization in the long-term, a Pan-Canadian commitment of financial and institutional support from national, provincial and territorial councils and chief executive officers is required.

This statement of collaboration reflects a commitment at all levels, of national, provincial and territorial councils and chief executive officers, to provide clear direction and criteria for long-term collaboration and harmonization. These efforts aim to overcome barriers and promote continuity within the engineering regulator leadership throughout the years. The signatories express their commitment to work together to protect the public, enhance mobility, and promote efficiencies within the regulatory framework. They are committed to creating a stronger federation, upholding the public interest, and creating a better society in Canada.

### **2. National Statement of Collaboration objectives**

- i. Promote long-term commitment of signatories to collaboration and the identification of harmonization initiatives within the regulatory framework.
- ii. Strengthen collaboration and harmonization among engineering regulators.

- iii. Define roles and responsibilities between engineering regulators and Engineers Canada.

### **3. Roles and responsibilities of the signatories**

#### **3.1 Roles and responsibilities of the engineering regulators**

- i. Proactively share information and actively pursue alignment among regulators.
- ii. Assess the impact of any changes to legislation, regulations, by-laws, policies, programs, or practices and advocate for collaboration within their jurisdiction when making changes.
- iii. Identify and work on national priorities for collaboration and harmonization initiatives and encourage consensus with other regulators on these decisions.
- iv. Participate in and, where possible, resource collaboration and harmonization initiatives or indicate their intention to not be involved.
- v. Adopt collaboration as a fundamental approach, such as by interpreting legislation in a manner that maximizes participation in national initiatives.
- vi. Advise other regulators regarding the interests of, and regulatory impact to, provincial partners and stakeholders that would be affected by national collaboration and harmonization initiatives.

#### **3.2 Role and responsibilities of Engineers Canada**

- i. Maintain processes and infrastructure to share information and collaborate.
- ii. Facilitate discussions that support alignment between regulators.
- iii. Act as a knowledge hub for regulators' information, and information regarding advances and changes in the professional regulatory framework.
- iv. Resource and provide project management to collaboration and harmonization initiatives.
- v. Maintain a process to identify, select and adequately resource collaboration and harmonization initiatives.
- vi. Be transparent with all work, providing opportunities for regulators to engage, partner, lead or innovate.
- vii. Advise regulators on the known or perceived impacts of proposed national collaboration initiatives on national and international partners and interest holders.

### **4. Evaluation**

The signatories agree to assess their performance in the implementation of this Statement of Collaboration. Such assessment will take place at least one year before the expiration of this agreement, so that the assessment results can inform future iterations of the Statement of Collaboration.

### **5. Term**

This Statement of Collaboration is effective as of May 25<sup>th</sup>, 2024, and is valid for a period of five years before it will be reviewed, and, if appropriate, renewed.

### **6. Amendment**

This Statement of Collaboration may be amended with the written consent of all signatories at any time.

***DEFINITIONS:***

**Collaboration** is the act of working respectfully with regulators to create something of mutual value. This implies both contributing and compromising and may include sharing best practices, identifying ways to align existing processes, and other activities.

**Harmonization** is the act of working respectfully with regulators to make processes, policies, systems or rules similar or the same to the extent possible per provincial/ territorial legislation.

*Signed in Winnipeg, on May 23, 2024, by:*

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**Tracey Stock, P.Eng.**

President

Association of Professional Engineers and Geoscientists of Alberta

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**Erin Moss Tressel, P.Eng., P.Geo.**

President

Association of Professional Engineers and Geoscientists of Saskatchewan

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**Michelle Mahovlich, P.Eng., P.Geo., FCSSE**

President

Engineers and Geoscientists British Columbia

---

**Holly Young, P.Eng., FEC**

President

Engineers and Geoscientists New Brunswick

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**Kathryn Atamanchuk, P. Eng.**

President

Engineers Geoscientists Manitoba

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**Adam Donaldson, P.Eng., PhD, FEC**

President

Engineers Nova Scotia

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**Marianne LeBlanc, P.Eng.**

President

Engineers PEI

---

**TBC**

President

Engineers Yukon

---

**J.Paul Guy, P.Eng.,**

President

Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists

---

**Sophie Larivière-Mantha, MBA, ing.**

President

Ordre des ingénieurs du Québec

---

**Gerard B. Antle, P.Eng., FEC**

President

Professional Engineers and Geoscientists of Newfoundland and Labrador

---

**Greg Wowchuk, P.Eng.**

President

Professional Engineers Ontario

---

**Nancy Hill, B.A.Sc., LL.B., FCAE, FEC, P. Eng.**

President

Engineers Canada



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**AND**

Engineers Canada



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**WHEREAS**, there is recognition that increased collaboration and harmonization of legislation, regulations, by-laws, policies, programs or practices will bring increased efficiency to regulators.

**WHEREAS**, there is an understanding that increased collaboration and harmonization of the regulatory framework will foster consistent treatment of an equitable approach for future and current license holders across jurisdictions, enhancing their perceptions of engineering regulation and facilitating their ability to work in Canada and abroad.

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Engineers Canada was founded in 1936 as the Dominion Council of Engineers with the goal of bringing greater harmony to the regulatory framework of engineering given the considerable variation of legislation across the provinces and territories at the time. Over time, internal mobility agreements have resulted in regulators recognizing licenses for engineers working in multiple jurisdictions, barriers remain.

In 2022, Engineers Canada adopted a new vision: *Advancing Canadian engineering through national collaboration*. To implement this future state, Engineers Canada embarked on a national engagement project to assess whether regulators were interested in realizing this vision by seeking opportunities to collaborate and harmonize, thereby reducing barriers within the regulatory framework.

Harmonization of provincial and territorial regulatory practices can take decades. To support collaboration and harmonization in the long-term, a Pan-Canadian commitment of financial and institutional support from national, provincial and territorial councils and chief executive officers is required.

This statement of collaboration reflects a commitment at all levels, of national, provincial and territorial councils and chief executive officers, to provide clear direction and criteria for long-term collaboration and harmonization. These efforts aim to overcome barriers and promote continuity within the engineering regulator leadership throughout the years. The signatories express their commitment to work together to protect the public, enhance mobility, and promote efficiencies within the regulatory framework. They are committed to creating a stronger federation, upholding the public interest, and creating a better society in Canada.

### **2. National Statement of Collaboration objectives**

- i. Promote long-term commitment of signatories to collaboration and the identification of harmonization initiatives within the regulatory framework.
- ii. Strengthen collaboration and harmonization among engineering regulators.

- iii. Define roles and responsibilities between engineering regulators and Engineers Canada.

### **3. Roles and responsibilities of the signatories**

#### **3.1 Roles and responsibilities of the engineering regulators**

- i. Proactively share information and actively pursue alignment among regulators.
- ii. Assess the impact of any changes to legislation, regulations, by-laws, policies, programs, or practices and advocate for collaboration within their jurisdiction when making changes.
- iii. Identify and work on national priorities for collaboration and harmonization initiatives and encourage consensus with other regulators on these decisions.
- iv. Participate in and, where possible, resource collaboration and harmonization initiatives or indicate their intention to not be involved.
- v. Adopt collaboration as a fundamental approach, such as by interpreting legislation in a manner that maximizes participation in national initiatives.
- vi. Advise other regulators regarding the interests of, and regulatory impact to, provincial partners and stakeholders that would be affected by national collaboration and harmonization initiatives.

#### **3.2 Role and responsibilities of Engineers Canada**

- i. Maintain processes and infrastructure to share information and collaborate.
- ii. Facilitate discussions that support alignment between regulators.
- iii. Act as a knowledge hub for regulators' information, and information regarding advances and changes in the professional regulatory framework.
- iv. Resource and provide project management to collaboration and harmonization initiatives.
- v. Maintain a process to identify, select and adequately resource collaboration and harmonization initiatives.
- vi. Be transparent with all work, providing opportunities for regulators to engage, partner, lead or innovate.
- vii. Advise regulators on the known or perceived impacts of proposed national collaboration initiatives on national and international partners and interest holders.

### **4. Evaluation**

The signatories agree to assess their performance in the implementation of this Statement of Collaboration. Such assessment will take place at least one year before the expiration of this agreement, so that the assessment results can inform future iterations of the Statement of Collaboration.

### **5. Term**

This Statement of Collaboration is effective as of May 25<sup>th</sup>, 2024, and is valid for a period of five years before it will be reviewed, and, if appropriate, renewed.

### **6. Amendment**

This Statement of Collaboration may be amended with the written consent of all signatories at any time.

***DEFINITIONS:***

**Collaboration** is the act of working respectfully with regulators to create something of mutual value. This implies both contributing and compromising and may include sharing best practices, identifying ways to align existing processes, and other activities.

**Harmonization** is the act of working respectfully with regulators to make processes, policies, systems or rules similar or the same to the extent possible per provincial/ territorial legislation.

*Signed in Winnipeg, on May 23, 2024, by:*

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**Tracey Stock, P.Eng.**

President  
Association of Professional Engineers and Geoscientists of  
Alberta

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**Erin Moss Tressel, P.Eng., P.Geo.**

President  
Association of Professional Engineers and  
Geoscientists of Saskatchewan

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**Michelle Mahovlich, P.Eng., P.Geo., FCSSE**

President  
Engineers and Geoscientists British Columbia

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**Holly Young, P.Eng., FEC**

President  
Engineers and Geoscientists New Brunswick

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**Kathryn Atamanchuk, P. Eng.**

President  
Engineers Geoscientists Manitoba

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**Adam Donaldson, P.Eng., PhD, FEC**

President  
Engineers Nova Scotia

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**Marianne LeBlanc, P.Eng.**

President  
Engineers PEI

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**TBC**

President  
Engineers Yukon

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**J.Paul Guy, P.Eng.,**

President  
Northwest Territories and Nunavut Association of Professional  
Engineers and Geoscientists

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**Sophie Larivière-Mantha, MBA, ing.**

President  
Ordre des ingénieurs du Québec

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**Gerard B. Antle, P.Eng., FEC**

President  
Professional Engineers and Geoscientists of Newfoundland  
and Labrador

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**Greg Wowchuk, P.Eng.**

President  
Professional Engineers Ontario

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**Nancy Hill, B.A.Sc., LL.B., FCAE, FEC, P. Eng.**

President  
Engineers Canada



Feedback Received and Responses from the Collaboration Task Force on the  
**NATIONAL STATEMENT OF COLLABORATION**

Consultation Period: December 15, 2023, to January 26, 2024

Comment #	Section	Group/ Regulator	Original text	Comment and/or edit	Task Force response
1.	Overall text	APEGS	N/A	There wasn't any feedback or changes needing to go back to Engineers Canada. It was felt that this statement codifies the intent of the federation's role in working together.	Thank you for your feedback.
2.	Overall text	Engineers Yukon	N/A	I'd also like to give my apologies for not replying prior to the deadline. Council had already met in December prior to receiving Stephanie's email and did not meet in January however our Governance & Regulation Committee did and reviewed the original doc plus the one with Nova Scotia's response. They supported many of Nova Scotia's suggested edits however wanted Council as a whole to respond. We tried doing this by email prior to the deadline but didn't get much of a response. It is on the agenda for our upcoming Council meeting though and any questions that come up I can ask at the CEOG mtg if that's okay?	Thank you for your feedback.
3.	Overall text	APEGNB	N/A	I apologize for not responding to this request before the deadline. That being said, I support a lot of what Nova Scotia has indicated and would appreciate seeing an updated version of the statement (or responses from the SP team) before our organization can provide additional comments.	Thank you for your feedback.
4.	Overall text	Engineers Manitoba	N/A	Comment received: This email is to let you know that Council of Engineers Geoscientists Manitoba has reviewed the Engineers Canada's draft National Statement of Collaboration and has no edits or comments. We see the Collaboration and Harmonization initiative as a valuable step forward for all regulators and look forward to the hearing the decision of the	Thank you for your feedback.

Comment #	Section	Group/ Regulator	Original text	Comment and/or edit	Task Force response
				Engineers Canada Board on this statement at their March 1 meeting.	
5.	Overall text	OIQ	N/A	<p>Comment Received: The Ordre des ingénieurs du Québec has no particular issue with Engineers Canada’s collaboration and partnership proposal. As we mentioned during your visit, we believe that it is to everyone’s advantage to work together to improve public protection and the mobility of engineers across Canada. We will support any initiative to that end.</p> <p>However, we have some reservations about the efforts identified in the proposed text regarding legislative and regulatory changes. In Quebec alone, the government has not been very receptive in recent years to changing legislation governing most professional associations or even their bylaws. Certain changes were made, but only after several years of waiting and efforts.</p> <p>Under the circumstances, we think that the proposed text should put more emphasis on efforts to improve and standardize our procedures in order to facilitate and accelerate the processing of files within the current regulatory and legislative framework. That said, should the opportunity arise to standardize some regulatory or legislative aspects across Canada, the Ordre des ingénieurs du Québec will offer its full cooperation.</p>	<p>Thank you for your feedback. We changed the statement to refer to regulatory framework (<i>cadre réglementaire</i>) instead of simply regulatory (<i>réglementaire</i>).</p> <p>Collaboration and harmonization initiatives will be selected by Officials groups and the CEOG, and progress will be reported on to the Engineers Canada Board. These proposed initiatives are expected to be focused on collaborating and standardizing processes, systems and tools within the regulatory framework and not on trying to change legislation itself.</p>
6.	Preamble	PEO – Governance Committee	WHEREAS, there is an understanding that increased collaboration and harmonization of the regulatory framework will foster consistent treatment of future and current license holders across jurisdictions, enhancing their perceptions of engineering regulation and facilitating their ability to work in Canada and abroad.	Consistency is not achievable nor desirable for regulatory harmonization. What we want is consistency in outcomes.	<p>Proposed change accepted. The term “consistency” was replaced with “equitable” in both this sentence and in the first section of the preamble.</p> <p>Revised new text:</p>

Comment #	Section	Group/ Regulator	Original text	Comment and/or edit	Task Force response
					<p><b>WHEREAS</b>, there is recognition that the protection of the public requires a continued effective, fair and equitable regulatory framework of the engineering profession;</p> <p><b>WHEREAS</b>, there is an understanding that increased collaboration and harmonization of the regulatory framework will foster equitable approach for future and current license holders across jurisdictions, enhancing their perceptions of engineering regulation and facilitating their ability to work in Canada and abroad.</p>
7.	Preamble	PEO – Governance Committee	N/A	Consistency does not lead to innovation. What if a jurisdiction is developing an innovative model? We don't want to discourage new models and practices that respond to emerging trends.	<p>Proposed change accepted. The term "innovation" was added to the preamble as well as "emerging trends".</p> <p>Revised new text:  <b>WHEREAS</b>, Engineers Canada was created by regulators to foster collaboration, harmonization, and innovation, considering regional differences in engineering regulation and governance as well as emerging trends.</p>
8.	Preamble – last sentence	Engineers Nova Scotia	N/A	Comment added: "The assumption is that EC is a signatory given it must adhere to Section 3.2 of this Statement. It follows then that this Statement also holds the EC Board accountable in the same manner as the Owners and their	Areas of collaboration and harmonization will be selected by Officials groups and the CEO Group, and



Comment #	Section	Group/ Regulator	Original text	Comment and/or edit	Task Force response
				Boards/Councils regarding adherence to the principles of collaboration and harmonization. <ul style="list-style-type: none"> <li>Σ Will this impact EC governance as Regulators have generally agreed that unanimous support is not required to advance a particular initiative...does this principle impact the current EC voting structure (2/3 majority, representing 60% of registrants)?</li> <li>Σ Can the Board vote against a collaboration/harmonization initiative proposed by a simple majority of Regulators/Owners?</li> <li>Σ Also there is an evaluation requirement for Regulators – does this also apply to the EC board?"</li> </ul>	progress will be reported on to the Engineers Canada Board.  The ongoing system for identifying, selecting and evaluating national harmonization/ collaboration initiatives will be built out as part of our 2025-2029 Strategic Plan in consultation with the CEO Group and Officials Group.
9.	Background	APEGA	Over time, internal mobility agreements have resulted in regulators recognizing licenses for engineers working in multiple jurisdictions, but areas outside that realm still face regulatory barriers.	Comment added: "Some mobility barriers remain. Increased harmonization means these barriers need to be resolved for true harmonization. Otherwise, this agreement may be challenging for all regulators to support."	Agreed that despite the agreements, some barriers remain that will need to be worked through via selected harmonization/collaboration initiatives.  Changed the text to "Over time, internal mobility agreements have resulted in regulators recognizing licenses for engineers working in multiple jurisdictions, but barriers remain.
10.	Background	Engineers Nova Scotia	Harmonization of provincial and territorial regulatory practices can take decades. To ensure success in the long-term, a Pan-Canadian commitment of financial, institutional and political support from national, provincial and territorial decision-makers is required.	Comments added: " When using the term "decision-makers" who do we mean specifically – in all regulators the Board/Council is the decision-makers, is that who we mean in the statement Change decision-makers to regulator?"	We meant to cover Councils and CEOs. The term decision-maker was replaced with Councils and CEOs.

Comment #	Section	Group/ Regulator	Original text	Comment and/or edit	Task Force response
11.	R & R – signatories	EGBC	Roles and responsibilities of the signatories	Who has the decision-making authority to decide what initiative is worked on? What is that process for approval?	<p>The areas of collaboration will be selected by the officials groups and CEOs.</p> <p>The ongoing system for identifying, selecting and evaluating national harmonization/ collaboration initiatives will be built out as part of our 2025-2029 Strategic Plan in consultation with the CEO Group and Officials Group.</p>
12.	R & R – regulators	EGBC	Proactively share information and actively pursue alignment among regulators	Suggested edit: Proactively identify risks and ways to mitigate those risks.	Changes are not accepted. Regulators are responsible for managing their internal risk within their organizations. This is out of scope of Engineers Canada’s mandate.
13.	R & R – regulators	Engineers Nova Scotia	Identify and work on national priorities for collaboration and harmonization initiatives and encourage consensus with other regulators on these decisions.	<p>Suggested edit: “Identify and work on collaboration and harmonization initiatives that have national-level support, seeking to establish consensus with other regulators on prioritization.”</p> <p>Reason for edit: Suggested rephrasing for clarity.</p>	<p>Changes are not accepted as the term “national-level support” is not clearly defined at this stage and may lead to confusion.</p> <p>It is not expected that all Regulators will have to support an initiative for it to move forward. As it has been the case for successful national projects, a sufficient number will be needed. The number will vary according to the level of resources needed to execute the work.</p>

Comment #	Section	Group/ Regulator	Original text	Comment and/or edit	Task Force response
14.	R & R – regulators	EGBC	Identify and work on national priorities for collaboration and harmonization initiatives and encourage consensus with other regulators on these decisions.	Suggested edit: Should this also include approve?  Reason for edit: Who has the authority to approve the collaboration and harmonization initiatives? Regulators? EC Board?	The areas of collaboration will be selected by the officials groups and CEOs.  The ongoing system for identifying, selecting and evaluating national harmonization/ collaboration initiatives will be built out as part of our 2025-2029 Strategic Plan in consultation with the CEO Group and Officials Group.
15.	R & R – regulators	Engineers Nova Scotia	Resource collaboration and harmonization initiatives or indicate their intention to not be involved.	Suggested edit: Participate in and, where possible, resource collaboration and harmonization initiatives or indicate their intention to not be involved.  Reason for edit: This change is recommended to allow for cases where a regulator is in agreement and supports the effort, but due to financial or human capital limitations, or jurisdictional challenges, is unable to commit resources.	Changes are accepted.
16.	R & R – regulators	EGBC	Resource collaboration and harmonization initiatives or indicate their intention to not be involved.	Comment added: Is this indicating that provincial regulators will be paying for all/portion of collaboration and harmonization initiatives? What portion will EC be paying for? This needs to be clear and a process defined to do this. Should there be grant \$, would it be EC who would apply for the grant?	Sentence was edited as per Engineers Nova Scotia's comment above.  The process to determine how projects will be funded will depend on the level of resources needed for the work. The understanding is that many collaboration and harmonization initiatives can be advanced through the current Engineers Canada's "Officials groups" and/or with support from other existing resources (ie, CEQB) and will

Comment #	Section	Group/ Regulator	Original text	Comment and/or edit	Task Force response
					<p>not require additional funding/resources from regulators.</p> <p>If a larger project is identified that would need additional funding outside of EC's standard operational budget, it will be presented to the CEO Group and, if deemed a priority, an agreement on funding and resourcing that project will be determined.</p>
17.	R & R – regulators	Engineers Nova Scotia	N/A	<p>Suggested addition: “Advise sibling regulators regarding the interests of, and regulatory impact to, provincial partners and stakeholders that would be affected by national collaboration and harmonization initiatives.</p> <p>Reason for edit: Clearly defined intent of an implied task; while national collaboration may be in the engineering regulators best interest, they may affect the larger regulatory environment in a particular jurisdiction that may increase risk to the whole Federation.</p> <p>(There is a similar insertion at 3.2vii related to the same function for Engineers Canada at the national level.)</p>	<p>Changes are accepted (did not include sibling).</p> <p>Revised new text: Advise other regulators regarding the interests of, and regulatory impact to, provincial partners and stakeholders that would be affected by national collaboration and harmonization initiatives.</p>
18.	R & R – Engineers Canada	EGBC	Maintain a process to identify, select and adequately resource harmonization initiatives.	Comment added: Should this also include collaboration?	<p>Changes are accepted.</p> <p>Revised text: v. Maintain a process to identify, select and adequately resource collaboration and harmonization initiatives.</p>

Comment #	Section	Group/ Regulator	Original text	Comment and/or edit	Task Force response
19.	R & R – Engineers Canada	Engineers Nova Scotia	N/A	<p>Suggested addition: “Assist regulators in developing a standardized performance measurement rubric to assess success of collaboration and harmonization.”</p> <p>Reason for edit: Proposed new task to create a standardized assessment/reporting tool to allow for an apples/apples comparison of regulator’s comments.</p>	<p>Changes are not accepted. The intent of this comment is captured in the “evaluation” section.</p> <p>The evaluation system will be defined and implemented as part of the 2025-2029 strategic plan. Metrics may include a performance measurement rubric but this concept will need further development / consideration before being inputted as a responsibility.</p>
20.	R & R – Engineers Canada	Engineers Nova Scotia	N/A	<p>Suggested addition: Be familiar with the interests of, and regulatory impact to, national partners and stakeholders that would inform national collaboration and harmonization initiatives.</p>	<p>Comment is appreciated and a modified version is proposed that expands on the suggestion and references “international” interest holders as well.</p> <p>Revised new text: Advise regulators on the known or perceived impacts of proposed national collaboration initiatives on national and international partners and interest holders.</p>
21.	Evaluation	Engineers Canada staff	<p>Given signatories’ commitment to this Statement of Collaboration, may include:</p> <ul style="list-style-type: none"> <li>∑ Tracking of progress of harmonization initiatives against established measures</li> <li>∑ Inter-jurisdictional evaluation of adherence to this Statement’s principles, objectives, roles and responsibilities</li> <li>∑ Status reports on the number of regulators using national programs, products, services, information or processes</li> </ul>	<p>Suggested change: delete the last paragraph.</p> <p>Reason for edit: The suggested evaluation methods are too vague to be placed in the statement. Projects take years to be completed, and reporting/evaluation flexibility should be in place to build on collective success.</p>	<p>Changes are accepted.</p>

Comment #	Section	Group/ Regulator	Original text	Comment and/or edit	Task Force response
22.	Evaluation	Engineers Nova Scotia	Tracking of progress of harmonization initiatives against established measures.	Comment received: "What are the established measures – who defines them? Who agrees to them? Do "harmonization standards" exist?"	Text has been removed per above comment.  The ongoing system for identifying, selecting and evaluating national harmonization/ collaboration initiatives will be built out as part of our 2025-2029 Strategic Plan in consultation with the CEO Group and Officials Group.
23.	Term	APEGA	This Statement of Collaboration is put in place on May 25 <sup>th</sup> , 2024 and is valid for a period of 5 years before it will be reviewed, and, if appropriate, renewed.	Comment received: "Redundant. Any agreement can be reviewed anytime by creating a new one."  Proposed edits: This Statement of Collaboration is effective as of May 25 <sup>th</sup> , 2024, and it will terminate on May 25, 2029.	Partially accepted. The next strategic plan includes the development of a system for evaluating the success of the Statement of Collaboration and will be built off a five-year review timeline.  Revised text: This Statement of Collaboration is effective as of May 25 <sup>th</sup> , 2024, and is valid for a period of five years before it will be reviewed, and, if appropriate, renewed.
24.	Definitions	APEGA	<b>Collaboration</b> is the act of working respectfully with regulators to create something of mutual value. This implies both contributing and compromising and may include sharing best practices, identifying ways to align existing processes, and other activities.	Add at the end of the collaboration definition: It may also include requesting advice or sharing experiences.	The definition results from and was endorsed by Official groups. As a result, the changes were not accepted.
25.	Definitions	APEGA	<b>Harmonization</b> is the act of working respectfully with regulators to make processes, policies, systems or rules similar or the same to the extent possible per provincial/ territorial legislation.	Add: <b>Harmonization</b> enables us to align in our intent and approach.	The definition results from and was endorsed by official groups. As a result, the changes were not accepted.

Comment #	Section	Group/ Regulator	Original text	Comment and/or edit	Task Force response
26.	Definitions	APEGA	There is no mention of "coordination" in the document. It is recommended this be added, along with a definition (draft definition on next page).	Add a new definition:  <b>Coordination</b> is sharing what we are working on and what issues and opportunities the regulators see coming in their jurisdictions.	The spirit of the definition is captured throughout the document and as a result, changes were not accepted.

# Énoncé national de collaboration

**Le présent énoncé national de collaboration est intervenu en date du 25 mai 2024**

**ENTRE LES MEMBRES D'INGÉNIEURS CANADA :**

Association of Professional Engineers of Yukon (« Engineers Yukon »)

The Association of Professional Engineers and Geoscientists of the Province of British Columbia (« EGBC »)

Association of Professional Engineers and Geoscientists of Alberta (« APEGA »)

Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists (« NAPEG »)

Association of Professional Engineers and Geoscientists of Saskatchewan (« APEGS »)

Association of Professional Engineers and Geoscientists of the Province of Manitoba (« Engineers Geoscientists Manitoba »)

Association of Professional Engineers of Ontario (« PEO »)

Ordre des ingénieurs du Québec (« OIQ »)

Association des ingénieurs et géoscientifiques du Nouveau-Brunswick (« Ingénieurs et géoscientifiques Nouveau-Brunswick »)

Association of Professional Engineers of Nova Scotia (« Engineers Nova Scotia »)

The Association of Professional Engineers of the Province of Prince Edward Island (« Engineers PEI »)

The Association of Professional Engineers and Geoscientists of Newfoundland and Labrador (« PEGNL »)

ci-après dénommés collectivement les « organismes de réglementation »

**ET**

Ingénieurs Canada



**ATTENDU** qu'il est reconnu que la protection du public nécessite un cadre réglementaire continu efficace, juste et équitable de la profession d'ingénieur;

**ATTENDU** qu'Ingénieurs Canada a été créé par les organismes de réglementation en vue de favoriser la collaboration, l'harmonisation et l'innovation, tout en tenant compte des différences régionales en ce qui concerne la réglementation et la gouvernance du génie de même que les tendances émergentes;

**ATTENDU** qu'il est reconnu qu'une amélioration de la collaboration et de l'harmonisation des lois, des règlements, des statuts, des politiques, des programmes et des pratiques permettront aux organismes de réglementation d'accroître leur efficacité;

**ATTENDU** qu'il est entendu que l'accroissement de la collaboration et de l'harmonisation de la réglementation favorisera une approche équitable pour les titulaires de permis d'exercice actuels et futurs dans toutes les juridictions, ce qui améliorera leurs perceptions de la réglementation du génie et facilitera leur capacité de travailler au Canada et à l'étranger;

**PAR CONSÉQUENT, les signataires conviennent de conclure le présent énoncé national de collaboration.**

#### **1. Contexte de l'énoncé national de collaboration**

Ingénieurs Canada a été fondé en 1936 sous le nom Dominion Council of Professional Engineers dans le but de mieux harmoniser la réglementation du génie. En effet, à l'époque, les lois variaient considérablement d'une zone de compétence à une autre. Au fil du temps, les organismes de réglementation ont conclu des accords de mobilité interne qui ont donné lieu à une reconnaissance des permis d'exercice des ingénieurs qui travaillent dans plusieurs provinces ou territoires, mais il y a toujours des obstacles réglementaires pour ceux et celles qui travaillent dans des régions qui ne sont pas visées par ces accords.

En 2022, Ingénieurs Canada a adopté une nouvelle vision : *Faire avancer le génie canadien grâce à la collaboration nationale*. Pour la mettre en œuvre, il a mis en branle un projet de mobilisation nationale afin de sonder l'intérêt des organismes de réglementation à concrétiser de cette vision en recherchant des possibilités de collaboration et d'harmonisation, pour ainsi réduire les obstacles réglementaires.

L'harmonisation des pratiques réglementaires provinciales et territoriales peut prendre des décennies. Afin de soutenir le succès à long terme, il est crucial que les autorités décisionnelles nationales, provinciales et territoriales s'engagent à offrir un soutien financier et institutionnel, et ce, à l'échelle du pays.

Le présent énoncé de collaboration représente l'engagement de ces autorités décisionnelles nationales, provinciales et territoriales de fournir une orientation et des critères clairs pour une collaboration et une harmonisation à long terme. Cette initiative vise à surmonter les obstacles et à assurer la continuité au sein des organismes de réglementation au fil des ans. Les signataires expriment leur volonté de travailler ensemble pour protéger le public, améliorer la mobilité et promouvoir l'efficacité en réglementation. Ils ont à cœur de renforcer la fédération, de défendre l'intérêt public et d'améliorer la société canadienne.

#### **2. Objectifs de l'énoncé national de collaboration**

- i. Promouvoir l'engagement à long terme des signataires envers la collaboration et la sélection d'initiatives d'harmonisation de la réglementation.

- ii. Renforcer la collaboration et l'harmonisation de la réglementation entre les organismes de réglementation.
- iii. Définir les rôles et les responsabilités entre les organismes de réglementation du génie et Ingénieurs Canada.

### **3. Rôles et responsabilités des signataires**

#### **3.1 Rôles et responsabilités des organismes de réglementation du génie**

- i. Communiquer les informations et rechercher activement l'alignement entre les organismes de réglementation.
- ii. Évaluer les effets de toute modification apportée aux lois, aux règlements, aux statuts, aux politiques, aux programmes ou aux pratiques et se faire porte-parole en faveur d'une collaboration au sein de leur zone de compétence lorsqu'ils procèdent à des changements.
- iii. Définir les priorités nationales en matière d'initiatives de collaboration et d'harmonisation, les faire progresser et encourager le consensus avec les autres organismes de réglementation sur ces décisions.
- iv. Fournir des ressources pour soutenir les initiatives de collaboration et d'harmonisation ou indiquer leur intention de ne pas y participer.
- v. Adopter la collaboration comme perspective fondamentale, par exemple en interprétant les textes de lois de manière à maximiser la participation aux initiatives nationales.

#### **3.2 Rôle et responsabilités d'Ingénieurs Canada**

- i. Soutenir des processus et les infrastructures à l'échange d'informations et de collaboration.
- ii. Faciliter les discussions qui favorisent l'alignement entre les organismes de réglementation.
- iii. Servir de plateforme centrale pour le rassemblement des informations des organismes de réglementation et les informations concernant les progrès et les changements dans le domaine de la réglementation professionnelle.
- iv. Fournir des ressources et assurer la gestion de projet dans le cadre des initiatives de collaboration et d'harmonisation.
- v. Maintenir un processus de recherche, de sélection et d'affectation des ressources adéquates aux initiatives d'harmonisation.
- vi. Faire preuve de transparence dans tous les travaux, en offrant aux organismes de réglementation la possibilité de participer, de s'associer, de diriger ou d'innover.

### **4. Évaluation**

Les signataires conviennent d'évaluer leurs résultats dans la mise en œuvre du présent énoncé de collaboration. Cette évaluation aura lieu au moins un an avant l'expiration du présent accord, afin que les constatations qui en seront tirées puissent servir de base aux futures versions de l'énoncé de collaboration.

Compte tenu de l'engagement des signataires envers le présent énoncé de collaboration, ces mesures d'évaluation peuvent inclure :

- ∑ le suivi de la progression des initiatives d'harmonisation contre des indicateurs établis;

- Σ l'évaluation entre les zones de compétence du respect des principes, des objectifs, des rôles et des responsabilités prévus au présent énoncé;
- Σ des rapports de situation sur le nombre d'organismes de réglementation qui utilisent les programmes, les produits, les services, les informations ou les processus à l'échelle nationale.

#### **5. Durée**

Le présent énoncé de collaboration entre en vigueur à partir du 25 mai 2024, pour une durée de cinq ans. Il sera ensuite révisé et, s'il y a lieu, renouvelé.

#### **6. Modification**

Le présent énoncé de collaboration peut être modifié à tout moment sous réserve de l'obtention du consentement écrit de tous les signataires.

#### ***DÉFINITIONS***

**Collaboration** : Action de travailler respectueusement avec les organismes de réglementation pour créer quelque chose ayant une valeur pour tous. La collaboration exige à la fois d'apporter sa contribution et de faire des compromis. Elle peut inclure des échanges sur les pratiques exemplaires, identifier des moyens d'uniformiser les processus existants et d'autres activités.

**Harmonisation** : Action de travailler respectueusement avec les organismes de réglementation pour unifier les processus, les politiques, les systèmes ou les règles, dans la mesure du possible, conformément aux lois provinciales et territoriales.

Signé à Winnipeg, le 23 mai 2024, par:

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**Tracey Stock, P.Eng.**

Président  
Association of Professional Engineers and  
Geoscientists of Alberta

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**Erin Moss Tressel, P.Eng., P.Geo.**

Présidente  
Association of Professional Engineers and  
Geoscientists of Saskatchewan

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**Michelle Mahovlich, P.Eng., P.Geo., FCSSE**

Présidente  
Engineers and Geoscientists British Columbia

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**Holly Young, P.Eng., FEC**

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Newfoundland and Labrador

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**Greg Wowchuk, P.Eng.**

Président  
Professional Engineers Ontario

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**Nancy Hill, B.A.Sc., LL.B., FCAE, FEC, P. Eng.**

Présidente  
Ingénieurs Canada

# Énoncé national de collaboration

**Le présent énoncé national de collaboration est intervenu en date du 25 mai 2024**

**ENTRE LES MEMBRES D'INGÉNIEURS CANADA :**

Association of Professional Engineers of Yukon (« Engineers Yukon »)

The Association of Professional Engineers and Geoscientists of the Province of British Columbia (« EGBC »)

Association of Professional Engineers and Geoscientists of Alberta (« APEGA »)

Northwest Territories and Nunavut Association of Professional Engineers and Geoscientists (« NAPEG »)

Association of Professional Engineers and Geoscientists of Saskatchewan (« APEGS »)

Association of Professional Engineers and Geoscientists of the Province of Manitoba (« Engineers Geoscientists Manitoba »)

Association of Professional Engineers of Ontario (« PEO »)

Ordre des ingénieurs du Québec (« OIQ »)

Association des ingénieurs et géoscientifiques du Nouveau-Brunswick (« Ingénieurs et géoscientifiques Nouveau-Brunswick »)

Association of Professional Engineers of Nova Scotia (« Engineers Nova Scotia »)

The Association of Professional Engineers of the Province of Prince Edward Island (« Engineers PEI »)

The Association of Professional Engineers and Geoscientists of Newfoundland and Labrador (« PEGNL »)

ci-après dénommés collectivement les « organismes de réglementation »

**ET**

Ingénieurs Canada

**ATTENDU** qu'il est reconnu que la protection du public nécessite un cadre réglementaire continu efficace, juste et équitable ~~et cohérent~~ de la profession d'ingénieur;

**ATTENDU** qu'Ingénieurs Canada a été créé par les organismes de réglementation en vue de favoriser la collaboration ~~et~~, l'harmonisation et l'innovation, tout en tenant compte des différences régionales en ce qui concerne la réglementation et la gouvernance du génie de même que les tendances émergentes;

**ATTENDU** qu'il est reconnu qu'une amélioration de la collaboration et de l'harmonisation des lois, des règlements, des statuts, des politiques, des programmes et des pratiques permettront aux organismes de réglementation d'accroître leur efficacité;

**ATTENDU** qu'il est entendu que l'accroissement de la collaboration et de l'harmonisation de la réglementation favorisera l'uniformité d'une approche équitable ~~traitement des~~ pour les titulaires de permis d'exercice actuels et futurs dans toutes les juridictions, ce qui améliorera leurs perceptions de la réglementation du génie et facilitera leur capacité de travailler au Canada et à l'étranger;

**PAR CONSÉQUENT, les signataires conviennent de conclure le présent énoncé national de collaboration.**

### **1. Contexte de l'énoncé national de collaboration**

Ingénieurs Canada a été fondé en 1936 sous le nom Dominion Council of Professional Engineers dans le but de mieux harmoniser la réglementation du génie. En effet, à l'époque, les lois variaient considérablement d'une zone de compétence à une autre. Au fil du temps, les organismes de réglementation ont conclu des accords de mobilité interne qui ont donné lieu à une reconnaissance des permis d'exercice des ingénieurs qui travaillent dans plusieurs provinces ou territoires, mais il y a toujours des obstacles réglementaires pour ceux et celles qui travaillent dans des régions qui ne sont pas visées par ces accords.

En 2022, Ingénieurs Canada a adopté une nouvelle vision : *Faire avancer le génie canadien grâce à la collaboration nationale*. Pour la mettre en œuvre, il a mis en branle un projet de mobilisation nationale afin de sonder l'intérêt des organismes de réglementation à concrétiser de cette vision en recherchant des possibilités de collaboration et d'harmonisation, pour ainsi réduire les obstacles réglementaires.

L'harmonisation des pratiques réglementaires provinciales et territoriales peut prendre des décennies. Afin de soutenir le succès à long terme, il est crucial que les autorités décisionnelles nationales, provinciales et territoriales s'engagent à offrir un soutien financier et institutionnel, et ce, à l'échelle du pays.

Le présent énoncé de collaboration représente l'engagement de ces autorités décisionnelles nationales, provinciales et territoriales de fournir une orientation et des critères clairs pour une collaboration et une harmonisation à long terme. Cette initiative vise à surmonter les obstacles et à assurer la continuité au sein des organismes de réglementation au fil des ans. Les signataires expriment leur volonté de travailler ensemble pour protéger le public, améliorer la mobilité et promouvoir l'efficacité en réglementation. Ils ont à cœur de renforcer la fédération, de défendre l'intérêt public et d'améliorer la société canadienne.

### **2. Objectifs de l'énoncé national de collaboration**

- i. Promouvoir l'engagement à long terme des signataires envers la collaboration et la sélection d'initiatives d'harmonisation de la réglementation.

- ii. Renforcer la collaboration et l'harmonisation de la réglementation entre les organismes de réglementation.
- iii. Définir les rôles et les responsabilités entre les organismes de réglementation du génie et Ingénieurs Canada.

### **3. Rôles et responsabilités des signataires**

#### **3.1 Rôles et responsabilités des organismes de réglementation du génie**

- i. Communiquer les informations et rechercher activement l'alignement entre les organismes de réglementation.
- ii. Évaluer les effets de toute modification apportée aux lois, aux règlements, aux statuts, aux politiques, aux programmes ou aux pratiques et se faire porte-parole en faveur d'une collaboration au sein de leur zone de compétence lorsqu'ils procèdent à des changements.
- iii. Définir les priorités nationales en matière d'initiatives de collaboration et d'harmonisation, les faire progresser et encourager le consensus avec les autres organismes de réglementation sur ces décisions.
- iv. Fournir des ressources pour soutenir les initiatives de collaboration et d'harmonisation ou indiquer leur intention de ne pas y participer.
- v. Adopter la collaboration comme perspective fondamentale, par exemple en interprétant les textes de lois de manière à maximiser la participation aux initiatives nationales.

#### **3.2 Rôle et responsabilités d'Ingénieurs Canada**

- i. Soutenir des processus et les infrastructures à l'échange d'informations et de collaboration.
- ii. Faciliter les discussions qui favorisent l'alignement entre les organismes de réglementation.
- iii. Servir de plateforme centrale pour le rassemblement des informations des organismes de réglementation et les informations concernant les progrès et les changements dans le domaine de la réglementation professionnelle.
- iv. Fournir des ressources et assurer la gestion de projet dans le cadre des initiatives de collaboration et d'harmonisation.
- v. Maintenir un processus de recherche, de sélection et d'affectation des ressources adéquates aux initiatives d'harmonisation.
- vi. Faire preuve de transparence dans tous les travaux, en offrant aux organismes de réglementation la possibilité de participer, de s'associer, de diriger ou d'innover.

### **4. Évaluation**

Les signataires conviennent d'évaluer leurs résultats dans la mise en œuvre du présent énoncé de collaboration. Cette évaluation aura lieu au moins un an avant l'expiration du présent accord, afin que les constatations qui en seront tirées puissent servir de base aux futures versions de l'énoncé de collaboration.

Compte tenu de l'engagement des signataires envers le présent énoncé de collaboration, ces mesures d'évaluation peuvent inclure :

- ∑ le suivi de la progression des initiatives d'harmonisation contre des indicateurs établis;

- Σ l'évaluation entre les zones de compétence du respect des principes, des objectifs, des rôles et des responsabilités prévus au présent énoncé;
- Σ des rapports de situation sur le nombre d'organismes de réglementation qui utilisent les programmes, les produits, les services, les informations ou les processus à l'échelle nationale.

#### **5. Durée**

Le présent énoncé de collaboration entre en vigueur à partir du 25 mai 2024, pour une durée de cinq ans. Il sera ensuite révisé et, s'il y a lieu, renouvelé.

#### **6. Modification**

Le présent énoncé de collaboration peut être modifié à tout moment sous réserve de l'obtention du consentement écrit de tous les signataires.

#### ***DÉFINITIONS***

**Collaboration** : Action de travailler respectueusement avec les organismes de réglementation pour créer quelque chose ayant une valeur pour tous. La collaboration exige à la fois d'apporter sa contribution et de faire des compromis. Elle peut inclure des échanges sur les pratiques exemplaires, identifier des moyens d'uniformiser les processus existants et d'autres activités.

**Harmonisation** : Action de travailler respectueusement avec les organismes de réglementation pour unifier les processus, les politiques, les systèmes ou les règles, dans la mesure du possible, conformément aux lois provinciales et territoriales.



Signé à Winnipeg, le 23 mai 2024, par:

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**Tracey Stock, P.Eng.**

Président  
Association of Professional Engineers and  
Geoscientists of Alberta

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**Erin Moss Tressel, P.Eng., P.Geo.**

Présidente  
Association of Professional Engineers and  
Geoscientists of Saskatchewan

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**Michelle Mahovlich, P.Eng., P.Geo., FCSSE**

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**Nancy Hill, B.A.Sc., LL.B., FCAE, FEC, P. Eng.**

Présidente  
Ingénieurs Canada

## Decision Note – Engineers Canada 2026 Per Capita Assessment Fee

<b>Agenda Item N.</b>	C-562-4.3
<b>Purpose</b>	Council direction regarding a decision made by the Engineers Canada (EC) Board of Directors at its December 4, 2023 meeting to recommend to the Members that the 2026 Per Capita Assessment Fee would be at \$10 per Registrant.
<b>Strategic/Regulatory Focus</b>	N/A
<b>Motion</b>	That Councils direct PEO’s Member Representative at the 2024 Engineers Canada Annual Meeting of Members to vote [in favour] OR [against] OR [abstain] regarding the approval of the 2026 Per Capita Assessment Fee increase, as outlined in C-562-4.3, Appendix A and approved by the Engineers Canada Board on December 4, 2023
<b>Attachments</b>	Appendix A – Excerpt from EC Board Agenda Book, December 4, 2023 Appendix B – Briefing Note from EC Finance, Audit, and Risk (FAR) Committee meeting

### Summary

At its December 4, 2023 meeting, the Engineers Canada Board agreed to recommend to the provincial and territorial Members that the **2026 Per Capita Assessment Fee would be at \$10 per Registrant**. As a result, this recommendation will be going to the Members for their approval. Engineers Canada has asked its Members to consult with their respective Councils to obtain voting instructions in respect of this matter, prior to the May 25, 2024 Annual Meeting of Members (AMM).

Please see **Appendix A** to reference the material that the Engineers Canada Board considered in respect of this item. It includes:

- Problem/Issue Definition
- Proposed Action/Recommendation
- Financial Implications
- Benefits
- Other Options Considered
- Consultation
- Risks
- Next Steps
- 2024 Budget Memo
- Revenue and portfolio detail analysis sheets

### Public Interest Rationale

PEO is a member of Engineers Canada along with other provincial and territorial engineering regulatory bodies. Engineers Canada’s work, including accreditation of undergraduate engineering programs, development of national standards and guidelines, enhanced collaboration and harmonization among engineering regulators strengthen PEO’s ability to fulfill its public protection mandate.

### 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 information related to the per capita assessment fee (PCAF) is being shared in accordance with Article 7.2 of the Engineers Canada Bylaw, which states that “No later than January 1<sup>st</sup> of each year, the

Board shall recommend to the Members the amount of the Per Capita Assessment that will be in effect on the second following January 1st.” Engineers Canada has advised that **the Per Capita Assessment Fee will be reviewed by the Members on an annual basis following a recommendation of the Board.**

At its April 8, 2022 meeting Council considered the EC Board’s recommendation that the **2024 Per Capita Assessment Fee would be reduced to \$8 per registrant.** Council supported this recommendation which was subsequently approved at the EC’s AMM on May 28, 2022. Per the 4<sup>th</sup> bullet point on page 2 of Appendix A, the \$8 fee applies to 2024 and 2025.

On March 21, 2024, EC’s Finance, Audit, and Risk (FAR) committee shared the briefing note on the PCAF topic from its recent meeting. Please see Appendix B.

At its March 22, 2024 meeting, PEO’s Audit and Finance Committee (AFC) reviewed and discussed the information provided by EC and passed a motion recommending that Council direct its member representative to vote “in favour” in respect of this item at the EC AMM on May 25, 2024.

### Considerations

- Risks
  - External financial risks related to Engineers Canada budget if the recommendation is not approved by EC Members.
- Equity
  - The per capita assessment fee is the same amount for all provincial and territorial regulators.
- Costs and financial impacts
  - The proposed change to \$10 per capita fee for 2026 is \$2 more than the cost for 2024 and 2025; and \$0.21 less than the per capita cost for 2023, which is \$10.21.
  - The year-to-year financial implications are shown in the chart below.

Year	PCAF Actual \$ Amount (A)	PCAF Proposed \$ Amount (B)	(Est) <sup>1</sup> Number of Members (C)	PEO Cost (AxC or BxC)	Year to Year Change in PEO Cost (\$)	2023 to 2026 Change in PEO Cost
2023	10.21	n/a	101,247	\$1,033,732	n/a	-\$22,222
2024	8.00	n/a	101,151	\$809,208	-\$224,524	
2025	8.00	n/a	101,151	\$809,208	No change	
2026	n/a	10.00	101,151	\$1,011,510	+\$202,302	

### Stakeholder Engagement

N/A for PEO. Please review Appendix A to review the process used by EC to make its recommendation.

### Recommendation(s)

None from staff. AFC to recommend to Council whether PEO’s representative should vote for, against, or abstain when voting in relation to this item at EC’s May AMM. Council also has the option of not directing the representative on how to vote on a motion, in which case the representative may vote based on the debate.

### Next Steps

April 5, 2024 Council meeting for decision; and May 25, 2024 EC AMM.

**Prepared By:** Meg Feres – Manager, Council Operations

<sup>1</sup> Estimates provided by Finance department

## BRIEFING NOTE: For decision

2024 budget and 2026 Per Capita Assessment		4.3
Purpose:	To approve the 2024 budget and recommend the amount of the 2026 Per Capita Assessment Fee (PCAF) to the Members	
Link to the Strategic Plan/Purposes:	Board responsibility: Hold itself and its Direct Reports accountable Board responsibility: Provide ongoing and appropriate strategic direction	
Link to the Corporate Risk Profile:	Financial compliance (operational risk) Reduced long-term financial viability (Board risk)	
Motions to consider:	<ol style="list-style-type: none"> <li>1. THAT the Board, on recommendation of the FAR Committee, approve the 2024 budget, including an operational budget of \$11.7 M, and a project budget of \$3.6 M.</li> <li>2. THAT the Board, on recommendation of the FAR Committee, recommend to the Members that the 2026 Per Capita Assessment Fee be set to \$10.00 per Registrant.</li> </ol>	
Vote required to pass:	Two-thirds majority, as per articles 5.7 b) and 5.8 b) of the Bylaw	
Transparency:	Open session	
Prepared by:	Derek Menard, Director, Finance Joan Bard Miller, Manager, Governance and Board Services	
Presented by:	Dawn Nedohin-Macek, Chair of the FAR Committee	

### Problem/issue definition

- The Board is required to ensure that an annual budget is developed that outlines the resources required to enable the Strategic Plan and deliver on Engineers Canada's 10 Core Purposes.
- As per article 7 of the [Bylaw](#), the Board is also required, by January 2024, to recommend to the Members the amount of the Per Capita Assessment Fee (PCAF) that will be in effect as of January 2026. The PCAF is a key source of Engineers Canada's revenue.

### Proposed action/recommendation

- Approve the proposed 2024 budget and authorize the use of reserve funds.
- Recommend the 2026 PCAF to the Members, for their review and approval at the 2024 annual meeting of Members (AMM).

### Financial implications

- The proposed 2024 budget has a deficit of \$4,785,024 with revenues of \$10.5 million and total expenses of \$15.3 million. \$3,600,844 of total spending relates to significant projects, which are to be funded by drawing down unrestricted net assets (reserves).
  - With significant projects excluded, the operating budget is in a \$1,184,180 deficit position.
- Revenues are to see a decrease of \$683,655 compared to the 2023 budget.
- Operating expenses are \$11.7 million, a 4.6% decrease from 2023 (operating expenses of \$12.3 million).

### Benefits

- The Board has approved deficit budgets in recent years, and significant funding on projects included in the 2022-2024 strategic plan, to draw down on the unrestricted reserves which had grown far beyond their \$1 million minimum target level. Allowing the organization's unrestricted net assets to grow unconstrained could have put the organization's not-for-profit status at risk.

- Growth in the unrestricted reserves was largely due to the acquisition of \$2 million per year in affinity funds that would have gone to Professional Engineers Ontario (PEO) had it joined the TDI affinity program. 2024 will be the first full year in which PEO will avail itself of the \$2 million in affinity funds, thus materially impacting the future rate at which the unrestricted reserves will grow. As a result, it is necessary to return to a balanced operating budget.
- Reductions in expenses by 4.6% are a step toward returning to a balanced budget while not depleting the net assets below the target levels, set in Board policy 7.12, *Net assets*. Another 6% reduction in operating expenses will be required in 2025 to achieve a break-even operating budget in 2026.

### Other options considered

- The current budget follows a draft version prepared by staff and presented to the FAR Committee and Board in August and October 2023, respectively. At the October Board meeting, the Board requested three revisions to the draft budget. The current version has been revised as follows.

<b>Details on 2024 budget changes</b>	
Change winter board meeting to in-person	117,741
Board workshop (guest and hospitality costs)	<u>(37,421)</u>
Net increase	<u>80,320</u>
CEO succession plan	<u>100,000</u>
<b>Total</b>	<b><u>180,320</u></b>

- Three options for the PCAF were presented for consideration in the budget memo.
- Although the FAR Committee originally supported a PCAF of \$9 per registrant in 2026, discussion at the Board meeting revealed a preference for a more aggressive increase to \$10 per registrant in 2026.
- The PCAF was reduced to \$8 per registrant for 2024 and 2025, as a means to reduce the large unrestricted reserve balance created by PEO not participating in the TDI affinity program, thus reducing revenue by an estimated \$684 thousand (6%) per annum.
- The PCAF was set at \$10.21 per registrant from 2006-2023. Had there been fee increases from 2007 to 2023 that aligned with Statistics Canada annual Consumer Price Index, the current PCAF would be \$14.83.

### Consultation

- At its meeting on October 17, the FAR Committee reviewed and supported the final proposed 2024 budget and PCAF recommendation. The latter is based on projected revenue and expenses for 2024, 2025, and 2026.
- The Board discussed the proposed budget and PCAF at its October 5, 2023, meeting. Directors have had the opportunity to consult with their councils and provide feedback since then.

### Risks

- The budget must align with the priorities established by the Board and Members, and address Regulator needs.

### Next steps (if motion approved)

- The CEO will report on the financial status of the overall budget and the projects funded from reserves at the regularly scheduled FAR Committee meetings in 2024.

- Members will be immediately informed of the proposed 2026 PCAF and this item will be placed on the May 2024 AMM agenda for approval.

### **Appendices**

- **Appendix 1:** 2024 budget memo
- **Appendix 2:** Revenue and portfolio detail analysis sheets

## Engineers Canada budget 2024

This budget is presented for approval by the Engineers Canada Board of Directors on December 4, 2023.

### Highlights

- a) The 2024 budget includes \$10.5 million in revenue and \$15.3 million in expenses.
- b) Capital expenditures for 2024 are estimated to be \$77,000.
- c) The projected unrestricted balance at end of 2024 is \$4.8 million.
- d) The significant projects to be funded from reserves are:
  - Strategic priorities:**
  - Investigate and validate the purpose and scope of accreditation
  - Strengthen collaboration and harmonization
  - Accelerate 30 by 30
  - Foster trust and the value of licensureThis results in total project-related spending of \$3,600,844 in 2024.
- e) Based on the projected revenues and expenses, it is proposed that the Board recommend to the Members that the 2026 Per Capita Assessment fee be increased to \$10.00 per registrant.

### 2024 Budget summary

The proposed 2024 budget has a deficit of \$4,785,024. Note that \$3,600,844 of total spending relates to significant projects, which are to be funded by drawing down on reserves. With significant projects excluded, the operating budget is in a \$1,184,180 deficit position.

Expenditures have two (2) main components: operating expenses and expenditures related to significant projects. The 2024 operating expenses are \$11.7 million, a decrease of 4.6% or \$567,535 from 2023 where operating expenses were \$12.3 million. The FAR committee approved the 2024 budget envelope assumptions which had an operational expense reduction target of between \$600,000 to \$740,000, net of the \$100,000 allocated to the CEO succession plan. Additional details for the operating expenses are included in the portfolio detail analysis sheets.

Revenues are to see a decrease of \$683,655, or 6%, compared to the 2023 budget. The decrease is principally driven by the reduction in the Per Capita Assessment fee to \$8 from \$10.21 in 2023. A detailed breakdown of revenue is included in the portfolio detail analysis sheets.

### Budget process

- Engineers Canada's annual budget preparation begins with the determination of the specific initiatives that will be carried out in the upcoming year. These initiatives are developed by the senior leadership team to ensure alignment with strategic and operational priorities.
- Subsequently, the budget assumption envelope is prepared and presented for approval at the Finance, Audit, and Risk (FAR) Committee's first meeting in June.
- Once approved, revenue and cost estimates are prepared and reviewed by the senior leadership team, and a draft budget is then presented for review by the FAR Committee.

### Estimates and assumptions

The following estimates and assumptions have been used in the development of the budget:

- Annual dues are calculated based on membership projections provided by Regulators.
- TD Insurance home and auto insurance program revenues are calculated using estimates provided directly by TD Insurance.

- An operational expense reduction target of between \$600,000 to \$740,000, net of the \$100,000 allocated to the CEO succession plan.
- The human resources (HR) budget (part of the Corporate Services portfolio) includes:
  - 47 full time equivalents (FTEs).
  - salary adjustments based on a salary band review for some employees, with others receiving a 3% cost of living increase. The CPI Increase of 3% is below the 4.2% Statistics Canada CPI rate for the 12-month period ending April 2023.
- The capital budget is developed based on a review of the organization's infrastructure needs including physical facilities and IT.



## 2024 Budget

The 2024 budget has been structured to show the planned allocation of resources to each of Engineers Canada’s core purposes (also referred to as “operational imperatives”) and strategic priorities, as defined in the [Engineers Canada 2022-2024 Strategic Plan](#). Additional detail on planned spending per portfolio is provided in the appendices.

**Table 1 – 2024 Budget**

Category	2024 Budget	2023 Budget	2024 Budget vs 2023 Budget \$	2024 Budget vs 2023 Budget %	Notes
<b>Revenues:</b>					
Revenue – Annual dues	2,576,985	3,230,774	(653,789)	-20%	1
Revenue - Investments	522,438	669,145	(146,707)	-22%	2
Revenue - National programs (Affinity)	7,414,819	7,310,378	104,441	1%	
Revenue – Outreach	30,000	17,600	12,400	70%	
<b>Total revenues:</b>	<b>10,524,243</b>	<b>11,227,897</b>	<b>(703,655)</b>	<b>-6%</b>	
<b>Operating Expenses:</b>					
Accreditation	513,529	452,418	(61,112)	-14%	3
Fostering working relationships	123,981	169,863	45,882	27%	4
Services and tools	119,835	204,620	84,785	41%	5
National programs	784,782	874,396	89,614	10%	6
Advocating to the federal government	78,000	89,922	11,922	13%	
Research and regulatory changes	21,000	18,950	(2,050)	-11%	
International mobility	84,738	103,520	18,783	18%	7
Promotion and outreach	363,100	401,950	38,850	10%	8
Diversity and inclusion	195,550	195,940	390	0%	
Protect official marks	163,650	131,767	(31,883)	-24%	9
Secretariat services	1,232,502	1,411,819	179,317	13%	10
Corporate services	8,047,756	8,240,793	193,037	2%	11
<b>Total Operating Expenses</b>	<b>11,728,422</b>	<b>12,295,957</b>	<b>567,535</b>	<b>4.6%</b>	
<b>Operating Surplus/(Deficit)</b>	<b>(1,184,180)</b>	<b>(1,068,060)</b>	<b>(116,120)</b>		
<b>Projects Spending:</b>					
<b>2022-2024 Strategic Plan</b>					
Investigate and validate the purpose and scope of accreditation	622,637	1,035,655	413,018	40%	12
Strengthen collaboration and harmonization	2,731	164,275	161,544	98%	12
Accelerate 30 by 30	268,622	328,133	59,511	18%	12
Reinforce trust and the value of licensure	2,706,854	2,848,013	141,158	5%	12
	<b>3,600,844</b>	<b>4,376,076</b>	<b>775,232</b>	<b>18%</b>	

<b>2019-2021 Strategic Plan</b>					
SP1: Accreditation Improvement Program	-	82,108	82,108	100%	
	-	<b>82,108</b>	<b>82,108</b>	<b>100%</b>	
<b>Other Projects</b>					
Mobility Register Improvement Project	-	70,800	70,800	100%	
	-	<b>70,800</b>	<b>70,800</b>	<b>100%</b>	
<b>Total Project Spending</b>	<b>3,600,844</b>	<b>4,528,983</b>	<b>928,139</b>	<b>20%</b>	
<b>Surplus/(Deficit)</b>	<b>(4,785,024)</b>	<b>(5,597,043)</b>	<b>812,020</b>	<b>15%</b>	

### Notes on 2024 budget vs 2023 budget

1. The \$653,789 decrease is mainly due to the 2024 PCAF decreasing to \$8.00 from \$10.21 per registrant, offset by a projected increase of 5,690 registrants (1.8%) in 2024.
2. The \$146,707 decrease of investment revenue is mainly due to the decrease in the overall balance our investment portfolio as we are projecting to utilize \$3.5 million of the investments in 2023 to fund the strategic projects.
3. The accreditation budget has increased due to increased cost of travel for accreditation visits, of which \$42,000 is attributable to the incremental costs of business class airfare, and moving costs for improvement of Tandem, our online accreditation management system, into the operation budget (was previously a project cost as development was ongoing).
4. The budget for Fostering working relationships has decreased due to elimination of one face-to-face meeting for the National Admissions Officials Group, and the CEO group. All regulatory officials groups now meet once per year in person.
5. The budget for Services and Tools has decreased due to a reduced workload and less reliance on consultants by the CEQB.
6. The costs have decreased due to lower actuarial services as we are renegotiating our economic pricing model with TD and are seeking to have those services included as part of the program costs.
7. The budget for International mobility has decreased due to elimination of travel to the meetings of the American organizations ABET (engineering accreditation), NSPE (National Society of Professional Engineers) and NCEES (National Council of Examiners in Engineering and Surveying).
8. The decrease in costs are due a reduction in production costs related to recipient awards program promotion, and a reduction in anticipated AV costs for the awards gala.
9. The increase in costs is based on the number of new trademark opposition cases for the past three years, and the current number of active proceedings, it is expected that the number of trademark oppositions will continue to rise.
10. Various measures have been taken to reduce the Secretariat services budget by \$179,317. The main considerations are as a result of moving meetings to a virtual format (AB winter meeting, AB executive meeting, QB executive meeting), reducing audio visual (AV) requirements and seeking lower cost service providers, eliminating spouse travel and hospitality costs at the Board workshop, and a reduction in consulting fees for the HR Committee. The strategic planning budget decreased as many of the expenses to develop the 2025-2029 strategic plan will be completed in 2023. These reductions were offset by the incremental costs of business class airfare of approximately \$58,000, and the one-time allocation of \$100,000 for the CEO succession plan.
11. The decrease is mainly due to a reduction in consulting, memberships, software subscriptions, facilities related costs, and travel.
12. These items are the strategic priorities under the 2022-2024 Strategic Plan. The costs are in-line with the budget envelope assumptions presented to the FAR committee, and the budget for these items comes from reserves. See the portfolio detail analysis sheets for more information.

## 2024 Budget – Total expenses by operational imperative, including staff costs

The following table is provided for analysis purposes. It shows proposed 2024 spending by core purpose including projects and staff costs (HR component), as represented in the corporate services budget.

**Table 2 – 2024 Budget with staff allocations**

Category	Expenses	HR component	Total	Allocation	Notes
CP 1 - Accreditation	1,136,166	966,124	2,102,290	15%	1
CP 2 - Fostering working relationships	126,712	188,244	314,956	2%	
CP 3 - Services & Tools	119,835	398,599	518,434	4%	
CP 4 - National Programs	74,782	445,360	520,142	4%	2
CP 5 - Advocating to the Fed. Gov't.	78,000	239,190	317,190	2%	
CP 6 - Research	21,000	222,413	243,413	2%	
CP 7 - Int'l Mobility	84,738	302,301	387,039	3%	
CP 8 - Promoting the profession	3,059,954	358,386	3,418,340	23%	3
CP 9 - Diversity & Inclusion	444,172	384,987	829,159	6%	4
CP 10 - Protect official marks	163,650	27,802	191,452	1%	
Secretariat services	1,232,502	407,568	1,640,070	11%	
Corp Services	1,618,654	2,488,128	4,106,782	28%	
<b>Total:</b>	<b>8,160,164</b>	<b>6,429,102</b>	<b>14,589,266</b>	<b>100%</b>	

### Notes

- 1 Includes accreditation business and Strategic Priority 1.1 (Investigate and Validate the Purpose and Scope of Accreditation).
- 2 Net expense with adjustment for related revenues of \$710,000.
- 3 Includes Strategic Priority 2.2 (Foster Trust and the Value of Licensure).
- 4 Net expense with adjustment for related sponsorship revenues of \$30,000.

## 2024 Capital budget

**Table 3 – Capital budget**

Asset Type	2024 Budget	2023 Budget
Office furniture and equipment	\$10,000	\$10,000
Computer hardware	\$57,000	\$38,000
Leasehold Improvements	\$10,000	\$20,000
<b>Total:</b>	<b>\$77,000</b>	<b>\$68,000</b>

In 2024, \$57,000 of the capital budget will be used to replenish computer hardware, based on our 4-year evergreen cycle. In addition, office furniture and equipment costs of \$10,000 will be used to general furniture replacement, and leasehold improvement costs of \$10,000 will be invested in general facilities.

**Status of reserves**

Board policy 7.12, *Net Assets* provides the ability of Engineers Canada to maintain adequate net asset levels and is considered an indication of safety, stability and a prudent resistance to adverse business and economic conditions. The Board’s net asset target levels for the restricted reserves are \$1.5M for legal, \$2M for strategic priorities, and \$2.5M for contingency. The unrestricted reserve target level is no less than \$1 million.

**Table 4 – Reserves**

Year	Net Assets	Legal contingency reserve	Strategic priorities reserve	Contingency reserve	Invested in tangible capital and intangible assets	Unrestricted reserve	Total	Notes
2023	2023 Opening balance	1,500,000	2,000,000	2,500,000	492,588	12,541,587	19,034,175	1
	Additions to capital assets				68,000	(68,000)		
	Amortization of capital assets				(200,174)	200,174		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2023 surplus/(deficit)					(3,122,138)		
	<b>Projected 2023 closing balance</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>403,098</b>	<b>9,508,939</b>	<b>15,912,037</b>	
2024	Additions to capital assets				77,000	(77,000)		
	Amortization of capital assets				(206,735)	206,735		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2024 surplus/(deficit)					(4,785,024)		
		<b>Projected 2024 closing balance</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>316,047</b>	<b>4,810,966</b>	<b>11,127,014</b>
2025	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(75,000)	75,000		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2025 surplus/(deficit)					(1,469,267)		
		<b>Projected 2025 closing balance</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>383,731</b>	<b>3,273,685</b>	<b>9,657,427</b>
2026	Additions to capital assets				100,000	(100,000)		
	Amortization of capital assets				(50,000)	50,000		
	Amortization of leasehold inducements				42,684	(42,684)		
	Projected 2026 surplus/(deficit)					(756,747)		2
		<b>Projected 2026 closing balance</b>	<b>1,500,000</b>	<b>2,000,000</b>	<b>2,500,000</b>	<b>476,415</b>	<b>2,424,264</b>	<b>8,900,680</b>

Note 1 - Agreed to 2022 audited financial statements

Note 2 - See paragraph below for additional information

The current 2026 projected deficit of \$756,747 assumes a Per Capita Assessment fee of \$10 in 2026.

**Three-year projection: 2024 -2026**

The following table shows projections on future revenues and expenditures for the years 2024-2026.

**Table 5 – Three-year projection (in 000's)**

Category	2024	2025	2026	Notes
<b>Revenues:</b>				
Revenue-Annual dues	2,577	2,549	2,907	1
Revenue-Investments	522	458	444	
Revenue - National programs	7,415	7,472	7,517	2
Revenue - Outreach	30	30	30	
<b>Total revenues:</b>	<b>10,544</b>	<b>10,509</b>	<b>10,899</b>	
<b>Operating Expenses:</b>				
Accreditation	514	514	514	
Fostering working relationships	124	124	124	
Service and tools	120	120	120	
National programs	785	785	785	
Advocating to the federal government	78	78	78	
Research and regulatory changes	21	21	21	
International mobility	85	85	85	
Promotion and outreach	363	363	363	
Diversity and inclusion	196	196	196	
Protect official marks	164	164	164	
Secretariat services	1,233	1,133	1,133	
Corporate services	8,048	8,048	8,048	
Required operating expense savings vs 2024	-	(650)	(650)	3
<b>Total Operating Expenses</b>	<b>11,728</b>	<b>10,978</b>	<b>10,978</b>	
<b>% Increase/(decrease) in operating expenses</b>		<b>-6%</b>	<b>0%</b>	
<b>Operating Surplus/(Deficit)</b>	<b>(1,184)</b>	<b>(470)</b>	<b>243</b>	
<b>Projects Spending:</b>				
<b><u>2022-2024 Strategic Plan</u></b>				
Investigate and validate the purpose and scope of accreditation	623	-	-	4
Fostering Relationships – Strengthen collaboration and harmonization	3	-	-	4
EDI – Accelerate 30 by 30	269	-	-	4
Communications – Foster trust and the value of licensure	2,707	-	-	4
	<b>3,601</b>	-	-	
<b><u>2025-2029 Strategic Plan</u></b>				
	-	1,000	1,000	
<b>Total Project Spending</b>	<b>3,601</b>	<b>1,000</b>	<b>1,000</b>	
<b>Surplus/(Deficit)</b>	<b>(4,785)</b>	<b>(1,470)</b>	<b>(757)</b>	

### **Notes on projections**

1. Annual dues revenue assumes a PCAF of \$8 in 2024 and 2025 and increases to \$10 in 2026. The total number of members is predicted to decrease by 1.1% in 2025 and increase by 1.6% in 2026.
2. TD affinity revenues are based on the 5-year projections provided by TD, which call for a 0.5% and 0.25% increase in 2025 and 2026, respectively, for Engineers Canada's portion.
3. With PEO joining the TD affinity program we must continue to reduce our operating costs to produce a balanced operational budget and ensure we are able to maintain the board mandated minimum unrestricted reserve of \$1.0 million. These cost reductions are in comparison to the 2024 budgeted operating costs.
4. These budgets are based on the current planning for the strategic priorities (2022-2024) and will be adjusted as the projects progress. The \$1,000,000 included for 2025 and 2026 are a placeholder for financial modelling purposes and will be revised once the next strategic plan is approved.

### **Assumptions**

These projections assume Engineers Canada maintaining a similar scope of work and strategic direction from 2024 through 2026.

In preparing the projection for operating expenses and with the goal of returning to a balanced operating budget a reduction of 6% or \$650K was assumed in 2025 and an increase of 0% in 2026.

2024 project cost projections are based on the 2022-2024 strategic priorities and currently available information, the \$1,000,000 included for 2025-2026 is placeholder for financial modelling purposes and will be revised once the new strategic plan (2025-2029) is approved.

### Proposed 2026 Per Capita Assessment Fee

As per section 7 of the Engineers Canada [Bylaw](#), the Board must provide a proposal for the 2026 Per Capita Assessment Fee (PCAF). Projections for the 2027 and 2028 unrestricted reserve balance are also provided, as per Regulators’ request. The proposed PCAF has been established with due consideration of expenses (operating, project, and strategic) and revenue. The following assumptions were made in the calculation of the proposed PCAF:

1. The revenue received from the PCAF is based on the member estimates from Regulators up until 2026 and is increased 2% year-over-year for 2027 and 2028.
2. The revenue received from affinity programs is based on projections from the program providers.
3. Operating expenses will decrease by \$650,000 or 6% in 2025, 0% in 2026, and increase by 3% in 2027 and 2028.
4. Spending from 2025 to 2028 on the new strategic priorities is \$1.0M per year.

### Table 6 – Projected Unrestricted Reserve Balances

The following tables show the projected summarized statement of operations and unrestricted reserve balances by year based on the above assumptions.

**Scenario 1:** assumes a \$8.00 PCAF in 2026, \$9.00 in 2027, and \$10 in 2028.

<i>Statement of Operations (in 000's)</i>		PCAF=			
		\$8	\$9	\$10	
Category	2024 Budget	2025 Projections	2026 Projections	2027 Projections	2028 Projections
Total Revenues	10,544	10,509	10,576	11,015	11,483
Total Operating Expenses	11,728	10,978	10,978	11,308	11,628
<i>% Increase/(decrease) in operating expenses</i>		-6%	0%	3%	3%
Operating Surplus/(Deficit)	(1,184)	(470)	(403)	(293)	(146)
Total Project Spending	3,601	1,000	1,000	1,000	1,000
Surplus/(Deficit)	(4,785)	(1,470)	(1,403)	(1,293)	(1,146)

### Unrestricted Reserve Projections (in 000's)

	2024 Budget	2025 Projections	2026 Projections	2027 Projections	2028 Projections
Opening balance	9,509	4,811	3,274	1,778	393
Additions to capital assets	(77)	(100)	(100)	(100)	(100)
Amortization of capital assets	207	75	50	50	50
Amortization of leasehold inducements	(43)	(43)	(43)	(43)	(43)
<b>Projected surplus/(deficit)</b>	<b>(4,785)</b>	<b>(1,470)</b>	<b>(1,403)</b>	<b>(1,293)</b>	<b>(1,146)</b>
<b>Projected closing balance</b>	<b>4,811</b>	<b>3,274</b>	<b>1,778</b>	<b>393</b>	<b>(846)</b>

**Scenario 2:** assumes a \$9.00 PCAF in 2026, \$10.00 in 2027, and \$11 in 2028.

<i>Statement of Operations (in 000's)</i>		PCAF=	\$9	\$10	\$11
Category	2024 Budget	2025 Projections	2026 Projections	2027 Projections	2028 Projections
Total Revenues	10,544	10,509	10,899	11,345	11,819
Total Operating Expenses	11,728	10,978	10,978	11,308	11,628
% Increase/(decrease) in operating expenses		-6%	0%	3%	3%
Operating Surplus/(Deficit)	(1,184)	(470)	(80)	36	190
Total Project Spending	3,601	1,000	1,000	1,000	1,000
Surplus/(Deficit)	(4,785)	(1,470)	(1,080)	(964)	(810)

**Unrestricted Reserve Projections (in 000's)**

	2024 Budget	2025 Projections	2026 Projections	2027 Projections	2028 Projections
Opening balance	9,509	4,811	3,274	2,101	1,045
Additions to capital assets	(77)	(100)	(100)	(100)	(100)
Amortization of capital assets	207	75	50	50	50
Amortization of leasehold inducements	(43)	(43)	(43)	(43)	(43)
Projected surplus/(deficit)	(4,785)	(1,470)	(1,080)	(964)	(810)
Projected closing balance	4,811	3,274	2,101	1,045	143

**Scenario 3:** assumes a \$10.00 PCAF in 2026, \$11.00 in 2027, and \$12 in 2028.

<i>Statement of Operations (in 000's)</i>		PCAF=	\$10	\$11	\$12
Category	2024 Budget	2025 Projections	2026 Projections	2027 Projections	2028 Projections
Total Revenues	10,544	10,509	11,222	11,674	12,155
Total Operating Expenses	11,728	10,978	10,978	11,308	11,628
% Increase/(decrease) in operating expenses		-6%	0%	3%	3%
Operating Surplus/(Deficit)	(1,184)	(470)	243	366	526
Total Project Spending	3,601	1,000	1,000	1,000	1,000
Surplus/(Deficit)	(4,785)	(1,470)	(757)	(634)	(474)

**Unrestricted Reserve Projections (in 000's)**

	2024 Budget	2025 Projections	2026 Projections	2027 Projections	2028 Projections
Opening balance	9,509	4,811	3,274	2,424	1,697
Additions to capital assets	(77)	(100)	(100)	(100)	(100)
Amortization of capital assets	207	75	50	50	50
Amortization of leasehold inducements	(43)	(43)	(43)	(43)	(43)
Projected surplus/(deficit)	(4,785)	(1,470)	(757)	(634)	(474)
Projected closing balance	4,811	3,274	2,424	1,697	1,131



**Recommendation for the 2026 Per Capita Assessment Fee (PCAF):**

Based on the above, it is recommended that the PCAF increase by \$2.00 to \$10.00 for 2026 (scenario 3). The increase will result in an increase in revenues of \$646K in 2026 in comparison to the 2025. Under this scenario and coupled with the projected operating cost reductions in 2025 (6% or \$650K), we are projecting to achieve a small surplus operating budget in 2026 of \$243K. This would result in an unrestricted reserve balance of \$2.4 million at the end of 2026, above the Board-mandated minimum of \$1.0 million.

**Value per Member**

The value per member table below is provided for information purposes, it illustrates the total dollar value each member receives based on the currently proposed 2024 budgeted expenses.

2024 Budgeted Operating Expenses	\$11,728,422
2024 Budgeted Project Expenses	<u>\$3,600,844</u>
	<b><u>\$15,329,266</u></b>
Projected number of Members in 2024	322,123
<b>Value Per Member in 2024</b>	<b><u>\$48</u></b>

**Revenue**

**Detail analysis**

**Description:** Engineers Canada revenues are made up of two (2) main components: affinity program sponsorships and the annual dues received from Regulators. These two (2) components are expected to make up 86% of the 2024 revenues. The remaining portion contains revenues that are for specific endeavours which have related expenses such as the Secondary Professional Liability Insurance Program (SPLIP), the sponsorships of the awards gala, spring meeting, and outreach programs, and Engineering Deans Canada (EDC) revenues. These five (5) components make up 9% of total revenues. The final 5% of revenues are made up of income and appreciation of investments, rent revenue, and interest earned on bank balances.

**Budget details**

Number	Description	2024 Budget	% of Total	2023 Budget	Change
1	Affinity and Insurance Programs Revenue	6,517,319	61.8%	6,434,262	83,057
2	Provincial Annual Dues Revenue	2,576,985	24.4%	3,230,774	(653,789)
3	SPLIP Revenue	710,000	6.7%	688,616	21,384
4	Changes in the Fair Value of Investments	250,000	2.4%	311,644	(61,644)
4	Investment Income	212,000	2.0%	300,000	(88,000)
5	Awards Sponsorship Revenue	175,000	1.7%	175,000	-
6	EDC Revenue	44,298	0.4%	41,361	2,937
7	Future City Revenue	-	0.0%	17,600	(17,600)
8	Outreach Sponsorship Revenue	30,000	0.3%	-	30,000
9	Rent Revenue	11,340	0.1%	11,340	-
10	AGM Sponsorship Revenue	12,500	0.1%	12,500	-
11	Interest Bank Accts (CND) Revenue	4,800	0.0%	4,800	-
<b>Total Revenue</b>		<b>10,544,243</b>	<b>100%</b>	<b>11,227,897</b>	<b>(683,655)</b>

**Rationale for 2024 budget:**

1. The affinity program revenues for 2024 are determined by the agreements signed, the largest of which is the TD Insurance home and auto insurance program. 2018 was the first year of a 12-year agreement with TD Insurance for the home and auto insurance program. The 2024 TD Insurance revenues are calculated based upon the total written premium value for 2023. This figure will not be known with certainty until early in 2024. The 2024 estimate is based upon total written premium projections (\$360M) provided by TD Insurance.
2. The annual dues from Regulators are calculated based on the annual membership level estimates received from each Regulator. Based on the 2024 membership projections received (322,123 members vs the 2023 budget of 316,432), Engineers Canada is predicting a decrease of \$654K in annual dues in 2024 as the PCAF has been reduced to \$8.00 from \$10.21 in 2023- .
3. SPLIP program revenues are based on estimates for 2024 participation levels. These estimates show a slight increase from 2023. This is a flow-through revenue which is offset by an equivalent expenditure.

4. The investment income has decreased by \$150K mainly due to the decrease in the overall balance our investment portfolio as we are projecting to utilize \$3.5 million of the investments in 2023 to fund the strategic projects.
5. Awards sponsorships are the same as in 2023. This is a flow-through revenue which is offset by an equivalent expenditure.
6. The EDC revenue is a flow-through revenue that is offset by an equivalent expenditure.
7. These are funds to support the Future City project; the multi-year funding agreement ends in 2023. This is a flow-through revenue which is offset by an equivalent expenditure.
8. Outreach sponsorships are for the National Engineering Month (NEM), and the annual 30 by 30 conference. This is a flow-through revenue which is offset by an equivalent expenditure.
9. These revenues are from renting out space at the Engineers Canada office.
10. No change in 2024. This is a flow-through revenue which is offset by an equivalent expenditure.
11. These revenues represent excess short-term cash from operations that are kept in an interest-bearing savings account.

**Changes to budget since the October Board meeting:**

- None
-

**Accreditation  
2024 Portfolio detail analysis**

**Portfolio:** Accreditation business and improvements to the accreditation processes and systems.

**Description:** This portfolio contains all the work in Core Purpose 1 (the regular business of the CEAB) and Strategic Priority 1.1, *Investigate and Validate the Purpose and Scope of Accreditation (SP1.1)*.

**Budget details:**

Cost element	2024
1. Accreditation business	\$513,529
2. Investigate and validate the purpose and scope of accreditation (SP1.1)	\$622,637
<b>Totals</b>	<b>\$1,136,166</b>

**Rationale for 2024 budget:**

1. This includes the costs for program visits, the costs for training of CEAB members, visitors and staff from the higher education institutions (HEIs), and the cost associated with ongoing relationship management with educators, Engineering Deans Canada (EDC) and the Canadian Engineering Education Association (CEEA), and the cost to produce the Accountability in Accreditation annual report. Travel costs account for 77% of this cost element.
2. This project will develop, in collaboration with Regulators, HEIs and other Key Stakeholders, a new national academic requirement for licensure, a purpose of accreditation and a path forward for all Engineers Canada systems. In 2024, the project team will finalize the purpose of accreditation and the academic requirement for licensure and create the final Path Forward Report. Most costs are related to either travel and face-to-face events (15%) for the various working and advisory groups, or fees for the project consultant.

**Notes:**

- The revised board policy 7.1 *Board, committee and other volunteer expenses* has impacted the cost of accreditation business, specifically the cost for business class airfare travel of CEAB members to HEIs for visits. The additional cost is approximately \$42,000.

**Considerations for the Board:**

- The CEAB's total 2024 operating budget is \$758,435 versus \$758,158 in 2023. This is the total of cost element 1 above plus costs to host CEAB meetings included in the secretariat services portfolio detail analysis.

**Changes to budget since the October Board meeting:**

- None

**Fostering relationships among the Regulators  
2024 Portfolio detail analysis**

**Portfolio:** Fostering relationships between the Regulators’ staff and volunteers.

**Description:** This portfolio contains all the work under Core Purpose 2, including supporting the officials' groups, the CEO Group and the Presidents Group, as well as Strategic Priority 1.2, *Strengthen collaboration and harmonization* (SP1.2).

**Budget details:**

Cost element	2024
1. Officials’ groups	\$100,490
2. CEO Group	\$23,491
3. Strengthen collaboration and harmonization (SP1.2)	\$2,731
<b>Totals</b>	<b>\$126,712</b>

**Rationale for 2024 budget:**

1. This includes the costs to host one (1) face-to-face meeting for the National Practice Officials Group, the National Discipline & Enforcement Officials Group, and the National Admissions Officials Group.
2. This includes the costs for hosting three (3) face-to-face CEO Group meetings, as well as support for airfare and accommodation costs for Regulators with less than 2,500 registrants (Engineers PEI, NAPEG, and Engineers Yukon) to attend the July meeting, and the airfare costs for Regulators with between 2,500 and 10,000 registrants to attend the July meeting.
3. Strategic Priority 1.2, *Strengthen collaboration and harmonization*, will conclude in 2024 with the signature of a Statement of Collaboration at the May Annual Meeting of Members (AMM). This year’s costs are for translation and for travel so that staff working on the project can attend the AMM.

**Considerations for the Board:**

- These meetings are a valuable service in the eyes of the Regulators and a key opportunity for Engineers Canada staff to collaborate with Regulator staff.

**Changes to budget since the October Board meeting:**

- None

**Providing services and tools for regulation and professional practice  
2024 Portfolio detail analysis**

**Portfolio:** Providing services and tools that enable assessment, facilitate national mobility, and foster excellence in engineering practice and regulation. These services are provided by both the CEQB (through examination syllabi, guidelines, and papers) and by Engineers Canada staff.

**Description:** This portfolio contains all the work in Core Purpose 3, including the work plan of the CEQB, and the National Membership Database (NMDB).

**Budget details:**

Cost element	2024
1. CEQB work plan items (as currently proposed)	\$55,835
2. National Membership Database- maintenance	\$64,000
<b>Totals</b>	<b>\$119,835</b>

**Rationale for the 2024 budget:**

1. This includes budget for the delivery of the proposed CEQB 2024 work plan, as follows:

Paper on emerging areas of engineering practice	Carried forward	\$23,000
Guideline on fitness to practice	Carried forward	\$27,000
Guideline on duty to report	Carried forward	in-house
Guideline on the use of new technologies in engineering		in-house
Review of six (6) existing guidelines		In-house
Updates to three (9) syllabi		In-house
Liaison with the Regulators (Officials groups and individual Regulators) and translation costs	n/a	\$5,835
<b>TOTAL</b>		<b>\$55,835</b>

2. This is the annual hosting and maintenance cost for the national membership database (NMDB).

**Considerations for the Board:**

- The CEQB’s total 2024 budget is \$172,500, versus \$276,197 in 2023. This is the cost to deliver on their work plan, as presented here, plus the costs to host CEQB meetings included in the secretariat services portfolio detail analysis.
- The CEQB uses consultants to support the delivery of some work plan items.
- The majority of work undertaken by the CEQB is multi-year and items will carry forward to 2025.
- The NMDB is a tool used by Regulators to facilitate the licensure of individuals who are already licensed by another Canadian jurisdiction. Eleven (11) Regulators access the NMDB to check the licensure status of such applicants, and five (5) Regulators upload data about their own applicants (with three (3) others working to join this group).

**Changes to budget since the October Board meeting:**

- None

**Offering national programs  
2024 Portfolio detail analysis**

**Portfolio:** Offering national programs

**Description:** This portfolio contains the items from Core Purpose 4, which relate to the costs for the affinity programs.

**Budget details:**

Cost element	2024
1. Affinity programs	\$69,782
2. Secondary Professional Liability Insurance Program (SPLIP)	\$715,000
<b>Totals</b>	<b>\$784,782</b>

**Rationale for 2024 budget:**

1. This includes consultant fees, marketing and promotional materials, and travel and meeting costs.
2. This is a flow-through cost (i.e., this expense is balanced by an equal amount of revenue). The Secondary Professional Liability Insurance Program (SPLIP) protects members who are in good standing. Ten (10) of the twelve (12) Regulators participate in the program; PEO and OIQ do not participate. The SPLIP ensures that the member, the public, and the reputation of the engineering profession stay protected in numerous cases involving professional services. Engineers Canada manages the SPLIP on behalf of the participating Regulators.

**Considerations for the Board:**

- No additional considerations.

**Changes to budget since the October Board meeting:**

- None

**Advocating to the federal government  
2024 Portfolio detail analysis**

**Portfolio:** Advocating to the federal government

**Description:** This portfolio contains all the items under Core Purpose 5 (CP5), including ongoing work of the advocacy sub-strategy.

**Budget details:**

Cost element	2024
1. Legislative monitoring	\$35,850
2. External Public Affairs consultant	\$35,000
3. Public Affairs Advisory Committee	\$600
4. Public policy initiatives	\$2,550
5. Federal government panels	\$4,000
<b>Totals</b>	<b>\$78,000</b>

**Rationale for 2024 budget:**

This includes budget for all advocacy activities including ongoing activities and activities recommended in the CP5 sub-strategy:

1. Legislative monitoring: retention of a public affairs firm to ensure better monitoring of federal legislation affecting the regulation of engineering and the engineering profession.
2. For 2024, there will be no Hill Day. Hill Day funds will be reallocated to hire an external Public Affairs consultant for targeted government relations work.
3. For 2024, all Public Affairs Advisory Committee (PAAC) meetings will be virtual. \$600 has been set aside to provide lunch for members as they participate remotely in the meetings.
4. Public policy initiatives and translation services: the costs of public policy initiatives (travel cost for meetings with parliamentarians, registration to events, etc.) and translation services.
5. Federal government panels: the costs associated with travelling to participate and represent Engineers Canada in meetings of federal committees and consultation panels outside Ottawa where travel costs are not covered by the federal government. This includes, for example, meetings of the Natural Resources Canada Adaptation Panel Plenary held in the spring and fall.

**Considerations for the Board:**

- Engineers Canada will prioritize ongoing program work and dedicated advocacy efforts to maintain positive relations with the federal government, ensuring our continued role as a trusted advisor on engineering regulation and profession-related matters.
- Allocating sufficient resources to sustain advocacy initiatives and fostering strong relationships with federal policymakers is essential to maintain our influence in shaping policies and regulations.

**Changes to budget since the October Board meeting:**

- None



**Monitoring, researching, and advising on engineering and regulation  
2024 Portfolio detail analysis**

**Portfolio:** Research into the engineering profession and professional regulation in general

**Description:** This portfolio contains all the work in Core Purpose 6, monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession as well as Strategic Priority 1.3, *Support regulation of emerging areas (SP1.3)*.

**Budget details:**

Cost element	2024
1. Emerging areas (SP1.3)	\$14,000
2. Research paper	\$7,000
<b>Totals</b>	<b>\$21,000</b>

**Rationale for 2024 budget:**

1. This includes costs for translation of an emerging areas paper on Energy Engineering.
2. This includes costs for translation of a regulatory research paper on multi-disciplinary engineering practice.

**Considerations for the Board:**

- The Regulators are consulted in the selection of the topics for the emerging areas paper and the research paper and participate on advisory groups for the development of those papers.

**Changes to budget since the October Board meeting:**

- None

**International mobility of engineering work and practitioners  
2024 Portfolio detail analysis**

**Portfolio:** International mobility of engineering work and practitioners

**Description:** This portfolio contains the items under Core Purpose 7, including: memberships in, and attendance at, international organizations and their conferences; maintenance and development of mobility agreements at both the academic and full professional level; and maintenance and improvements to our foreign credential recognition tools ([EngineerHere.ca](http://EngineerHere.ca) website, International Institutions and Degrees Database (IIDD), and customer support to Regulators and the public).

**Budget details:**

Cost element	2024
1. International organizations (IEA)	\$50,820
2. Foreign credential recognition tools	\$24,918
3. Mobility register maintenance	\$9,000
<b>Totals</b>	<b>\$84,738</b>

**Rationale for 2024 budget:**

1. This includes the costs for three (3) people to attend the annual meeting of the International Engineering Alliance (IEA) in India, as well as the annual membership fees.
2. This includes the cost to host and maintain the International Institutions and Degrees Database (IIDD), as well as the cost of upkeeping the EngineerHere.ca website and implementing Regulator-requested updates.
3. This represents the annual operating costs for the new mobility register. Maintaining a register is a condition of membership in the IEA’s International Professional Engineers’ and APEC Engineers’ agreements (IPEA and APEC-EA).

**Considerations for the Board:**

- The IIDD is a tool used by Regulators to evaluate the academic formation of international engineering graduates. The tool includes information from 250 countries with detailed information on more than 4,000 institutions, and over 15,000 engineering programs.

**Changes to budget since the October Board meeting:**

- None

**Promoting recognition of the value of engineering and sparking interest in the next generation  
2024 Portfolio detail analysis**

**Portfolio:** Promotion and outreach

**Description:** This portfolio contains all the work under Strategic Priority 2.2, *Reinforce trust and the value of licensure* (SP2.2) and Core Purpose 8, to foster recognition of the profession (promotion) and to spark interest in the next generation of engineers (outreach), including: implementation of a new sub-strategy for the portfolio; ongoing work; and operation of the awards, scholarships, and fellowships programs.

**Budget details:**

Cost element	2024
1. Promotion and outreach	\$137,500
2. Awards, scholarships, and fellowships	\$225,600
3. Reinforce trust and the value of licensure (SP2.2)	\$2,706,854
<b>Totals</b>	<b>\$3,069,954</b>

**Rationale for 2024 budget:**

1. This budget includes: K-12 Development (Girl Guides Canada, Scouts Canada, Future City), Engineering Student Development (Canadian Federation of Engineering Students (CFES), EngiQueers), National Collaborative Outreach Initiatives (National Engineering Month, Community of Practice for Regulator Outreach Staff, Engineering Graduates and EIT/MIT Programming) and Joint Thought Leadership (Sustainability in Practice MOOC, Explore Engineering website, Collective Impact Project).
2. This budget includes operation of the awards program, the scholarship program, and the fellowship program. The majority of the awards and scholarship expenditures are offset by contributions through sponsorship of the spring meetings.
3. Strategic Priority 2.2: Reinforce Trust and Value of Licensure, will update creative assets and strategy based on 2023 results and field the final year of the national marketing campaign under this strategic priority. In addition, engineering graduate outreach continues from its launch in 2023, to be shifted into ongoing operations by the end of the year. Final evaluation of the strategic priority will be conducted.

**Considerations for the Board:**

- No additional considerations.

**Changes to budget since the October Board meeting:**

- None

**Promoting diversity and inclusion in the profession  
2024 Portfolio detail analysis**

**Portfolio:** Diversity and inclusion

**Description:** This portfolio contains all the work under Strategic Priority 2.1, *Accelerate 30 by 30* (SP2.1) and Core Purpose 9, to promote diversity and inclusivity in the profession, including ongoing work and the implementation of the SP2.1 sub-strategy.

**Budget details:**

Cost element	2024
1. Work arising from sub-strategy (SP2.1)	\$268,622
2. Ongoing equity, diversity and inclusion (EDI) work	\$195,550
<b>Totals</b>	<b>\$464,172</b>

**Rationale for 2024 budget:**

1. This budget includes work for SP2.1, including:
  - o consulting fees for the research strategy;
  - o the 30 by 30 conference; and
  - o staff salary for Advisor, Equity and Belonging.

This budget also includes ongoing work to support 30 by 30, including:

- o communication and promotion of 30 by 30 (e.g., 30 by 30 webpage, monthly newsletter, etc.);
  - o developing an employer engagement strategy in consultation with the Regulators;
  - o participation in and promotion of International Women in Engineering Day (INWED), the DiscoverE Persist Series in Canada and other days of national recognition;
  - o sponsoring the Engendering Success in STEM research consortium and participation in their partner meeting;
  - o translation for 30 by 30 communications materials; and
  - o travel to women in engineering conferences, events, and meetings with Regulators on 30 by 30.
2. This budget includes ongoing EDI work under Core Purpose 9, including:
    - o engaging and supporting the Indigenous Advisory Committee with virtual meetings and one in-person meeting in Ottawa in 2024;
    - o support for the Decolonization and Indigenization in Engineering Education Network (DIEEN) sessions;
    - o sponsorship for the American Indian Science and Engineering Society in Canada (AISES in Canada) Gathering;
    - o participation in the Canadian Council for Aboriginal Business (CCAB) Progressive Aboriginal Relations (PAR) Program;
    - o travel to key EDI meetings;
    - o sponsorship for the Women in Engineering Summit (WES);
    - o supporting capacity-building for key engineering organizations focused on increasing representation of equity-deserving groups working towards an engineering profession that
-

- reflects Canadian society (e.g., EngiQueers Canada, Black Engineers of Canada, and Canadian Coalition of Women in Science, Engineering, Trade and Technology (CCWESTT)); and
- data collection, analysis, and production of the National Membership Report.

**Considerations for the Board:**

- No additional considerations.

**Changes to budget since the October Board meeting:**

- None
-

**Protecting official marks  
2024 Portfolio detail analysis**

**Portfolio:** Oversee management, registration, and enforcement of Engineers Canada’s trademarks and official marks and administer the federal incorporation process.

**Description:** This portfolio contains all the work in Core Purpose 10, including the management and enforcement of Engineers Canada’s official marks and trademarks and the administration of the federal incorporation process.

**Budget details:**

Cost element	2024
1. Trademark enforcement	\$156,000
2. Texts and subscriptions	\$7,650
<b>Totals</b>	<b>\$163,650</b>

**Rationale for the 2024 budget:**

1. On behalf of all twelve regulators, Engineers Canada actively opposes the misuses of ‘engineer’ title and its trademarks in Canada. It is difficult to predict the accurate number of potential trademark oppositions in 2024, however, it is noted that the number of active oppositions has been steadily growing in the past three years; and the budget of \$156,000 is based on the same and on an estimate for external law firm fees and filing fees with the government. In the event the opposition matters advance to court proceedings, evidence, arguments, and hearings attract larger fees as they require significant amount of time to prepare and present before the court. Currently, there are about 39 active proceedings and six (6) potential hearings that have been identified.
2. This includes the costs to maintain subscriptions to online legal research databases for one (1) user.

**Considerations for the Board:**

- No additional considerations.

**Changes to budget since the October Board meeting:**

- None

**Secretariat services  
2024 Portfolio detail analysis**

**Portfolio:** Secretariat services

**Description:** This portfolio contains all the Board Responsibilities and the expenses related to supporting the Board, its committees, and Engineering Deans Canada (EDC).

**Budget details:**

Cost element	2024
1. Board and committee meetings	\$782,586
2. Strategic planning and consultation program	\$10,500
3. CEAB meetings	\$244,906
4. CEQB meetings	\$115,851
5. President’s travel	\$30,356
6. Engineering Deans Canada (EDC)	\$48,303
<b>Totals</b>	<b>\$1,232,502</b>

**Rationale for 2024 budget:**

1. This includes costs for: the Board’s February, April, May, September, and December meetings, the May Annual Meeting of Members (AMM), the June Board strategic workshop, and a one-time allocation of \$100,000 to address the CEO succession plan. It also includes all meetings of Board committees and task forces.
2. This includes costs for meetings and translation of strategic plan and related materials.
3. This includes the costs for two (2) face-to-face CEAB meetings, as well as costs for face-to-face meetings of the CEAB’s Policies & Procedures Committee.
4. This includes the costs for two (2) face-to-face CEQB meetings.
5. This includes the costs for the Engineers Canada President (and their guest, if attending a Regulator annual meeting) to travel within Canada. Costs for travel to specific events (e.g. the International Engineering Alliance) are included in each items’ budget.
6. This includes costs for the CEO (or their designate) to attend two (2) EDC meetings and maintain a relationship with the group. It also includes the costs for a contractor to provide secretariat services to the EDC. The EDC pays Engineers Canada for this service, therefore, \$48,303 of this cost is a flow-through.

**Notes:**

- The revised board policy 7.1 *Board, committee and other volunteer expenses* has impacted the cost of secretariat services, specifically the cost for business class airfare travel to Board, CEAB and CEQB meetings. The additional costs are approximately \$58,000.

**Considerations for the Board:**

- The CEAB’s total 2024 budget is \$758,435 versus \$758,158 in 2023. Costs for delivery of ongoing accreditation work items are included in the accreditation portfolio detail analysis.
- The CEQB’s total 2024 budget is \$172,580 versus \$276,197 in 2023. Costs for delivery of work plan items are included in the services and tools portfolio detail analysis.

- The costs for the individual Board meetings are:
  - \$ 124,169 February (winter) meeting
  - \$ 4,978 April (early spring) meeting (virtual meeting)
  - \$ 247,257 May (spring) meeting and AMM
  - \$ 82,952 June Board workshop (BC location)
  - \$ 120,302 September (fall) meeting
  - \$ 6,428 December (late fall) meeting (virtual meeting)

**Changes to budget since the October Board meeting:**

- The Board has requested that the winter meeting be moved back to in-person, and to partially offset the increased costs by eliminating spouse travel and hospitality costs at the June Board workshop. The net increase in costs is \$80,320.
  - With the recent announcement at the October Board meeting of the CEO retiring in June 2024, a one-time allocation of \$100,000 was added to the budget to address the CEO succession plan in 2024.
-



**Corporate services: other  
2024 Portfolio detail analysis**

**Portfolio:** Corporate services

**Description:** This portfolio contains work included under Engineers Canada’s Internal Enablers, including miscellaneous corporate services such as salaries, information technology, communications, internal legal services, facilities, corporate memberships, discretionary executive budgets, and CEO travel.

**Budget details:**

Cost element	2024
1. Administration and finance	\$421,443
2. Executive expenses including corporate memberships and CEO travel	\$77,314
3. Communications	\$88,794
4. Facilities and office expenses	\$686,233
5. Human resources	\$6,557,602
6. Information technology	\$151,740
7. Organizational excellence	\$64,630
<b>Totals</b>	<b>\$8,047,756</b>

**Rationale for the 2024 budget:**

1. This includes expenses such as corporate insurances, audit fees, investment advisor fees, bank service fees, the accounting software subscription, and amortization of \$206,735.
2. This includes expenses related to general and miscellaneous travel expenses for the CEO (i.e. travel not related to a specific meeting, such as a CEO Group meeting or a Board meeting), Executive Team consulting and miscellaneous expenses, and corporate memberships (e.g. Excellence Canada, World Federation of Engineering Organizations, Chamber of Commerce, Canadian Network of Agencies for Regulation, etc.).
3. This includes corporate communications strategy, corporate communication services, development, maintenance, and hosting of public websites and periodicals such as Engineering Matters and the Daily Media Report.
4. This includes rent of \$609,781, spending on office services and supplies, telephone costs, and facilities repairs and maintenance.
5. This includes all salaries and benefit costs, as well as human resources related costs such as recruitment, parental leave top-ups, staff training, consultant fees, memberships.
6. This includes licence subscription fees for Office 365 and Amazon WEB Services (cloud-based data storage), ISP costs, and non-capital expenses for monitors, keyboards, etc.
7. This includes expenses related to collaboration software, event management software (Pheedloop), planning software (Envisio), evolving our volunteer management program and upholding Engineers Canada’s ongoing commitment to excellence.

**Considerations for the Board:**

- No additional considerations.

**Changes to budget since the October Board meeting:**

- None

## BRIEFING NOTE: For decision by the Members

<b>2026 Per Capita Assessment Fee</b>		<b>6</b>
Purpose:	To approve the 2026 Per Capita Assessment Fee	
Motions to consider:	<i>THAT the 2026 Per Capita Assessment Fee be set at \$10 per Registrant.</i>	
Vote required to pass:	2/3-60% majority (the motion must be supported by a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of represented Registrants)	
Prepared by:	Derek Menard, Director, Finance	
Presented by:	Dawn Nedohin-Macek, Chair of the FAR Committee	

### Problem/issue definition

- The Per Capita Assessment Fee (PCAF) is defined in Article 1.1 of the Engineers Canada Bylaw, in part, as the “annual amount to be paid by each Member as determined by its number of Registrants.” Moreover, Article 7.2 of the Bylaw requires the Board, by January 1st of each year, to recommend to the Members the amount of the PCAF that will be in effect on the second following January 1st.
- On December 5, 2023, the Members received the Board’s recommendation for the 2026 PCAF in an email from Light Go, General Counsel and Corporate Secretary, wherein he stated:
 

“At its December 4, 2023 meeting, the Engineers Canada Board agreed to recommend to the Members that the 2026 Per Capita Assessment Fee would be at \$10 per Registrant. As a result, this recommendation will be going to the Members for their approval at the meeting of Members in May 2024.”

### Proposed action/recommendation

- That the Members approve the 2026 PCAF.

### Financial implications

- The PCAF of \$10 per Registrant will result in an increase in revenues of \$646K in 2026 in comparison to 2025.
- Services provided by Engineers Canada to the Regulators amounts to roughly \$48.60 per registrant.
- The PCAF was set at \$10.21 per registrant from 2006-2023. Had there been fee increases from 2007 to 2023 that aligned with Statistics Canada annual Consumer Price Index, the current PCAF would be \$14.83.

### Benefits

- Coupled with a \$568,000 (4.6 per cent) reduction in operating expenses in 2024, increased revenues will help the organization return to a balanced operating budget.
- Returning to a balanced operating budget will help ensure the sustainability of the organization and funding for the 2025-2029 Strategic Plan.
- The Board approved deficit budgets in recent years, and significant funding on projects included in the 2022-2024 strategic plan, to draw down on the unrestricted reserves which had grown far beyond their \$1 million minimum target level.
- Growth in the unrestricted reserves was largely due to the acquisition of \$2 million per year in affinity funds that would have gone to Professional Engineers Ontario (PEO) had it joined the TDI

affinity program. 2024 will be the first full year in which PEO will avail itself of the \$2 million in affinity funds, thus materially impacting the future rate at which the unrestricted reserves will grow. As a result, it is necessary to return to a balanced operating budget.

- The PCAF was reduced to \$8 per registrant for 2024 and 2025, as a means to reduce the large unrestricted reserve balance created by PEO not participating in the TDI affinity program, thus reducing revenue by an estimated \$684 thousand (6%) per annum.

### **Consultation**

- The recommended 2026 PCAF is based on projected revenue and expenses for 2024, 2025, and 2026. The Finance, Audit, and Risk (FAR) Committee recommended that PCAF and the Board discussed and approved the PCAF recommendation at its December 2023 meeting.
- Directors have had the opportunity to consult with their councils and provide feedback since then.

### **Other options considered**

- Three options for the PCAF were presented for consideration in the budget memo.
  - See [pages 79-81 of the December agenda book](#).
- Reductions in expenses by 4.6% are a step toward returning to a balanced operating budget while not depleting the net assets below the target levels, set in Board policy 7.12, *Net assets*. Further reductions in operating expenses may be required in 2025 to achieve a balanced operating budget in 2026. The Board has approved deficit budgets and significant funding on projects included in the 2022-2024 strategic plan to draw down on the unrestricted reserves which had grown far beyond their \$1 million minimum target level.

### **Next steps (if motion approved)**

- The 2026 PCAF will be set at \$10.
- The FAR Committee will consider PCAF for 2027 at the pre-budget meeting in August 2024.

### **Appendices**

- None

**Summary Report to Council of the Audit and Finance Committee Activity (Open Session)  
April 5, 2024**
**Committee Meeting Date:** March 22, 2024

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
Update and Approval of 2023 Draft Audited Financial Statements	<p>The Committee received an update of the 2023 Audited Report by Deloitte. The audit was conducted on-site at PEO, done on a timely basis, and received full cooperation from management. Deloitte noted that there were no inconsistencies in the yearly journal entries, and Deloitte is currently finalizing the 2023 audit process for PEO.</p> <p>The Committee unanimously agreed to recommend to Council for approval.</p>	Staff	Recommendation to Council for approval at Apr 5, 2024 meeting.	Continue	Yes
Update on the Pension Plan and 2023 Pension Fund Audit	Staff updated the committee on the mid-March 2024 Pension Committee meeting, including discussion of the Pension Plan and 2023 Pension Fund audit. Staff and the Chair of the Pension Committee have met with the auditors and expect no issues of concern to arise in the audit.	N/A	N/A	Complete	No
Approval of Auditor for Fiscal Year 2024	<p>The committee reviewed the recommendation to approve Deloitte LLP as PEO's auditor for the year 2024. As part of the legislated mandate Council is to recommend the appointment of an external auditor to oversee the audit of the Association's financial statements.</p> <p>In 2021 Deloitte won the RFP for audit services for PEO for a five-year period.</p> <p>The Committee unanimously agreed to recommend to Council for approval.</p>	Staff	Recommendation to Council for approval at Apr 5, 2024 meeting.	Continue	Yes
Engineers Canada 2026 Per Capita Assessment Fee	The committee reviewed information regarding Engineers Canada's proposal to change the 2026 per capita assessment fee to \$10, as approved by	Staff	Recommendation to Council for approval at Apr 5, 2024 meeting.	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?
	<p>the Engineers Canada Board on December 4, 2023.</p> <p>The committee discussed matters related to EC's value proposition to its member regulators and suggested that this information be provide to Council to inform its decision-making.</p> <p>The committee also requested that cost implications for PEO's budget be included in the briefing note.</p> <p>The committee voted to recommend to the Council that the PEO representative will vote "in favour" of Engineers Canada 2026 Per Capita Assessment Fee increase.</p>				
Payment of Legal Expenses	<p>The committee discussed director's liability insurance and the organization's ability to cover legal expenses of individuals performing functions under the Professional Engineers Act.</p> <p>The committee discussed a potential framework for the discretionary payment of legal expenses which could provide clarity and predictability regarding the organization's use of funds and ensure consistent decision making.</p> <p>AFC agreed to recommend to the Council that the GNC oversee the development a framework regarding the payment of legal expenses if Council chooses to direct that such a framework be developed.</p>	Staff	Recommendation to Council for approval at Apr 5 2024 meeting.	Continue	Yes
Pension Fund Investment Update	<p>Fund managers presented the Pension Fund Investment Update and the Environmental, Social and Governance (ESG) criteria that are applied to PEO's Pension Fund Investments.</p> <p>The committee agreed to include the presentation as part of this summary for</p>	N/A	N/A	Complete	No

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
	the April 5, 2024 Council meeting. See Appendix A.				
Operational Investment Fund Update	<p>Fund managers presented an update on PEO Operational Investment Fund and the Environmental, Social and Governance (ESG) criteria that is applied to PEO's Operational Investment Fund.</p> <p>The committee agreed to include the presentation as part of this summary for the April 5, 2024 Council meeting. See the link below.</p> <p><a href="https://www.scotiagam.com/en/home/solutions/esg-approach.html">https://www.scotiagam.com/en/home/solutions/esg-approach.html</a>.</p>	N/A	N/A	Complete	No

**Next Committee Meeting:** June 4, 2024

## Decision Note – Approval of 2023 Audited Financial Statements

<b>Item</b>	C-562-5.1
<b>Purpose</b>	To approve the audited financial statements for the year ended December 31, 2023 and the auditor’s report thereon
<b>Strategic/Regulatory Focus</b>	None
<b>Motion</b>	That Council: a) approve the audited financial statements for the year ended December 31, 2023, and the auditor’s report thereon, as presented to the meeting in <b>Appendix A</b> ; and b) authorize the President and President-elect to sign the audited financial statements on Council’s behalf.
<b>Attachments</b>	<b>Appendix A</b> – 2023 Audited financial statements <b>Appendix B</b> – Staff report on the financial highlights for the year ended 2023

### Summary

PEO’s governing legislation and its By-laws require that Council approve the audited financial statements of the Association for presentation to members at PEO’s Annual General Meeting and that these statements be published on PEO’s website for access to all members. This briefing presents the audited statements for year ended Dec 31, 2023 (**Appendix A**) for Council approval along with the Staff report on the financial highlights for the year ended 2023 (**Appendix B**).

### Public Interest Rationale

To ensure that the requirements concerning the preparation and presentation of the financial statements of the association as outlined in PEO’s governing legislation and By-laws have been met.

### Background

PEO By-Law No. 1, section 51 states: The Council shall lay before each Annual Meeting of the members a financial statement prepared in accordance with generally accepted accounting principles for the previous fiscal year of the association (made up of a balance sheet as at the end of such fiscal year and statements of revenue and expenditure and members’ equity for such fiscal year) together with the report of the association’s auditors on the financial statement. The financial statements with (a summary of) the auditor’s report shall be published in the official publication of the association after its approval by the Council.

The Audit and Finance Committee’s (AFC) mandate approved by Council is to recommend the appointment of an external auditor; oversee the auditing of the Association’s financial statements by the external auditor; and monitor the accounting and financial reporting processes and systems of internal control.

The 2023 audited financial statements and auditor’s report were presented to the audit and finance committee at the meeting held on Mar 22, 2024 for discussion, review and approval. At this meeting, the committee members met with the auditor from Deloitte to review the audit findings and auditor’s report. After extensive discussions, the committee unanimously agreed that the 2023 draft audited statements and the auditor’s report be presented to Council for approval.

### Considerations

Not meeting this requirement will result in non-compliance with the Council’s mandate outlined in Section 51 of By-Law 1.

**Next Steps**

That Council approve the audited financial statements and the auditor's report thereon for the year ended December 31, 2023 for presentation to members at the 2024 Annual General Meeting and ensure that the statements be published on PEO's website and in the next edition of *Engineering Dimensions*, as required by legislation and PEO's By-laws

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



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# Financial statements of Association of Professional Engineers of Ontario

December 31, 2023

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Draft

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Independent Auditor's Report	1-2
Statement of operations and changes in net assets	3
Statement of financial position	4
Statement of cash flows	5
Notes to the financial statements	6-14

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Draft

## Independent Auditor's Report

To the Members of the  
Association of Professional Engineers of Ontario

### Opinion

We have audited the accompanying financial statements of the Association of Professional Engineers of Ontario ("PEO") which comprise the Statement of financial position at December 31, 2023, and the statements of operations and changes in net assets, and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of PEO as at December 31, 2023, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

### Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of PEO in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

### Responsibilities of Management and those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing PEO's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate PEO or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing PEO's financial reporting process.

## Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of PEO's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on PEO's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause PEO to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants  
Licensed Public Accountants  
[DATE]

**Association of Professional Engineers of Ontario**  
**Statement of operations and changes in net assets**  
Year ended December 31, 2023

	Notes	2023 \$	2022 \$
<b>Revenue</b>			
P. Eng. revenue		<b>20,419,085</b>	20,283,903
Application, registration, examination and other fees		<b>10,799,527</b>	10,348,205
Building operations	4	<b>2,522,215</b>	2,413,344
Investment (loss) income		<b>2,450,361</b>	(586,793)
Affinity program	6	<b>1,140,377</b>	—
Chapter revenues		<b>183,548</b>	134,816
Advertising income		<b>56,266</b>	77,922
		<b>37,571,379</b>	<b>32,671,397</b>
<b>Expenses</b>			
Staff salaries and benefits/retiree and future benefits	10	<b>14,755,423</b>	14,339,852
Building operations	4	<b>2,181,367</b>	2,088,204
Purchased services		<b>2,031,333</b>	1,620,689
Legal (corporate, prosecution and tribunal)		<b>1,889,585</b>	1,369,996
Computers and telephone		<b>1,502,568</b>	1,515,379
Contract staff		<b>1,155,291</b>	795,590
Engineers Canada		<b>1,033,732</b>	1,013,057
Chapters	13	<b>987,561</b>	817,516
Occupancy costs	4	<b>868,604</b>	769,050
Transaction fees		<b>795,656</b>	770,105
Consultants		<b>510,595</b>	497,066
Amortization		<b>471,094</b>	575,519
Volunteer expenses		<b>297,730</b>	191,178
Professional development		<b>221,746</b>	79,044
Postage and courier		<b>177,842</b>	272,015
Insurance		<b>144,885</b>	166,296
Recognition, grants and awards		<b>138,143</b>	56,653
Office supplies		<b>72,264</b>	47,930
Staff expenses		<b>66,710</b>	63,275
Printing		<b>57,000</b>	50,218
Advertising		<b>30,583</b>	38,390
		<b>29,389,712</b>	<b>27,137,022</b>
Excess of revenue over expenses before the undernoted		<b>8,181,667</b>	5,534,375
Council discretionary and strategic plan projects	9	<b>3,879,859</b>	3,463,329
Excess of revenue over expenses		<b>4,301,808</b>	2,071,046
Remeasurement and other items	7	<b>1,198,300</b>	(2,353,119)
Net assets, beginning of year		<b>34,205,646</b>	34,487,719
<b>Net assets, end of year</b>		<b>39,705,754</b>	<b>34,205,646</b>

The accompanying notes are an integral part of the financial statements.

**Association of Professional Engineers of Ontario**  
**Statement of financial position**  
As at December 31, 2023

	Notes	2023 \$	2022 \$
<b>Assets</b>			
Current assets			
Cash		8,986,393	7,585,346
Accounts receivable		914,468	1,012,188
Prepaid expenses and deposits		471,016	436,251
Other assets		36,496	101,167
		<b>10,408,373</b>	9,134,952
Marketable securities		29,112,173	27,117,590
Capital assets	3	27,213,403	28,423,601
		<b>66,733,949</b>	64,676,143
<b>Liabilities</b>			
Current liabilities			
Accounts payable and accrued liabilities	15	2,233,693	3,589,143
Fees in advance and deposits		12,370,498	12,169,554
Current portion of long-term debt	5	362,904	1,088,796
		<b>14,967,095</b>	16,847,493
Long-term			
Long-term debt	5	—	362,904
Employee future benefits	7	12,061,100	13,260,100
		<b>12,061,100</b>	13,623,004
Commitments and contingencies	12 and 16		
<b>Net assets</b>	8	<b>39,705,754</b>	34,205,646
		<b>66,733,949</b>	64,676,143

The accompanying notes are an integral part of the financial statements.

Approved by the Council

\_\_\_\_\_, Director

\_\_\_\_\_, Director

**Association of Professional Engineers of Ontario**  
**Statement of cash flows**  
Year ended December 31, 2023

	Notes	2023 \$	2022 \$
<b>Operating activities</b>			
Excess of revenue over expenses		4,301,808	2,071,046
Add (deduct) items not affecting cash			
Amortization		1,318,134	1,410,942
Amortization – other assets		64,671	70,152
Employee future benefits expensed		1,375,100	1,314,300
Change in unrealized losses (gains) on marketable securities		(1,514,609)	1,453,489
Losses (gains) on disposal of marketable securities		225,128	(115,400)
		<u>5,770,232</u>	<u>6,204,529</u>
Change in non-cash working capital items	11	(1,091,551)	1,233,115
		<u>4,678,681</u>	<u>7,437,644</u>
<b>Financing activities</b>			
Repayment of mortgage	5	(1,088,796)	(1,088,796)
Contributions to employee future benefit plans		(1,375,800)	(1,305,800)
		<u>(2,464,596)</u>	<u>(2,394,596)</u>
<b>Investing activities</b>			
Net change in marketable securities		(705,102)	(8,632,266)
Additions to capital assets		(107,936)	(144,769)
		<u>(813,038)</u>	<u>(8,777,035)</u>
(Decrease) increase in cash		1,401,047	(3,733,987)
Cash, beginning of year		7,585,346	11,319,333
<b>Cash, end of year</b>		<u>8,986,393</u>	<u>7,585,346</u>

The accompanying notes are an integral part of the financial statements.

# Association of Professional Engineers of Ontario

## Notes to the financial statements

December 31, 2023

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### 1. Nature of operations

The Association of Professional Engineers of Ontario ("PEO" or the "Association") was incorporated by an Act of the Legislature of the Province of Ontario. Its principal activities include regulating the practice of professional engineering, and establishing and maintaining standards of knowledge, skill, and ethics among its members in order to protect the public interest. As a not-for-profit professional membership organization, it is exempt from tax under section 149(1) of the Income Tax Act.

### 2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and reflect the following accounting policies:

#### (a) Financial instruments

PEO initially recognizes financial instruments at fair value and subsequently measures them at each reporting date, as follows:

Asset/liability	Measurement
Cash and marketable securities	Fair value
Accounts receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Long-term debt	Amortized cost

Financial assets measured at amortized cost are assessed at each reporting date for indications of impairment. If such impairment exists, the financial asset shall be written down and the resulting impairment loss shall be recognized in the statement of operations and changes in net assets for the period. Transaction costs are expensed as incurred.

#### (b) Hedge accounting

PEO entered into an interest rate swap in order to reduce the impact of fluctuating interest rates on its long-term debt. The policy of PEO is not to enter into interest rate swap agreements for trading or speculative purposes.

The interest rate swap held by PEO is eligible for hedge accounting. To be eligible for hedge accounting, an instrument must meet certain criteria with respect to identification, designation, and documentation. In addition, the critical terms of the derivative financial instrument must match the specific terms and conditions of the hedged item. The fair value of derivative instruments eligible and qualifying for hedge accounting is generally not recognized on the Statement of financial position. Gains and losses on such instruments are recognized in the Statement of operations and changes in net assets in the same period as those of the hedged item.

Interest on the hedged item is recognized using the instrument's stated interest rate plus or minus amortization of any initial premium or discount and any financing fees and transaction costs. Net amounts receivable or payable on the interest rate swap are recorded on the accrual basis of accounting and are recognized as an adjustment to interest on the hedged item in the period in which they accrue.



## Association of Professional Engineers of Ontario

### Notes to the financial statements

December 31, 2023

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## 2. Significant accounting policies (continued)

### (b) Hedge accounting (continued)

PEO may only discontinue hedge accounting when one of the following situations arises:

- (i) The hedged item or the hedging item ceases to exist other than as designated and documented;
- (ii) The critical terms of the hedging item cease to match those of the hedged item, including, but not limited to, when it becomes probable that an interest-bearing asset or liability hedged with an interest rate swap will be prepaid.

When a hedging item ceases to exist, any gain or loss incurred on the termination of the hedging item is recognized as an adjustment of the carrying amount of the hedged item.

When a hedged item ceases to exist, the critical terms of the hedging item cease to match those of the hedged item, or it is no longer probable that an anticipated transaction will occur in the amount designated or within 30 days of the maturity date of the hedging item, any gain or loss is recognized in net income.

### (c) Revenue recognition

License fee revenue, excluding the portion related to the Building Fund, is recognized as revenue on a monthly basis over the license period. Building Fund revenue is recognized as revenue at the commencement of the license period. Affinity program revenue is recognized when received. Other revenues are recognized when the related services are provided.

### (d) Donated services

The Association receives substantial donated services from its membership through participation on council and committees and as chapter executives. Donations of services are not recorded in the financial statements of the Association.

### (e) Employee future benefits

#### *Pension plans*

The cost of PEO's defined benefit pension plans is determined periodically by independent actuaries using the projected benefit method prorated on service. PEO uses the most recently completed actuarial valuation prepared on the going concern basis for funding purposes for measuring its defined benefit pension plan obligations. A funding valuation is prepared in accordance with pension legislation and regulations, generally to determine required cash contributions to the plan.

#### *Other non-pension plan benefits*

The cost of PEO's non-pension defined benefit plan is determined periodically by independent actuaries. PEO uses the most recent accounting actuarial valuation for measuring its non-pension defined benefit plan obligations. The valuation is based on the projected benefit method prorated on service.

For all defined benefit plans, PEO recognizes:

- (i) The defined benefit obligation, net of the fair value of any plan assets, adjusted for any valuation allowance in the statement of changes in net assets;
- (ii) The cost of the plan for the year.

## Association of Professional Engineers of Ontario

### Notes to the financial statements

December 31, 2023

## 2. Significant accounting policies (continued)

### (f) Capital assets

Capital assets are recorded at cost. Amortization is calculated on the straight-line basis at the following annual rates:

Building	2%
Building improvements – PEO	5%
Building improvements – common area	3.3% to 10%
Building improvements – non-recoverable	10% to 20%
Computer hardware and software	33%
Furniture, fixtures, and telephone equipment	10%
Audio visual	20%

The Association's investment in capital assets is included as part of Net assets on the Statement of financial position.

### (g) Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Accounts requiring significant estimates and assumptions include capital assets, accrued liabilities, and employee future benefits.

## 3. Capital assets

	Cost	Accumulated amortization	2023 Net book value	2022 Net book value
	\$	\$	\$	\$
Building	19,414,668	5,749,247	13,665,421	14,053,715
Building improvements – PEO	8,961,067	5,569,211	3,391,856	3,834,323
Building improvements – common area	11,467,957	6,127,945	5,340,012	5,610,146
Building improvements – non recoverable	741,332	459,334	281,998	373,224
Land	4,366,303	—	4,366,303	4,366,303
Computer hardware and software	5,287,238	5,287,238	—	9,116
Furniture, fixtures and telephone equipment	1,493,430	1,442,882	50,548	135,577
Audio visual	1,132,526	1,015,261	117,265	41,197
	<b>52,864,521</b>	<b>25,651,118</b>	<b>27,213,403</b>	<b>28,423,601</b>

**Association of Professional Engineers of Ontario****Notes to the financial statements**

December 31, 2023

**4. Building operations**

PEO maintains accounting records for the property located at 40 Sheppard Avenue West, Toronto, ON as a stand-alone operation for internal purposes. The results of the operation of the building, prior to the elimination of recoveries and expenses related to PEO, are as follows:

	<b>2023</b>	2022
	\$	\$
Revenue		
Rental	<b>831,928</b>	841,039
Operating cost recoverable – tenants	<b>1,430,153</b>	1,305,588
Parking	<b>159,000</b>	160,200
Miscellaneous	<b>101,134</b>	106,517
	<b>2,522,215</b>	2,413,344
Operating cost recoverable – PEO	<b>794,919</b>	716,235
	<b>3,317,134</b>	3,129,579
Recoverable expenses		
Property taxes	<b>441,198</b>	431,295
Utilities	<b>419,844</b>	423,478
Amortization	<b>367,521</b>	355,904
Security	<b>297,229</b>	122,577
Repairs and maintenance	<b>242,727</b>	164,547
Janitorial	<b>203,467</b>	202,503
Payroll	<b>145,333</b>	254,702
Property management and advisory fees	<b>107,504</b>	54,151
Road and ground	<b>11,689</b>	20,357
Administrative	<b>33,028</b>	68,954
Insurance	<b>37,870</b>	39,373
	<b>2,307,410</b>	2,137,841
Other expenses		
Interest expense on note and loan payable	<b>25,099</b>	71,551
Amortization of building	<b>388,294</b>	388,294
Amortization of deferred costs	<b>64,671</b>	70,152
Amortization of tenant inducements	<b>91,225</b>	91,225
Other non-recoverable expenses	<b>99,587</b>	45,376
	<b>668,876</b>	666,598
	<b>2,976,286</b>	2,804,439
Excess of revenue over expenses	<b>340,848</b>	325,140

For purposes of the Statement of operations and changes in net assets, the operating costs recoverable from PEO of \$794,919 (\$716,235 in 2022) have been eliminated. The portion of costs allocated to PEO is reallocated from Building operations and is included in Occupancy costs on the Statement of operations and changes in net assets.

## Association of Professional Engineers of Ontario

### Notes to the financial statements

December 31, 2023

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#### 4. Building operations (continued)

	2023 \$	2022 \$
Building revenue per above	3,317,134	3,129,579
Eliminated PEO portion	<b>(794,919)</b>	(716,235)
	<b>2,522,215</b>	2,413,344
Building expenses per above	2,976,286	2,804,439
Eliminated PEO portion	<b>(794,919)</b>	(716,235)
	<b>2,181,367</b>	2,088,204

#### 5. Building financing

On April 5, 2019, the Association refinanced its outstanding loan of \$5,443,952 with the Bank of Nova Scotia. The refinanced loan is secured by a first mortgage on the property located at 40 Sheppard Avenue West, a general security agreement, and a general assignment of tenant leases. The loan is repayable in monthly installments of principal plus interest and bears a floating interest rate based on variable banker's acceptances. The Association entered into a swap agreement related to this loan, where the floating rate debt is swapped for a fixed rate debt at an interest rate of 3.47% and settled on a net basis. The notional value of the swap is \$5,443,952 with a start date of April 5, 2019, and a maturity date of April 5, 2024, on which date the loan will be fully paid.

#### 6. Affinity program

In 2023, PEO entered into an insurance affinity agreement with Engineers Canada (EC). Like other provincial and territorial engineering regulators, PEO is a member association of EC. EC has negotiated a national home and automobile insurance affinity program with Meloche Monnex Inc. (MMI). Under this agreement, MMI provides EC with a share of insurance revenues it derives from professional engineers. EC in turn pays PEO for providing MMI with an exclusive opportunity to offer home and automobile insurance to PEO members. These monies are the payment from EC to PEO under this agreement.

#### 7. Employee future benefits

The Association's pension plans, and post-retirement benefits plan covering participating employees (full time and retirees) are defined benefit plans as defined in Section 3462 of the CPA Canada Handbook and accounted for as per Section 3463. The pension plans provide pension benefits based on length of service and final average earnings. The post-retirement benefits plan provides hospitalization, extended health care and dental benefits to retired employees. Participation in the pension plans and benefits plan (for post-retirement benefits) has been closed to all new employees as of May 1, 2006. All employees joining after this date have the option of participating in a self-directed or group RRSP (registered retirement savings plan). During the year, the Association recorded \$411,816 (\$355,476 in 2022) in employer contributions to the self-directed and group RRSP.

## Association of Professional Engineers of Ontario

### Notes to the financial statements

December 31, 2023

#### 7. Employee future benefits (continued)

The funded status of the Association's pension plans and post-retirement benefit plan using actuarial assumptions as of December 31, 2023, was as follows:

	Basic pension plan \$	Supplemental pension plan \$	Other non-pension benefit plan \$	Total \$
Accrued benefit obligation	(38,682,300)	(2,794,600)	(8,633,000)	(50,109,900)
Plan assets at fair value	35,628,100	2,420,700	—	38,048,800
Funded status – plan surplus (deficit)	(3,054,200)	(373,900)	(8,633,000)	(12,061,100)

The funded status of the Association's pension plans and post-retirement benefit plan using actuarial assumptions as of December 31, 2022, was as follows:

	Basic pension plan \$	Supplemental pension plan \$	Other non-pension benefit plan \$	Total \$
Accrued benefit obligation	(37,551,800)	(2,744,500)	(8,612,000)	(48,908,300)
Plan assets at fair value	33,416,900	2,231,300	—	35,648,200
Funded status – plan surplus (deficit)	(4,134,900)	(513,200)	(8,612,000)	(13,260,100)

PEO measures its defined benefit obligations and the fair value of plan assets related to the basic and supplemental pension plans for accounting purposes as at December 31 each year based on the most recently completed actuarial valuation for funding purposes. The most recently completed actuarial valuation of the pension plans for funding purposes was as of January 1, 2022 with the liabilities projected forward to December 31, 2023. PEO measures its obligations related to its other non-pension benefit plan using an actuarial valuation for accounting purposes. The most recent actuarial valuation for accounting purposes for the non-pension benefit plan is as of December 31, 2023.

Remeasurements and other items resulting from these valuations are reported directly in net assets in the Statement of financial position and are reported separately as a change in net assets in the Statement of operations and changes in net assets.

#### 8. Net assets

The net assets of the Association are restricted to be used at the discretion of Council and includes the Association's investment in capital assets of \$26,850,499 (\$26,971,901 in 2022).

#### 9. Council discretionary reserve

The Council discretionary reserve is an internal allocation from the operating reserve used at the discretion of Council to fund expenses related to special and strategic plan projects approved by Council. These figures include \$391,076 (\$58,843 in 2022) for salaries and benefits costs of full-time staff for time spent on these projects. Expenses from the discretionary reserve were incurred on the following projects:

**Association of Professional Engineers of Ontario****Notes to the financial statements**

December 31, 2023

**9. Council discretionary reserve (continued)**

	2023	2022
	\$	\$
Council discretionary projects		
Fair Access to Regulated Professions and Compulsory Trades Act ("FARPACTA") project	<b>1,627,489</b>	704,995
HR information system and other initiatives	<b>818,398</b>	581,503
Information Discovery & Digitization Capability ("IDDC") project	<b>432,571</b>	597,800
Organizational transformation and other initiatives	<b>119,787</b>	364,055
Governance related matters	<b>32,567</b>	356,488
Anti-racism working group	<b>28,972</b>	112,926
Councillor training	<b>19,080</b>	—
Various IT initiatives	<b>1,647</b>	745,562
Strategic plan projects		
Improve licensing processes	<b>302,009</b>	—
Optimize organizational performance	<b>299,760</b>	—
Refresh vision	<b>151,106</b>	—
Implement governance improvement program	<b>46,473</b>	—
	<b>3,879,859</b>	3,463,329

**10. Full time salaries and benefits**

During the year, the Association incurred a total of \$15,146,499 (\$14,398,695 in 2022) for salary and benefits costs for its full-time staff. Out of this amount, \$391,076 (\$58,843 in 2022) was directly attributable to special projects approved by Council and disclosed in Note 9.

**11. Change in non-cash working capital items**

	2023	2022
	\$	\$
Accounts receivable	<b>97,720</b>	(311,644)
Prepaid expenses and deposits	<b>(34,765)</b>	27,779
Accounts payable and accrued liabilities	<b>(1,355,450)</b>	1,078,018
Fees in advance and deposits	<b>200,944</b>	438,962
	<b>(1,091,551)</b>	1,233,115

**12. Commitments**

The Association has obligations under non-cancelable operating leases and agreements for various service agreements. The payments to the expiry of the leases and agreements are as follows:

	\$
2024	2,309,642
2025	898,389
2026	649,499
2027	262,102
	<u>4,119,632</u>

**13. Chapters of the Association**

During the year, the Association paid chapter expenses totaling \$987,561 (\$817,516 in 2022) and also incurred additional costs of \$345,628 (\$386,439 in 2022) related to chapter operations including staff salaries and benefits, and for various support activities. These amounts have been included in the various operating expenses reported on the Statement of operations and changes in net assets.

**14. Financial instruments and risk management**

*Interest rate risk*

PEO is exposed to interest rate risk, which is the risk that the fair values or future cash flows associated with its investments will fluctuate as a result of changes in market interest rates. Management addresses this risk through use of an investment manager to monitor and manage investments.

*Liquidity risk*

PEO's objective is to have sufficient liquidity to meet its liabilities when due. PEO monitors its cash balances and cash flows generated from operations to meet its requirements. As at December 31, 2023, the most significant financial liabilities are accounts payable and accrued liabilities.

*Currency risk*

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. PEO's international and US equity pooled fund investments are denominated in foreign currencies the value of which could fluctuate in part due to changes in foreign exchange rates.

**15. Government remittances**

Accounts payables and accrued liabilities includes \$145,147 (\$173,549 in 2022), with respect to government remittances payable at year end.

**16. Contingencies**

PEO has been named in litigation matters, the outcome of which is undeterminable and accordingly, no provision has been provided for any potential liability in these financial statements. Should any loss result from these claims, which is not covered by insurance, such loss would be charged to operations in the year of resolution or earlier if the loss is likely and determinable.

Draft



**Professional Engineers Ontario**  
**Financial highlights for the year ended December 31, 2023**  
**Report to the Audit and Finance Committee (AFC) – March 22, 2024**

**Highlights**

For the year ended December 31, 2023, Professional Engineers Ontario (“PEO”) generated an excess of revenue over expenses of \$8.2m (vs \$5.5m in 2022) before Council discretionary and strategic plan project expenses. The spend on Council discretionary and strategic plan projects was \$3.9m in 2023, compared to \$3.5m in 2022, resulting in a net excess of revenues over expenses of \$4.3m, compared to \$2.1m in 2022. The 2023 Council discretionary and strategic plan project expenses consist of spend on several projects such as the FARPACTA (Fair Access to Regulated Professions and Compulsory Trades Act) project, various HR and governance related initiatives, various strategic plan projects for improving licensing processes, PEAK, governance improvements, and other initiatives. The statement of revenue and expenses may be viewed in Appendix C-1 or on Page 3 of the 2023 Audited Financial Statements.

**Revenue**

Total revenue in 2023 was \$37.6m vs \$32.7m in 2022 which is \$4.9m or 15 per cent higher than the prior year largely due to the following reasons:

- Higher investment income (\$2.5m in 2023 vs \$0.6m loss in 2022)  
An increase of \$3m or 517% in investment income in 2023 is due to favorable performance of PEO’s investment portfolio.
- Monies from the Affinity program that PEO started receiving in 2023, amounting to \$1.1m.
- Higher Application, Registration, exam and other fees (\$10.8m in 2023 vs \$10.3m in 2022)  
An increase of \$451k or 4.4% mainly due to higher revenues from P Eng applications, registration fees and exams revenues.

The above increases were partially offset by:

- Lower Advertising revenue (\$56.3k in 2023 vs \$77.9k in 2022)  
The decrease of \$21.6k is due to fewer advertisements in Engineering Dimensions.

**Expenses**

Total expenses in 2023 before spending on Council discretionary and strategic plan projects was \$29.4m vs \$27.1m in 2022. This represents an increase of \$2.3m or 8.3 per cent in comparison to the prior year spend. This increase is primarily due to the following:

- Higher Legal (corporate, prosecution and tribunal) expenses (\$1.9m in 2023 vs \$1.4m in 2022)  
The \$520k increase is largely due to higher spend on independent legal counsel for enforcement related matters, discipline hearings, and employment related matters.
- Higher Staff salaries and benefits (\$14.8m in 2023 vs \$14.3m in 2022).  
The increase of \$415k is largely due to higher spend on salaries, benefits, including new hires. These figures primarily reflect spend for 126 staff as of Dec 31, 2023 vs 124 staff as of Dec 31, 2022.
- Higher costs for Purchased services (\$2m in 2023 vs \$1.6m in 2022)  
The \$410k increase in costs in 2023 is largely due to higher costs for the setting and marking of Professional Practice and Technical exams; audio visual for Council elections, etc.
- Higher spend for Contract Staff (\$1.2m in 2023 vs \$796k in 2022).  
The increase of \$360k is due to an increase in the usage of contract staffs in 2023 compared to 2022. There were 11 contract staff as of Dec 31, 2023 vs 19 contract staff in 2022.
- Higher costs for spend Chapters (\$988k in 2023 vs \$818k in 2022).  
The increase of \$170k is due to an increase in various Chapter related activities and events with

the easing of pandemic restrictions starting mid-2022.

- Increase in Professional development costs (\$222k in 2023 vs \$79k in 2022)  
The increase of \$143k was due to higher spend on various educational courses, personal development training and workshop for staff and volunteers.
- Higher spend for Volunteer expenses (\$298k in 2023 vs \$191k in 2022)  
The higher spend of \$107k in 2023 is for travel and related costs such as mileage, accommodation, meals, and air/train fares due to an increase in in-person attendance at various events and meetings.

The above increases were partially offset by:

- Lower Amortization expenses (\$471k in 2023 vs \$576k in 2022)  
The \$104k decrease is largely due to completion of amortization on several IT projects and furniture purchased at the time of the PEO move to 40 Sheppard in 2009.
- Lower spend on Postage and Courier expenses (\$178k in 2023 vs \$272k in 2022)  
The \$94k decrease is due to lower postage and courier costs for sending various correspondence.
- Lower spend on insurance (\$145k in 2023 vs \$166k in 2022)  
The \$21k decrease is represents a lower spend in insurance premiums in 2023.

## Capital Assets

Total capital spending in 2023 was \$108k as compared to \$145k in 2022. Building improvements both to PEO space and common space totaling \$20k were made to the building in 2023. A breakdown of the key spend is shown in the table below. The net book value of the building is \$27m and it has a mortgage of \$363k outstanding as of December 31, 2023.

### Break-down of Capital spend in 2023 vs 2022 In (000's)

TYPE	FY23-ACT Additions \$	FY22-ACT Additions \$	Variance \$
<b>Building Improvements (recoverable)</b> 2023 additions include spend on the LED lightning retrofit project.  2022 additions include a security upgrade and control system.	20	57	37
<b>Furniture, fixtures and telephone equipment</b> 2023 additions include spend on an audio-visual upgrade.  2022 additions include spend on audio-visual upgrades, chairs and replacement coffee machines.	88	60	(28)
<b>Work in progress</b>	-	28	28
<b>TOTAL</b>	<b>\$108</b>	<b>\$145</b>	<b>\$37</b>

## Building Operations

The operating statement for the building is included in Appendix C-2 and is also summarized in Note 4 of the 2023 Audited Financial Statements. The building generated \$3.3m in revenue including PEO's share of recoverable expenses. Total recoverable expenses were \$2.3m and other expenses totaled \$669k thereby creating an excess of \$341k as compared to \$325k in the prior year. The \$16k increase in excess revenue over expenses in 2023 was largely due to the increase in operating cost reimbursements.

### Appendices:

Appendix C-1 - 2023 Draft Statement of Revenue and Expenses - variances.

Appendix C-2 - 2023 Draft 40 Sheppard Statement of Revenue and Expenses – variances.

**Professional Engineers Ontario**  
**Statement of Revenue and Expenses - Variance Analysis**  
**Year Ended December 31, 2023**

Appendix C-1  
Mar 22, 2024

S.No	REVENUE	2023	2022	2023	Variance		Variance		Variance		2023
		Actual	Actual	Forecast	2023 Act Vs 2022 Act		2023 Act Vs 2023 Fcst		2023 Act Vs 2023 Bud		Budget
		A	B	C	D	E	F	G	H	I	J
		\$	\$	\$	\$	%	\$	%	\$	%	\$
1	P.Eng revenue	20,419,085	20,283,903	20,419,470	135,182	0.7%	(385)	(0.0)%	(152,680)	(0.7)%	20,571,765
2	Application, registration, exam and other fees	10,799,527	10,348,205	10,736,359	451,322	4.4%	63,168	0.6%	2,343,306	27.7%	8,456,221
3	Building operations	2,522,215	2,413,344	2,504,430	108,871	4.5%	17,785	0.7%	-98,368	(3.8)%	2,620,583
4	Investment income	2,450,361	-586,793	1,200,000	3,037,154	517.6%	1,250,361	104.2%	2,240,361	1066.8%	210,000
5	Affinity program	1,140,377	-	1,140,377	1,140,377	100.0%	-	0.0%	1,140,377	100.0%	-
6	Chapter revenues	183,548	134,816	60,000	48,732	36.1%	123,548	205.9%	83,798	84.0%	99,750
7	Advertising income	56,266	77,922	202,484	(21,656)	(27.8)%	(146,218)	(72.2)%	(28,734)	(33.8)%	85,000
<b>TOTAL REVENUE</b>		<b>37,571,379</b>	<b>32,671,397</b>	<b>36,263,120</b>	<b>4,899,982</b>	<b>15.0%</b>	<b>1,308,259</b>	<b>3.6%</b>	<b>5,528,060</b>	<b>17.3%</b>	<b>32,043,319</b>
<b>EXPENSES</b>											
8	Staff salaries and benefits/Retiree and future benefits	14,755,423	14,339,852	15,183,262	(415,571)	(2.9)%	427,839	2.8%	1,913,846	11.5%	16,669,269
9	Building operations	2,181,367	2,088,204	2,172,821	(93,163)	(4.5)%	(8,546)	(0.4)%	(48,635)	(2.3)%	2,132,732
10	Purchased Services	2,031,333	1,620,689	1,738,880	(410,644)	(25.3)%	(292,453)	(16.8)%	(84,387)	(4.3)%	1,946,946
11	Legal (corporate, prosecution and tribunal)	1,889,585	1,369,996	1,372,325	(519,589)	(37.9)%	(517,260)	(37.7)%	(1,034,277)	(120.9)%	855,308
12	Computers and telephone	1,502,568	1,515,379	1,544,310	12,811	0.8%	41,742	2.7%	47,475	3.1%	1,550,043
13	Contract staff	1,155,291	795,590	1,106,799	(359,701)	(45.2)%	(48,492)	(4.4)%	(358,455)	(45.0)%	796,836
14	Engineers Canada	1,033,732	1,013,057	1,033,732	(20,675)	(2.0)%	-	-	53,018	4.9%	1,086,750
15	Chapters	987,561	817,516	1,239,000	(170,045)	(20.8)%	251,439	20.3%	254,439	20.5%	1,242,000
16	Occupancy costs	868,604	769,050	866,351	(99,554)	(12.9)%	(2,253)	(0.3)%	45,291	5.0%	913,895
17	Transaction fees	795,656	770,105	828,719	(25,551)	(3.3)%	33,063	4.0%	43,334	5.2%	838,990
18	Consultants	510,595	497,066	492,273	(13,529)	(2.7)%	(18,322)	(3.7)%	(97,163)	(23.5)%	413,432
19	Amortization	471,094	575,519	473,285	104,425	18.1%	2,191	0.5%	1,946	0.4%	473,040
20	Volunteer expenses	297,730	191,178	373,906	(106,552)	(55.7)%	76,176	20.4%	137,622	31.6%	435,352
21	Professional development	221,746	79,044	423,135	(142,702)	(180.5)%	201,389	47.6%	249,817	53.0%	471,563
22	Postage and courier	177,842	272,015	158,554	94,173	34.6%	(19,288)	(12.2)%	(45,247)	(34.1)%	132,595
23	Insurance	144,885	166,296	176,248	21,411	12.9%	31,363	17.8%	31,766	18.0%	176,651
24	Recognition, grants and awards	138,143	56,653	124,007	(81,490)	(143.8)%	(14,136)	(11.4)%	(16,367)	(13.4)%	121,776
25	Office supplies	72,264	47,930	67,515	(24,334)	(50.8)%	(4,749)	(7.0)%	(6,232)	(9.4)%	66,032
26	Staff expenses	66,710	63,275	66,040	(3,435)	(5.4)%	(670)	(1.0)%	18,540	21.7%	85,250
27	Printing	57,000	50,218	59,570	(6,782)	(13.5)%	2,570	4.3%	(2,000)	(3.6)%	55,000
28	Advertising	30,583	38,390	42,500	7,807	20.3%	11,917	28.0%	27,617	47.5%	58,200
<b>TOTAL EXPENSES</b>		<b>29,389,712</b>	<b>27,137,022</b>	<b>29,543,232</b>	<b>(2,252,690)</b>	<b>(8.3)%</b>	<b>153,520</b>	<b>0.5%</b>	<b>1,131,948</b>	<b>3.7%</b>	<b>30,521,660</b>
<b>EXCESS OF REVENUE OVER EXPENSES BEFORE THE UNDERNOTED</b>		<b>8,181,667</b>	<b>5,534,375</b>	<b>6,719,888</b>	<b>2,647,292</b>	<b>47.8%</b>	<b>1,461,779</b>	<b>21.8%</b>	<b>6,660,008</b>	<b>437.7%</b>	<b>1,521,659</b>
29	<b>COUNCIL DISCRETIONARY AND STRATEGIC PLAN PROJECT</b>	<b>3,879,859</b>	<b>3,463,329</b>	<b>4,792,920</b>	<b>(416,530)</b>	<b>(12.0)%</b>	<b>913,061</b>	<b>19.1%</b>	<b>1,203,189</b>	<b>23.7%</b>	<b>5,083,048</b>
<b>EXCESS OF REVENUE OVER EXPENSES</b>		<b>4,301,808</b>	<b>2,071,046</b>	<b>1,926,968</b>	<b>2,230,762</b>	<b>107.7%</b>	<b>2,374,840</b>	<b>123.2%</b>	<b>7,863,197</b>	<b>(220.8)%</b>	<b>(3,561,389)</b>

**Professional Engineers Ontario**  
**40 Sheppard Statement of Revenue and Expenses**  
Year Ended December 31, 2023

Appendix C-2 Mar 22, 2024
------------------------------

S.No	REVENUE	2023	2022	Variance		2023	Variance	
		Actual	Actual	2023 Act Vs 2022 Act		Forecast	2023 Act Vs 2023 Fcst	
		A	B	C	D	E	F	G
		\$	\$	\$	%	\$	\$	%
1	Rental	831,928	841,039	(9,111)	(1.1)%	838,286	(6,358)	(0.8)%
2	Operating cost reimbursements	2,225,072	2,021,823	203,249	10.1%	2,213,211	11,861	0.5%
3	Parking	159,000	160,200	(1,200)	(0.7)%	155,400	3,600	2.3%
4	Miscellaneous	101,134	106,517	(5,383)	(5.1)%	98,061	3,073	3.1%
5	<b>Total REVENUE</b>	<b>3,317,134</b>	<b>3,129,579</b>	<b>187,555</b>	<b>6.0%</b>	<b>3,304,958</b>	<b>12,176</b>	<b>0.4%</b>
<b>RECOVERABLE EXPENSES</b>								
6	Utilities	419,844	423,478	3,634	0.9%	443,485	23,641	5.3%
7	Amortization	367,521	355,904	(11,617)	(3.3)%	365,725	(1,796)	(0.5)%
8	Property taxes	441,198	431,295	(9,903)	(2.3)%	441,198	-	-
9	Payroll	145,333	254,702	109,369	42.9%	147,818	2,485	-
10	Janitorial	203,467	202,503	(964)	(0.5)%	247,123	43,656	17.7%
11	Repairs and maintenance	242,727	164,547	(78,180)	(47.5)%	192,844	(49,883)	(25.9)%
12	Property management and advisory fees	107,504	54,151	(53,353)	(98.5)%	107,087	(417)	(0.4)%
13	Security	297,229	122,577	(174,652)	(142.5)%	320,809	23,580	7.4%
14	Administration	33,028	68,954	35,926	52.1%	20,394	(12,634)	(61.9)%
15	Road and ground	11,689	20,357	8,668	42.6%	15,722	4,033	25.7%
16	Insurance	37,870	39,373	1,503	3.8%	37,870	-	-
		<b>2,307,410</b>	<b>2,137,841</b>	<b>(169,569)</b>	<b>(7.9)%</b>	<b>2,340,075</b>	<b>32,665</b>	<b>1.4%</b>
<b>OTHER EXPENSES</b>								
17	Interest expense on note and loan payable	25,099	71,551	46,452	64.9%	25,003	(96)	(0.4)%
18	Amortization of building	388,294	388,294	-	0.0%	388,296	-	0.0%
19	Amortization of deferred costs	64,671	70,153	5,482	7.8%	64,671	-	0.0%
20	Amortization of tenant inducements	91,225	91,225	-	0.0%	90,176	(1,049)	(1.2)%
21	Other non-recoverable expenses	99,587	45,375	(54,212)	(119.5)%	65,130	(34,457)	(52.9)%
		<b>668,876</b>	<b>666,598</b>	<b>(2,278)</b>	<b>(0.3)%</b>	<b>633,276</b>	<b>(35,602)</b>	<b>(5.6)%</b>
22	<b>Total EXPENSES</b>	<b>2,976,286</b>	<b>2,804,439</b>	<b>(171,847)</b>	<b>(6.1)%</b>	<b>2,973,351</b>	<b>(2,935)</b>	<b>(0.1)%</b>
23	<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>340,848</b>	<b>325,140</b>	<b>15,708</b>	<b>4.8%</b>	<b>331,608</b>	<b>9,240</b>	<b>2.8%</b>
24	Gross Revenue	3,317,134	3,129,579			3,304,958		
25	Revenue Interco reclass	(794,919)	(716,235)			(800,529)		
26	<b>PEO Reported Revenue</b>	<b>2,522,215</b>	<b>2,413,344</b>			<b>2,504,430</b>		
27	Gross Expense	2,976,286	2,804,439			2,973,351		
28	Recoverable Exp Interco reclass	(794,919)	(716,235)			(800,529)		
29	<b>PEO Reported Expense</b>	<b>2,181,367</b>	<b>2,088,204</b>			<b>2,172,822</b>		

## Decision note – Approval of Auditor for 2024

<b>Agenda Item Number</b>	C-562-5.2
<b>Purpose</b>	To recommend the appointment of an auditor for 2024 to the members at the upcoming AGM.
<b>Strategic/Regulatory Focus</b>	None
<b>Motion</b>	That Council recommend to members at the April 2024 Annual General Meeting that Deloitte LLP be appointed as PEO’s auditor for 2024 and hold office until the next annual general meeting or until a successor is appointed.
<b>Attachments</b>	None

### Summary

It is necessary for Council to recommend the appointment of an auditor for 2024 for approval by the members at the upcoming Annual General Meeting in April 2024. This briefing provides the background to assist Council with taking a decision on the motion recommended above.

### Public Interest Rationale

To ensure compliance with the requirements outlined in By-Law 1.

### Background

In accordance with By-Law 1, it is necessary for Council to recommend the appointment of an auditor to the members for their approval at the upcoming Annual General Meeting.

Section 52 of By-Law 1 states:

*The members of each annual meeting shall appoint one or more auditors who shall be chartered accountants to hold office until the next annual meeting and if an appointment is not so made, the auditor in office shall continue in office until a successor is appointed.*

The Audit and Finance Committee’s (AFC) legislated mandate as approved by Council is to oversee the audit of the Association’s financial statements by an external auditor; recommend the approval of an external auditor and monitor the accounting and financial reporting processes and systems of internal control.

The AFC at its meeting on Mar 22, 2024 unanimously agreed to recommend to Council that Deloitte LLP be appointed as PEO’s auditor for 2024 and hold office until the next annual general meeting or until a successor is appointed. This decision was taken after discussion and confirmation that auditor had been selected after a comprehensive tendering process. As part of every five-year cycle, an RFP for audit services was issued to reputable audit firms in July 2021. After a review of the proposals submitted and on staff’s recommendation, the AFC of the day had unanimously agreed to recommend Deloitte LLP as PEO’s auditor for the next five years until 2026 with the requirement that the appointment be confirmed every year by Council and the membership.

### Considerations

- Not meeting this requirement will result in non-compliance with the mandate outlined in Section 52 of By-Law 1.
- Costs for the 2024 audits expected to under \$60,000.

**Next Steps**

- Council take a decision on the motion indicated above.

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

## Decision Note – Payment of Legal Expenses

<b>Agenda Item Number</b>	C-562-5.3
<b>Purpose</b>	For Council to consider directing the GNC to oversee the development of a framework for the payment by PEO of legal expenses incurred by individuals performing functions under the <i>Professional Engineers Act</i> .
<b>Strategic/Regulatory Focus</b>	None
<b>Motion</b>	That Council directs the GNC to oversee the development of a legal expenses framework with respect to individuals performing functions under the <i>Professional Engineers Act</i> . <b>(simple majority required)</b>
<b>Attachments</b>	Appendix A – Relevant Legislative and By-Law Provisions Appendix B – Immunity and Indemnification in the Professional Engineers Act

### Summary

This is a Councillor-requested item. PEO has statutory authority to indemnify individuals from costs arising out of legal actions they attract in performing functions under the *Professional Engineers Act* (the Act). Currently, decisions regarding the discretionary payment of legal expenses by PEO outside of what is covered by insurance would be made on a case-by-case basis. A framework could provide clarity and predictability; however, it could also open PEO to significant liabilities including legal expenses as well as reputational risk. Council is to decide whether to direct GNC to develop a framework.

### Public Interest Rationale

No public interest rationale.

### Background

The question of coverage by PEO of legal expenses incurred by councillors in the performance of their duties was brought forward by a Councillor. This topic connects to the broader question of discretionary payment or reimbursement of legal expenses by PEO for individual staff, councillors, committee volunteers, and others performing functions under the Act.

Subsection 45(1) of the Act immunizes the organization as well as specified categories of persons from liability for acts performed in good faith on behalf of PEO. Subsection 45(2) permits PEO to indemnify certain persons for legal and related costs incurred in response to “actions, suits or proceedings” arising from anything done in relation to the execution of their duties, except those costs resulting from the person’s own willful neglect or default. By-Law No. 1 contains similar provisions for the indemnification of staff, councillors, and committee members at section 37. These are available at **Appendix A**.

PEO purchases comprehensive insurance to cover the cost of defending and responding to potential claims (subject to policy limitations and deductible amounts). In appropriate circumstances, PEO may choose to indemnify without insurance coverage for legal expenses incurred by individuals in performing functions under the Act. Further information about indemnification and insurance at PEO is available at **Appendix B**.



There is no provision in the Act nor is there any insurance coverage which addresses situations in which councillors or others connected to PEO may wish to commence legal proceedings or seek independent legal advice on their own behalf.

At its meeting of March 22, 2024, AFC agreed to bring this item forward to Council with a recommendation that Council direct the item to GNC for development, as AFC was not the appropriate governance committee for it.

### **Considerations**

- A framework for the discretionary payment of legal expenses could provide clarity and predictability regarding the organization's use of funds and ensure consistent decision-making, however, it could also open the organization to significant liabilities such as the cost of legal expenses not covered by insurance, as well as reputational risk.
- In the absence of a framework, it is open to Council to decide to pay for legal expenses that are not covered by indemnification and/or not reflected by the immunity provision, provided doing so does not amount to a breach of the board's fiduciary duty or its obligations under the Act. There are also operational situations which may oblige the CEO/Registrar to arrange and pay for legal representation.

### **Recommendation**

AFC recommends that Council direct the GNC rather than the AFC to oversee the development of a legal expenses framework. It is open to Council to decide whether to send the item to GNC with a direction to develop a framework.

### **Next Steps**

- If Council directs the GNC to oversee the development of a legal expenses framework with respect to individuals performing functions under the *Professional Engineers Act*, it will be added to GNC's workplan and staff will begin the necessary work.

**Prepared By:** Sheetal Rawal, Policy Analyst

## Appendix A

### **Professional Engineers Act**

#### **Immunity and indemnity**

##### **Immunity of Association**

**45.** (1) No action or other proceeding for damages shall be instituted against the Association, a committee of the Association or a member of the Association or committee of the Association, or an officer, employee, agent or appointee of the Association for any act done in good faith in the performance or intended performance of a duty or in the exercise or the intended exercise of a power under this Act, a regulation or a by-law, or for any neglect or default in the performance or exercise in good faith of such duty or power.

##### **Councillor indemnified in suits respecting execution of office**

(2) Every member of the Council, a committee of the Association and every officer and employee of the Association, and the person's heirs, executors and administrators, and estate and effects, respectively, may, with the consent of the Association, given by the members of the Association, from time to time and at all times, be indemnified and saved harmless out of the funds of the Association, from and against,

- (a) all costs, charges and expenses whatsoever that the person sustains or incurs in or about any action, suit or proceeding that is brought, commenced or prosecuted against the person, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by the person, in or about the execution of the duties of the person's office; and
- (b) all other costs, charges and expenses that the person sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by the person's own wilful neglect or default. R.S.O. 1990, c. P.28, s. 45.

### **By-Law No. 1**

#### **Indemnification of Staff, Councillors and Committee Members**

**37.** (1) The association may indemnify and save harmless any member of Council, member of a committee of the association or officer or employee of the association from and against:

- (a) Costs, charges and expenses that the person sustains or incurs in or about any action, suit or proceeding that is brought, commenced or prosecuted against the person, for or in respect of any act, deed, matter or thing whatsoever, made, done or permitted by the person, in or about the execution of the duties of the person's office; and
- (b) Other costs, charges and expenses that the person sustains or incurs in or about or in relation to the affairs thereof, except such costs, charges or expenses as are occasioned by the person's own wilful neglect or default.



**Professional Engineers**  
Ontario

C-562-5.3  
Appendix B

# Immunity and Indemnification in the Professional Engineers Act

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Presentation for PEO Council  
February 23, 2024  
Dan Abrahams, LL.B., Chief Legal Officer

# Immunity

Subsection 45(1) of the PEA



PEO, as well as individual councillors, staff, volunteers etc. cannot be held liable “for any act done in good faith” when performing a duty or trying to perform a duty of a power under the Act, the regulation, the by-laws etc.



“Good faith” essentially means the “absence of evidence of bad faith”



The concept of “bad faith” is flexible and depends on the context: *Entreprises Sibeca Inc. v. Frelighsburg (Municipality)*, [2004] 3 S.C.R. 304 (SCC)



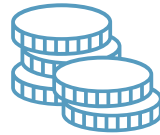
In a regulatory context, “bad faith” may go beyond intentional fault to include gross negligence in the performance of, or failure to perform, a duty under the legislation: *Finney v. Barreau du Quebec*, [2004] 2 S.C.R. 17 (SCC)

# Indemnification

Subsection 45(2) of the PEA



Councillors, committees, staff etc. *may* (**NOT** must) be “indemnified and saved harmless out of the funds of the Association” for “costs, charges and expenses”, eg. an action, suit or proceeding is brought against them for any act etc. related to the execution of their duties



Condition: not legally available if costs, charges and expenses result from the person’s own “willful neglect or default” (roughly akin to “bad faith”)



PEO has agreed to purchase directors’ and officers’ liability and errors and omissions coverage to offset any charge against “the funds of the Association”



Indemnification and insurance are available only as a shield, not as a sword; they cannot be used to fund an action that is brought by a councillor, staff member etc.

# Next Steps



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Process and criteria covering councillors' legal expenses- with or without insurance- is on the AFC workplan.



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Future discussions may focus on the nature of "bad faith" in specific circumstances - for instance, is the breach of the conflict of interest policy or the workplace harassment policy inherently a matter of "bad faith"?

Q&A



**Summary Report to Council of Governance and Nominating Committee (GNC) Activity  
April 5, 2024**

**Committee Meeting Date:** March 8, 2024

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
SPECIAL RULES REVIEW AND COUNCILLOR SUBMISSIONS (INCLUDING COUNCIL REGISTRY OF ACTIVITIES AND OPEN ISSUES)	<p>The committee reviewed the updated recommendations provided by staff on the proposed Councillor submission mechanisms.</p> <p>The committee provided feedback with specific focus on the definition of the terms “emergency &amp; “urgent”.</p> <p>The committee agreed to recommend that: i) Council amend By-Law so that the Special Rules of Order no longer require annual adoption; and ii) Council approve the voting threshold and circumstances for special resolutions.</p> <p>With respect to the third part of the proposed recommendations, the committee agreed that the Councillor Submissions Mechanism with four <u>parallel</u> channels should be implemented on a pilot or trial basis.</p>	Staff	Council consideration for April 5, 2024 meeting.	Continue	Yes
REVISIONS TO THE GOVERNANCE COMMITTEE’S CHARTER	<p>The committee reviewed the 4 Charters and suggested a change in the GNC’s mandate area.</p> <p>The committee also sought clarity between guiding principles vs mandates to gain</p>	Staff	Council consideration with amendments for April 5, 2024 meeting.	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?
	understanding of the RPLC charter.				
ORDER OF HONOUR SELECTION COMMITTEE (OSC) TERMS OF REFERENCE	Staff provided a summary of the changes recommended by Council.  Committee agreed to send the amended TOR to council for approval.	Staff	Council consideration for the April 5, 2024 meeting.	Continue	Yes
UPDATES TO ORDER OF HONOUR (OOH) NOMINATION PROCESS	Staff provided an overview of the changes recommended by the OOH committee and staff.  The committee discussed the eligibility criteria for the nomination; confidentiality of nominations; and the point system in the nomination process.  The committee was advised that their feedback will be shared with the Order of Honour Selection Committee as part of its standard review process.	Staff	Council consideration for April 5, 2024	Continue	Yes
2024 Election/Selection of Northern Region Councillor	Staff followed protocol per section 29.1 of By-Law No 1 for filling vacancies on Council.  The committee reviewed correspondence outlining the candidate's interest in the position and staff's response advising that Council will consider the appointment at its April 5 meeting.	Staff	Council consideration for April 5, 2024	Continue	Yes
TERM LIMITS FOR ELECTED COUNCILORS	Taking direction from the November 2023 meeting, staff presented information on the topic of Councillor term limits.	Staff	A future plenary session to be scheduled for further discussion in the broader context of election issues.	Continue	No
NATIONAL STATEMENT OF COLLABORATION	The Chair of Engineers Canada's (EC) Collaboration Task Force and EC's Manager, Strategic and	Staff	Amended Statement to be sent to Council	Yes	Yes

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
	<p>Operational Planning provided an overall summary and explained that it is anticipated the statement will be signed at EC's May Annual Meeting of Members by representatives of the provincial and territorial regulators across Canada.</p> <p>The committee provided feedback and raised some questions related to aspects of the statement.</p> <p>The committee was advised that the feedback will be considered for the final version of the statement which will be circulated to all regulators so that direction can be given to their respective Presidents.</p>		for April 5, 2024 meeting.		
DIRECTOR CONDUCT	<p>Staff informed the committee that a draft is currently being produced and expressed interest in engaging with councillors prior to Council consideration.</p> <p>Committee agreed to a plenary session at the beginning of April 2024.</p>	Staff	A plenary session is being planned for April 4, 2024.	Yes	

**Next Committee Meeting:** April 15, 2024

## Decision Note – Recommendation for Appointment of Northern Region Councillor

<b>Item</b>	C-562-6.1
<b>Purpose</b>	Appointment of a Northern Region Councillor for the 2024-2026 terms of Council.
<b>Strategic/Regulatory Focus</b>	Governance
<b>Motion</b>	<i>That Council appoint Ahmed Elshaer as the Northern Region Councillor for the 2024-2026 Council terms, in accordance with the “Filling a Councillor Vacancy” process set out at section 29.1 of By-Law No 1.</i>
<b>Attachments</b>	<i>Appendix A – Process for Filling a Councillor Vacancy in By-Law No. 1 Appendix B – Email Communication: Expression of Interest and Response</i>

### Summary

No one has been nominated for the office of Northern Region Councillor in the 2024 election. Section 15.1 of Regulation 941 requires Council to appoint a licence holder residing in the Northern Region to fill that office. By-Law No 1 (Appendix A) sets out the process for filling a Councillor vacancy at section 29.1. At its February 2024 meeting, Council decided to select a licence holder residing in the Northern Region for the office of Northern Region Councillor, to be appointed by Council at its April 2024 meeting.

### Public Interest Rationale

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

### Background

For the 2024 PEO Council Election, no one is nominated for election as Councillor for the Northern Region. Per subsection 15.1(1) of Regulation 941 under the *Professional Engineers Act*, where no member is nominated, the office “shall be filled by a Member appointed by a majority of the Council.” A licence holder is not eligible for appointment to the office of regional councillor for the region unless they reside in the region at the time of the appointment.<sup>1</sup> By-Law No 1 sets out the process for filling a Council vacancy at section 29.1 (see Appendix A).

At its meeting of February 23, 2024, Council decided that the “Filling a Councillor Vacancy” process will be followed during the current Council term to select a licence holder residing in the Northern Region for the office of Northern Region Councillor, to be appointed by Council at its April 2024 meeting.

### Considerations

On February 28, 2024 an Expression of Interest was received from the first runner-up in the 2023 election for the Northern Region Councillor, in accordance with Section 29.1 (Appendix B).

At its meeting of March 8, 2024, the Governance and Nominating Committee (GNC) reviewed this matter and recommended that Council appoint Ahmed Elshaer as the Northern Councillor for the 2024-2026 Council terms.

### Stakeholder Engagement

None for this item due to the nature of the matter.

**Next Steps**

- Pending Council's decision, staff will contact the new Councillor-elect of their appointment to Council, effective the AGM 2024 and proceed with the onboarding process.

**Prepared By:** Meg Feres, Manager – Council Operations

**By-Law No 1**

**29.1 Filling a Councillor Vacancy**

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

(a) The Chair of the Governance and Nominating Committee (GNC) or designate shall contact the first runner-up from the most recent Council election for the position where the vacancy has arisen to determine if they are interested in serving the unexpired portion of the Council member's term and, if so, recommend that Council appoint that person at the earliest opportunity; or

(b) In the event the first runner-up for a position declines, contact the next runner-up in the most recent election and, if that person is willing, recommend them for appointment as above; and

(c) If that runner-up declines, continue this process in sequence with additional runners-up, as applicable.

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

**Appendix B**

**From:** Meg Feres

**Sent:** Thursday, February 29, 2024 4:11 PM

**To:** REDACTED

**Cc:** Secretariat <secretariat@peo.on.ca>; Roydon Fraser <REDACTED>; Jennifer Quaglietta <REDACTED>; Dan Abrahams <REDACTED>; Marina Solakhyan <REDACTED>

*{Forwarded separately to GNC Chair, Susan MacFarlane, on Feb 29 at 4:34 pm}*

**Subject:** RE: Expression of Interest for the Northern Regional Councillor Position

**Importance:** High

Dear Mr. Elshaer:

Thank you for your February 28, 2024 email below to indicate your interest in serving a two (2) year term as of the Annual General Meeting on April 20, 2024. As you know, in Professional Engineers Ontario's ("PEO") 2024 election cycle, there were no nominations for the office of Northern Region Councillor. Section 15.1 of Regulation 941 requires Council to appoint a licence holder residing in the Northern Region to fill that office. By-Law No 1 sets out the process for filling a Councillor vacancy at section 29.1. The excerpt is below in [blue text](#).

[29.1 Filling a Councillor Vacancy](#)(1) Outside of the regular election or appointment process, Council vacancies shall be filled as follows:

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

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

Based on the official results of the 2023 elections, you were the first runner-up in the election for the Northern Region Councillor and thus we are initiating the process set out in 29.1 above.

On February 23, 2024 PEO's Council passed the following motion, shown below in [blue text](#):

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

**CARRIED**

Council will consider the matter of your appointment at its April 5, 2024 meeting and we will follow up with you after the Council meeting to advise of the outcome.

Best regards,



*The contents of this message may be privileged and/or contain confidential information intended only for the person(s) named above. Any other distribution, copying or disclosure is strictly prohibited. If you are not the intended recipient, please notify the sender and delete the original transmission, including any attachments. Thank you.*

**From:** Ahmed Elshaer <REDACTED>

**Sent:** Wednesday, February 28, 2024 2:48 PM

**To:** Roydon Fraser <REDACTED>; Jennifer Quaglietta <REDACTED>; Dan Abrahams <REDACTED>

**Subject:** Expression of Interest for the Northern Regional Councillor Position

You don't often get email from [aelsaer@lakeheadu.ca](mailto:aelsaer@lakeheadu.ca). [Learn why this is important](#)

Dear all,

I am writing to express my interest in the Northern Regional Councillor position, having been the second runner-up in last year's election. Given there are no applicants this year, and following a conversation with Councillor Vaj Banday, I understand I might be considered for the role. However, I have yet to receive any communication regarding this.

I remain deeply committed to serving the engineering community and believe I can contribute positively to our profession's advancement. Please advise on the next steps or any further information required from my side.

Thank you for your time and consideration.

Regards,  
Ahmed Elshaer

**Ahmed Elshaer, PhD, PEng**

<REDACTED>



## Decision Note – Revisions to Governance Committees’ Charters

<b>Item</b>	C-562-6.2
<b>Purpose</b>	To review the Charters of the four governance committees and recommend revisions for Council approval
<b>Strategic/Regulatory Focus</b>	<i>e.g., Governance improvement</i>
<b>Motion</b>	That Council approves the revised Charters of the Audit and Finance Committee, Governance and Nominating Committee, Human Resources and Compensation Committee, and Regulatory Policy and Legislation Committee, as presented to the meeting at C-562-6.2, Appendices A to D.  Requires a simple majority of votes cast to carry
<b>Attachments</b>	Appendices A to D – Proposed Revised Charters for 4 Governance Committees (with tracked changes)

### Summary

Council is asked to approve the revised Charters with tracked changes at Appendices A to D.

### Public Rationale

Regular governance practices in line with PEO’s public interest mandate.

### Background

The Governance and Nominating Committee has a duty per its Charter to *“Review at least annually the Charters of the Council and Council Committees, and recommend to the Council any amendments (e.g., to duties, responsibilities, reporting) deemed necessary or advisable.”*

### Key considerations

At their June 2023 meetings, all four of PEO’s governance committees reviewed their Charters and made recommendations for changes. Other changes have been proposed in alignment with subsequent Council or committee discussions (for example, Council’s discussion regarding cybersecurity; a 3-year plan for AGM’s; and Enterprise Risk Management). The proposed changes are tracked on the respective Charters at Appendices A-D.

At its meeting of March 8, 2024, the Governance and Nominating Committee (GNC) reviewed this matter and recommended that Council approve the revised Charters.

### Stakeholder engagement

None

### Next Steps

Pending Council’s approval, the revised documents will be presented to each governance committee at its initial meeting of the 2024-2025 term.

Prepared By: **Meg Feres – Manager, Council Operations**  
**Graham Pedregosa – Council and Committee Coordinator**



## Audit & Finance Committee

### Mandate

The mandate of the Audit & Finance Committee (the "Committee") is to assist Council in fulfilling its oversight responsibilities by:

- Σ Gaining reasonable assurance regarding the integrity of PEO's financial reporting and financial management, including audits and controls
- Σ Reviewing the financial information which will be provided to stakeholders
- Σ Having principal oversight responsibility with respect to financial matters that are material to PEO's activities, furthering and aligning with PEO's strategic plan and priorities

### Composition

- Σ The Committee is a standing committee of the Council
- Σ The Committee consists of a minimum of four and a maximum of eight members of Council, with an optimal target number of six
- Σ The members of the Committee shall be appointed annually by Council and may be renewed each year at Council's discretion
- Σ The President, ~~and~~ President-elect, ~~and Past President~~ are ex-officio [voting](#) members of the Committee
- ~~Σ As a transitional measure, non-Councillors who are members of the Finance, Audit, or Investment Committees prior to the 2021 AGM may be appointed to the Audit & Finance Committee until the 2022 AGM, at the Committee's and Council's discretion~~
- Σ Committee members may be removed by Council
- Σ Council shall also annually designate a Committee Chair
- Σ To the extent feasible, members shall be financially literate or undertake to reach a strong level of financial literacy within a year of being appointed to the Committee. "Financially literate" means having the ability to read and understand a set of financial statements that present a breadth and level of complexity of accounting issues that are generally comparable to the breadth and complexity of the issues that can reasonably be expected to be raised by PEO's financial statements.
- Σ To the extent feasible, at least one member will be a financial expert. This typically means they will have an accounting designation.

### Duties and Responsibilities Summarized

1. Responsibilities related to Financial Reporting: The Committee will:
  - Σ Recommend approval to the Council of PEO's annual audited financial statements, after reviewing these with management and the external auditors to gain reasonable assurance that the statements are accurate, complete, and represent fairly PEO's financial position;



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- Σ Review PEO's quarterly financial statements with management to monitor significant material variances from PEO's approved budget and strategic plan;
  - Σ Gain reasonable assurance regarding the integrity of PEO's financial statements and financial reporting process and PEO's systems of internal accounting and financial controls;
  - Σ Gain reasonable assurance that the Corporation complies with all applicable laws, regulations, rules, policies and other requirements of governments, and regulatory agencies relating to financial reporting and disclosure;
2. Responsibilities related to Accounting Policies: The Committee will:
- Σ Review with management and external auditors the appropriateness of PEO's accounting policies, reserves, key estimates and judgments, including changes or variations thereto and obtain reasonable assurance that they are presented fairly in accordance with generally accepted accounting principles and report thereon to the Council.
3. Responsibilities related to Controls: The Committee will:
- Σ Gain reasonable assurance as to the effectiveness of internal controls as these relate to financial reporting and integrity.
  - Σ Review the plans of the external auditors to gain reasonable assurance that the combined evaluation and testing of controls is comprehensive, coordinated and cost-effective.
  - Σ Receive regular reports from management, the external auditors and its legal department on all significant indications/detection of fraud and the corrective activity undertaken in respect thereto.
4. Responsibilities related to Relationship with External Auditors: The Committee will:
- Σ Recommend to the Council the nomination of the external auditors;
  - Σ Approve the remuneration and the terms of engagement of the external auditors;
  - Σ Review any unresolved significant issues between management and the external auditor that could affect the financial reporting or internal controls of the Corporation;
  - Σ Oversee the work of the external auditors and the resolution of disagreements between management and the external auditors with respect to financial reporting; and
5. Responsibilities related to the Internal Audit function:
- Σ On an annual basis, the Committee will satisfy itself that there are adequate internal controls in place and audits or tests of their effectiveness, and that a reasonable process is in place to review or audit processes on a periodic basis.



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- Σ Annually, the committee will discuss with PEO's senior financial officer and the external auditor about the adequacy of PEO's internal audit plans and ascertain whether additional resources are required to fulfill the necessary internal audit functions.
- Σ Consult with other Governance Committees on their needs to draw on internal audit resources each year, review and prioritize these, and ensure priority areas are integrated into the internal audit plan.

### 6. Responsibilities related to Risk Oversight:

- Σ The committee will gain reasonable assurance that financial risk is being effectively managed. "Financial" risks include those that materially affect financial reporting and financial health of PEO, including litigation and pension plan risks.
- Σ The committee will gain reasonable assurance that information technology and cybersecurity and the steps taken by PEO to mitigate those risks are being effectively managed.
- Σ The committee shall oversee PEO's Enterprise Risk Management policy for the organization as a whole. The corporate risk register will be presented and discussed annually at a meeting of the Audit and Finance Committee and annually at the meeting of the whole Council.

### 7. Responsibilities related to Finance & Investments:

- Σ Annually, review PEO's budget to gain reasonable confidence that there is sufficient funding to resource PEO's expected outputs, and that resource allocation aligns with agreed strategic priorities and goals, recommending the budget to Council for approval
- Σ Oversee PEO's investments, including real estate, gaining reasonable assurance that risk tolerances and policies are reasonable, consistent with PEO's strategic plan, and being followed, confirming or reviewing appointments of investment managers for PEO based on staff's evaluations of performance against objectives
- Σ Oversee PEO's pension fund to gain reasonable assurance that the pension promise will be kept to beneficiaries on a sustainable basis

The Committee will review the sufficiency of this mandate annually, or sooner if deemed necessary, and propose changes to the Governance & Nominating Committee for their review and onward recommendation to Council for approval.



## Governance and Nominating Committee Mandate

### Mandate

The mandate of the Governance and Nominating Committee (the "Committee") is to assist the Council in fulfilling its oversight responsibilities and gaining reasonable assurance as to the **effectiveness** of corporate governance, Council, committee and Council member effectiveness, Council renewal, nominations and elections and both Governance and Regulatory Committee appointments **in line with good governance principles and practices for regulators.**

### Composition

- ∑ The Committee is a standing committee of Council
- ∑ The Committee consists of a minimum of four and a maximum of eight members of Council, with an optimal target number of six
- ∑ The members of the Committee shall be appointed annually by Council and may be renewed each year at Council's discretion
- ∑ The President, President-elect, and Past President are ex-officio voting members of the committee
- ∑ Committee members may be removed by Council
- ∑ Council shall also designate a Committee Chair
- ∑ Members shall have, to the extent feasible, backgrounds and/or experience in Governance or work towards these competencies after appointment.
- ∑ Where practical, at least one member will have specific expertise in governance.

### Duties and Responsibilities Summarized

#### 1. Responsibilities related to Governance. The Committee will:

- ∑ Gain reasonable assurance regarding corporate governance processes, policies and principles of Council to assist Council in delivering effective governance practices.
- ∑ Co-ordinate and oversee Council-level policy development, including the maintenance of the Governance Manual, evaluate the effectiveness of, and monitor compliance with Council-level policies not otherwise assigned to another Committee (including the Code of Conduct, Conflict of Interest Policy, Anti-Workplace Violence, Harassment and Discrimination Policy, Safe Disclosure Policy)-

Oversee the effective implementation and use of a Safe Disclosure ("Whistleblower") Protocol for staff members and others to safely report



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potential breaches of conduct of senior management to designated trusted third parties, protecting the ~~anonymity~~ anonymity of disclosers.

- Σ Review at least annually the Charters of the Council and Council Committees, and recommend to the Council any amendments (e.g., to duties, responsibilities, reporting) deemed necessary or advisable.
- Σ **Review of Terms of Reference for all PEO committees, from time to time, as requested.**
- Σ Evaluate and report at least annually to the Council on the overall performance of the Council, its committees, and its members, and the performance of the Council Chair and Committee Chairs responsible for each committee.
- Σ Oversee the development and implementation of an orientation plan specific to PEO for new Council and Committee members, and ongoing training/education plan for Council and Committee members.

### 2. Responsibilities related to Nominations: The Committee will:

- Σ Implement a Council-approved process that is structured, transparent, and objective for actively recruiting, evaluating, and selecting qualified, diverse candidates for appointment to Committees.
- Σ Independently recruit, vet and recommend nominees to the Regulatory Committees, driven by needed competencies and attributes.
- Σ Recommend to the Council candidates for appointment or re-appointment to Governance and any other applicable Committees.
- Σ Review the nomination processes on a regular basis and recommend improvements to the Council.

### 3. Responsibilities related to Elections: The Committee will:

- Σ On a transitional basis, coordinate and steward the work of the CESC and the RESC
- ~~Σ Encourage people to run for Council~~
- Σ Support Council in the selection of the Chief Elections Officer.

~~Assist the Chief Elections Officer as required.~~

- ~~Σ Declare election results and receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council in accordance with PEO's regulations.~~

### 4. Responsibilities related to Risk Management: The Committee will:

- Σ Review and monitor PEO's risks related to governance, the nomination and election process and the steps taken by management to mitigate those risks.
- Σ **Undertake continuous quality improvement to monitor and scan the environment for notable impacts and consequences of committee or Council decisions related to governance, nominations, and election process.**

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The Committee will review the sufficiency of this mandate annually, or sooner if deemed necessary, and recommend changes to Council for approval.



## Human Resources and Compensation Committee Mandate

### Mandate

The mandate of the Human Resources and Compensation Committee is to assist Council in fulfilling its oversight responsibilities by providing effective oversight on behalf of Council on PEO's relationship with the CEO/Registrar, human resources policies and plans, including its compensation, benefits plans ~~and Code of Conduct~~ and making recommendations to Council.

### Composition

- Σ The Committee is a standing committee of Council
- Σ The Committee consists of a minimum of four and a maximum of eight members of Council, with an optimal target number of six
- Σ The members of the Committee shall be appointed annually by Council and may be renewed each year at Council's discretion
- Σ The President, ~~and~~ President-elect, and Past President are ex-officio voting members of the committee
- Σ Committee members may be removed by Council
- Σ Council shall also designate a Committee Chair
- Σ Members shall have, to the extent feasible, backgrounds and experience in human resources or work towards these competencies after appointment.
- Σ To the extent feasible, at least one member shall be an expert in human resources.

### Duties and Responsibilities

1. Responsibilities related to the CEO/Registrar's employment relationship: The Committee will:
  - Σ ~~Annually review and recommend to Council for approval PEO's goals and objectives relevant to the performance and compensation of the CEO/Registrar.~~
  - Σ Develop a CEO/Registrar Performance Review Process for Council's approval.
  - Σ Annually and on a continuing basis, review the CEO/Registrar Performance Review Process and, if needed, recommend changes to Council.
  - Σ Annually review and recommend to Council for approval PEO's goals and objectives relevant to the performance and compensation of the CEO/Registrar
  - Σ Annually evaluate the performance of the CEO/Registrar in light of those goals and objectives.
  - Σ Annually review and recommend to Council for approval the remuneration, benefits and perquisites for the CEO/Registrar.





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- Σ Annually and on a continuing basis, review and recommend to Council: terms of reference, development and succession plans for the CEO/Registrar.
  
- 2. Responsibilities related to Human Resources beyond the CEO/Registrar (~~“grandparent” role~~): The Committee will, while respecting the CEO/Registrar’s accountability solely to manage PEO’s human resources:
  - Σ In conjunction with the CEO/Registrar and the [Director of Human Resources/Chief People Officer](#), review, report and recommend to the Council: policies for employee compensation, benefits and perquisites, significant human resource issues and ethics codes.
  
- 3. Responsibilities related to Risk Management: The Committee will:
  - Σ Review and monitor PEO’s major human resource risks and the steps taken by management to mitigate those risks.
  
  - ~~Σ Oversee the effective implementation and use of a Safe Disclosure (“Whistleblower”) Protocol for staff members and others to safely report potential breaches of conduct of senior management to designated trusted third parties, protecting the anonymity of disclosers.~~

The Committee will review the sufficiency of this mandate annually, or sooner if deemed necessary, and propose changes to the Governance & Nominating Committee for their review and onward recommendation to Council for approval.



## Regulatory Policy & Legislation Committee Mandate

### Mandate

The mandate of the Regulatory Policy & Legislation Committee (the "Committee") is to assist the Council in fulfilling its oversight responsibilities and gaining reasonable assurance as to:

1. The development, review and revisions of legislative changes, regulations, standards, guidelines, bylaws and policies related to PEO's regulatory mandate and protecting and serving the public
2. The identification of regulatory issues for addressing, monitoring and reviewing policy proposals and providing regulatory impact analysis, providing policy coordination with the Attorney General as per Council's approved intents, and reviewing draft legislation for alignment between policy intent and legislative provisions

The Committee's overarching role is to coordinate and enable effective regulatory policy and legislation, by working with Council, staff and other committees [in accordance with the policy development framework that was approved by Council in June 2023.-](#)

[The Committee ensures that PEO policy development is guided by the following principles:](#)

- [1. Proportionality](#)
- [2. Evidence-informed decision-making](#)
- [3. Participation and engagement](#)
- [4. Equity and inclusion](#)
- [5. Transparency and accountability](#)

### Composition

- Σ The Committee is a standing committee of Council
- Σ The Committee consists of a minimum of four and a maximum of eight members of Council, with an optimal target number of six
- Σ The members of the Committee shall be appointed annually by Council and may be renewed each year at Council's discretion
- Σ The President, ~~and~~ President-elect, [and Past President](#) are ex-officio [voting](#) members of the committee
- Σ Committee members may be removed by Council
- Σ Council shall also designate a Committee Chair
- Σ Members shall have, to the extent feasible, backgrounds and experience in regulatory policy and/or legislation or work towards these competencies after appointment
- Σ To the extent feasible, at least one member shall be expert in regulatory policy



## Duties and Responsibilities

1. Responsibilities related to Legislation and Regulatory Policy: The Committee will:
  - ∑ Provide governance to PEO in the area of regulatory policy and legislation, including reviewing and recommending to Council any amendments, revisions or changes to regulatory policy, related bylaws, standards, guidelines, regulations or legislation to enhance effective regulation of the profession and protection of the public.
  - ∑ Monitor and evaluate applicable regulatory policy, relevant bylaws, standards, guidelines, regulations and legislation to gain reasonable assurance that PEO is complying, and to identify opportunities to enhance the effectiveness of regulatory policy.
  - ∑ Oversee and co-ordinate the stewardship of regulatory policy throughout PEO, including regulatory policy work of other committees, with a view to transitioning this work to this committee when practical.
  - ∑ Act as a custodian for PEO Legislation, identifying PEO policies, rules and operational issues which touch on or affect PEO Legislation and will provide guidance as to which of these should be put into legislation.
  - ∑ Inform Council of relevant external Legislative initiatives and changes which may affect PEO Legislation.
  - ∑ Review all referred policy proposals that involve authority from the Act, Regulations or By-laws and provide regulatory impact analysis and recommendations to Council.
  - ∑ Review Ontario legislation that conflicts with the authority or provisions of the Professional Engineers Act or its Regulations and make recommendations for corrective actions.
  - ∑ [Ensure adequate stakeholder engagement.](#)
2. Responsibilities related to Risk Management: The Committee will:
  - ∑ Review and monitor PEO's risks related to regulatory policy and legislation and the steps taken by management to mitigate those risks.
3. Responsibilities related to Compliance: The Committee will:
  - ∑ Review PEO's regulatory policy and legislative procedures and policies to gain reasonable assurance of compliance with all legal and regulatory requirements and to investigate any non-adherence to those procedures and policies.

The Committee will review the sufficiency of this mandate annually, or sooner if deemed necessary, and propose changes to the Governance & Nominating Committee for their review and onward recommendation to Council for approval.

# Decision Note – Terms of Reference for the Order of Honour Selection Committee (OSC)

<b>Agenda Item Number</b>	C-562-6.3
<b>Purpose</b>	For GNC to report to Council about the reviewed and updated Terms of Reference for the Order of Honour Selection Committee (OSC).
<b>Strategic/Regulatory Focus</b>	The item is neither regulatory nor governance.
<b>Motion</b>	That Council approve the reviewed and updated Terms of Reference for the Order of Honour Selection Committee (OSC), as recommended by OSC, and as presented at C-562-6.3, Appendix A.
<b>Attachments</b>	Appendix A – OSC Terms of Reference with track changes

## Summary

That Council is asked to approve the reviewed and updated Terms of Reference for the Order of Honour Selection Committee (OSC), as recommended by the Order of Honour Selection Committee (OSC).

## Public Interest Rationale

No public interest rationale.

## Background

The activities performed by OSC were reviewed during PEO Governance Roadmap, Phase 4 review and the following changes were made to their Terms of Reference, to reflect the changes previously approved by Council in 2023:

- ∑ The committee’s name has changed from the Awards Committee (AWC) to the Order of Honour Selection Committee (OSC).
- ∑ After the transfer of the Ontario Professional Engineers Awards (OPEA) program to OSPE, the only responsibility of the committee is to promote and raise awareness of the Order of Honour (OOH), review and assess eligible nominations for the program, and make recommendations for potential recipients, for approval by PEO Council.
- ∑ Some responsibilities performed previously by AWC have been operationalized, i.e., participation in establishing parameters for the OOH ceremony and oversight of nominations for the external programs.

## Considerations

Updated terms of reference are attached (Appendix A)

## Stakeholder Engagement

N/A

## Options

N/A

## Recommendation(s)

That Council approve the reviewed and updated Terms of Reference for the Order of Honour Selection Committee (OSC), as recommended by OSC, and as presented in Appendix A.

## Next Steps

N/A

**Prepared By: Rob Dmochewicz, MPR, CVA**

## Terms of Reference

### Professional Engineers Awards Order of Honour Selection Committee (AWCOSC)

Issue Date: ~~April, 2007~~ January 2024  
Approved by:

Revised: ~~June 16, 2017~~  
Review by:

<b>Legislated and other Mandate approved by Council</b>	To coordinate, manage, promote and monitor the Professional Engineers Ontario (PEO) <del>Ontario Professional Engineers Awards (OPEA) Program, Order of Honour (OOH), Sterling Engineering Intern Award, and External Honours activities</del> to support achievement of the additional object of the Act, which states, "To promote public awareness of the role of the association". (Section 2(4) 4)
<b>Key Duties and Responsibilities</b>	<del>1. Encourage the nomination and celebration of deserving colleagues for recognition through Professional Engineers PEO OOH program.</del> <del>2. Promote and raise awareness of the OOH Awards program through: representation at Council, Committee and Chapter events, and communications with employers of engineers, learned societies, associations, and others.</del> <del>5-1. Monitor and review past OOH award recipients and other award programs to identify persons deserving further recognition through upgrades, or other awards.</del> <del>4. Review and assess eligible nominations for the Ontario Professional Engineers Awards (OPEA), Order of Honour (OOH), Sterling Award and External Awards programs and make recommendations for potential recipients/awardees for approval by PEO Council, and by the OSPE Board regarding the OPEA awardees only. Participate in establishing parameters for the award ceremonies to recognize recipients of the OOH and OPEA. Participate in the ceremonies.</del> <del>5. Monitor the OOH awards program strategies.</del> <del>6. Review and consider / recommend to Council awards OOH program changes, and/or new awards where appropriate. Oversight of the nomination for the Engineers Canada Fellowship program and for the Ontario Volunteer Service Award.</del>
<b>Constituency, Number &amp; Qualifications of Committee/Task Force Members</b>	From <del>8-10</del> to <u>10-12</u> members, with maximum of <u>10-12</u> members of the association. Usually selected as a cross-section of industry, academic, and government. <del>Two of the members are appointed by the Ontario Society of Professional Engineers to jointly administrate the Ontario Professional Engineers Awards.</del> Desirable to include at least <del>one member of Council,</del> one Companion of the OOH, and <del>about six recipients from PEO's Awards Program, preferably</del> engineers of some years standing and with a wide knowledge of engineering disciplines.
<b>Qualifications and election of the Chair</b>	The election of the Chair shall ideally take place <del>at the first committee meeting</del> of the calendar year for a one-year term. The Chair can be re-elected to serve a maximum of 3 consecutive terms. A two-thirds majority vote by members of the Committee is required to remove the Chair.
<b>Qualifications and election of the Vice Chair(s)</b>	The election of Vice Chair shall take place <del>at the first committee meeting</del> of the calendar year. The Vice Chair is elected for a one-year term, commencing in January. The Vice Chair can be re-elected to serve a maximum of 3 consecutive terms. To ensure continuity, it is desirable that the Vice Chair advances to the Chair's position, once the Chair's term of service is expired.

<b>Duties of Vice Chair(s)</b>	Chairing meetings in the absence of the Chair. Ideally, the Vice Chair will chair a subcommittee <a href="#">or working group</a> of the <a href="#">Order of Honour Selection Awards</a> Committee.
<b>Term Limits for Committee Chair and Vice Chair</b>	The Chair and Vice Chair are elected annually for a one-year term, from January to December. The Chair and Vice Chair may be re-elected to their positions to serve a maximum of three (3) consecutive years. To ensure continuity, it is desirable that the Vice Chair moves to the Chair's position, once the Chair's term of service is expired. Once the Chair and/or Vice Chair have served for the maximum term for their respective positions, they are not eligible for reappointment to those positions. The Chair, once having served as Chair, may only serve as a general committee member thereafter to the maximum ten (10) years of cumulative committee service.
<b>Term Limits for Committee Members</b>	Committee members are appointed for a one-year term, from January to December. Committee members may be re-appointed, but shall retire from the committee for at least six (6) years after ten (10) years of cumulative committee service.
<b>Succession Planning</b>	<b>Note:</b> All committees must have a succession plan, <del>approved by Council</del> , to ensure the orderly transition of the position of chair and vice chair as well as provide for the renewal of the committee's membership and on-boarding of new committee members.
<b>Quorum</b>	Committee operates under <del>Wainberg's Rules</del> <a href="#">the Nathan's Rules of Order</a> .
<b>Meeting Frequency &amp; Time Commitment</b>	Up to <del>4-8 full-day face-to-face in-person or remote</del> meetings per year. <del>Remainder by teleconference.</del> <del>Any s</del> Subcommittee <a href="#">or work group</a> meetings will be held in conjunction with face-to-face meetings or by <del>videoconference</del> <a href="#">teleconference</a> . <del>The number of Subcommittee meetings is approximately equal to the number of meetings of the full Committee.</del>
<b>Operational year time frame</b>	Calendar year (January to December)
<b>Committee Advisor Liaison</b>	<del>Fern Gonçalves, Director, People Development</del> <a href="#">Rob Dmochewicz, MPR, CVA, Recognition Coordinator</a>

## Decision Note – Updates to the Order of Honour Nomination Process

<b>Item</b>	C-562-6.4
<b>Purpose</b>	For GNC to report to Council on improvements to the nomination process for the Order of Honour, as proposed by staff and the Order of Honour Selection Committee (OSC).
<b>Strategic/Regulatory Focus</b>	Neither governance nor regulatory
<b>Motion</b>	That, effective immediately, Council approves the improvements to the nomination process for the Order of Honour, as proposed by staff and OSC and as presented at C-562-6.4, Appendix A. (simple majority)
<b>Attachments</b>	Appendix A: Revised Order of Honour guidelines for nomination and selection, with track changes.

### Summary

To further streamline the process for nominators and improve their experience, and to make the evaluation process less cumbersome for the selection committee, three improvements are recommended for GNC's consideration.

### Public Interest Rationale

No public interest rationale.

### Background

The Order of Honour (OOH) is an honorary society of Professional Engineers Ontario (PEO), established in 1963. It honours those professional engineers and others who have rendered conspicuous and outstanding service to the engineering profession in Ontario. The last revision of the OOH criteria was performed in March 2023, with a goal to be more transparent and streamlined, to eliminate subjectivity, and to reflect public protection values of PEO as the regulator. This review included quantifying contributions to the engineering profession into a point system and recognizing contributions to Justice, Equity, Diversity, and Inclusion (JEDI) initiatives related to the profession and the societal impact. Last year, we also introduced online nominations in PEO Portal, which replaced nomination forms. Nominations for 2024 were submitted using the new system and PEO staff asked the nominators for feedback regarding their experience, issues, and suggestions, followed by discussion by the Order of Honour Selection Committee (OSC).

### Considerations

The following improvements are recommended (please refer to Appendix A for revised Order of Honour guidelines for nomination and selection).

- ∑ **Replacing letters of support with a specific rationale and examples that nominators will provide directly in their online nomination.** Many times, nominators struggle with writing substantive letters with specific examples and rationale for nomination, and these letters are often repetitive and redundant, and do not provide enough evidence. On the other hand, members of the selection committee struggle with assessing the information from nominators' letters. The proposed solution is to streamline this process and discontinue the requirement for providing reference letters. Instead, nominators will be asked to answer specific questions tied to the scoring system, regarding the contributions and impact made by their nominee in various capacities and roles as a PEO volunteer (i.e., as a committee member, chapter volunteer, or representing PEO on



external boards). Nominators will still have option to include up to two letters of support from other people, who may or may not be professional engineers, as per the current OOH guidelines.

- Σ **Nominations can be submitted only after the PEO's call for nominations is distributed, and before the deadline.** Currently, nominations can be submitted at any time during the year, however the majority of nominations are submitted close to the deadline date. It is a common practice to accept nominations only when nominations are officially open and, when such an announcement is distributed, it brings much more attention. PEO's calls for nominations are distributed based on the Communication Plan, which has been established with support from the OSC members, and there are no changes about that.
- Σ **Nominations and upgrades are submitted online, and previously used nomination and upgrade forms have been discontinued.** This solution was recommended when the new guidelines were approved by PEO Council in March 2023, and it has already been implemented. The guidelines have to be updated, as they refer to nomination forms submitted by e-mail.

There are no financial impacts. The proposed changes will further improve the OOH nomination process by removing from nominators a requirement for providing letters of support. This improvement will make the process more transparent and aligned with the new scoring, which was implemented in 2023. The changes also highlight fairness and justice of the nomination process by offering more guidelines to nominators and by navigating them in the nomination process regarding the relevant and specific information about the nominees that they should provide, for evaluation and scoring.

### **Stakeholder Engagement**

- Σ Nominations for 2024, with the deadline on October 13, 2023, were submitted under the new guidelines, which were approved by PEO Council in March 2023.
- Σ All nominations for 2024 were submitted online, in PEO Portal.
- Σ OSC members evaluated these nominations using the new criteria and scoring.
- Σ Nominators were asked to share their experience with the new system.
- Σ A summary of the feedback from nominators and proposed improvements were discussed by OSC members, who are in full support of the proposed changes.
- Σ The need for reviewing the OOH guidelines in 1-2 years, to see if any other updates or revisions are needed and should be reported back to Council (or as requested by Council), has been identified under 'Next Steps', in the guidelines approved in March 2023 (Appendix A).

### **Recommendation(s)**

That Council be asked to approve improvements to the nomination process for the Order of Honour, as proposed by staff and the Order of Honour Selection Committee (OSC).

**Prepared By:** Rob Dmochewicz, MPR, CVA, Recognition Coordinator



C-562-6.4  
Appendix A

# Order of Honour

## Guidelines for Nomination and Selection

Approved by PEO Council: March 31, 2023

## **ORDER OF HONOUR NOMINATION AND UPGRADE CRITERIA**

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### **Principles of the Order of Honour**

The Order of Honour is PEO's highest volunteer recognition program which identifies PEO volunteers who have made a substantial contribution to support PEO's statutory mandate to regulate the engineering profession in Ontario to protect the public interest.

The principles of the Order of Honour include:

- Σ Identifying extraordinary volunteers who support PEO's statutory mandate to regulate the engineering profession in Ontario to protect the public interest.
- Σ Maintaining a limited number of inductees into the Order of Honour to ensure only extraordinary volunteers are given the Order of Honour.
- Σ Establishing a selection process for new members of the Order of Honour that ensures accountability, fairness, transparency, justice, equity, diversity, and inclusion.
- Σ Confirming that potential and active members of the Order of Honour reflect the high degree of ethics and professional conduct of the engineering profession.

### **Definitions**

In these definitions,

1. "Order" means the Order of Honour.
2. "PEO" means Professional Engineers Ontario.
3. "Council" means PEO Council.
4. "Committee" means the Professional Engineers Order of Honour Selection Committee (OSC).

### **Eligibility**

1. Inclusion in the Order may be granted by Council to PEO members who have served the profession diligently for many years and have made a substantial contribution to the regulation of the profession or improvement in its status. Such service will usually be rendered through participation in PEO affairs, but service rendered by non-members of PEO may also be recognized. Examples include service on PEO Council, committees and their subcommittees, task forces, chapters, as well as representing PEO on external boards and advisory groups.
2. All members of PEO in good standing, except for members serving on PEO Council and the Order of Honour Selection Committee (OSC), are eligible for inclusion in the Order. Council members who have left their positions on Council and AWC members and staff members who have retired or resigned from PEO's employment, should not be considered for inclusion until at least six months have elapsed from the date of their departure.

3. Nominations and upgrades to the Order should be made [online, in the PEO Portal on the prescribed nomination and upgrade forms](#). To the degree that candidates for inclusion in the Order meet or exceed the qualifications, inclusion may be awarded in one of the following classifications: **Member**, **Officer** or **Companion**.
4. The nominee must not be aware of the nomination and self-nomination is not allowed.
5. Nominations should provide sufficient information to enable the committee to make its recommendation as to the classification. Individual statements from nominators and referees on the reasons the candidate should be considered for inclusion or upgrade in the Order must accompany the nomination.
6. Nominations may be made by three P.Eng. licence holders of PEO, in good standing. ~~Three letters of support are required from the nominators~~[The rationale for nomination, including contributions and impact a nominee has made as a PEO volunteer, should be provided directly in the online nomination and no letters of support are required from the nominators](#). As an option, up to two ~~additional~~ letters may be included from referees who may or may not be professional engineers.
7. Upgrade nominations may be made by one P.Eng. licence holder of PEO, in good standing. ~~Three letters of support, from the nominator and two other professional engineers, The rationale and examples from nominators~~ should highlight the substantive contributions and impact made by the nominee following the original induction into the Order.
8. Induction into the Order is a competitive process. A maximum of 13 honorees are inducted annually. Therefore, nomination packages need to highlight the significance and impact of the nominee's contributions to the engineering profession.  
  
~~Nomination packages can be submitted by e-mail and should not exceed 15 pages, excluding the nomination form. Any pages beyond 15 will not be considered in the selection process. If you submit a hard copy, it must be unbound (no staples), single sided, and in a letter size format (8.5" x 11").~~
9. Nominations ~~are open after PEO's annual announcement about call for nominations, may be submitted at any time during the year. Order presentations are made annually. The deadline for receipt of nominations is 4:00 p.m. EST on the second Friday in October. Nominations submitted after the deadline will not be considered for that year's Order program but may be resubmitted before the deadline for the following year's program. To increase your chances of success, you are encouraged to update the package.~~
10. Honorary Membership in the Order is open to non-members of PEO but does not mean honorary membership in PEO.
11. Suspension or cancellation of membership in PEO means suspension or cancellation of inclusion or eligibility for inclusion in the Order.
12. Resignation in good standing from PEO is not considered resignation from the Order unless so directed by Council.

## Membership Classes

**Commented [RD1]:** Online nominations are automatically closed when the deadline has passed. There is no technical possibility to submit nominations after the deadline.

### **1. Member**

(a) The committee may recommend for this classification any living member of PEO who fulfills the qualifications for inclusion in the Order. For nomination under this category, a nominee should have at least 10 years of substantial service to PEO to be considered at this entry level.

(b) There is no limitation on the number of living Members of the Order.

### **2. Officer**

(a) The committee may recommend for this classification any Member of the Order or PEO member whose qualifications exceed those required for the Member classification. For nomination under this category, a nominee should have at least 15 years of significant service to PEO to be considered at this level.

(b) There are no more than 100 living Officers of the Order.

### **3. Companion**

(a) The committee may recommend for this classification any Member or Officer of the Order or PEO member whose qualifications greatly exceed those required for the Officer classification. For nomination under this category, a nominee should have at least 20 years of exceptional service to PEO. Companion is the highest distinction, which is reserved exclusively for individuals whose distinguished service has profoundly influenced the engineering profession.

(b) There are no more than 50 living Companions of the Order.

## **Honorary Inclusion**

1. Honorary inclusion in the Order of a non-member of PEO can be considered, for volunteering for PEO regulatory activities.
2. A non-member of PEO may be granted honorary inclusion in the Order, in any class, for outstanding service, support or assistance to the engineering profession in Ontario.
3. In accordance with the Regulations, Council may direct the committee to consider any individual for honorary membership in the Order. The committee will then make a recommendation to Council.
4. The committee may initiate a recommendation to Council for honorary inclusion in the Order.
5. Presentation of honorary membership in the Order is made at the Order's annual investiture.

## **Administration**

1. The Professional Engineers Order of Honour Selection Committee (OSC) administers the Order.
2. The secretary of the Order is PEO's Recognition Coordinator, or a delegate. The secretary maintains a current register of the Order.
3. Neither the current members of the committee nor the secretary and Council members can be inductees.

4. The committee solicits and receives nominations of individuals to include in the Order, selects from among them, and recommends the classification of such inclusion.
5. The committee may recommend individuals for any classification without that individual's prior inclusion in the Order.
6. Unsuccessful nominations may be resubmitted for the following year. To increase the chances of success, the committee encourages nominators to update the package.
7. Either PEO members or the committee may recommend an upgrade to an honoree's classification. However, the honoree's incremental contributions since the original inclusion must be substantiated by information from a PEO member. The honoree's entire contribution will then be reviewed for possible upgrade.
8. Inclusion in the Order or changes in classification may be confirmed only by Council, which normally acts only upon the committee's recommendations.
9. Council does not grant inclusion or reclassification in the Order without consulting with the committee. It may direct the committee to consider an individual for initial nomination or for reclassification. Council is not bound by the committee recommendation.
10. Inclusion in the Order is not granted posthumously unless notification of inclusion had been made prior to the candidate's death.

## Inquiries

For further information ~~and nomination forms~~, you can visit PEO's website at <https://peo.on.ca/volunteers/volunteer-service-recognition-program/order-honour> <https://peo.on.ca/about-peo/awards/order-honour> or send an e-mail to [orderofhonour@peo.on.ca](mailto:orderofhonour@peo.on.ca) [awards@peo.on.ca](mailto:awards@peo.on.ca).

You can also send your inquiry to:

Order of Honour Selection Committee  
c/o Recognition Coordinator  
Professional Engineers Ontario  
40 Sheppard Avenue West, Suite 101  
Toronto, ON M2N 6K9

## ORDER OF HONOUR SELECTION CRITERIA

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### General Context

- Σ Last revision of the Order criteria was done in [2023](#).
- Σ ~~Revisiting~~ The [revised](#) Order selection criteria included quantifying contributions to the engineering profession into a point system.

### Selection Criteria Recommended Changes

1. [Nominations are evaluated using](#) ~~Expanding~~ the point system to include the notable impact of service to the profession, and to recognize contributions to Justice, Equity, Diversity, and Inclusion (JEDI) initiatives and societal impact:

CATEGORY	MAX. POINTS
<b>[A] FOR YEARS OF ACCUMULATIVE SERVICE IN THE ENGINEERING PROFESSION</b>	
Up to 20 points for years of service exceeding the minimum requirement, 1 year = 1 extra point. Minimum requirements: 10 years (Member), 15 years (Officer), 20 years (Companion).	20
<b>[B] OVERALL IMPACT OF SERVICE IN THE ENGINEERING PROFESSION</b>	
Up to 10 points for chapter service (all functions). Additionally, up to 5 points for chapter chair.	15
Up to 10 points for committee and task force service. Additionally, up to 5 points for committee/task force chair. This applies to all PEO committees: governance, board, statutory, other committees reporting to Council, and task forces and working groups.	15
Up to 10 points for PEO Council service. Additionally, up to 5 points for PEO President.	15
Up to 5 points for service representing PEO on external boards such as Engineers Canada, Accreditation Board, Qualifications Board, and other committees.	5
Up to 10 points for involvement in non-PEO activities related to the engineering profession	10
<b>[C] INVOLVEMENT IN JUSTICE, EQUITY, DIVERSITY, AND INCLUSION (JEDI) ACTIVITIES RELATED TO THE ENGINEERING PROFESSION AND SOCIETAL IMPACT</b>	

Up to 10 points for service to PEO in local initiatives.	10
Up to 10 points for service to PEO on provincial or national level, substantiated by examples and outcomes.	10
<b>TOTAL</b>	<b>100</b>

2. Minimum years of service: 10 (Member), 15 (Officer) and 20 (Companion) will be required to recognize the perseverance in service to the profession.
3. New measurement of service is introduced to improve transparency and reflect the multi-dimensional contributions of service, namely the impact in the engineering profession [B] and JEDI activities related to the profession [C]:
- ∑ Typical examples of impact in the profession (up to 60 points) including but not limited to:
    - Leadership and general involvement in promoting PEO and its regulatory works such as mentoring PEO licence applicants in working towards their designation, mentoring new chapter members, general volunteering leadership roles (e.g., members of PEO Council, chapter officers, committee/task force chairs and vice chairs etc.).
    - Conspicuous and outstanding service includes promoting PEO's regulatory role to decision makers and public with notable impacts to the engineering profession.
  - ∑ Typical JEDI-related initiatives and societal impact (up to 20 points) in service to PEO including but not limited to:
    - Expanding diversity and inclusivity in the profession through:
      - o Promoting women in the engineering profession.
      - o Supporting equity seeking groups such as BIPOC (black, indigenous, persons of colour) and LGBTQ2S+ in engineering.
      - o Promoting indigenous engineering.
    - Dismantling systemic disadvantages and barriers to resources and opportunities in engineering (examples of barriers: racism, classism, sexism, etc.).
    - Fostering a sense of belonging in the engineering profession by centering, valuing, and amplifying the voices, perspectives, and styles of those who experience more barriers based on their identities.
    - Allocating resources in engineering to ensure everyone has access to the same resources and opportunities.
    - Promoting fairness and social justice in engineering.
    - Expanding the relevance of the engineering profession by responding to global issues such as:
      - o Climate change,
      - o Global hunger,
      - o Child labour,
      - o Other issues as per the United Nations three pillars of work: international peace and security, economic and social progress and development, and respect for human rights and fundamental freedoms.
4. Additional merit required for the Order Officer and Companion classes:
- ∑ For Officer:
    - Need to have a minimum of 40 points for the categories [B] + [C] (50% of the maximum score for these categories of impact and JEDI initiatives).
    - Service to PEO may include service to chapter and PEO committee/task force leadership (such as chair, vice chair).



Σ For Companion:

- Need to have a minimum of 60 points for the categories [B] + [C] (75% of the maximum score for these categories of impact and JEDI initiatives).
- Service to PEO may include service to chapter at an executive level, PEO Council, and governance and board committees (leadership such as President, chair, vice chair, member).

### **Next Steps**

Σ Subject to Order of Honour Selection Committee for further feedback and support.

Σ [Rename PEO Awards webpage to Volunteer Recognition](#)

## Decision Note – Special Rules Review

<b>Agenda Item No.</b>	C-562-6.5
<b>Purpose</b>	For Council to decide whether to adopt changes to Council’s Special Rules of Order following GNC’s review of them.
<b>Strategic/Regulatory Focus</b>	Governance improvement
<b>Motion</b>	<p>That the proposed amendments to By-Law No. 1 set out in Appendix A be approved by Council. <b>(will require 2/3 of votes)</b></p> <p>That the Special Rules of Order that are currently in effect be rescinded and that the Special Rules of Order set out in Appendix D be enacted by Council to replace them. <b>(will require 2/3 of votes)</b></p> <p>That the Special Rules of Order provisions dealing with Councillor submissions and the Councillor Submissions Mechanism be reviewed by GNC in April 2025 in order to make recommendations to Council for improvement. <b>(will require simple majority)</b></p>
<b>Attachments</b>	<p>Appendix A – Proposed By-Law Amendment – clean version</p> <p>Appendix B – Proposed By-Law Amendment – redlined version</p> <p>Appendix C – Table of Special Rules Changes</p> <p>Appendix D – <i>Revised Special Rules of Order</i> – clean version</p> <p>Appendix E – <i>Revised Special Rules of Order</i> – redlined version</p> <p>Appendix F – Councillor Submissions Mechanism: 4 Proposed Channels</p> <p>Appendix G – Proposed Councillor Submissions Mechanism Flow Chart</p>

### Summary

Following its review of the Special Rules of Order (Special Rules), GNC recommends that Council: i) amend By-Law No. 1 so that the Special Rules no longer require annual adoption; ii) that the Special Rules be amended as presented at Appendix D to incorporate minor changes that reflect current practice, the substantive addition of voting thresholds and circumstances for special resolutions, and a supplemented Special Rules provision dealing with Councillor submissions (to be supported by a Councillor Submissions Mechanism and a Council Registry of Activities and Open Issues).

GNC also recommends that Council require that the Special Rules provisions dealing with Councillor submissions, along with the Councillor Submissions Mechanism, be reviewed by GNC in April 2025 with a view to improvement.

### Public Interest Rationale

Adopting strong governance controls, including clear rules of procedure, is essential for fulfilling PEO’s public protection mandate.

### Background

GNC has been reviewing the Special Rules of Order per Council’s direction. At its August 29, 2023 meeting, GNC agreed to recommend that Council remove the annual adoption requirement for the Special Rules in the by-law. It also agreed to recommend that Council amend the Special Rules to state which votes require a threshold of 2/3rds of the votes cast. At its October 2023 meeting, GNC directed staff to develop a replacement or supplementary Councillor Submissions Mechanism to be considered alongside Special Rule 7.4, the rule dealing with Councillor submissions.

GNC has since provided feedback to staff which has been incorporated in the recommendation regarding amending Special Rule 7.4, as well as the updated Councillor Submissions Mechanism (made up of 4 parallel channels), which is available at **Appendix F**. Additionally, in November 2023, Council passed a motion regarding a Council Registry of Activities and Open Issues, which has been incorporated into the Councillor Submissions Mechanism to track submissions, along with other Council activities. Finally, a review of the Special Rules at least every 3 years has been incorporated into the rules as a new provision.

### **Considerations**

Removing the annual adoption of the Special Rules from the By-Law would allow for a more efficient use of Council resources and meeting time. It would, however, remain open to Council to duly rescind, amend, or adopt new Special Rules and the Special Rules will require regular review. With respect to the clarification of voting thresholds in the Special Rules, it is a good governance practice to document when special resolutions are required.

The Special Rules dealing with Councillor submissions, and the Councillor Submissions Mechanism more broadly, seek to enable directors' participation, alongside Council's ability to focus on its principal objectives, prioritize relevant matters, ensure that items have sufficient information to assist Councillors in fulfilling their legal duties, and in a manner harmonious with Council's adopted governance structure.

What is proposed to supplement Special Rule 7.4 is an enhanced rule that provides for Councillor items to be added to both governance committee and Council meeting agendas:

- a) a Councillor could submit an item for an appropriate governance committee's meeting agenda at least two weeks in advance;
- b) a Councillor could submit an exceptional item for Council's meeting agenda at least two weeks in advance (with "exceptional item" being defined as an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first);
- c) finally, a Councillor could submit an emergency item for inclusion on Council's meeting per the emergency provisions in the current Special Rules at 7.2 and 7.3.

In the interest of continuous improvement and to be responsive to unintended consequences, GNC is recommending that the amended Special Rules provisions dealing with Councillor submissions and the attendant mechanism be reviewed after implementation for one year.

### **Stakeholder Engagement**

Councillors were consulted regarding Councillor submissions.

### **Recommendations**

- Σ That Council approves the proposed amendments to the By-Law.
- Σ That Council enacts the revised Special Rules, along with requiring that the Special Rules provisions and mechanism dealing with Councillor submissions be reviewed in April 2025.

### **Next Steps**

- Σ If Council decides to amend Special Rule 7.4, staff will incorporate any changes into the Councillor Submissions Protocol/Governance Manual, including the establishment of a Council Registry of Activities and Open Issues to track Councillor submissions, along with workplan items, and motions that have not yet been implemented.
- Σ Staff will ensure that the review of the Special Rules provisions dealing with Councillor submissions and its mechanism is added to the GNC workplan for 2025.

**Prepared By:** Sheetal Rawal, Policy Analyst

## Appendix A

### Proposed Amendments to By-Law No. 1

25. (1) The procedure at all meetings of Council and of the association (including meetings of any committees, subcommittees, task forces, working groups and chapters) shall be governed by the rules laid down in the most current edition available of *Nathan and Goldfarb's Company Meetings for Share Capital and Non-Share Capital Corporations* except as otherwise required by law and except as amended or supplemented by the by-laws of the association. Council may, from time to time, also pass Special Rules of Order to supersede or supplement the rules contained in *Nathan and Goldfarb's Company Meetings*. No action of the association or of Council or its committees shall be invalid by reason only of an inadvertent failure to adhere to such rules.

(2) Special Rules of Order shall remain in effect at all meetings of Council and of the association from the time and date of their enactment until such time as they are duly rescinded. Council may, from time to time, amend the Special Rules of Order. Special Rules of Order enacted at the Annual General Meeting of the association shall remain in effect until the close of business at that meeting.

(3) Save as otherwise provided by *Nathan and Goldfarb's Company Meetings* or otherwise in the by-laws or in any Special Rules of Order, any question to be decided at any meeting of Council or of the association may be decided by (i) voice vote; (ii) consensus; (iii) show of hands; (iv) roll call; (v) paper ballot or (vi) use of electronic voting devices, with the method of voting to be determined by the chair. (Amended February 26, 2021).

## Appendix B

### Proposed Amendments to By-Law No. 1

25. (1) The procedure at all meetings of Council and of the association (including meetings of any committees, subcommittees, task forces, working groups and chapters) shall ~~until March 26, 2021~~ be governed ~~by the rules laid down in Wainberg's Society Meetings and thereafter~~ by the rules laid down in the most current edition available of *Nathan and Goldfarb's Company Meetings for Share Capital and Non-Share Capital Corporations* except as otherwise required by law and except as amended or supplemented by the by-laws of the association. Council may, from time to time, also pass Special Rules of Order to supersede or supplement the rules contained in *Nathan and Goldfarb's Company Meetings*. No action of the association or of Council or its committees shall be invalid by reason only of an inadvertent failure to adhere to such rules.

(2) Special Rules of Order shall remain in effect at all meetings of Council and of the association from the time and date of their enactment ~~to the close of business at the Annual General Meeting of the association next following the date of the enactment or~~ until such time as they are duly rescinded, ~~whichever comes first.~~ Council may, from time to time, amend the Special Rules of Order. Special Rules of Order enacted at the Annual General Meeting of the association shall remain in effect until the close of business at that meeting.

~~(3) At the first meeting of Council following the Annual General Meeting of the association all Special Rules of Order which were in force immediately before the close of business of the aforementioned Annual General Meeting of the association shall be presented to Council and Council may adopt or amend any part or all of those Special Rules of Order.~~

(3) Save as otherwise provided by *Nathan and Goldfarb's Company Meetings* or otherwise in the by-laws or in any Special Rules of Order, any question to be decided at any meeting of Council or of the association may be decided by (i) voice vote; (ii) consensus; (iii) show of hands; (iv) roll call; (v) paper ballot or (vi) use of electronic voting devices, with the method of voting to be determined by the chair. (Amended February 26, 2021).

**Table of Special Rule Changes**

	Current Version	Proposed Change	Rationale
1	<p><b>Special Rule 7.4</b></p> <p>“A member of Council may add an item to the meeting agenda by submitting it to the Secretariat not later than two weeks prior to the meeting.”</p>	<p>8.4 a) A member of Council may submit an item for inclusion on the meeting agenda of an appropriate governance committee to Secretariat not later than two weeks prior to the meeting.</p> <p>b) A member of Council may submit an exceptional item for inclusion on the agenda of a Council meeting to Secretariat not later than two weeks prior to the meeting. An exceptional item is an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first.</p> <p>c) A member of Council may submit an emergency item for inclusion on the agenda of a Council meeting to Secretariat per Special Rules sections 8.2 and 8.3.</p>	<p>Council has approved a Councillor Submission Protocol to ensure that Councillor submissions follow the governance process established by Council.</p> <p>As approved by Council, all regulatory and governance items must be dealt with first by the four governance committees before they reach Council:</p> <p style="padding-left: 40px;">“Submissions from Members, Councillors or others will first be referred to the responsible committee or staff for review and input before coming to Council with any recommendation for a decision (the originator will be consulted as needed by the committee or staff, and be advised of any disposition).”</p> <p>This proposal would ensure that Councillors could submit relevant regulatory and governance items, ideas and suggestions, while at the same time following good governance practice by (1) providing an opportunity for each item to benefit from due diligence prior to coming before Council itself, and (2) designing all PEO meetings to enable Council to focus on its principal objectives (regulatory and governance).</p> <p>This updated version, based on GNC feedback, leaves open the ability of a Councillor to bring an issue directly to Council where certain criteria are met, allowing for flexibility and nimbleness.</p>

2	The voting threshold and circumstances for special resolutions are not stated in the Special Rules.	<p>Clarify in the Special Rules that a majority vote of two-thirds of the votes cast is required for:</p> <ul style="list-style-type: none"> <li>∑ Any decision that proposes amendments to the <i>Professional Engineers Act</i> or its regulations, by-laws, and the Special Rules.</li> <li>∑ Where required in the Act, regulations, by-laws, and Special Rules.</li> <li>∑ To reconsider or rescind a resolution made during the same Council year (per the current section 2 of the Special Rules).</li> <li>∑ To limit or extend debate if consensus not reached without objection (per the current section 4 of the Special Rules)</li> </ul>	It is a good governance practice to document the voting threshold for special resolutions and the circumstances in which they are required.
3		Requiring a review of the Special Rules at least every three years.	Ensures that the Special Rules are reviewed with a view to improvement and that any issues are addressed.





**SPECIAL RULES OF ORDER**

**AT**

**PEO MEETINGS**

**2023-2024**

## **1. INTRODUCTION**

*Special Rules* are rules that are adopted to modify or supplement an organization's adopted parliamentary authority. The adopted parliamentary authority for the Association of Professional Engineers of Ontario is *Nathan & Goldfarb's Company Meetings* 12<sup>th</sup> edition. *Special Rules* are made pursuant to By-Law No. 1.

All members of Council and committees are required to know and abide by both *Nathan & Goldfarb's Company Meetings* and the *Special Rules*.

## **2. RESOLUTIONS**

2.1 Ordinary resolutions require a simple majority of votes cast in favour of the motion.

2.2 Special resolutions require a majority of two-thirds of the votes cast in favour of the motion and are required:

- i) For any decision that proposes amendments to the *Professional Engineers Act* or its regulations, by-laws, and the *Special Rules of Order*.
- ii) Where required in the *Act*, regulations, by-laws, and the *Special Rules of Order*.

## **3. RECONSIDERING AND RESCINDING MOTIONS**

3.1 A two-thirds majority vote of the votes cast is required to reconsider or rescind a resolution made during the then same Council year.

3.2 A motion to reconsider or rescind a resolution made outside the same Council year requires the same vote to pass as the resolution which it seeks to have reconsidered or rescinded.

## **4. SPEAKING RIGHTS**

Every voter has the right to speak twice up to two (2) minutes on each debatable motion. The maker of the motion may choose to speak last as their second opportunity, which will end discussion.

## **5. LIMITING OR EXTENDING LIMITS OF DEBATE**

Debate may be limited or extended by the chair without objection or by a two-thirds majority vote of the votes cast.

## **6. PROCEDURES FOR COUNCIL MEETING CHAIR, VICE PRESIDENT, AND OTHER COUNCIL APPOINTMENTS**

The following procedures are to be used when making Council Meeting Chair, Vice President and other Council appointments, except as otherwise provided in these Special Rules or in the Act, Regulation or By-Laws:

- 6.1 As soon as possible prior to the meeting at which such appointments are to be made, the Registrar or designate will ask Councillors to express their interest in serving as Council Meeting Chair, Vice President, member of the Executive Committee, and any other position that Council is required to fill from amongst its members.
- 6.2 At the meeting, the Chair, who for clarity is the person who served as Chair of Council for the meeting immediately prior to this meeting *or* in that person's absence, such other person as the meeting may choose for this purpose, will ask for additional nominations. If none are received, the Chair will declare nominations closed. Nominations may be closed by the Chair without the need for a motion. A nomination does not require a seconder.
- 6.3 Each candidate will be asked if they consent to the nomination.
- 6.4 A Councillor who is absent from the Council meeting at which a position is to be filled may be nominated, provided such Councillor has provided at least three days prior written notification to the Manager, Secretariat that they consent to the nomination and agree to serve in that capacity, if appointed, as well as any comments the candidate might otherwise provide at the meeting in support of their nomination.
- 6.5 Each nominee will be afforded an opportunity to make a brief (2 minutes) personal introduction should they so wish. The Chair will read any comments received from absent nominees, so long as such comments do not exceed 2 minutes when read.
- 6.6 Councillors will vote for the number of positions available (e.g. – Vice President – select one name), by secret vote, from among the nominees. Voting will be in accordance with By-Law No. 1, s.25(4).
- 6.7 Upon completion of the vote, the results will be presented and the Chair will declare the nominee(s) with the most votes elected.
- 6.8 Where there is only one nominee for a position, or the number of nominees equals the number of positions available, the Chair shall declare the nominee(s) elected by acclamation.
- 6.9 Where the number of nominees received exceeds the number of positions available, the nominees receiving the greatest number of votes cast for the number of positions available shall be declared elected by the Chair.
- 6.10 In the event there is a tie in the last position available, a run-off vote will be conducted in accordance with paragraphs 6 and 7 and the nominee receiving the greatest number of votes cast shall be declared elected by the Chair.

6.11 Any ballots cast will be secured by the Secretariat until a motion to destroy the ballots has been passed by Council.

## **7. PROCEDURES FOR GOVERNANCE COMMITTEE APPOINTMENTS**

7.1 The following procedures are to be used when making appointments to the following committees of Council:

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

7.2 As soon as possible prior to the meeting at which such appointments are to be made; the Registrar or designate will ask Councillors to express their preference for serving on the aforementioned Committees and whether they wish to serve as chair of any Committee for which they have expressed a preference.

7.3 Councillors will advise the Registrar or designate of their Committee participation preferences in the manner prescribed.

7.4 The Registrar or designate will advise the Governance and Nominating Committee (GNC) of Councillors' Committee participation preferences.

7.5 The GNC will review Councillors' Committee participation preferences and agree on recommendations for appointment to Committees.

7.6 The GNC will report to Council on its recommendations.

7.7 The Chair will ask for additional nominations or requests for changes in the recommendations presented. If none are received, the Chair will declare nominations closed. Nominations may be closed by the Chair without the need for a motion. A nomination does not require a seconder.

7.8 Council shall confirm the membership of the Committees by resolution.

7.9 Once the membership of Committees has been confirmed, Council will choose a chair for each committee using the election process set out above for the Council Meeting Chair, Vice President and other Council appointments, with necessary modifications.

## **8. MEETING DETAILS AND AGENDAS**

8.1 Details of meeting format, location, and time shall be finalized and sent to members of Council not later than two weeks before the meeting. These meeting details may be amended only in case of emergency.

8.2 The agenda--along with supporting materials and appendices--shall be finalized and sent to members of Council not later than one week before the meeting. During the week prior to the meeting, only amendments or additions either of a very minor nature or which are the result of an emergency, may be added, and the members shall be notified.

8.3 For the purposes of this section, an emergency is defined 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.

8.4 a) A member of Council may submit an item for inclusion on the meeting agenda of an appropriate governance committee to Secretariat not later than two weeks prior to the meeting.

b) A member of Council may submit an exceptional item for inclusion on the agenda of a Council meeting to Secretariat not later than two weeks prior to the meeting. An exceptional item is an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first.

c) A member of Council may submit an emergency item for inclusion on the agenda of a Council meeting to Secretariat per Special Rules sections 8.2 and 8.3.

## **9. REVIEW OF SPECIAL RULES**

These Special Rules of Order shall be reviewed by Council at least every three years.

**Appendix E**



**SPECIAL RULES OF ORDER**

**AT**

**PEO MEETINGS**

**2023-2024**

## 1. INTRODUCTION

*Special Rules* are rules that are adopted to modify or supplement an organization's adopted parliamentary authority. The adopted parliamentary authority for the Association of Professional Engineers of Ontario is *Nathan & Goldfarb's Company Meetings* 12<sup>th</sup> edition. *Special Rules* are made pursuant to By-Law No. 1.

All members of Council and committees are required to know and abide by both *Nathan & Goldfarb's Company Meetings* and the *Special Rules*.

## 2. RESOLUTIONS

2.1 Ordinary resolutions require a simple majority of votes cast in favour of the motion.

2.2 Special resolutions require a majority of two-thirds of the votes cast in favour of the motion and are required:

- i) For any decision that proposes amendments to the *Professional Engineers Act* or its regulations, by-laws, and the *Special Rules of Order*.
- ii) Where required in the *Act*, regulations, by-laws, and the *Special Rules of Order*.

## ~~2.3.~~ RECONSIDERING AND RESCINDING MOTIONS

~~23.1~~ A two-thirds majority vote of the votes cast is required to reconsider or rescind a resolution made during the then same Council year.

~~23.2~~ A motion to reconsider or rescind a resolution made outside the same Council year requires the same vote to pass as the resolution which it seeks to have reconsidered or rescinded.

## ~~3.4.~~ SPEAKING RIGHTS

Every voter has the right to speak twice up to two (2) minutes on each debatable motion. The maker of the motion may choose to speak last as their second opportunity, which will end discussion.

## ~~4.5.~~ LIMITING OR EXTENDING LIMITS OF DEBATE

Debate may be limited or extended by the chair without objection or by a two-thirds majority vote of the votes cast. ~~2/3 vote of eligible voters.~~

## ~~5.6.~~ PROCEDURES FOR COUNCIL MEETING CHAIR, VICE PRESIDENT, AND OTHER COUNCIL APPOINTMENTS

The following procedures are to be used when making Council Meeting Chair, Vice President and other Council appointments, except as otherwise provided in these Special Rules or in the Act, Regulation or By-Laws:

5-16.1 As soon as possible prior to the meeting at which such appointments are to be made, the Registrar or designate will ask Councillors to express their interest in serving as Council Meeting Chair, Vice President, member of the Executive Committee, and any other position that Council is required to fill from amongst its members.

5-26.2 At the meeting, the Chair, who for clarity is the person who served as Chair of Council for the meeting immediately prior to this meeting *or* in that person's absence, such other person as the meeting may choose for this purpose, will ask for additional nominations. If none are received, the Chair will declare nominations closed. Nominations may be closed by the Chair without the need for a motion. A nomination does not require a seconder.

5-36.3 Each candidate will be asked if they consent to the nomination.

5-46.4 A Councillor who is absent from the Council meeting at which a position is to be filled may be nominated, provided such Councillor has provided at least three days prior written notification to the Manager, Secretariat that they consent to the nomination and agree to serve in that capacity, if appointed, as well as any comments the candidate might otherwise provide at the meeting in support of their nomination.

5-56.5 Each nominee will be afforded an opportunity to make a brief (2 minutes) personal introduction should they so wish. The Chair will read any comments received from absent nominees, so long as such comments do not exceed 2 minutes when read.

5-66.6 Councillors will vote for the number of positions available (e.g. – Vice President – select one name), by secret vote, from among the nominees. Voting will be in accordance with By-Law No. 1, s.25(4).

5-76.7 Upon completion of the vote, the results will be presented and the Chair will declare the nominee(s) with the most votes elected.

5-86.8 Where there is only one nominee for a position, or the number of nominees equals the number of positions available, the Chair shall declare the nominee(s) elected by acclamation.

5-96.9 Where the number of nominees received exceeds the number of positions available, the nominees receiving the greatest number of votes cast for the number of positions available shall be declared elected by the Chair.

5-106.10 In the event there is a tie in the last position available, a run-off vote will be conducted in accordance with paragraphs 6 and 7 and the nominee receiving the greatest number of votes cast shall be declared elected by the Chair.



5.116.11 ~~if applicable, Any~~ ballots cast will ~~remain with~~ be secured by the Secretariat until a motion to destroy the ballots has been passed by Council.

## 6.7. PROCEDURES FOR GOVERNANCE COMMITTEE APPOINTMENTS

6.17.1 The following procedures are to be used when making appointments to the following committees of Council:

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

6.27.2 As soon as possible prior to the meeting at which such appointments are to be made; the Registrar or designate will ask Councillors to express their preference for serving on the aforementioned Committees and whether they wish to serve as chair of any Committee for which they have expressed a preference.

6.37.3 Councillors will advise the Registrar or designate of their Committee participation preferences in the manner prescribed.

6.47.4 The Registrar or designate will advise the Governance and Nominating Committee (GNC) of Councillors' Committee participation preferences.

6.57.5 The GNC will review Councillors' Committee participation preferences and agree on recommendations for appointment to Committees.

6.67.6 The GNC will report to Council on its recommendations.

6.77.7 The Chair will ask for additional nominations or requests for changes in the recommendations presented. If none are received, the Chair will declare nominations closed. Nominations may be closed by the Chair without the need for a motion. A nomination does not require a seconder.

6.87.8 Council shall confirm the membership of the Committees by resolution.

6.97.9 Once the membership of Committees has been confirmed, Council will choose a chair for each committee using the election process set out above for the Council Meeting Chair, Vice President and other Council appointments, with necessary modifications.

## 7.8. MEETING DETAILS AND AGENDAS

~~7.18.1~~ Details of meeting format, location, and time shall be finalized and sent to members of Council not later than two weeks before the meeting. These meeting details may be amended only in case of emergency.

~~7.28.2~~ The agenda--along with supporting materials and appendices--shall be finalized and sent to members of Council not later than one week before the meeting. During the week prior to the meeting, only amendments or additions either of a very minor nature or which are the result of an emergency, may be added, and the members shall be notified.

~~7.38.3~~ For the purposes of this section, an emergency is defined 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.

~~7.4 A member of Council may add an item to the meeting agenda by submitting it to the Secretariat not later than two weeks prior to the meeting.~~

8.4 a) A member of Council may submit an item for inclusion on the meeting agenda of an appropriate governance committee to Secretariat not later than two weeks prior to the meeting.

b) A member of Council may submit an exceptional item for inclusion on the agenda of a Council meeting to Secretariat not later than two weeks prior to the meeting. An exceptional item is an item for which there is a compelling rationale as to why it cannot be brought to a governance committee first.

c) A member of Council may submit an emergency item for inclusion on the agenda of a Council meeting to Secretariat per Special Rules sections 8.2 and 8.3.

## 9. REVIEW OF SPECIAL RULES

These Special Rules of Order shall be reviewed by Council at least every three years.

### Proposed Councillor Submissions Mechanism

Under the proposed Councillor Submissions Mechanism, the following channels for Councillor submissions work **in parallel** to facilitate the open exchange of ideas at PEO as well as ensure that emerging issues can be dealt with in an agile way:

- 1) Councillors can raise issues by way of **informal channels**. It is always open for a Councillor to approach the CEO/Registrar, Council chair (i.e. President), and governance committee chairs with ideas, items, initiatives, concerns, suggestions, FYIs, and so on. Operational issues should generally be raised with the CEO/Registrar directly.
- 2) A standing agenda item called “**Councillor Questions and Propositions**” would replace and augment the current “Councillor Questions” item to allow for generative discussions. Council’s parliamentary authority, Nathan and Goldfarb’s, defines a **proposition** as:

a suggestion not yet formally phrased as a motion or a resolution. The chairman may sometimes permit a general conversation around a subject with the intent that a resolution or a motion will evolve therefrom.

Councillors would have an opportunity, with the Chair’s consent, to raise questions, issues, and suggestions without notice that would benefit from general conversation, including input from committee chairs or information from staff. The conversation may end with an action item such as a referral, or a redirection of the item to a more appropriate process.

- 3) **Special Rule 7.4** would remain (at **8.4** in the proposed revised Special Rules), with the following process:
  - a) Councillors could make a submission under this rule to add an item to **Council’s meeting agenda**, where an item is **exceptional** or where it meets the Special Rules definition for **emergency** at 7.3 (8.3 in the proposed revised rules). Councillors could also make a submission under this rule to add an item to a **governance committee’s meeting agenda** for the next scheduled meeting of the appropriate committee.
  - b) Councillors making a submission under this rule for Council or committee would be required to complete a brief, standard ‘**cover sheet**’ to indicate what category of business the item falls into: regulatory, governance, strategic, none of the above. The cover sheet would also indicate where the item should be directed: Council or a specific committee.

For items being directed to Council, there would be a space in the cover sheet for Councillors to explain why the matter is **exceptional or emergency**. The definition of “exceptional” would appear in the Special Rules as “an exceptional item for which there is a compelling rationale as to why it cannot be brought to a governance committee first.” An emergency

item would have to meet the existing definition in the Special Rules at 7.3 (8.3 in the proposed revised rules). Supporting information for the item would not have to be in a briefing note format but should be in writing, articulate a purpose, and provide sufficient information.

- c) The cover sheet and supporting information would be submitted to Secretariat. Secretariat would track the submission on a log made available on Diligent Boards. This log would be the **Council Registry of Activities and Open Issues**, used to track Councillor submissions, along with workplan items, and motions that have not yet been implemented.
- d) Secretariat would forward the item to the CEO/Registrar and the appropriate Council or committee chairs.
- e) Council or committee chairs (with input from staff) would determine whether the item is appropriate to include on their respective meeting agendas.

The Chair is responsible per Council's *President and Chair Charter* for triaging and managing Councillors' submissions. The Chair also proposes the meeting agenda. As such, it is the Council Chair who would judge whether a matter meets the definition of "exceptional" or "emergency" and satisfies the requirements in Nathan's (relevant matter, within the meeting scope, and sufficient information). Council would then decide at its meeting whether to approve the agenda and the inclusion of that item. For items directed at a committee, it is the committee Chair who would determine whether an item is relevant and within the mandate of the committee.

- If an item is to be included on **Council's agenda**, the chair would consider whether it is **emergency or exceptional, relevant**, and whether there is **sufficient information** included with the item to support Council in discharging its duties. If the item meets these criteria, it will be added to the Council meeting agenda. The Chair must consult the CEO/Registrar regarding the issue to determine whether the organization is aware of the matter and whether a response is underway.<sup>1</sup>
- In considering whether a Councillor item meets the Special Rules' definition of '**emergency**', the Council chair would apply the three-part test at in the Special Rules at 7.3 (8.3 in the proposed revised rules).
- In considering whether an item qualifies as '**exceptional**', the Council chair should evaluate whether the item can first go to a governance committee meeting before coming to Council.
- If the item is to be included on a **committee's agenda**, the chair would consider whether the item is **relevant** and within the **mandate** of the committee. If the item meets these criteria, it will be added to the committee meeting agenda for the

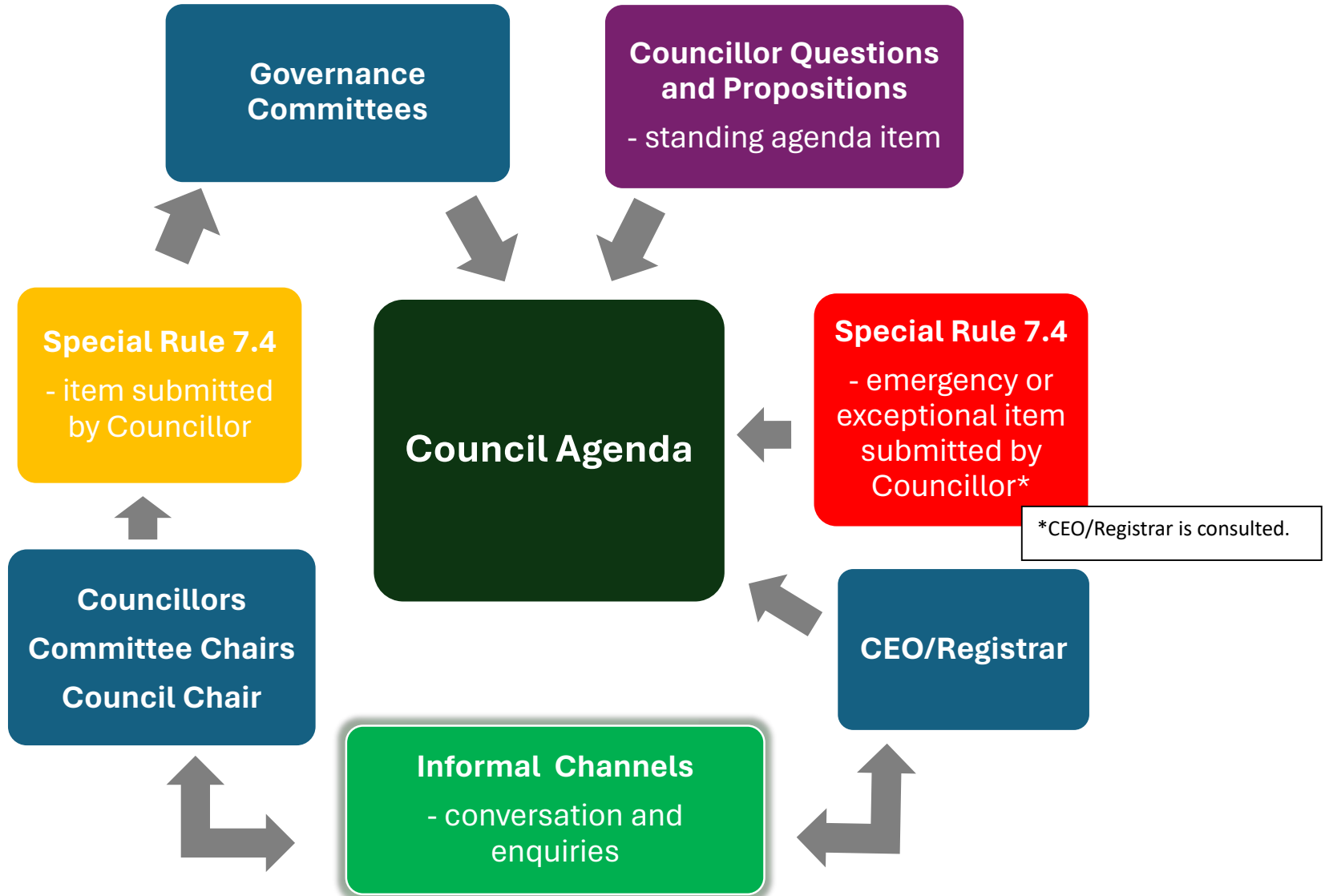
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<sup>1</sup> Urgent matters can be dealt with at any time through the Executive Committee, who: "may act on behalf of the Council with respect to urgent matters arising between regular meetings of the Council but shall report to the Council with respect to such actions". It is also open to Council to hold Special Meetings of the Council outside of regular meetings if an emergent issue required Council's attention.

committee to determine whether the item should be brought forward to Council at its next meeting for direction (similar to items brought forward via workplans).

- In considering '**relevancy**,' Council and committee chairs should consider PEO's strategic priorities and other ongoing priorities, as well as PEO's statutory objects, and PEO's direction-control governance model.
- f) If a Council or committee chair determines an item submitted under this rule does not meet the criteria for inclusion on the meeting agenda, they will work with the Councillor and staff to identify what can help it meet the criteria, or whether there is another appropriate process or channel for it.
- g) When a Councillor-submitted item comes forward to Council for decision, it will be noted that it is a Councillor item, not a committee item (even if it is considered by the committee, it would go forward as a Councillor item).

**Proposed Councillor Submissions Mechanism:  
Four Parallel Channels**



**Summary Report to Council of Human Resources and Compensation Committee (HRCC) Activity  
April 5, 2024**

**Committee Meeting Date:**

The Committee did not meet during the period February 23 to March 28, 2024

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

**Next Committee Meeting:** April 16, 2024

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

**Summary Report to Council of Regulatory Policy and Legislation Committee (RPLC) Activity  
April 5, 2024**

**Committee Meeting Date:** March 8, 2024

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status <sup>1</sup>	Separate Council Agenda Item?
Minutes	The issue of how minutes should be recorded was recommended to be referred to the Governance and Nominating Committee (GNC) for consideration.	RPLC	RPLC chair to email the GNC chair.	Continue	No
PEO Admissions: Communications	The committee discussed the issue of delays in communications with applicants about admissions.	Staff	Individual cases would be examined by staff.	Continue	No
Future Direction of the Engineering Internship Program (EIT)	<p>Two options were considered by the committee:</p> <ul style="list-style-type: none"> <li>- Re-establish the voluntary EIT title, with eligibility requirements to be tied to PEO's regulatory purposes set out in the Act and regulations.</li> <li>- Continue the program's suspension indefinitely.</li> </ul> <p>Committee members discussed and provided feedback including regarding the use of provisional licence as it exists in the Act and the regulation. This item will be brought to Council for further discussion with Council at its April meeting.</p>	Staff	Preliminary discussion at the April Council meeting. Stakeholders would be consulted based on discussion. The results would be brought to RPLC, and then Council in summer 2024.	Continue	Yes
Review of Experience Requirements of Licensure	The committee was informed that the final report by Engineers Canada's Time-Based Experience Working Group (TBEG) is delayed and is now expected to be released in the spring of 2024. It was also noted that any recommendations made by TBEG will inform the ongoing work on experience requirements. Given labour mobility, the experience requirement in other Canadian jurisdictions is a key consideration by RPLC/Council. PEO's own policy work to review current experience requirements for licensure will be done in accordance with	Staff	PEO will wait until further research is complete before conducting its own research for viability of years.	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?
	the policy development framework approved by Council in June 2023.				

**Next Committee Meeting:** April 15, 2024

## Discussion Note – RPLC Report to Council

<b>Agenda Item Number</b>	C-562-8.1
<b>Purpose</b>	
<b>Strategic/Regulatory Focus</b>	
<b>Motion</b>	
<b>Attachments</b>	

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

## Discussion Note – Future of the Engineer-in-Training (EIT) Program

<b>Agenda Item Number</b>	C-562-8.2
<b>Purpose</b>	For Council to discuss policy options regarding the future of the EIT Program, and to provide feedback to staff and the Regulatory Policy and Legislation Committee (RPLC)
<b>Strategic/Regulatory Focus</b>	Regulatory
<b>Motion</b>	N/A
<b>Attachments</b>	<i>Appendix A - Policy Impact Analysis</i> <i>Appendix B – EIT Services Uptake Chart</i> <i>Appendix C - Review of the Regulatory Nature of EIT Program Benefits</i> <i>Appendix D - EIT Programs in Other Provinces</i> <i>Appendix E - EIT Program Timeline</i>

### Summary

Two policy options for the future of the EIT Program were discussed with the RPLC on March 8, 2024 to:

1. Re-establish the EIT program with a stronger tie to regulatory purposes found in the Professional Engineers Act and its regulations, or
2. Continue the EIT program suspension indefinitely but do not retroactively cancel titles. Consider other ways to deliver pre-license services that were previously offered under EIT.

### Public Interest Rationale

The voluntary EIT title does not have a strong public interest rationale. It does not provide benefits to the general public but instead benefits individuals who are seeking licensure.

The Professional Engineers Act (the Act) requires that PEO will establish academic and experience requirements to determine if an individual is qualified to practise engineering in Ontario. The Act does not require any program to support individuals who are in the process of acquiring the necessary academic or experience prior to licensure.

### Recommendation(s):

- ∑ Continue policy and legal work and stakeholder engagement
- ∑ Present a final report with recommended approach at June or August RPLC meeting
- ∑ Based on recommendation, return to Council for final decision on the EIT program

### Background

- Admission to the Engineer-in-Training (EIT) Program has been suspended since May 2023 as a result of changes imposed by FARPACTA legislation which targets a registration decision within six months of the receipt of a completed application, while the Act requires EITs to have already applied for a P.Eng. licence. Existing EITs can maintain their eligibility by paying the annual fee indefinitely.
- While the Engineering Intern (EIT) status (then known as Graduate Engineers-in-Training) was established in 1942, the first reference to the EIT Program in PEO Council records come from 1981. In 1989, PEO reconfirmed its commitment to the EIT Program “since it provides valuable support and encouragement to graduate engineers on their path to becoming P.Eng.’s.” The contemporary report of the Task Force on Engineers-In-Training identified a number of benefits of the program for PEO, including that the EIT program would encourage more of the engineering graduates to become licensed. For more detail, please refer to Policy Impact Analysis.

- The EIT Program was originally designed to provide guidance and assistance to engineering graduates as they acquire the 48 months of work experience necessary to qualify for a P. Eng license. Program benefits included: use of the title “EIT” for employment purposes; annual review of experience submissions by PEO staff to ensure that applicants are on the right track; eligibility to participate in the Licensure Assistance Program; membership in PEO Chapters, including voting and holding positions on the chapter executive.
- Participation in the EIT program was entirely voluntary but required an application for a licence and meeting (or being in the process of meeting) academic requirements. The only requirement to maintain an EIT title is that individuals must pay an annual fee. There is no maximum time limit that an individual can hold the EIT title.
- Most EIT/MIT (member-in-training) programs in other provinces and territories follow the same model formerly used by PEO without the requirement that EITs apply for their full license. The one exception is Quebec which uses a distinct format for its Professional Admission program (See Appendix D).
- At present there are 13,923 EITs, comprised of 7,620 CEAB graduates and 6,292 non-CEAB graduates. The average EIT duration prior to 2023 was 2.9 years.

#### **Considerations**

- The absence of a risk of harm as noted in the Policy Impact Analysis document means that a mandatory EIT Program would be an inappropriate regulatory response to this issue. If the EIT program (including title) was to be re-established, it would have to be tied to regulatory purposes found in the Act and Regulations.
- A review of participation statistics of EIT members revealed low participation rates for program features. Over the last decade, there have been an average of 13,251 EITs annually, representing 49% of license applicants. A review of participation stats of those EIT members over that period revealed that on average, only 1.2% of EITs participated in an experience review, 1.4% attended a PEO event, 1.6% participated in the Licensure Assistance Program.
- Since there were no time limits on how long someone could be an EIT, some choose to remain EITs throughout their career rather than progressing to a P.Eng. At present, 30.1% of EITs are inactive and 38% became inactive after their fourth year in the program suggesting that they are unlikely to become a P.Eng. Despite the perception that EITs have met PEO’s academic requirements, an average of 23.7% of EITs had yet to finish writing their exams.
- Participation in the EIT program was markedly different between CEAB (62%) and non-CEAB (internationally educated) applicants (42%). Thus, the EIT program appeared to be more beneficial to CEAB graduates, while non-CEAB graduates benefited from the EIT title to assure employers that their academic degrees were *bona fide* engineering ones.
- In examining the outcomes of the program, the licence completion rate is lower for EITs than for non-EITs. For CEAB applicants, the completion rate is 30.6% for EITs versus 54% for non-EITs. The licensure completion rate for non-CEAB applicants is 15.7% for EITs versus 41.4% for non-EITs.
- Provisional license was considered as a possible mechanism to re-establish the EIT program. Extensive legislative and regulatory changes would have to be made to repurpose provisional licences for use by EITs.

Additional historical research and data analysis on program uptake and other research findings is available in the Policy Impact Analysis document (attached).

### Stakeholder Engagement

Following PEO’s decision to suspend the EIT program, opinion surveys were conducted to assess the merits of the EIT program – the surveys were directed to students, current EITs, license holders and employers respectively. Stakeholder engagement on the two proposed options will be undertaken by staff with these groups and others. Their feedback will be reported back to RPLC at a future meeting.

### Options

	Option	Risks	Costs	Advantages
1	Re-establish the EIT program with regulatory criteria, while enhancing outreach and education to prospective applicants and employers regarding CBA and other features that will be determined*	<ul style="list-style-type: none"> <li>- Most EIT Program benefits focus on employability which falls outside of PEO’s regulatory purpose</li> <li>- Some regulatory changes may be necessary which would require government approval and delay implementation</li> </ul>	<ul style="list-style-type: none"> <li>- Some administrative costs associated with enforcing the new regulatory criteria</li> </ul>	<ul style="list-style-type: none"> <li>- New regulatory criteria will give greater demonstration of seriousness of becoming licensed to the EIT title and linkage to the Act and regulations</li> <li>- This would primarily benefit CEAB graduates while they are still acquiring work experience to apply for a licence</li> <li>- Retaining this program would assist in harmonizing the EIT position with other provinces and territories to support labour mobility within Canada</li> <li>- Enhanced outreach will focus on topics of identified regulatory interest and need</li> </ul>
2	Continue the EIT program suspension indefinitely but do not retroactively cancel titles. Consider other ways to deliver pre-license services that were previously offered under EIT.	<ul style="list-style-type: none"> <li>- Engineering graduates could be at a disadvantage when applying for jobs that require EIT status</li> <li>- There may be a lack of PEO engagement with graduates during the period between graduation and licensure</li> </ul>	<ul style="list-style-type: none"> <li>- Loss of EIT fee revenue as applicants leave the program and are not replaced</li> </ul>	<ul style="list-style-type: none"> <li>- Consistent with PEO’s regulatory purpose</li> <li>- “Prospective applicant” status would satisfy employers of the job applicant’s intention to become licensed</li> </ul>

\* Proposed regulatory criteria: (a) met the academic requirements (graduated from a CEAB-accredited program or Recognized program plus passed four Confirmatory exams), (b) declared that they are seeking to be or are currently employed in engineering work, (c) there will be a maximum time limit (four years less previous experience obtained) for which the title could be held.

Benefits/features for consideration: EITs would be (a) allowed use of EIT title, (b) added to PEO’s online directory showing the EIT status, (c) participate in increased outreach and education opportunities regarding CBA, (d) eligible to participate in PEO’s Licensure Assistance Program (the program will be re-evaluated, and changes may be proposed to increase participation rate), (e) full membership in PEO Chapters.

**Prepared By:** Adam Waiser, Policy Analyst, Policy and Governance

Council Meeting – April 5, 2024

## POLICY IMPACT ANALYSIS (PIA) TOOL

**Title of the Proposal:** Future of the Engineering Intern (EIT) Program

### PART 1: POLICY INITIATION

#### CONTEXT AND PROBLEM DEFINITION

**1. Clearly identify and define the problem being addressed. Where did it originate? Whom does it potentially affect?**

While the Engineering Intern (EIT) status (then known as Graduate Engineers-in-Training) was established in 1942, the first reference to the EIT Program in PEO Council records come from 1981.

In 1989, PEO reconfirmed its commitment to the EIT Program “since it provides valuable support and encouragement to graduate engineers on their path to becoming P.Eng.'s.” The contemporary report of the *Task Force on Engineers-In-Training* identified four benefits of the program for PEO:

1. A significant portion of graduates from our engineering programs do not become licensed. It is hoped that the EIT program will encourage more of the engineering graduates to become licensed. Thus, should they eventually take responsibility for professional engineering, they will be licensed. APEO can more effectively ensure that those who are doing professional engineering are licensed by virtue of the increased percentage of engineers who are licensed.
2. A review of the work experience during the early years of an engineer's career would be valuable to both the EIT and APEO. It is valuable to the EIT because it would allow for "mid-course corrections" so that the EIT's experience will be acceptable to the ERC. It is of value to APEO since it may improve our relationship between the EIT (the applicant) and APEO.
3. It is hoped that the EIT program will increase the visibility of APEO with universities, industry, and possibly the general public.
4. The EIT program should result in a reduced peak workload at APEO by allowing the checking of the academic qualifications, plus preliminary checks on the work experience, well in advance of the issuance of a licence.

Subsequent changes to the program expanded its scope to include:

**2005:** EITs are granted voting rights and the right to hold office in PEO Chapters.

**2007:** The first year of EIT membership is made free for CEAB graduates in the six months after graduation and for internationally trained engineering graduates for up to six months after landing in Ontario.

**February 2009:** *Engineering interns* are prescribed in Regulation 941 as a class of person whose interests are related to those of PEO, including Chapter executive privileges.

**April 2009:** EITs are added to the Fee Remission Policy.

**September 2009:** EITs involved in PEO chapter activities with engineering experience content consistent with the "Guide to the Required Experience to be licensed as a Professional Engineer in Ontario" may be given a credit of up to six months towards the four-year experience requirement.

**2010:** Protection for the EIT title is added to the regulations, including additional Chapter elections and Executive privileges.

**2011:** The 12-month Canadian experience requirement is amended to include "An Engineering Intern working with a professional engineering monitor."

**November 2019:** EITs are removed from the Fee Remission Policy.

**2023:** New applications to the EIT program are suspended as of May 15, to ensure compliance with FARPACTA requirements. Existing EITs can maintain their eligibility indefinitely by paying the annual fee.

(For more detail, refer to Appendix E)

The EIT title is now incompatible with the new FARPACTA-driven licensing process (approved by Council in November 2022), which targets a registration decision within six months of the receipt of a completed application and which therefore requires prospective licence holders to present both completed academic qualifications **and 48 months' work experience at the time of application**, not afterwards. New applications to the EIT program were suspended as of May 15, 2023, although existing EITs can maintain their eligibility by paying the annual fee indefinitely. At present there are 13,923 EITs, 7,620 CEAB graduates and 6,292 non-CEAB graduates, representing 62% of CEAB applicants and 42% of non-CEAB applicants.

The average EIT duration prior to 2023 was 2.9 years. Of the 12,501 EIT applicants, 44% maintain their EIT status for one year, 22% for two years, 15% for three years and 5% for four years. The remaining 13.5% maintain their EIT status for at least four years. The observed trend of the majority, 86.5%, maintaining EIT status for up to four years is reasonable since most legacy applicants applied before acquiring four years of practical engineering experience and would only keep their EIT status until then.

The licence completion rate for CEAB applicants is 30.6% for EITs and 54% for non-EITs. The rate for non-CEAB applicants is 15.7% for EITs and 41.4% for non-EITs.

Prior to May 15, 2023, applicants for a P.Eng. Licence who had already met (or in the case of international applicants assigned technical exams, were in the process of meeting) academic requirements were eligible to participate voluntarily in the EIT program annually while they were acquiring relevant work experience to meet PEO's requirements. At a minimum, for an annual fee of \$90, EIT membership provided the individual with the title of "EIT" for employment purposes. Beyond that, the program was designed to provide guidance and assistance to engineering graduates as they acquire the 48 months of work experience necessary to qualify for a P. Eng licence.

The EIT program provided:

- Use of the title "EIT" for employment purposes
- annual review of experience submissions by PEO staff to ensure that applicants are on the right track; (Note: these reviews are conducted independently from those performed as part of the application process.)

- eligibility to participate in the Licensure Assistance Program (LAP) – a mentoring program for the casual transmission of knowledge, motivation and support relevant to the applicant’s career and professional development, through participating chapters;
- membership in PEO Chapters, including voting and holding positions on the executive;
- demonstration to employers that the applicant is committed to becoming licenced;
- participation in PEO seminars on licensing requirements and CBA procedures, and
- eligibility for the Ontario Society of Professional Engineers (OSPE) Intern membership class, which provides access to their investment and insurance plans.

Aside from the use of the EIT title, uptake of these benefits was fairly limited. Over the last decade, there have been an average of 13,251 EITs annually, representing 49% of applicants. A review of participation stats of those EIT members over that period revealed that on average, only 1.2% of EITs participated in an experience review, 1.4% attended a PEO event, 1.6% participated in the LAP and 10.3% joined OSPE. (See Appendix B). There were no ongoing eligibility requirements for continuing EIT membership, other than paying the annual fee.

At the same time, there were additional risks from the existing EIT program. Since there were no time limits on how long someone could be an EIT, some people chose to remain EITs throughout their career rather than progressing to a P.Eng., likely to continue qualifying for personal insurance discounts through OSPE. At present, 30.1% of EITs are inactive and 38% became inactive after their fourth year in the program suggesting that they are unlikely to become a P.Eng. Despite the perception that EITs have met PEO’s academic requirements, an average of 23.7% of EITs had yet to finish writing their exams. Finally, EITs are permitted to vote in chapter elections and may have signing authority for contracts under section 8(2)(iv) of By-Law No. 1 as chapter executives, despite not being members of PEO.

Feedback from External Relations and Licensing regarding the EIT program identified the following points:

- ∑ There is a perception among employers that being an EIT signifies that a candidate has a strong potential to become a P.Eng.
- ∑ Having EIT status is frequently an implicit or explicit job requirement.
- ∑ Some foreign degrees may not be recognized by employers in the absence of an EIT title.
- ∑ There was concern about a lack of PEO engagement with graduates until they apply for a licence.
- ∑ EIT networking is important for international students who may lack Canadian connections.
- ∑ Improved communication with EIT presenters was identified as a future priority.
- ∑ Future outreach should also focus on teaching validators about their role in the CBA process.

To address Council’s direction on the Future of the EIT program, Council is being asked to decide whether to continue the program’s suspension indefinitely in its previous form or to reconstitute the EIT program with a regulatory purpose, requirements, and features. This decision has the potential to affect all future engineering graduates (domestic and international) who plan to apply for licensure in Ontario.

**2. Does PEO have jurisdiction to address this problem (cite section of Act and/or Regulations)? What other organizations (e.g. companies, governments) have shared responsibility for or an interest in this problem?**



Under section 7(1)(8) of the *Professional Engineers Act*, Council may make regulations governing “engineering interns” as well as their rights and privileges. As such, PEO has full jurisdiction to address this issue (with government approval) but must seek Government approval and action for any Act changes.

Section 20.1 of the Act establishes what are referred to as engineering interns and their requirement to be an applicant for a licence, to have met academic requirements, and to have applied for membership in the EIT program in their application. Section 32.1 of Regulation 941 lays out the requirements to become an engineering intern (including being in the process of completing exams assigned by the Academic Requirements Committee) as well as their rights and privileges within PEO and its Chapters.

Section 40 (3.2) in the Act provides an offence to falsely use the title “engineering intern” or “EIT”. (although the title is not actually found in section 55 of Regulation 941).

Companies (and some Ontario ministries) may have in-house engineer development programs. However, PEO is the only organization with regulatory authority over pre-application work experience for P. Eng licence candidates, should it choose to do so.

Legislatively, PEO’s “engineering intern” designation is unique among Canadian regulators, in that an engineering intern must have already applied for a P.Eng. licence and must have met (or be in the process of meeting) academic requirements. In all other provinces and territories, an engineering intern (or equivalent term) attains that designation prior to applying for a P.Eng. licence.

## **RISK IDENTIFICATION**

### **3. Does this problem create a risk of harm? If yes, explain the risks. How do they arise? (Regulation should not be used if there is no risk of harm)**

From a strictly regulatory perspective, the suspension of the voluntary EIT Program as it existed prior to May 2023 does not create a risk of harm to the public. PEO’s regulatory goals, as stated in the Act are to ensure that only qualified persons are issued a licence and that unlicensed or yet-to-be licensed persons only practice engineering under a professional engineer or limited licence holder who assumes responsibility for them. Neither of these goals is directly related to the current activities of the EIT Program. Further, the voluntary and unrestricted nature of the program means that it would be an ineffective way to address such a risk of harm even if it existed, since not all applicants choose to be an EIT and very few choose to participate in its activities. Therefore, regulation is not an appropriate tool to address this question, unless there were regulatory purposes or goals (such as adequate supervision of unlicensed persons) to be achieved.

Following PEO’s decision to suspend the EIT program, opinion surveys were conducted to assess the merits of the EIT program – the surveys were directed to students, current EITs, licence holders and employers respectively. The surveys were open from July 20-September 18, 2023, and were sent to the entire PEO membership. 453 students, 1349 current EITs, 1437 licence holders and 575 employers completed their respective survey.

Some of the broad themes identified in the survey responses are:

- ∑ Respondents across all four surveys generally believe that the EIT program had moderate value for achieving their full P. Eng licence

- Σ “Helping to find employment” was generally cited as the most beneficial feature of the EIT program
- Σ A majority of respondents in all categories said they would enroll in the EIT program if it were available or would recommend it to others

As part of the review of the future of the EIT program, the Council-approved Activity Filter methodology was applied to the program’s benefits for engineering interns to see whether they are part of PEO’s regulatory mandate. Thirteen activities and outputs were identified and verified with staff administering the EIT program. (See Appendix C). Only two of the thirteen listed benefits provided by the EIT program serve a regulatory purpose - the annual work experience reviews and the Licensure Assistance Program, and one serves a governance function – service on committees established by Council. As such, most of the activities undertaken as part of the EIT program are primarily employability issues and fall outside of PEO’s regulatory mandate.

As noted in Question 1, participation in the EIT program was markedly different between CEAB (62%) and non-CEAB (internationally educated) applicants (42%). This reflects the data that most non-CEAB graduates had more than four years of work experience when they applied to PEO for a licence, whereas the most of CEAB graduates applied right out of school with very little work experience. Thus, the EIT program was more beneficial to CEAB graduates while they acquired work experience whereas non-CEAB graduates benefited from the EIT title to assure employers that their academic degrees were *bona fide* engineering ones, to network to secure Canadian employment to meet the 12 months’ Canadian experience requirement (since removed), and to submit their Engineering Employment Record for assessment purposes.

Under the new licensing process, with the removal of the Canadian experience requirement, non-CEAB prospective applicants can demonstrate to prospective employers that their academic degree is on PEO’s Recognized Programs List and have completed their four Confirmatory exams to prove they are academically qualified for licensure, subject to meeting the other requirements. Hence, their takeup of a re-established EIT title would only duplicate the fact that they were now eligible to apply for a licence, whereas CEAB graduates would likely benefit from a re-establishment of the EIT title while they are still acquiring work experience to be able to apply for a licence.

**4. What are the possible outcomes or consequences of these risks? Explain the potential level of harm (quantify frequency and impact).**

Not applicable since no risks of harm arise from the program’s suspension.

**5. What information or data about the risk of harm are currently available? From what sources? Does any further information need to be gathered, and from whom?**

An environmental scan of EIT-like programs (see Appendix D) revealed that most Canadian engineering jurisdictions follow the same basic model formerly used by PEO. All of these programs require supervised practice; seven of them include a time limit, and none require engineering employment. The only unique characteristic of the PEO program was the requirement that EITs had to be licence applicants to be eligible to apply for the EIT program (for the rest, EIT was a pre-application title).

A further scan of other regulated professions in Ontario revealed that only three (architects, geoscientists, and foresters) had comparable programs in which graduates were granted partial

membership in the organization with limited rights and some additional supports until they had enough experience to qualify for a full licence. Of the non-health profession regulators, only the Accountants, Insurance Brokers, Land Surveyors, Lawyers, Real Estate Brokers, and Teachers had a mandatory precursor to a full licence.

Other professions in Ontario address the issue of practical experience in one of three ways:

- ∑ They don't have experience requirements because all accredited programs include a practical experience component. Their policies vary regarding graduates from other countries. (This is predominant in health professions)
- ∑ They use a two-stage licence process in which applicants can obtain a preliminary licence without practical experience that requires supervision from another licence holder, followed by a secondary licence with experience requirements that permits unsupervised practice.
- ∑ They develop a structured program for graduates to obtain experience before they become eligible for a licence.

**6. Are the identified risks currently managed or mitigated? How and by whom? To what extent (full/partial)? Will the risks of harm diminish if left unchecked?  
(If the risks are currently managed, regulation should not be used)**

As mentioned above, there is no risk to the public arising from the suspension of the EIT program requiring mitigation *per se*. The risk of unlicensed individuals practising professional engineering is currently mitigated by the requirement in the Act [s. 12(3)(b)] for them to be supervised by a professional engineer or limited licence holder who assumes all responsibility for their work, as well as Enforcement against unlicensed practice. In the past 20 years, there have only been two cases of prosecutions for false use of "engineering intern" or EIT title.

**7. Are there any alternatives to regulation that will mitigate identified risks? If alternatives exist, explain why they have not been pursued.**

Not applicable since there are no identified risks of harm. A non-regulatory solution is not consistent with PEO's legislated mandate.

**IDENTIFICATION OF NEXT STEPS FOR REGULATORY POLICY DEVELOPMENT**

**8. Which stakeholder group(s) need to be engaged on this problem? How will they be engaged?**

There are six major stakeholder groups associated with the EIT program: students (potential EITs), current EITs, licence holders (former EITs), employers (EIT supervisors), immigration settlement agencies and the Ontario Society of Professional Engineers (OSPE). Students, current EITs and licence holders should all be consulted about how PEO outreach and education regarding PEO's experience requirements and competency-based assessment process can be made more effective, both in terms of content and events. Current EITs, licence holders, employers and OSPE should be consulted about the nature, prerequisites, and utility of the EIT title as well as any time limit on its use.

**9. What further research is required? How will it be done?**

None

**10. What further data analysis needs to be done?**

Conduct data analysis of stakeholder feedback.

**11. What further legal analysis needs to be done?**

If a decision is taken to continue the suspension of the EIT program, we will need to consider whether the clauses relating to EITs/interns in the Act and regulations should be removed and whether legacy EIT membership (including use of the EIT title) can be cancelled. If a decision is taken to re-establish the program with regulatory purpose and controls, the Act and regulations will also have to be amended.

**12. What is the expected timeframe to complete this policy work?**

The timeframe of completing policy development will depend heavily on the policy option chosen by RPLC. All options will require stakeholder consultations. As such, the policy work associated with options (1) and (2) could probably be completed in time for the June or August meeting of RPLC.

**RPLC recommendation to Council:** Proceed/Do Not Proceed

**Prepared by:** Adam Waiser, Policy Analyst, Policy & Governance Division

**EIT SERVICES UPTAKE CHART**

C-562-8.2  
Appendix B

<b>Year</b>	<b>Total EITs</b>	<b>Experience Reviews</b>	<b>%</b>	<b>Event Attendees</b>	<b>%</b>	<b>LAP Participants</b>	<b>%</b>	<b>OSPE Members (approx.)</b>	<b>%</b>
<b>2022</b>	14731	110	0.7467	2170	14.7308			1500	10.1826
<b>2021</b>	12776	136	1.0645	1420	11.1146	87	0.681	1525	11.9364
<b>2020</b>	13318	157	1.1789	1720	12.9149	160	1.2014	1450	10.8875
<b>2019</b>	14694	176	1.1978	1510	10.2763	238	1.6197	1200	8.1666
<b>2018</b>	15003	175	1.1664	1904	12.6908	168	1.1198	1550	10.3313
<b>2017</b>	13900	137	0.9856	2709	19.4892	232	1.6691	1450	10.4317
<b>2016</b>	13101	165	1.2594	1868	14.2585	111	0.8473		
<b>2015</b>	12596	182	1.4449	2240	17.7834	79	0.6272		
<b>2014</b>	11689	180	1.5399			328	2.8061		
<b>2013</b>	10704	115	1.0744			370	3.4567		
<b>Average</b>	13251		1.1659		14.1573		1.5587		10.3227

## Review of the Regulatory Nature of EIT Program Benefits

According to section 20.1 of the Act, “engineering interns”, more commonly referred to as EITs, are applicants for a license who meet the prescribed academic requirements and have enrolled in the engineering intern training (EIT) program. Section 32.1 of Regulation 941, which was added in April 2009 under O.Reg. 205/09, states that engineering interns may:

- Σ Vote in chapter elections;
- Σ Serve on chapter executives;
- Σ Attend annual meetings;
- Σ Attend council meetings;
- Σ Serve on committees established by Council;
- Σ Receive notices of annual meetings and elections results; and
- Σ Receive the association’s official publication (Engineering Dimensions)

While EIT status (then known as Graduate Engineers-in-Training) was established in 1942, the first reference to the EIT Program in PEO Council records come from 1981. At its September 19, 2019, meeting, Council approved an Action Plan in response to the External Performance Review that included the following:

*“The Registrar...will develop for Council’s approval a tool for assessing the regulatory purpose of the activities of all PEO committees, chapters, subcommittees and working groups.”*

At its November 15, 2019, meeting, Council approved an Activity Filter developed by staff. The filter sorts activities and outputs into one of three categories: regulatory, governance or neither. (See page 3 for the process by which this determination is made) An activity must fit into one of six core areas of professional regulation to be consider a regulatory task:

- Σ Setting of standards
- Σ Licensure
- Σ Compliance with standards
- Σ Complaints
- Σ Discipline
- Σ Enforcement

On February 18, 2022, Council chose to affirm the continuation of the chapters, while directing Governance & Nominating Committee (GNC) to deal with activities and outputs of Chapters that are neither regulatory nor governance by eliminating high-risk outputs and operationalizing others so that volunteer engagement is maintained, and more effective organizational control is ensured.

The activity filter results concluded that the chapters' role in organizing "networking events for members and EITs" was determined to be neither a regulatory nor governance task.

While the Activity Filter methodology has not as yet been applied to PEO departmental activities. As part of the review of the future of the EIT program, the Activity Filter methodology was applied to the program's benefits for engineering interns to see whether they are part of PEO's regulatory mandate. Activities and Outputs were verified with staff administering the EIT program.

The described benefits of the EIT program ([on the PEO website](#)) include:

- Σ allowed use of EIT title for employment purposes<sup>1</sup>
- Σ added to PEO's online directory showing the EIT status
- Σ the opportunity to receive detailed, confidential, annual work experience reviews;
- Σ eligibility to participate in PEO's Licensure Assistance Program;
- Σ access to Engineering Dimensions, PEO's official journal;
- Σ opportunities to attend PEO and PEO chapter EIT seminars;
- Σ the opportunity to join a PEO chapter, attend meetings and network with professional colleagues;
- Σ the opportunity to serve on PEO committees established by Council;
- Σ email notices of events or items of interest pertaining to one's development into a licensed engineer;
- Σ the opportunity to participate in online discussions with other PEO members on the association's LinkedIn discussion group; and
- Σ the opportunity to join the Ontario Society of Professional Engineers and participate in their member-only services, such as insurance and investment plans, and online Career Centre.

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<sup>1</sup> it is noteworthy that section 55.1 of Regulation 941 does not actually contain a title of "engineering intern" or "EIT".

Activity (A) and Output (O)	Does it have a legislative or regulatory basis?	Does it fit within one of the six core areas related to professional regulation?	EVALUATION: Does this activity serve a regulatory and/or governance purpose?
<p><b>A:</b> Allowed use of EIT title for employment purposes</p> <p><b>O:</b> EITs use title in their job titles or for applying to jobs that require EIT status</p>	Professional Engineers Act, s. 40(3.2)	No	No. The EIT title primarily serves a marketing function that improves the employability of program participants.
<p><b>A:</b> Added to PEO's online directory showing the EIT status</p> <p><b>O:</b> EITs can be searched by employers for confirmation that they are registered as an EIT</p>	No	No	No. The EIT title primarily serves a marketing function that improves the employability of program participants.
<p><b>A:</b> The opportunity to receive detailed, confidential, annual work experience reviews.</p> <p><b>O:</b> Staff reviews of EIT experience logs to determine if the content and presentation meets the licensing process standards.</p>	No	Yes – Compliance with standards	Regulatory. Work experience reviews are designed to ensure the EITs will be able to comply with the standards necessary to earn their full license.
<p><b>A:</b> Eligibility to participate in PEO's Licensure Assistance Program.</p> <p><b>O:</b> EITs are linked with a guide to provide EITs with guidance and support during the licensing process.</p>	No	Yes – Compliance with standards	Regulatory. The Licensure Assistance Program is specifically designed to help participants navigate the licensing process and ensure that they comply with the standards necessary to receive a full license. It is run by the chapters. Not all chapters participate in the program.
<p><b>A:</b> Access to Engineering Dimensions, PEO's official journal.</p>	Reg. 941, 32.1(2)(4)(iii)	No	No. While it is a useful source of information, for EITs, providing access to Engineering



Activity (A) and Output (O)	Does it have a legislative or regulatory basis?	Does it fit within one of the six core areas related to professional regulation?	EVALUATION: Does this activity serve a regulatory and/or governance purpose?
O: n/a			Dimensions does not serve a specific regulatory purpose.
<p>A: Opportunities to attend PEO and PEO chapter EIT seminars. <i>Note: Ordinary applicants may also attend the same events.</i></p> <p>O: The ability to attend and participate in seminars of interest to EITs.</p>	No	No	No. EIT attendance at PEO and PEO chapter seminars may have value for professional development. However, it does not a specific regulatory purpose.
<p>A: The opportunity to join a PEO chapter, attend meetings and network with professional colleagues.</p> <p>O: Membership in a local PEO chapter and the opportunity to serve in volunteer leadership positions.</p>	<p>Reg. 941, 32.1(2)(1)</p> <p>By-law #1: Chapters contract signing authority s. 8(2)(iv)</p>	No	No, EIT engagement with chapters does not serve a specific regulatory purpose.
<p>A: The opportunity to serve on PEO committees established by Council.</p> <p>O: EIT participation on PEO committees.</p>	Reg. 941, 32.1(3)	No	This would be considered a governance function.
<p>A: Email notices of events or items of interest pertaining to your development into a licensed engineer.</p> <p>O: n/a</p>	Reg. 941, 32.1(2)(4)	No	Notices about specific events like elections and annual general meetings may have a governance purpose. However, this only describes a small portion of these notices, many of which are regulatory.

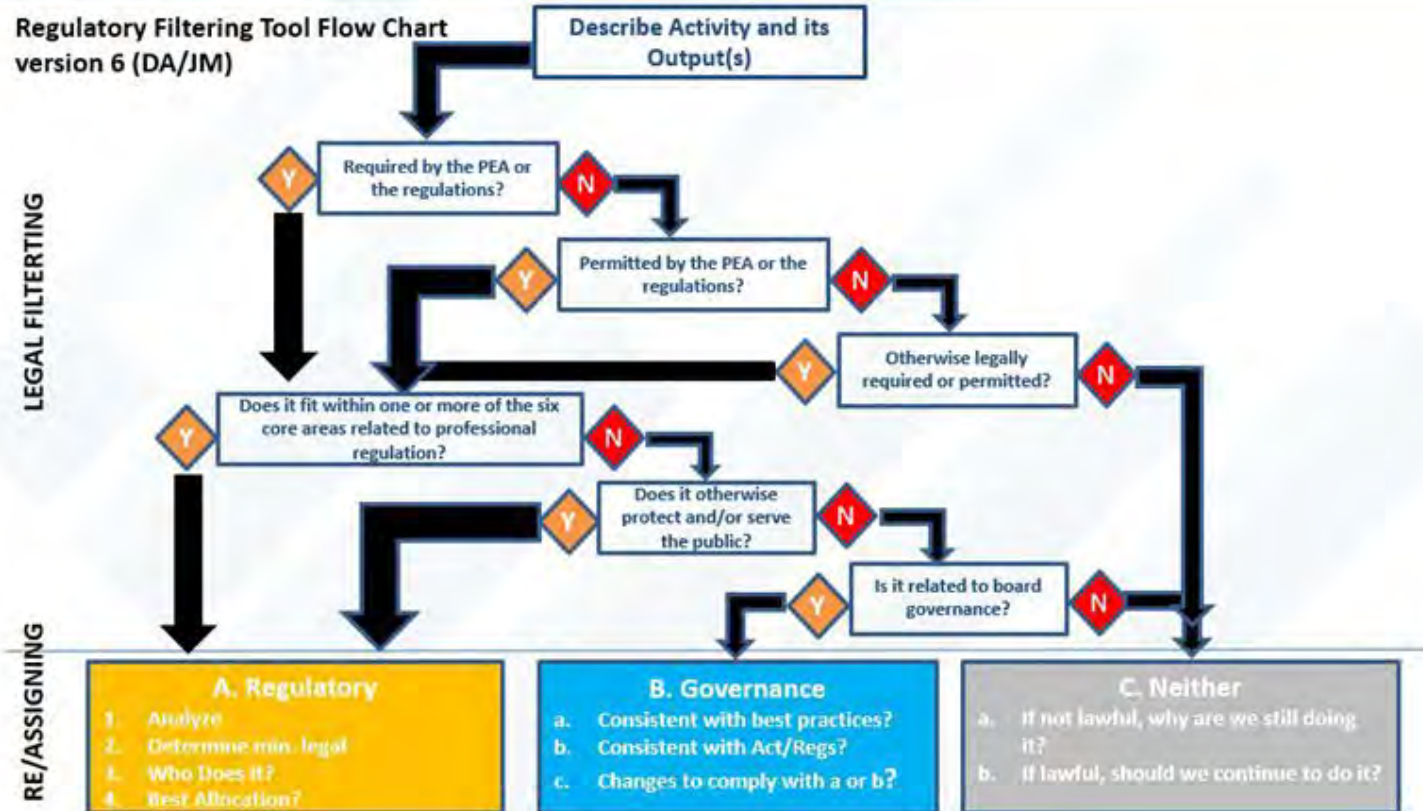
Activity (A) and Output (O)	Does it have a legislative or regulatory basis?	Does it fit within one of the six core areas related to professional regulation?	EVALUATION: Does this activity serve a regulatory and/or governance purpose?
<p><b>A:</b> Access to the PEO's online portal. <i>Note: Applicants may not have access to PEAK if they are not an active engineer.</i></p> <p><b>O:</b> n/a</p>	No	No	Access to the PEO online portal is a regulatory function of licence application or holding a licence, rather than a specific benefit of the EIT program.
<p><b>A:</b> The opportunity to participate in online discussions with other PEO members on the association's LinkedIn discussion group. <i>Note: This group is not managed by PEO.</i></p> <p><b>O:</b> Access to the PEO LinkedIn page.</p>	No	No	No, while this benefit may provide some useful information and networking opportunities, it does not serve a specific regulatory purpose.
<p><b>A:</b> The opportunity to join the Ontario Society of Professional Engineers and participate in their member-only services, such as investment plans and online Career Centre.</p> <p><b>O:</b> OSPE membership</p>	No	No	No, these are professional support services and do not serve a regulatory purpose.
<p><b>A:</b> The opportunity to take advantage of cheaper group insurance through TD insurance as part of a program run by Engineers Canada.</p> <p><b>O:</b> Cheaper insurance for EITs.</p>	No	No	No, this is a personal benefit and does not serve a regulatory purpose.

**Conclusions:**

Based on applying PEO's approved Activity Filter methodology, only two of the thirteen listed benefits provided by the EIT program serve a regulatory purpose - the annual work experience reviews and the Licensure Assistance Program, and one serves a governance function – service on committees established by Council. As such, most of the activities undertaken as part of the EIT program fall outside of PEO's mandate.



Regulatory Filtering Tool Flow Chart  
version 6 (DA/JM)



### EIT Programs in Other Provinces

- Σ Most EIT/MIT (member-in-training) programs follow the same model formerly used by PEO. The one exception is Quebec which uses a distinct format for its Professional Admission program.
- Σ All programs require applicants to have a four-years degree. However, recognition of foreign degrees and non-engineering programmes varies in different jurisdictions.
- Σ EIT applicants may be required to undergo additional training or complete exams as determined by a board of review.
- Σ International credentials that have been accepted for an EIT application do not require a second review for a licensure application so long as the applicant is applying to the same jurisdiction that approved their EIT application.
- Σ Programs are mandatory in Saskatchewan and Quebec. They are optional in all other jurisdictions.
- Σ Annual fees range from \$89.25 in Yukon to \$460 in Quebec.
- Σ EITs in all jurisdictions are NPPE eligible.
- Σ Four jurisdictions have no time limit on EIT status. The time limits in other jurisdictions range from 5-7 years. Extensions may be granted in special circumstances such as unemployment or maternity/paternity leave.
- Σ Four jurisdictions do not permit EITs to vote. Four allow them to vote, but not to hold office. Three allow them to vote and hold office, albeit with restrictions.
- Σ Six jurisdictions allow EIT to transfer from other provinces; five do not.
- Σ Newfoundland and Labrador is of special note because it allows EITs to transfer from every jurisdiction with the partial exception of Ontario. Transfers from PEO must have their credentials and experience reviewed to ensure that they meet Newfoundland and Labrador's standards.

Province and Purpose	Application Review	Mandatory	Annual Fee	NPPE Eligible	Time Limits	Program/Rights	Transferability
<p><b>British Columbia</b></p> <p>Enrolling as an EIT can help bridge the gap between your post-secondary education and professional licensure, and provides access to systems and resources that streamline your application for your P.Eng. designation.</p>	<p>EITs are required to have the equivalent of graduation from a 4-year, full-time bachelor's degree program in applied science, engineering, geoscience, science or technology.</p> <p>If they do not have an undergraduate degree in engineering from an accredited university program, they may be assigned academic examinations and/or an interview.</p> <p>Academic credentials need to be approved once as part of the EIT application process. If applicants choose to apply to a different discipline for another licence, then academic credentials may be reviewed a second time.</p>	No	\$276	Yes	<p>An 8-year limit was removed several years ago</p> <p>EITs can stay on the rolls indefinitely so long as they pay their annual fees and abide by the Code of Ethics</p>	<p>Becoming an EIT allows you to:</p> <p>Gain access to registrant-only programs and services, such as our Employment Centre and other Continuing Education Programs,</p> <p>Have your application fee waived, or pay a reduced fee, when you apply for professional registration.</p> <p>Receive registrant rates for continuing education events, and</p> <p>Receive Engineers and Geoscientists BC's monthly publication, Innovation Magazine.</p> <p>EITs can vote, but not hold office.</p>	<p>EITs who are current members and in good standing with another Canadian association may apply as "Trainee Elsewhere in Canada". Applicants must be transferring in the same registration category and discipline. Becoming a registrant with Engineers and Geoscientists BC does not affect their status with another Canadian association.</p>
<p><b>Alberta</b></p> <p>If you are a recent university graduate, the member-in-training designation is usually the first step in becoming a professional</p>	<p>The Board of Examiners may require applicants to write exams, get additional experience, or both if they are not a graduate from a university program that is recognized by the Canadian Engineering Accreditation Board or is a related program that the APEGA Board of Examiners considers to be equivalent.</p>	No	\$196	Yes	6 years with a 2-year extension	<p>Members-in-training (E.I.T.'s and G.I.T.'s) are not permitted to vote in APEGA elections. Only Life Members, Professional Members and Professional Licensees are allowed to vote.</p>	<p>Engineer-in-training (E.I.T.) and geoscientist-in-training (G.I.T.) inter-provincial mobility applications:</p> <p>will require submission of official transcripts (post-secondary degrees obtained at a Canadian university) or a WES-ICAP report (post-secondary degrees from a</p>

Province and Purpose	Application Review	Mandatory	Annual Fee	NPPE Eligible	Time Limits	Program/Rights	Transferability
<p>engineer (P.Eng.). As a member-in-training, you can practise engineering or geoscience in Alberta and gain experience towards your P.Eng. licence.</p>	<p>If someone has an active member-in-training status when they apply for membership, they are deemed to be academically qualified, and their file does not need to go through another academic review.</p> <p>If the member-in-training status is not active when they apply, then the individual is required to have their transcripts sent to APEGA again, and the Board of Examiners does a new academic review. In this case, it is possible for exams to be assessed, even they previously were not.</p>						<p>university outside of Canada)</p> <p>may be subject to additional stages of examination</p> <p>may take up to 6 months to process and review (E.I.T. or G.I.T. status in another province may not qualify for direct transfer to the same category of membership with APEGA).</p>
<p><b>Saskatchewan</b></p> <p>In the APEGS process, becoming an engineer-in-training is the first step towards registration as a Professional Engineer, regardless of how much experience you may have, or from where you received your education.</p>	<p>APEGS uses World Education Services to conduct an ICAP course-by-course evaluation of international academic qualifications.</p> <p>Depending on the outcome of your academic assessment, you may be required to write technical exams, complete approved courses, or have your work experience assessed.</p> <p>Once they are approved as an EIT, an applicant's academic qualification will not be reassessed</p>	<p>All applicants, if they have not previously been registered as a professional engineer or professional geoscientist in any province or territory of Canada, regardless of their number of years of experience, must apply as an</p>	\$350	Yes	7 years with a 1-year extension	<p>EITs are eligible for education grants and insurance coverage.</p> <p>EITs are qualified to vote and apply to be considered for council election if they are APEGS members in good standing, reside in Saskatchewan, and compliant to our CPD program.</p>	<p>If you are currently an engineer-in-training in good standing elsewhere in Canada, or your registration lapsed less than three months ago, you can apply through a simplified process known as Inter-Association Mobility.</p>

Province and Purpose	Application Review	Mandatory	Annual Fee	NPPE Eligible	Time Limits	Program/ Rights	Transferability
	and get carried over to their professional licensure application.	engineer-in-training before they can become a professional engineer.					
<b>Manitoba</b>  An Intern is a person who acquires their professional engineering designation by enrolling with the Association and whose name is entered on the Association's register as an engineering intern.	EITs must be deemed academically qualified by completing a post-secondary program (typically a bachelor's degree) of at least four years in duration in engineering from an accredited or recognized engineering program, or a confirmatory program to confirm the level and quality of academic education.  Once accepted as an intern, their 'credentials' are not reviewed a second time; their entire file is considered by the Registration Committee to obtain professional registration	The pre-registration program was a mandatory pre-requisite to registration until September 2022.  It has been replaced by competency-based assessments.	\$268	Yes	No time limit	EITs have access to networking events, joining chapters, mentorship and professional development opportunities.  EITs or interns are allowed to vote for Council member nominees but only for candidates who are interns. Council composition includes one EIT or GIT (intern), determined by a slate of nominees and voted at the AGM. EITs are not allowed to vote on any other AGM matters.	EITs are allowed to transfer from other provinces. Admissions will perform a verification check of the information with the regulator identified in the application.
<b>Quebec</b>  In Quebec, to obtain the title of Engineer, one must first become a Candidate to the Engineering Profession (CEP). This program	The Admissions Committee reviews the files of all those who have completed their undergraduate degree outside Quebec and then renders a decision. Depending on the case, you may be required to follow training activities (admission exams or training, depending on the identified gaps).	In Quebec, to obtain the title of Engineer, one must first become a Candidate to the Engineering Profession (CEP).	\$460	No	5 years	PAP participants are not considered members of OIQ and cannot participate in elections.	None



Province and Purpose	Application Review	Mandatory	Annual Fee	NPPE Eligible	Time Limits	Program/Rights	Transferability
prepares future engineers to practice with rigour and competence.							
<p><b>New Brunswick</b></p> <p>By enrolling as an MIT and participating in our program, this helps you ensure that you gain experience that is rich and varied to allow you to progress to the level of maturity required to make reliable professional judgments.</p>	<p>To become enrolled as a Member-in-Training (MIT) in NB, you must:</p> <p>Be a resident of NB</p> <p>Be academically qualified: Have graduated with a CEAB-accredited Bachelor of Engineering degree or a Bachelor of Science degree in geosciences from a Canadian university which meets Geoscientists Canada's Geoscience Knowledge &amp; Experience Requirements.</p> <p>Be able to communicate effectively in English or French: If your bachelor's degree was taken in English or French, you are exempted from providing further proof to your language ability.</p> <p>Credential approvals from an EIT application will be carried over to a license application.</p>	No	\$172.50	Yes	<p>5 years</p> <p>Extensions can be granted for special circumstances like unemployment, maternity/ paternity leave, graduate studies, etc.</p>	<p>MITs have access to their local branches of the association, which includes networking activities, as well as access to the Competency-Based Assessment program, so that they can log their experience as they go as opposed to having to do it all at the time of their application.</p> <p>MITs can attend and vote at our AGM with the exception of voting on any matters related to MITs.</p>	<p>You cannot transfer an MIT membership to APEGNB. You need to start a new application with APEGNB. However, the Internship Committee is willing to review logbooks that have been approved in other jurisdictions.</p>

Province and Purpose	Application Review	Mandatory	Annual Fee	NPPE Eligible	Time Limits	Program/Rights	Transferability
<b>Nova Scotia</b>	<p>To apply for Engineer-in-Training you must have a Bachelor of Engineering Degree that is:</p> <p>accredited by the Canadian Engineering Accreditation Board (CEAB)</p> <p>from a university program covered by an International Mobility Agreement</p> <p>deemed to be equivalent and approved by the Board of Examiners after an assessment</p> <p>Academic credentials that have been certified for EIT application will be accepted without review for license applications.</p>		\$130.42	Yes	<p>5 years</p> <p>Extensions can be granted for special circumstances like unemployment, maternity/paternity leave, graduate studies, etc.</p>	<p>The Mentor Program to assist the EIT in gaining the experience needed to qualify as a professional engineer. The mentor monitors the EIT's progress, assesses their experience, and provides regular feedback to both the EIT and Engineers Nova Scotia during this training period. The mentor also becomes the liaison between the EIT and the Board of Examiners.</p> <p>EITs can also attend Association functions, to network with other Engineers, volunteer on committees and be involved with the association.</p> <p>They have the right to vote in elections, but not to run.</p>	<p>Engineers Nova Scotia accept EIT transfers from other associations provided they have met the academic requirements either as a CEAB Grad or Internationally Educated Engineer who has completed exams or had exams waived by the home association. Confirmation from the home association is required.</p>
<b>Prince Edward Island</b>	<p>Any applicant for Engineer-in-Training Enrollment who satisfies the Council that he/she meets all the requirements of membership except fulfilling the requirements of approved engineering experience as prescribed in the by-laws, shall be entitled to be enrolled with the Association as an Engineer-in-Training.</p> <p>The objectives of the EIT program are to ensure that EITs enrolled with Engineers PEI:</p> <ul style="list-style-type: none"> <li>- acquire the appropriate level</li> </ul>		\$130	Yes	No time limit	<p>EITs have the same benefits as members, exempting the right to vote and sit on council. EITs are allowed to sit on committees.</p>	<p>EIT transfers are not accepted. A new application is required.</p>

Province and Purpose	Application Review	Mandatory	Annual Fee	NPPE Eligible	Time Limits	Program/ Rights	Transferability
<p>of engineering work experience</p> <ul style="list-style-type: none"> <li>- meet the levels of responsibility and accountability require for professional practice</li> <li>- understand their role in protecting the public interest</li> <li>- gain values of ethics and professionalism and of social and environmental awareness</li> <li>- appreciate the value of working within the limits of personal training and experience</li> <li>- understand the role of the profession in society and their responsibility to support it</li> </ul>	<p>For applicants who did not receive their Bachelor of Engineering Degree from an accredited institution, must have their Bachelor Degree courses evaluated by WES (World Education Services).</p> <p>Two references must also be supplied.</p> <p>Academic credentials that have been certified for EIT application will be accepted without review for license applications.</p>						
<p><b>Newfoundland and Labrador</b></p>	<p>The minimum academic qualifications requirement for professional registration may be</p>		<p>\$152</p>	<p>Yes</p>	<p>6 years</p>	<p>Access to PEGNL's Learning Management Platform – including resources on professional ethics</p>	<p>EIT transfers from other provinces and territories are</p>

Province and Purpose	Application Review	Mandatory	Annual Fee	NPPE Eligible	Time Limits	Program/Rights	Transferability
Members-in-Training meet the academic requirements for registration but have not yet fulfilled other requirements for registration.	<p>met through any of three routes:            by graduation from a recognized accredited engineering program;            by graduation from programs recognized under Engineers Canada Mutual Recognition Agreements or by the successful completion of an assigned examination program.</p> <p>Approval of academic credentials for an EIT application will carry over to a license application.</p>					<p>Use of PEGNL's PD Portal – with an opportunity to build 2 years' worth of professional development hours for carryover</p> <p>Access to the Competency Assessment online system – work on your competency self-assessment throughout your in-training period</p> <p>Networking opportunities – collaborate with professionals and your peers</p> <p>Access to the 2023 Pilot Mentorship Program, to help you meet your professional goals and succeed in 2023</p> <p>PEGNL membership provides access to a variety of Engineers Canada sponsored benefits and partnerships</p> <p>EITs are allowed to vote, but not to run for office.</p>	<p>allowed with partial exception of Ontario.</p> <p>Transfers from PEO must have their credentials and experience reviewed to ensure that they meet Newfoundland standards.</p>
<p><b>Yukon</b></p> <p>Engineers in Training applicants are generally young engineers</p>	<p>APEGA's Board of Examiners is also Engineers Yukon's Board of Examiners.</p> <p>If someone has completed the EIT application process with Engineers</p>		\$89.25	Yes	No time limit	<p>EITs are allowed to vote at the AGM. EITs cannot be members of Engineers Yukon's Council. However, they can be members or chairs of non-statutory committees (committees that aren't listed in the Act).</p>	<p>There is no procedure for EIT transfers. Every EIT applications is treated as a first-time applicant.</p>

Province and Purpose	Application Review	Mandatory	Annual Fee	NPPE Eligible	Time Limits	Program/ Rights	Transferability
<p>who have recently graduated or engineers who are currently working on gaining required experience.</p>	<p>Yukon and their international credentials have been approved, their credentials would carry over to a license application with Engineers Yukon.</p> <p>If someone has completed the EIT application process with another jurisdiction, they would have to go through the full credential review, including their education.</p>						
<p><b>Northwest Territories and Nunavut</b></p> <p>Members-in-Training are generally young engineers and geoscientists who have recently graduated. These may also be Engineers or Geoscientists who are currently working on gaining required experience.</p>	<p>APEGA's Board of Examiners is also NAPEG's Board of Examiners.</p> <p>If the EIT application process was completed with APEGA, then the license application is part of the continuum in which their credentials have already been evaluated and accepted.</p>		\$100	Yes	<p>6 years</p> <p>Can be extended by Council at its discretion</p>	<p>NAPEG has an MIT Committee called Members-in-Training and New Professionals Committee, at present 11 of 15 members are EIT/GIT's. Discussions and case studies are reviewed; some mentoring may occur depending on who is participating at the particular meeting; Meet and Greet social events are held so that EIT/GIT's can meet other professionals outside of their work circle. The Committee has a fairly loose structure as it relies/depends on its members being engaged.</p> <p>Present legislation only allows registered professionals located in the jurisdiction to vote or hold office.</p>	<p>The APEGA BOE starts from scratch in their review (unless the applicant was registered with APEGA or Engineers Yukon (who use APEGA as BOE like NAPEG does).</p>

## APPENDIX E: EIT PROGRAM TIMELINE

**1942:** EIT status (then known as Graduate Engineers-in-Training) is established.

**1981:** First reference to the EIT Program in PEO Council records.

**February 1989 (C-325):** PEO (then known as APEO) Council reconfirms its commitment to the EIT Program, "since it provides valuable support and encouragement to graduate engineers on their path to becoming P. Eng.'s."

**September/December 2005 (C-430/C-431):** EITs are granted voting rights and the right to hold office in PEO Chapters. The rationale for this change was that it would allow EITs to be fully involved in the running of the chapter and obtain experience that would help the succession planning of PEO. For those chapters having difficulty recruiting executives, it would also open up another potential pool of energetic and eager-to-work volunteers.

**June 2006 (C-434):** Applicants who are required to complete a prescribed examination program become eligible for EIT status once they have completed the specific examination portion of their prescribed program.

**January/March 2007 (C-437/C-438):** The first year of EIT membership is made free for CEAB graduates in the six months after graduation and internationally trained engineering graduates for up to six months after landing in Ontario. The rationale was that financial pressures on new graduates and international engineering graduate (IEGs) had been identified as a barrier to joining the profession. However, if a graduate or IEG does not connect with PEO upon graduation/arrival, it is unlikely the graduate/IEG will ever connect with PEO unless he/she requires a licence to practise.

**January 2008 (C-445):** Creation of "engineering intern" class of person in Regulation 941 to confer some rights such as receiving notice of the annual meeting, election results and other notices, receiving Engineering Dimensions, attending (but not voting at) the annual meeting of members, and participation in Chapter events. Engineering interns would also be eligible to vote in Chapter elections and serve on a Chapter executive. The new abbreviations and titles for temporary and limited licence holders would be enforced by the Enforcement Committee and improper use could be subject to PEO prosecution.

**February 2009 (C-454):** *Engineering interns* are prescribed in Regulation 941 as a class of person whose interests are related to those of PEO. (see 2008 item above)

**April 2009 (C-455):** EITs are added to the Fee Remission Policy based on a request from an unemployed EIT who asked for EITs to be shown the same consideration granted to unemployed P.Engs.

**September 2009 (C-458):** EITs involved in PEO chapter activities with engineering experience content consistent with the "Guide to the Required Experience to be licensed as a Professional Engineer in Ontario" may be given a credit of up to six months towards the four-year experience requirement. The rationale given was that "The experience requirement of 4 (four) years of Engineering experience for the licence is a demanding one and Council decided in a motion in the past to consider as recognized engineering experience activities some pre-graduation experience. However, this pre-graduation experience was not clearly defined. As the Council looks for a seamless transition from the student membership; EIT- to the P.Eng. licence it is important that a better connection between licence holders, EITs and students in engineering be established. As a vehicle of this connection PEO has the chapter

system with a practically dual role of regulation and advocacy. On the regulatory side the chapters would be entitled by established rules to give an experience credit certification for activities related to chapter activities with engineering experience content. These will result in enhanced chapter activity, better connection between engineering students, EITs and licence holders. Finally, these will benefit society at large by promoting the engineering profession and increasing the awareness of the value of the engineering licence in protecting society.”

**April 2010 (C-461):** Protection for the EIT title is added to the regulations. The rationale was that PEO has recognized Engineering Interns as an interested class in the regulations. Therefore, the title should be protected to ensure the public is not confused through misuse by others.

**February 2011 (C-468):** The 12-month Canadian experience requirement is amended to include “An Engineering Intern working with a professional engineering monitor,” based on the rationale that working with a collaborator, who is authorized to practice professional engineering in Canada, is an acceptable alternative to working under the direct supervision of a person authorized to practice professional engineering in Canada.

**November 2019 (C-530):** EITs are removed from the Fee Remission Policy due to analysis from the Legislation Committee that the EIT fee remission could not stand by itself in a by-law since the requirement for fee remission for EITs is not authorized by the Regulation. Any conditions or restrictions (such as counting work experience time or Chapter involvement) would have to be specified in the Regulation and would require further policy work.

**2023:** New applications to the EIT program are suspended as of May 15, to ensure compliance with FARPACTA requirements. Existing EITs can maintain their eligibility indefinitely by paying the annual fee.

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

<b>Agenda Item No.</b>	C-562-9.1
<b>Purpose</b>	To update Council about the activities of the Tribunals Office and related Committees
<b>Strategic/Regulatory Focus</b>	<i>The Tribunals are required under the PEA.</i>
<b>Motion</b>	N/A
<b>Attachments</b>	N/A

### Summary

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

### Public Interest Rationale

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

### Background

Tribunals staff work with Committee chairs to arrange upcoming meetings and training events through 2024. Tribunals staff continue to support members of the committee in all their activities as pre-hearing chairs, panel members and decision writers. The staff and committee members work on improving the materials that parties appearing before them can access, i.e. new rules of procedure and a self-represented persons handbook.

### Activity Update

Discipline Committee:

- The Discipline Committee Handbook Sub-Committee continues to work on updating the handbook;
- The Committee members continue to volunteer for panels, and preside over pre-hearings.
- The PEO President asked about costs orders. There has been **one order for costs in the last two years** and additional files are being reviewed to provide comparison data year over year.

Registration Committee

- Continues to manage the increase in requests for a hearing de novo.

Complaints Review Councillor

- The Complaints Review Councillor has received requests for review on the merits;
- A report is filed for Council's information as a separate BN to be reviewed in-camera.

Fee Mediation Committee

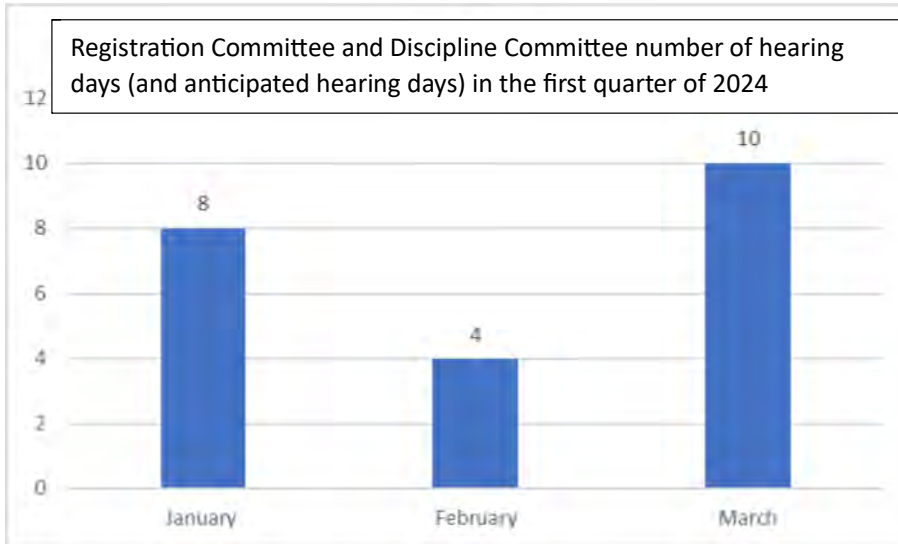
- There have been no fee mediation requests since the last meeting of Council.



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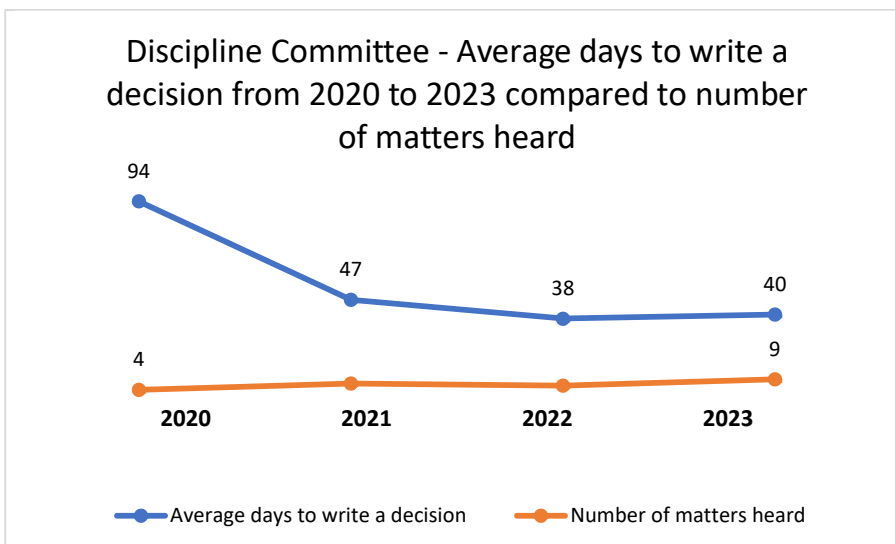
### Adjudicator Days in the 1<sup>st</sup> quarter of 2024

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



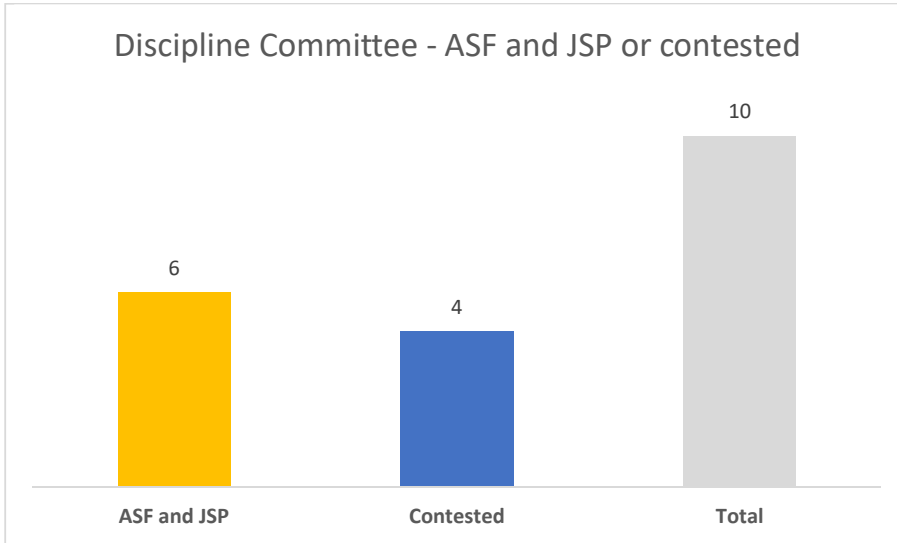
### Discipline Committee

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



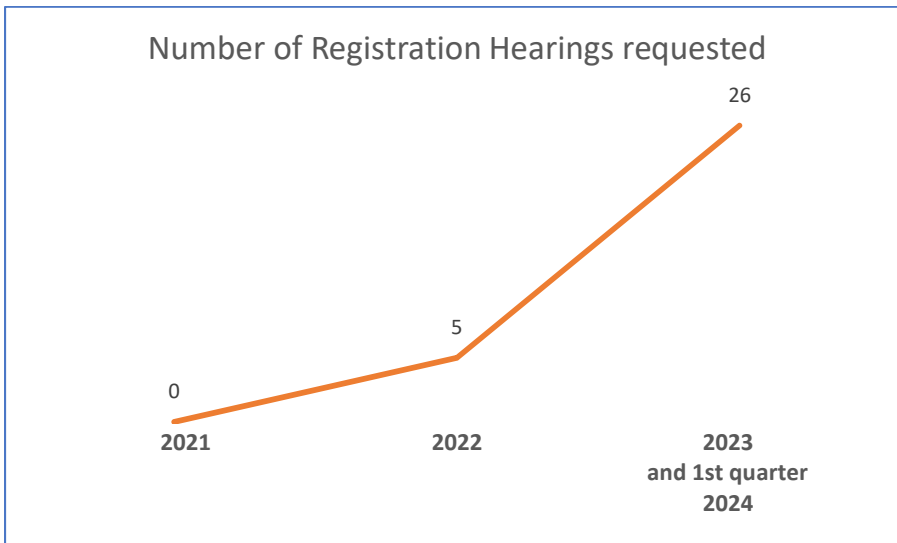
**Discipline Committee**

Matters completed in 2023 and first quarter of 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.



## Information Note – Engineers Canada Directors Report

<b>Agenda Item Number</b>	C-562-10.1
<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 (English) Appendix B – Director’s Update (Français)

## Engineers Canada director update March 2024

### Engineers Canada Board

Engineers Canada hosted its winter meetings on February 29 to March 1, 2024, in Ottawa. The meetings included the CEO Group meeting, President Group meeting, Director training, and the Board meeting. The Board made various decisions on (a) new and updated National Position Statements; (b) the 2023 annual strategic performance report; (c) the 2025-2029 Strategic Plan; (d) the 2024 CEO objectives; and (e) various Board policies.

In January, Board Directors were asked to indicate their interest in a membership to the Institute of Corporate Directors (ICD) through Engineers Canada. Information about member benefits can be found on the [ICD's website](#) and questions can be directed to [Joan Bard Miller](#), Manager, Governance and Board Services.

In late February, the FAR Committee reviewed the annual investment performance reports and the Q4 and fiscal 2023 financial statements. The Committee will meet again on March 8 to review the audited financial statements, the appointment of the auditors, long-term procurement contracts, the annual corporate risk profile, the current work plan and outcomes for 2023-2024, and recommendations for the 2023-2024 FAR Committee. Directors who wish to observe either meeting should reach out to the chair, [Dawn Nedohin-Macek](#), and Director, Finance, [Derek Menard](#).

The Governance Committee will meet on Thursday, March 7, to review revisions to certain Board policies, recommend opportunities for Board development for the HR

Committee's consideration, review the current work plan and outcomes for 2023-2024, and finalize recommendations for the 2024-2025 Governance Committee. Directors who wish to observe the meeting should reach out to committee chair, Alison Anderson, and Corporate Secretary, Light Go.

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

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

The Futures of Engineering Accreditation (FEA) met over a series of days with the consultant team to conduct detailed planning for 2024, including the work plans for the development of the foundational Purpose of Accreditation and an Academic Requirement for Licensure, regulator review of these items, and the production of the final path forward report.

The FEA project team are studying the data from the Fall consultations with regulators, the CEAB, the CEQB, and Engineering Deans Canada. The Task Forces will write reports with recommendations for the future state based on what they have heard from interest holders. The reports will be submitted to the project Steering Committee who will then produce the project's Path Forward report. In April, the project team will host a two-day in-person session to kick off development of the Path Forward report.

### **Strategic Priority 1.2: Strengthen collaboration and harmonization**

The Collaboration Task Force met to review and discuss all regulator feedback and edits to the proposed National Statement of Collaboration that has been received thus far. The revised Statement was shared to CEOs in their February 29th meeting material package. At this meeting, the revisions were presented on and discussed.

### **Strategic Priority 1.3: Support regulation of emerging areas**

To support the development of our final regulatory research paper for SP1.3, Engineers Canada reached out to regulators, looking for volunteers to join the advisory committee. The next paper focuses on data science and machine learning, studying current practices to determine if this field falls within the practice of professional engineering.

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

Registration is now open for the 2024 30 by 30 Conference: Turning Knowledge Into Action for Gender Equity in Engineering, being held on Wednesday, May 22, 2024, in Winnipeg, MB, in advance of the Engineers Canada spring meetings and Annual Meeting of Members (AMM). Please register as soon as possible in order to secure your spot at the conference. To register, visit the [conference website here](#).

As part of our work on SP2.1 and Core purpose 8 (CP8): Fostering recognition of the value of the profession and sparking an interest in the next generation of engineers, Engineers Canada participated as a panellist in the Electricity Human Resources Canada (EHRC) webinar: Building a Sexual Harassment-Free Workplace - Tools & Resources Launch.

This launch arises from the work, funded by the Department of Justice Canada and EHRC's industry partners, of the EHRC's Advisory Committee on Building a Sexual Harassment-Free Workplace for Women in Electricity, of which an Engineers Canada staff member is a committee member. EHRC is one of Engineers

Canada's strategic partners. Engineers Canada is a signatory to the EHRC Leadership Accord on Gender Diversity.

### **Strategic Priority 2.2: Reinforce trust and the value of licensure**

Engineers Canada, along with members of the SP2.2 Regulators' Advisory Group participated in two meetings with the consultant, McMillan Vantage, to check in on the SP2.2 campaign's post-awareness study results and also to discuss the 2024 marketing campaign, including target audience, the creative strategy, optimizing messaging, and sharing ideas to deepen engagement with the audience.

### **Accreditation Board (CEAB)**

In January, Engineers Canada kicked off training for institutions who will be using the new accreditation data management system (Tandem) to submit their accreditation visit materials in the 24/25 visit cycle. 90 individuals from institutions across the country participated in the first session.

The last weekend of January marked the start of the Winter accreditation visit cycle. Visiting teams will visit 15 programs at 7 institutions across Canada between the start and the first week of March.

The CEAB met virtually February 9-10 to receive updates from the CEQB, EDC, and the CFES. Agenda items included an update on the transition to Tandem, a gap analysis between the CEAB and the International Engineering Alliance's Graduate Attributes, and a proposal to consult on the revised Interpretive statement on curriculum content for options and dual discipline programs.

### **Qualifications Board (CEQB)**

The CEQB held its 125th meeting via virtual conference. They discussed and approved seven significant pieces of work for the next steps:

- Σ Revised Guideline on code of ethics for Engineers Canada (Board approval)
- Σ Revised Guideline on conflict of interest (Board approval)
- Σ New Engineers Canada Guideline on duty to report (Board approval).
- Σ Revised Industrial engineering syllabus (to be posted to engineerscanada.ca)
- Σ Draft Revised Guideline on assuming responsibility for the work of engineers-in-training (regulator consultation)
- Σ Draft General direction for an Engineers Canada paper on the regulation of emerging disciplines (regulator consultation)
- Σ Final General direction for a Guideline on fitness to practice (drafting to begin)

They also discussed the establishment of a new Foresight Committee, whose purpose would be to improve CEQB understanding of significant regulatory and societal issues that could inform its work long term. A draft terms of reference is to be revised for consideration at the April CEQB meeting.

The CEQB is soliciting feedback on:

- Σ Engineers Canada Draft general direction for a guideline on emerging disciplines
- Σ Revised Guideline on assuming responsibility for the work of engineers-in-training

The CEQB Continuing Competence Committee reviewed and approved the draft Guideline on fitness to practice. This regulator-only guideline will provide recommendations and good practices on policy development, legislation, and fair treatment of applicants and registrants facing fitness to practice issues. The guideline

aims to be approved for consultation at the April 6 meeting of the CEQB, with the aim of final Board approval later this year.

On February 20 the CEQB hosted a virtual Q&A for individuals potentially interested in applying for the upcoming member-at-large position. This session was conceived to help encourage a diverse and robust pool of applicants.

#### **National Practice Officials Group (NPOG)**

The National Practice Officials Group discussed and collectively edited a proposed national "MOU on Interjurisdictional CPD Acceptance". The group agreed, in principle, on the terms and conditions for such an agreement which would result in each of the signatories accepting proof of compliance with the others' CPD requirements as equivalent with their own PD reporting requirements. This MOU was then brought to the CEO Group at their February 29th meeting to discuss next steps.

#### **Belonging and Engagement**

As mentioned in the last update, as part of our work on SP2.1, CP8, and Core purpose 9 (CP9): Promote diversity and inclusion in the profession that reflects Canadian society, during first week of January, Engineers Canada presented and participated in the CFES Canadian Engineering Leadership Conference (CELC) (formerly known as the CFES Congress), this year hosted by Memorial University of Newfoundland.

This year's CELC theme was "Equitable Engineering: Building the Skills to Build a Better World". Engineers Canada's President Nancy Hill provided the keynote speech, and Engineers Canada presented opening remarks as well as led one of the conference workshops. In addition:

- Σ Engineers Canada was also a panellist at the fireside chat alongside Sheldon

Baikie of Newfoundland Power (who is also the Chair of our Indigenous Advisory Committee), and John Gamble, President and CEO at the Association of Consulting Engineering Companies - Canada (ACEC-Canada)

- Σ Engineers Canada Board member, Darlene Spracklin-Reid, led a session on participatory design and its role in engineering as a caring profession;
- Σ CEAB member (who will be CEAB Vice Chair beginning July 1) Ray Gosine led a session as part of our work on Core purpose 1 (CP1): Accreditation; and
- Σ Former CEQB Chair Dennis Peters, PEGNL's Director of Registration Heather Appleby, and PEO Councillor Michelle Liu presented with the CFES on professional engineers' obligation to consider EDI issues and professional regulation and engineers' statutory mandate to serve a diverse public.

The CFES is one of our strategic partners. The Engineers Canada's employee who manages our relationship with the CFES received an appreciation award from the CFES during CELC. More than 200 engineering student leaders from across Canada will participate in CFES CELC.

As part of our work on CP8, Engineers Canada participated in the virtual Let's Talk Careers winner presentation. Engineers Canada has partnered with Let's Talk Science, Skills/Compétences Canada, and ChatterHigh on the Let's Talk Careers Competition, an opportunity for high school students to explore careers, including engineering, through interactive competitions held twice annually. More information can be found [here](#).

As part of CP8 and CP9, several staff from Engineers Canada participated in the second annual national EngiQueers Canada (EQ Canada) conference, in Ottawa. EQ Canada was

started in 2013 by 2SLGBTQ+ engineering students at McMaster University. Today, EQ Canada is a nationwide non-profit organization that brings together over 30 similar member groups at engineering schools across Canada, and the student co-founders are now both proud P.Eng.'s. EQ Canada is one of our strategic partners.

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

### **International Mobility**

Engineers Canada met virtually with representatives from the China Association for Science and Technology (CAST) and the Chinese Society of Engineers (CSE) regarding capacity building and their intended expanded participation at the International Engineering Alliance. CAST have been a signatory to the Washington Accord since 2016, and CSE are exploring the process of applying to become members of the International Professional Engineering Agreement (IPEA) and the APEC Engineering Agreement.

User Acceptance Testing is currently underway for an updated mobility register management system. The new online tool will automate and improve the application, review and renewal processes for individuals, Engineers Canada staff and the engineering regulators. Public launch of the tool is planned for this spring.

### **Public Affairs and Government Relations**

As part of our work on Core Purpose 5 (CP5): Advocating to the federal government, Engineers Canada participated in a virtual meeting, led by Natural Resources Canada under Canada's Climate Change Adaptation Platform, of the Adaptation Skills Working Group (ASWG). The invitation to this meeting was the direct result of Engineers Canada's request to the federal government to be included as part of the key stakeholder group. The submission is on our website in [English](#) and [French](#).

Additionally, as part of CP5, Engineers Canada participated in a meeting with the Canada Mortgage and Housing Corporation (CMHC) as part of the CMHC's external consultation on the federal initiative on pre-approved housing designs as part of boosting Canada's housing supply and making infrastructure climate resilient.

Two congratulatory letters were sent to newly appointed parliamentary secretaries whose mandates affect our portfolios: MP Anthony Housefather, Parliamentary Secretary to the President of the Treasury Board; and MP Yasir Naqvi, Parliamentary Secretary to the Minister of Health. Each letter describes the connection between the parliamentary secretary's portfolio and our work, including our key policy priorities, and includes an offer to meet.



## Compte rendu à l'intention des administrateurs et administratrices d'Ingénieurs Canada Mars 2024

### Conseil d'Ingénieurs Canada

Les réunions d'hiver d'Ingénieurs Canada ont eu lieu du 29 février au 1<sup>er</sup> mars 2024 à Ottawa, notamment la réunion du Groupe des chefs de la direction, la réunion du Groupe des présidents, une formation pour les administrateurs et administratrices et la réunion du conseil. Le conseil a pris un certain nombre de décisions, notamment pour approuver : a) un nouvel énoncé de principe national (EPN) et des EPN révisés ; b) le rapport annuel de rendement stratégique 2023 ; c) le plan stratégique 2025-2029 ; d) les objectifs du chef de la direction pour 2024 et e) différentes politiques du conseil.

En janvier, les administrateurs et administratrices du conseil ont été invités à faire part de leur intérêt à devenir membres de l'Institut des administrateurs de sociétés (IAS) par l'intermédiaire d'Ingénieurs Canada. De plus amples renseignements sur les privilèges des membres se trouvent sur le [site Web de l'IAS](#) et les questions peuvent être adressées à [Joan Bard Miller](#), gestionnaire, Gouvernance et Services au conseil.

Le Comité FAGR s'est réuni à la fin de février pour examiner le rapport annuel sur le rendement des investissements et les états financiers du quatrième trimestre et de l'exercice 2023. Le Comité se réunira de nouveau le 8 mars pour examiner les états financiers audités, la nomination des auditeurs, les contrats d'approvisionnement à long terme, le profil annuel de risques de l'organisation, le plan de travail actuel et les résultats pour 2023-2024 et les recommandations à l'intention du Comité FAGR de 2023-2024. Les

administrateurs et administratrices qui souhaitent assister à l'une de ces deux réunions sont priés de contacter la présidente du comité, [Dawn Nedohin-Macek](#), et le directeur des Finances, [Derek Menard](#).

Le Comité sur la gouvernance se réunira le jeudi 7 mars pour examiner les révisions apportées à certaines politiques du conseil, recommander des possibilités de développement du conseil pour examen par le Comité RH, examiner son plan de travail et les résultats attendus pour 2023-2024 et finaliser ses recommandations à l'intention du Comité sur la gouvernance de 2024-2025. Les membres du conseil qui souhaitent observer la réunion doivent communiquer avec Alison Anderson, président du Comité et avec le secrétaire général, Light Go.

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

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

L'équipe du projet Avenir de l'agrément en génie (AAG) s'est réunie sur plusieurs jours avec l'équipe de consultants pour planifier en détail les travaux à réaliser en 2024, notamment les plans de travail pour l'élaboration du but fondamental de l'agrément et l'exigence de formation pour l'obtention du permis d'exercice, l'examen de ces points par les organismes de réglementation et la production du rapport final de la voie à suivre.

L'équipe du projet AAG examine actuellement les données des consultations d'automne auprès des organismes de réglementation, du BCAPG, du BCCAG et de Doyennes et doyens d'ingénierie Canada. Les groupes de travail rédigeront des rapports avec des recommandations pour l'avenir selon les commentaires des parties prenantes. Les rapports seront présentés au Comité directeur du projet qui produira ensuite le rapport sur la voie à suivre. En avril, l'équipe du projet organisera une séance de deux jours en personne pour lancer l'élaboration du rapport sur la voie à suivre.

### **Priorité stratégique 1.2 : Renforcer la collaboration et l'harmonisation**

Le Groupe de travail sur la collaboration s'est réuni pour examiner tous les commentaires reçus des organismes de réglementation et les modifications qu'ils proposent d'apporter à l'Énoncé national de collaboration et en discuter. La version révisée de l'Énoncé a été distribuée aux chefs de la direction dans leur trousse de documents de réunion du 29 février. Lors de cette réunion, des révisions ont été présentées et ont fait l'objet de discussions.

### **Priorité stratégique 1.3 : Soutenir la réglementation des nouveaux domaines d'exercice du génie**

Pour soutenir l'élaboration de son dernier document de recherche réglementaire au titre de la Priorité stratégique 1.3, Ingénieurs Canada a contacté les organismes de réglementation pour trouver des bénévoles qui pourraient se joindre au comité consultatif. Le prochain document de recherche sera axé sur la science des données et l'apprentissage machine et l'étude des pratiques actuelles pour déterminer si ce domaine s'inscrit dans l'exercice professionnel du génie.

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

Vous pouvez désormais vous inscrire à la Conférence 30 en 30 de 2024, intitulée Transformer les connaissances en actions au profit de l'équité des genres dans le domaine du génie, qui aura lieu le mercredi 22 mai 2024 à Winnipeg, au Manitoba, avant les réunions du printemps et l'assemblée annuelle des membres (AAM). Veuillez vous inscrire le plus rapidement possible afin de réserver votre place à la conférence. Pour plus d'information et pour vous inscrire, visitez le [site Web de la conférence ici](#).

Dans le cadre de ses travaux au titre de la Priorité stratégique 2.1 (PS21) et de l'Objectif fondamental 8 (OF) : Favoriser la reconnaissance de la valeur de la profession et de son apport à la société afin de susciter l'intérêt de la prochaine génération de professionnels, Ingénieurs Canada a participé comme panéliste au webinaire de Ressources humaines, industrie électrique du Canada (RHIEC) intitulé Construire un milieu de travail sans harcèlement - lancement des outils et ressources.

Ce lancement découle du travail, financé par le ministère de la Justice du Canada et les partenaires industriels de RHIEC, du Comité consultatif de RHIEC sur l'établissement de milieux de travail exempts de harcèlement pour les femmes dans le secteur de l'électricité, dont un des membres du personnel d'Ingénieurs Canada fait partie. RHIEC est l'un des partenaires stratégiques d'Ingénieurs Canada. Rappelons qu'Ingénieurs Canada est signataire de l'Accord de leadership sur la diversité des genres de RHIEC.

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

Ingénieurs Canada, ainsi que des membres du Groupe consultatif des organismes de réglementation pour la PS2.2, ont participé à deux réunions avec le consultant, McMillan

Vantage, pour faire le point sur les résultats de l'étude de sensibilisation après la campagne et discuter de la campagne de marketing de 2024, notamment du public cible, de la stratégie créative, de l'optimisation des messages et de l'échange d'idées pour approfondir les interactions avec le public.

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

En janvier, Ingénieurs Canada a lancé la formation pour les établissements qui utiliseront Tandem, son nouveau système de gestion des données d'agrément, pour soumettre la documentation requise pour les visites d'agrément qui auront lieu au cours du cycle 2024-2025. 90 personnes provenant d'établissements de diverses régions du pays ont participé à cette première séance.

La dernière fin de semaine de janvier a marqué le début du cycle de visites d'agrément de l'hiver. Les équipes de visites se rendront dans 7 établissements pour visiter au total 15 programmes dans tout le Canada du début du cycle jusqu'à la première semaine de mars.

Le BCAPG s'est réuni virtuellement les 9 et 10 février pour recevoir des comptes rendus du BCCAG, de DDIC et de la FCEG. Parmi les points à l'ordre du jour, mentionnons une mise à jour sur la transition vers Tandem lors du cycle de visites 2024-2025, une analyse des écarts entre les qualités requises des diplômés du BCAPG et les Graduate Attributes de l'International Engineering Alliance, et une proposition de consultation sur la version révisée de *l'Énoncé d'interprétation : Matière des cours dans les options d'un programme et dans les programmes bidisciplinaires*.

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

Le BCCAG a tenu sa 125<sup>e</sup> réunion virtuellement. Les participants ont discuté de sept documents

importants et les ont approuvés pour les prochaines étapes :

- ∑ Version révisée du Guide sur le code de déontologie d'Ingénieurs Canada (pour approbation du conseil)
- ∑ Version révisée du Guide sur les conflits d'intérêts (pour approbation du conseil)
- ∑ Nouveau Guide d'Ingénieurs Canada sur le devoir de dénoncer les actes répréhensibles (pour approbation du conseil)
- ∑ Version révisée du Programme d'examens de génie industriel (à publier sur le site Web [ingenieurscanada.ca](http://ingenieurscanada.ca))
- ∑ Ébauche de la révision du Guide public Assumer la responsabilité du travail de l'ingénieur stagiaire (pour consultation auprès des organismes de réglementation)
- ∑ Ébauche d'une orientation générale pour un document d'Ingénieurs Canada sur la réglementation des nouvelles disciplines (pour consultation auprès des organismes de réglementation)
- ∑ Version finale de l'Orientation générale pour un guide sur l'aptitude à l'exercice (la rédaction du guide peut commencer)

Le BCCAG a également discuté de la mise sur pied d'un nouveau Comité de prospective dont l'objectif serait de permettre au BCCAG de mieux comprendre des questions importantes liées à la réglementation et à la société qui pourraient éclairer ses travaux à long terme. Un mandat préliminaire doit être révisé aux fins d'examen lors de la réunion d'avril du BCCAG.

Le BCCAG sollicite des commentaires sur :

- ∑ L'ébauche d'une orientation générale pour un guide d'Ingénieurs Canada sur la réglementation des nouvelles disciplines

- Σ La version révisée du Guide public Assumer la responsabilité du travail de l'ingénieur stagiaire

Le Comité sur le maintien de la compétence du BCCAG a également examiné et approuvé l'ébauche d'Orientation générale d'un Guide sur l'aptitude à l'exercice. Ce guide, à l'intention des organismes de réglementation uniquement, offrira des recommandations et des bonnes pratiques sur l'élaboration des politiques, la législation et le traitement équitable des candidat.e.s et des inscrit.e.s qui font face à des problèmes d'aptitude à l'exercice. L'approbation du guide pour consultation est prévue pour la réunion du 6 avril du BCCAG, et on vise une approbation définitive du conseil dans le courant de l'année.

Le mardi 20 février, le BCCAG a organisé une séance virtuelle de questions et réponses pour les personnes potentiellement intéressées à présenter leur candidature pour un prochain poste de membre hors cadre. Cette séance était conçue pour encourager les candidat.e.s diversifiés, afin de créer un bassin de candidatures solides.

#### **Groupe national des responsables de l'exercice (GNRE)**

Le Groupe national des responsables de l'exercice a discuté d'une proposition de protocole d'entente sur l'acceptation du DPC entre les différentes zones de compétences, pour y apporter des modifications collectives. Le groupe a convenu en principe des modalités de cette entente, à la suite de laquelle chacun des signataires accepterait la preuve de conformité aux exigences de DPC des autres comme équivalente à ses propres exigences de signalement en matière de DPC. Ce protocole d'entente a ensuite été présenté au Groupe des chefs de la direction lors de sa réunion du 29 février afin de discuter des prochaines étapes.

#### **Appartenance et engagement**

Dans le cadre de ses activités au titre de la Priorité stratégique 2.1, de l'Objectif fondamental 8 (OF8) et de l'Objectif fondamental 9 (OF9) : Promouvoir au sein de la profession une diversité et une inclusion qui reflètent celles de la société canadienne, , Ingénieurs Canada a participé début janvier à la Conférence canadienne sur le leadership en ingénierie (CCLI ; anciennement connue sous le nom de Congrès de la FCEG) de la Fédération canadienne étudiante de génie (FCEG), organisée cette année à l'Université Memorial de Terre-Neuve.

La conférence de cette année avait pour thème « Ingénierie équitable : Créer les compétences pour construire un monde meilleur ». Nancy Hill, présidente d'Ingénieurs Canada, a prononcé le discours principal et des membres du personnel d'Ingénieurs Canada ont prononcé l'allocation d'ouverture et animé l'un des ateliers de la conférence. En outre :

- Σ Ingénieurs Canada a également été membre d'un panel de discussion aux côtés de Sheldon Baikie de la Newfoundland Power (qui est également président de notre Comité consultatif autochtone) et de John Gamble, président et chef de la direction de l'Association des firmes de génie-conseil-Canada (AFGC-Canada).
- Σ Darlene Spracklin-Reid, administratrice du conseil d'Ingénieurs Canada, a animé une séance sur la conception participative et son rôle dans le génie en tant que profession attentionnée ;
- Σ Ray Gosine, membre du BCAPG (et prochain président du BCAPG à compter du 1er juillet) a animé une séance dans le cadre de notre travail au titre de l'Objectif fondamental 1 (OF1) : Agrément ;

- Σ Dennis Peters, ancien président du BCCAG, Heather Appleby, directrice de l'inscription de PEGNL et Michelle Liu, conseillère de PEO, ont donné une présentation avec la FCEG sur l'obligation professionnelle des ingénieurs de tenir compte des questions d'EDI, et la réglementation professionnelle et le mandat des ingénieurs prescrit par la loi de servir un public diversifié.

La FCEG fait partie de nos partenaires stratégiques. L'employée d'Ingénieurs Canada qui gère nos relations avec la FCEG a reçu un prix d'appréciation de la FCEG au cours de la CCLI. Plus de 200 leaders étudiant.e.s de partout au Canada ont participé à la CCLI de la FCEG.

Dans le cadre de son travail lié à l'Objectif fondamental 8, Ingénieurs Canada a participé à la présentation virtuelle des gagnants du concours Parlons carrières. Ingénieurs Canada s'est associé à Parlons sciences, à Skills/Compétences Canada et à ChatterHigh dans le cadre du concours Parlons carrières !, une occasion pour les élèves du secondaire d'explorer les carrières, dont celle d'ingénieur, par le biais d'un concours interactif, organisé deux fois par année. Pour plus d'information, cliquez [ici](#).

Dans le cadre des travaux en lien avec l'Objectif fondamental 8 et l'Objectif fondamental 9, plusieurs membres du personnel d'Ingénieurs Canada ont participé à la deuxième conférence nationale annuelle d'EngiQueers Canada (EQ Canada), à Ottawa. EngiQueers Canada a été créé en 2013 par des étudiant.e.s 2SLGBTQ+ en génie à l'Université McMaster. Aujourd'hui, EQ Canada est un organisme national à but non lucratif qui rassemble plus de 30 groupes semblables dans des écoles de génie à travers le Canada et les étudiants fondateurs sont

aujourd'hui ingénieurs titulaires. EQ Canada est l'un de nos partenaires stratégiques.

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

### **Mobilité internationale**

Ingénieurs Canada s'est réuni virtuellement avec des représentants de la China Association for Science and Technology (CAST) et de la Chinese Society of Engineers (CSE) concernant le renforcement des capacités et l'élargissement prévu de leur participation à l'International Engineering Alliance. La CAST a signé l'Accord de Washington en 2016 et la CSE explore le processus de demande d'adhésion à l'International Professional Engineering Agreement (IPEA) et l'APEC Engineering Agreement.

Les essais d'acceptation par les utilisateurs sont en cours pour un nouveau système de gestion mis à jour du Répertoire de la mobilité. Le nouvel outil en ligne automatisera et améliorera les processus de dépôt des demandes, d'examen et de renouvellement pour les particuliers, le personnel Ingénieurs Canada et les organismes de réglementation du génie. Le lancement public de l'outil est prévu pour ce printemps.

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

Dans le cadre de son travail au titre de l'Objectif fondamental 5 : Faire valoir les intérêts de la profession auprès du gouvernement fédéral,

Ingénieurs Canada a participé à une réunion virtuelle du Groupe de travail sur les compétences en matière d'adaptation dirigé par Ressources naturelles Canada dans le cadre de la Plateforme canadienne d'adaptation aux changements climatiques. L'invitation à cette réunion est le résultat direct de la demande présentée par Ingénieurs Canada au gouvernement fédéral d'être inclus dans le groupe des principales parties prenantes. Vous trouverez le mémoire dans notre site Web en [français](#) et en [anglais](#).

En outre, dans le cadre de son travail au titre de l'Objectif fondamental 5, Ingénieurs Canada a participé à une réunion avec la Société canadienne d'hypothèques et de logement (SCHL) dans le cadre des consultations externes de cette dernière au sujet de l'initiative fédérale de catalogues de conceptions préapprouvées de logements, dans le but d'accélérer la livraison de logements au Canada et de rendre les infrastructures résilientes au climat.

Deux lettres ont été envoyées pour féliciter deux secrétaires parlementaires nouvellement nommés, dont les mandats ont un lien avec nos dossiers. Il s'agit du député Anthony Housefather, secrétaire parlementaire de la présidente du Conseil du Trésor et du député Yasir Naqvi, secrétaire parlementaire de la ministre de la Santé. Dans chaque lettre, nous décrivons les liens entre le nouveau portefeuille du secrétaire et notre travail, notamment nos principales priorités politiques, et nous invitons l'intéressé à nous rencontrer.

## Discussion Briefing Note – PEO Definition of “Public Interest”

<b>Agenda Item No.</b>	C-562-10.2
<b>Purpose</b>	To define “Public Interest”
<b>Strategic/Regulatory Focus</b>	Governance improvement, Regulatory improvement, Transparency, Modernization

### Summary

This generative discussion is to define Public Interest in the context of PEO’s mandate, “to serve and protect the public interest.”

Its definition is not within the Professional Engineers Act or Regulation 941 but used in both legislative documents and there is an unmeasurable gap. Public Interest may be evolving or changing with the coming of a modernized Ontario.

An action or motion may or may not be generated through this discussion to address this gap.

### Public Interest Rationale

If the Public Interest is to be served and protected it must be defined so that it could be understood, measured, evaluated, and enforced appropriately in a transparent form.

### Background

Currently, Public Interest is not defined in PEO’s legislative documents and yet it is mentioned and seen within PEO’s legislative mandate:

- ∑ PEO Act Sections:
  - 3 Principal Objective
  - 7(1-30) Regulations
  - 30 (4.1) Discipline Proceedings - Exception
- ∑ Regulation 941 Sections:
  - 72(2) Professional Misconduct
  - 78 Registrar’s Action re Public Interest

Generally, *Public Interest* is referred to the welfare or well-being of the general public as a whole. It encompasses the collective good, concerns, and welfare of the community or society at large rather than the interests of a particular individual or group.

*Public Interest* may be considered dynamic and composed of public safety, public health (as seen with COVID-19), economy, environment (Climate Change). PEO being a self-regulating entity, it’s definition of Public Interest may be perceived differently than that of members in a particular municipality or province or that of Engineers Canada.

Members and PEO as an organization and Regulator can benefit from a definition of *Public Interest*

With Ontario’s modernization initiative and with Artificial Intelligence expanding, *Public Interest* may shift (such as making privacy, information and data a priority of Public Interest). Without taking action, this may position PEO in a reactive state. Practitioners may not be able to fulfill their mandate if the definition doesn’t exist or has changed through a provincial initiative.

## **Considerations**

- Risks
  - Improper service or protection *by an Engineer*
  - *Improper prioritization of public interest matters*
  - *Lack of transparency*
  - *Lack of relevance*
  
- Key strategic issues
  - Improved protection of the public interest

## **Recommendation(s)**

That Council discuss the relevance and need of a definition of Public Interest in the context of PEO's mandate.

That Council take any necessary action from the outcome of the respective discussion.

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