



Council Meeting

532nd Meeting of Council
of Professional Engineers Ontario

to be held on

Thursday, March 19, 2020

5:30 p.m. – reception

6:00 p.m. – dinner

7:00 p.m. plenary session

Friday, March 20, 2020

7:45 – 8:45 a.m. – breakfast

9:00 a.m. – 4:00 p.m.

PEO Council Chambers

8th Floor

40 Sheppard Avenue West

Toronto, Ontario

Thursday, March 19, 2020

1. Reception – 5:30 p.m. to 6:00 p.m.
Dinner – 6:00 p.m. to 7:00 p.m.
(8th Floor Dining Room)

2. Plenary Session – 7:00 p.m. to 9:00 p.m.
(8th Floor Council Chambers)

- Governance Solutions Inc.

“Asking Questions” an interactive educational and entertaining session with Debra and David Brown on asking great questions as a Councillor, punctuated by real-time scenarios of meeting agenda dilemmas, “What Would You Do?”

APPROVAL OF AGENDA

Purpose: To approve the agenda for the meeting.

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

That:

- a) the agenda, as presented to the meeting at C-532-1.1, Appendix A be approved; and***
- b) the Chair be authorized to suspend the regular order of business.***

Prepared by: Dale Power, Secretariat Administrator

Appendices:

- Appendix A – 532nd Council meeting agenda

Agenda

532nd Meeting of the Council Professional Engineers Ontario

Date: Thursday, March 19 and Friday, March 20, 2020
Time: Thursday – 7:00 p.m. – 9:00 p.m.
 Friday – 9:00 a.m. – 4:00 p.m.
Place: PEO Offices – 8th Floor Council Chambers
 40 Sheppard Avenue West
 Toronto, Ontario

<u>Thursday, March 19 – 7:00 p.m. – 9:00 p.m.</u>				
PLENARY SESSION		Spokesperson		Time
Governance Solutions Inc. – Asking Questions		Debra and David Brown		2 hours
<u>Friday, March 20 – 9:00 a.m. – 4:00 p.m.</u>				
CALL TO ORDER				
1. <u>APPROVAL OF AGENDA AND LEADERSHIP REPORTS</u>		Spokesperson/ Moved by	Type	Time
1.1	APPROVAL OF AGENDA	Chair	Decision	5 min
1.2	CONFLICTS OF INTEREST	Chair	Information	5 min
1.3	PRESIDENT’S REPORT	Chair	Information	5 min
1.4a)	CEO/REGISTRAR’S REPORT	CEO/Registrar	Information	15 min
1.4b)	DISCUSSION ITEM – CEO/REGISTRAR’S REPORT	CEO/Registrar	Discussion	Up to 30 min
2. <u>PRIORITY ITEMS</u>		Spokesperson/ Moved by	Type	Time
2.1	COVID-19 RESPONSE	Councillor Kershaw	Decision	5 min
2.2	2019 AUDITED FINANCIAL STATEMENTS	Councillor Boone	Decision	5 min
2.3	RECOMMENDATION OF AN AUDITOR FOR 2020	Councillor Boone	Decision	5 min
2.4	NATIONAL PROFESSIONAL PRACTICE EXAMINATION	Councillor Subramanian	Decision	20 min
2.5	GOVERNANCE ROADMAP	President Hill	Decision	20 min
2.6	SUCCESSION PLANNING TASK FORCE FINAL REPORT	Past President Brown	Decision	20 min
2.7	GUIDANCE DOCUMENT FOR MEMBER	President-elect	Decision	5 min

	SUBMISSIONS TO THE ANNUAL GENERAL MEETING	Sterling		
2.8	ENGINEERS CANADA AGM ISSUES	Vice-President Bellini	Decision	5 min
2.9	APPOINTMENT OF PEO DIRECTORS TO ENGINEERS CANADA BOARD	Past President Brown	Decision	20 min
2.10	EMERGING DISCIPLINE TASK FORCE	Councillor Boone	Decision	15 min
2.11	REPORT FROM THE GOVERNMENT LIAISON COMMITTEE (GLC)	Councillor Turnbull	Decision	15 min
2.12	RE-INSTATE "CHAPTER SCHOLARSHIPS FUND" FOR 2020, WITH PROGRAM REVIEW!	Councillor Boone	Decision	15 min
3. <u>CONSENT AGENDA</u>		Spokesperson/ Moved by	Type	Time
3.1	OPEN SESSION MINUTES – 531 st COUNCIL MEETING – FEBRUARY 6-7, 2020		Decision	5 min total
3.2	APPROVAL OF CEDC APPLICATIONS		Decision	--
3.3	BOARD COMMITTEE APPOINTMENTS DECISION CRITERIA MATRIX		Decision	--
3.4	CHANGES TO THE 2020 PEO COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER		Decision	--
3.5	30 BY 30 TASK FORCE		Decision	--
3.6	COMPLIANCE TRAINING UPDATE AND RECOMMENDATIONS		Decision	--
3.7	ENFORCEMENT POLICY MEMORANDA		Information	--
4. <u>INFORMATION ITEMS</u>		Spokesperson/ Moved by	Type	Time
ONGOING ITEMS				
4.1	COUNCILLOR ITEMS	Chair	Information	15 min
5. <u>IN-CAMERA</u>		Spokesperson/ Moved by	Type	Time
ONGOING ITEMS				
5.1	CONFLICT OF INTEREST	Chair	Information	5 min
5.2	IN-CAMERA MINUTES – 531 st COUNCIL MEETING – FEBRUARY 6-7, 2020	Chair	Decision	5 min
5.3	AWARDS COMMITTEE – 2020 ONTARIO PROFESSIONAL ENGINEERS AWARD NOMINEES	Councillor Turnbull	Decision	5 min
5.4	HRC UPDATE	President-elect Sterling	Information	5 min
5.5	COMPLAINTS REVIEW COUNCILLOR REPORT	Councillor Jackson Kouakou	Information	5 min

5.6	2020 ENGINEERS CANADA DIRECTORS EVALUATION SURVEY RESULTS		Information	
5.7	DISCIPLINE COMMITTEE – DECISIONS AND REASONS	Linda Latham	Information	5 min
5.8	LEGAL UPDATE	Linda Latham	Information	5 min
5.9	PEO'S ANTI-WORKPLACE HARASSMENT AND VIOLENCE POLICIES – COUNCILLOR VIOLATIONS, IF ANY	Chair	Information	5 min
5.10	CEO/REGISTRAR & COUNCIL ONLY	Chair	Discussion	15 min

Please note that in order to streamline the agenda, Committee reports will no longer be included in the agenda package. Committee Chairs are asked to submit their written reports to the Secretariat for posting on the Council SharePoint site prior to each Council meeting. These reports will not be discussed at the meeting unless a Councillor or an EC Director asks to address a specific item contained within the written report. The reports submitted as of March 3, 2020 are:

- Engineers Canada
- Legislation Committee
- Stats

The link below will take you directly to the reports.

[532 Reports](#)

Councillors Code of Conduct

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

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

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

[s. 2.4 of the Council Manual]

2020 Council Meeting/Mailing Schedule

2020 Council Mailing Schedule

Meeting #		Meeting Date	Initial BN Due Date – Members at Large	Initial BN Due Date – Councillors/ Staff	Initial Agenda Mailing Date	Supp. Agenda ¹ Due Date	Supp. Agenda Mailing Date
532	Council	Mar. 19-20	Feb. 28	March 3	March 6	March 10	March 13
533	Council	April 25	April 3	April 7	April 10	April 14	April 17

Upcoming Events

Date	Event	Location
Friday, April 24, 2020	Volunteers Leaders Conference Order of Honour Gala	Westin Ottawa Hotel Ottawa, Ontario
Saturday, April 25, 2020	Annual General Meeting	Westin Ottawa Hotel Ottawa, Ontario
May 28 – 30, 2020	Council Retreat	Crowne Plaza Niagara Falls, Ontario

CONFLICTS OF INTEREST

Purpose: Councillors are requested to identify any potential conflicts of interests related to the Council agenda.

No motion required

Prepared by: Dale Power, Secretariat Administrator

Briefing Note – Information

C-532-1.3

PRESIDENT’S REPORT

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

Motion(s) to consider:

none required

President Hill will provide an oral report on her recent PEO activities.

CEO/REGISTRAR'S REPORT

Purpose: CEO/Registrar Zuccon will present the CEO/Registrar's Report.

No motion required.

Prepared by: Eric Chor, Research Analyst

Appendix A - CEO/Registrar's Update attached.



CEO/Registrar Update

Johnny Zuccon, P.Eng., FEC, CEO/Registrar
Prepared for PEO Council, March 20, 2020



1. Operational Review / Action Plan

Activity Filter

(Recommendation 1, Key Steps 1,2; Recommendation 4, Key Steps 1,2)

Staff is currently developing the criteria to apply in the evaluation phase.

Professional Practice Exam improvements

(Recommendation 4, Key Step 1)

A briefing note will be introduced at the March Council meeting with a motion to join the National Professional Practice Examination program. This will comply with recommendations from the Office of the Fairness Commissioner and aligns to the recommendations from the external regulatory performance review.

File security upgrades

(Recommendation 13, Key Step 1)

Preliminary actions to facilitate the move to a clean-desk policy are underway. Several existing shelving units have been replaced with lockable file cabinets. Staff in Licensing and Registration have been reminded of the existing requirement in the Privacy Policy that files containing personal information must be locked in a cabinet or room. Staff have been instructed to take steps necessary to comply with the policy.

Online C of A renewals

(Recommendation 13, Key Step 2)

Phase one of the C of A renewal project is complete. Phase two is in requirements gathering/solution stage and includes:

- Allowing C of A holders to change their contact licence holder online
- Allowing the user to request changes or additions to operating names

These requirements require the ability of the applicant to append or upload documentation. IT is currently working with vendors on this functionality.

Online C of A applications

(Recommendation 13, Key Step 2)

The C of A initial application project is in the requirements gathering phase.

Stabilization initiatives

Open applicant file inventory

Figure 1 captures the number of open application files by year. Of the 22,150 open applications, over 90% (20,814) were received between 2010 and 2019 inclusive (79% male, 21% female). Furthermore, 75% (16,185) of these open applications were received in the years 2015 to 2019 (79% male, 21% female).

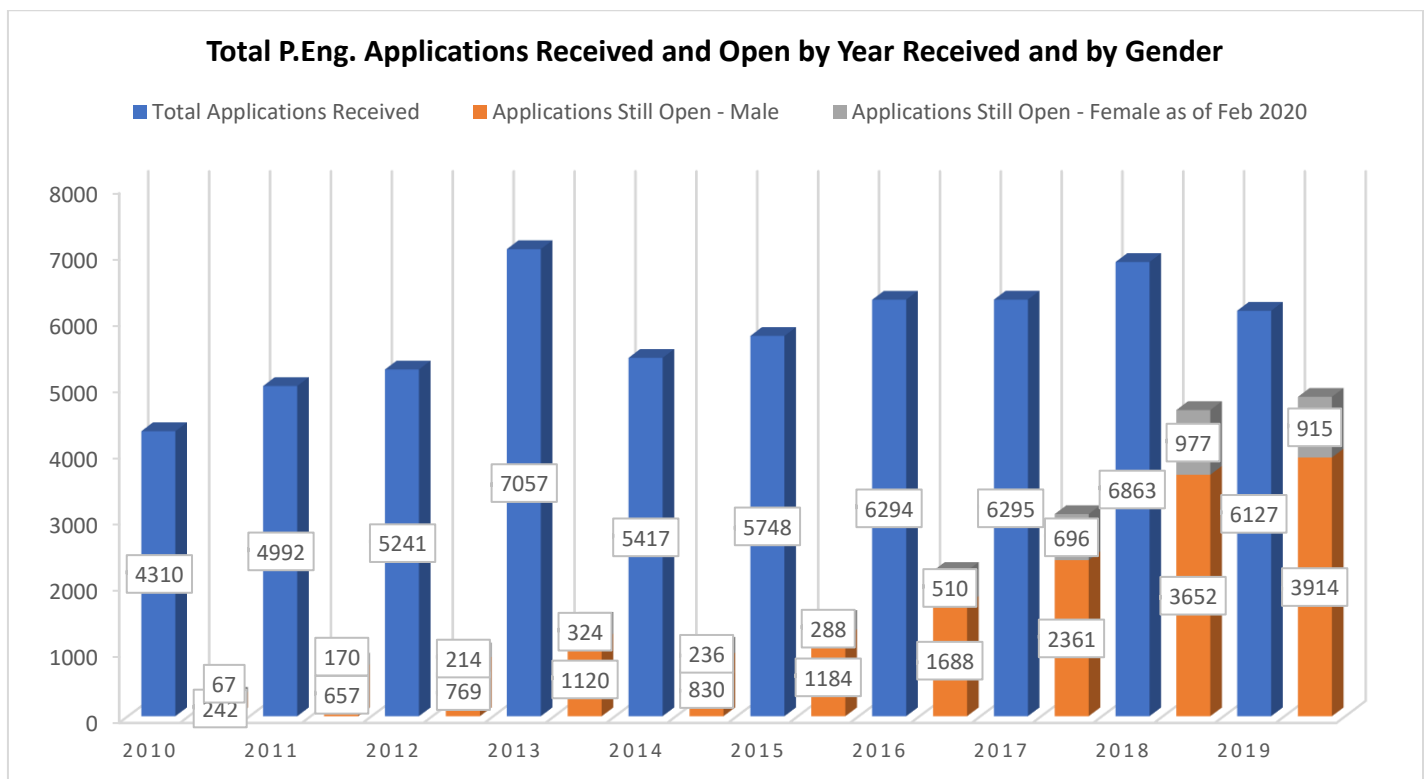


Figure 1. Total P.Eng. applications received and open by year received and by gender

2. Organizational Review

The final report from Western Management Consultants' (WMC) organizational review was presented to the senior management team (SMT) in February. According to WMC, the findings indicate a need to reorganize and rebuild administrative organization while continuing to deliver services. This includes consolidating and grouping of current functions with changes being phased-in on a prioritized basis. Such work is anticipated to take approximately two to three years. Next steps in 2020 include:

- Hiring an HR director
- Conducting a comprehensive assessment of staff functions
- Issuing an RFP for an external firm to recruit and onboard the new C-suite hires

3. Governance

At its March meeting, Council will decide on whether to proceed with implementing the GSI governance road map. Should Council agree to proceed, an RFP for external experts to implement the road map will be created, as will a governance oversight group to shepherd the changes. GSI will continue to provide ongoing governance support and training until PEO's annual general meeting, as per their contract.

Operations

Finance

Centralization of chapter bank accounts

As of March 11, 31 of the 36 chapter bank accounts have been closed with approximately \$272,000 of unused funds sent to head office.

Financials

Revenues and Expenses as of January 31, 2020

	2020 Actual	2020 Budget	2019 Actual	Variance	
				2020 Act Vs 2020 Bud	2020 Act Vs 2019 Act
Revenues	\$3,098,812	\$2,867,059	\$2,509,585	\$231,753	\$589,227
Expenses	\$1,536,771	\$1,798,211	\$1,736,787	\$261,440	\$200,016
Excess Revenues over Expenses	\$1,562,041	\$1,068,848	\$772,798	\$493,193	\$789,243

Figure 2. Revenues and expenses as of January 31, 2020

Cash and Investments as of January 31—2020 vs 2019

	2020 Actual	2019 Actual	Variance (Fav / Unfav)
Cash	\$4,783,275	\$2,733,320	\$2,049,955
Other current assets	\$1,035,580	\$1,144,740	-\$109,160
Marketable securities	\$11,435,439	\$6,926,859	\$4,508,580
Capital Assets	\$33,110,910	\$34,433,749	-\$1,322,839
Total Assets	\$50,365,204	\$45,238,668	\$5,126,536
Current Liabilities	\$12,605,933	\$10,456,314	-\$2,149,619
Long Term Debt	\$4,627,355	\$5,524,000	\$896,645
Employee Future Benefits	\$6,625,000	\$11,333,150	\$4,708,150
Net Assets	\$26,506,916	\$17,925,204	\$8,581,712
Total Liabilities	\$50,365,204	\$45,238,668	\$5,126,536

Figure 3. Cash and investments as of January 31—2020 vs 2019

P.Eng. Licence Holder Fee Breakdown

	\$	%
Building fee	\$20.00	8%
Engineers Canada Contribution	\$10.21	4%
Credit card commission and other transaction costs	\$5.30	2%
Chapter allotments	\$5.46	2%
Effect of inflation in 2019	\$5.30	2%
Portion available to support day-to-day operations	\$218.73	83%
Total P.Eng. fees	\$265	100%

Figure 4. Breakdown of P.Eng. licence holder fee

Statistics

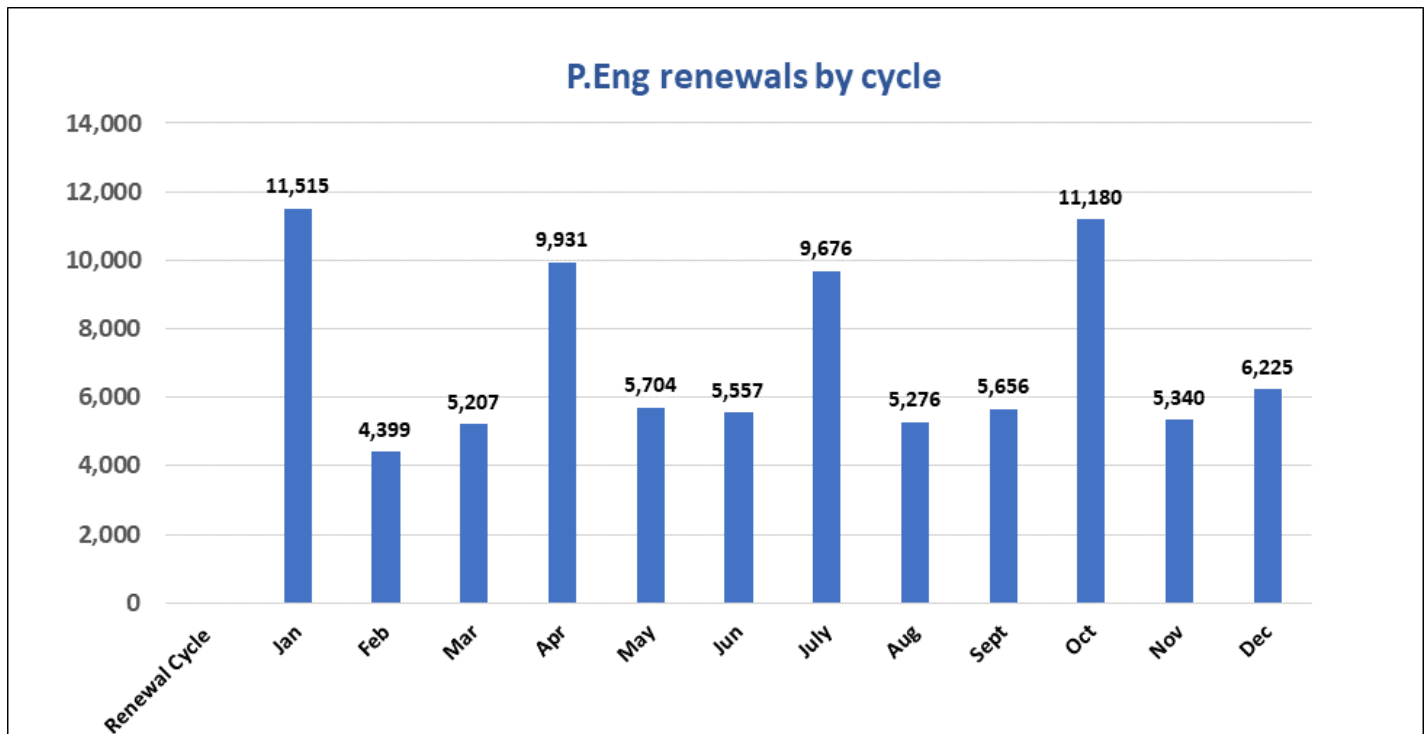


Figure 5. P.Eng. renewals by cycle from January 2019 to February 2020

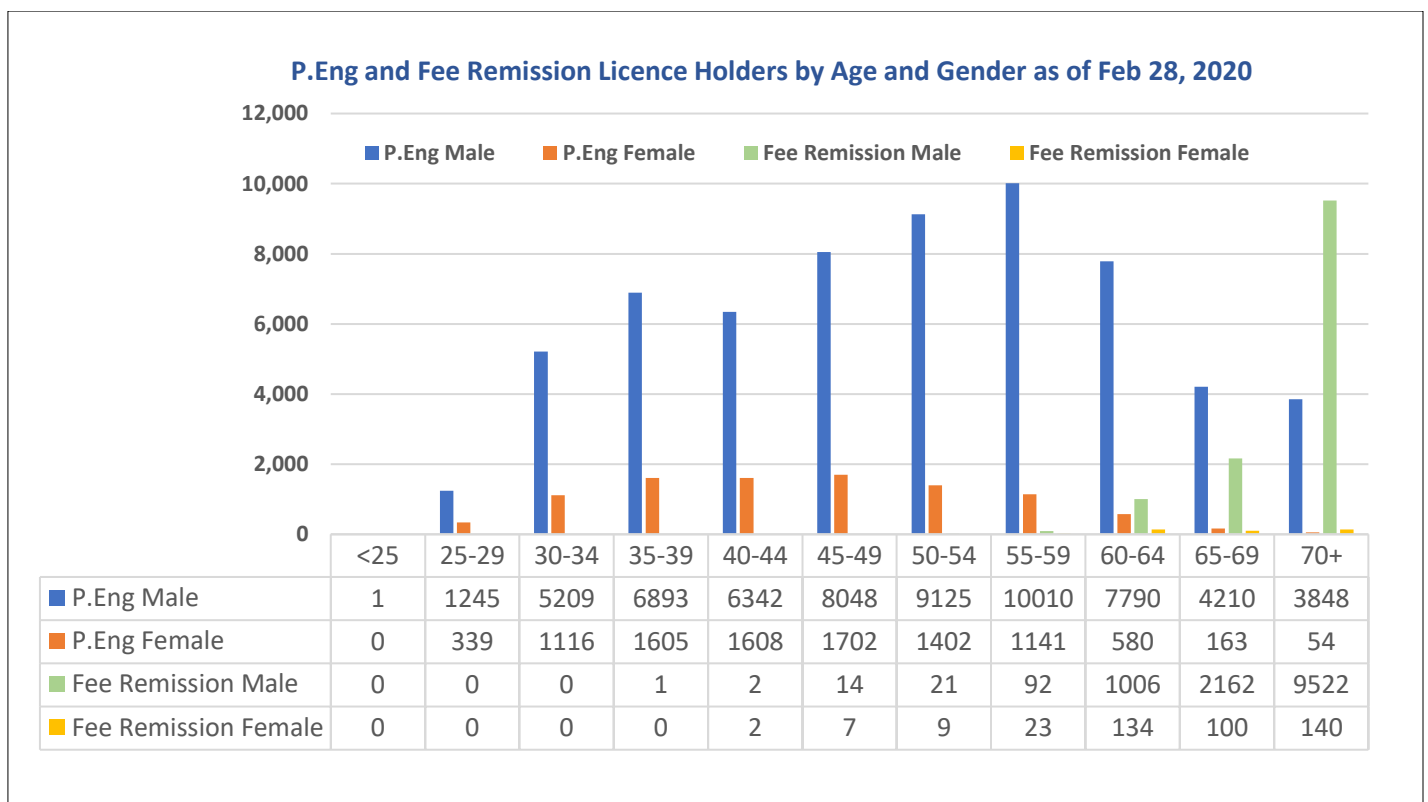


Figure 6. P.Eng. licence holder demographics as of February 28, 2020

Human Resources

HR Director recruitment

We received 85 applications for the director of human resources position and the recruitment process is currently in the interviewing stage.

Mandatory volunteering training

In January 2020, all non-compliant volunteers received a letter notifying them that they were suspended from PEO's volunteer roster and were not eligible to participate in any PEO meetings/events in an official volunteer capacity. To continue volunteering with PEO, they must complete the mandatory training by February 15, 2020. Non-compliant volunteers have now been removed from their volunteer positions. They have been notified that should they complete the mandatory compliance training, they may (re-)apply for any available volunteer positions and may be reinstated to their previous volunteer positions and/or approved for new positions, pending confirmation by the respective committee/chapter chair and subject to the availability of the position(s).

A final list of eligible volunteers will be submitted for approval as part of the committee rosters at Council's March meeting.

Volunteer type	Compliant		Non-Compliant	
Chapter	504	82%	111	18%
Committee / Task Force	342	95%	18	5%

Figure 7. Compliance rate as of February 25, 2020

Licensing & Registration

2019 Fair Registration Practices Report

PEO's annual report for 2019 was submitted to the Office of the Fairness Commissioner on February 27, 2020. The report provides detailed demographic information on licence applications and new registrations for 2019, and a description of changes or enhancements to our licensing process as it relates to fairness to applicants. Much of the content of the 2019 report includes the licensing enhancements that were reported in the February Registrar's Report. The submitted report is available on PEO's website at: <https://www.peo.on.ca/licence-applications/fair-practices>.

Statistics

YEAR	P.Eng. Applications received Jan-Feb 2019						P.Eng. Applications received Jan-Feb 2020						% Chg.
	Female		Male		Totals		Female		Male		Totals		
Academics	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	
CEAB	134	22%	471	78%	605	100%	104	23%	348	77%	452	100%	-25%
Non-CEAB	70	15%	399	85%	469	100%	120	18%	539	82%	659	100%	41%
Undefined*	102	38%	163	62%	265	100%	0		0		0		
Totals	306	23%	1033	77%	1339	100%	224	20%	887	80%	1111	100%	-17%

Figure 8. Breakdown of P.Eng. licence applications received in Jan-Feb. 2019 and 2020

*Filed applications without supported academic qualifications

YEAR	P.Eng. licences approved Jan-Feb 2019						P.Eng. licences approved Jan-Feb 2020						% Chg.
	Female		Male		Totals		Female		Male		Totals		
Academics	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(%)	
CEAB	72	18%	333	82%	405	100%	84	20%	330	80%	414	100%	2%
Non-CEAB	25	13%	164	87%	189	100%	51	19%	212	81%	263	100%	39%
Totals	97	16%	497	84%	594	100%	135	20%	542	80%	677	100%	14%

Figure 9. Breakdown of P.Eng. licences approved in Jan.-Feb. 2019 and 2020

Regulatory Compliance

Complaints

Complaint file processing times remain at a five-year low, reflecting a historical backlog being cleared, and adoption of a complaint 'streaming' process. The total number of active complaint files has increased, however, largely due to a complaint filed in 2019 that involved a large number of respondents.

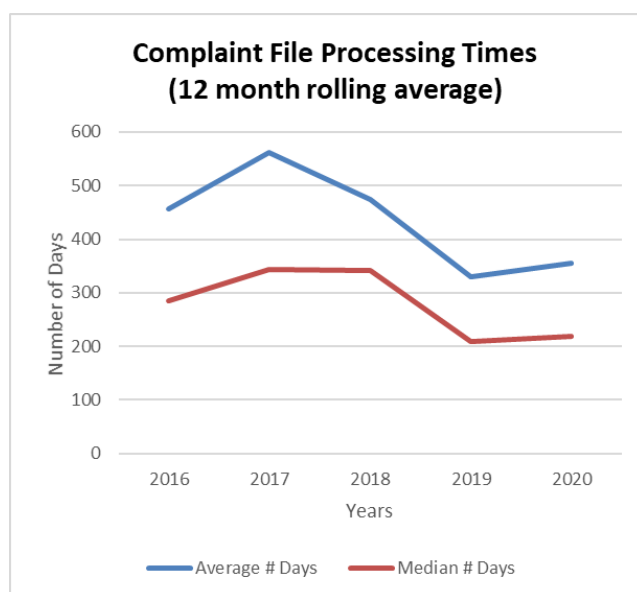


Figure 10. Complaint file processing times

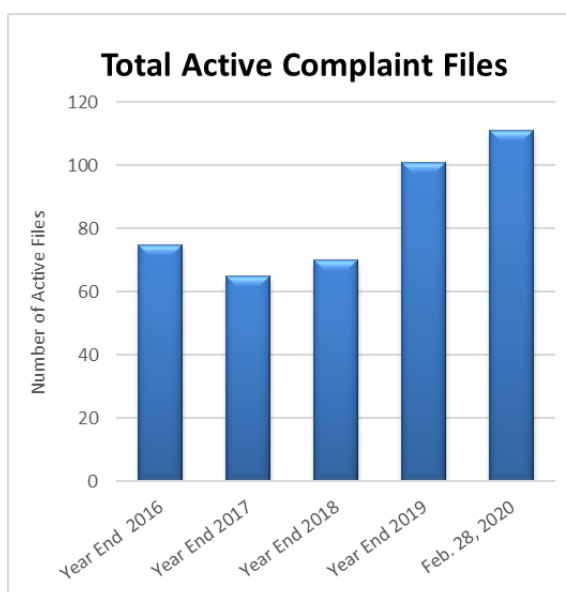


Figure 11. Total active complaint files

Enforcement

The enforcement case load has remained relatively consistent for the first two months of 2020, with only a moderate 6.5% increase in total open files. Some of this is explained by training of a contract replacement for staff on parental leave, however closure rates for files is dependent on the type of violation and whether the respondent is an individual or a company.

Figure 12 shows the change in total case load during the year. The purple bars show the number of files open at month end, while the orange bars show the number of files that were closed during the month. There were 30 files opened in January and 60 files opened in February of this year. Figures 13 and 14 show the relative distribution, by type of violation and type of respondent, for all files opened each month. Figure 13 shows that reported title violations continue to be dominant each month, while Figure 14 shows a higher incidence of reported violations by companies.

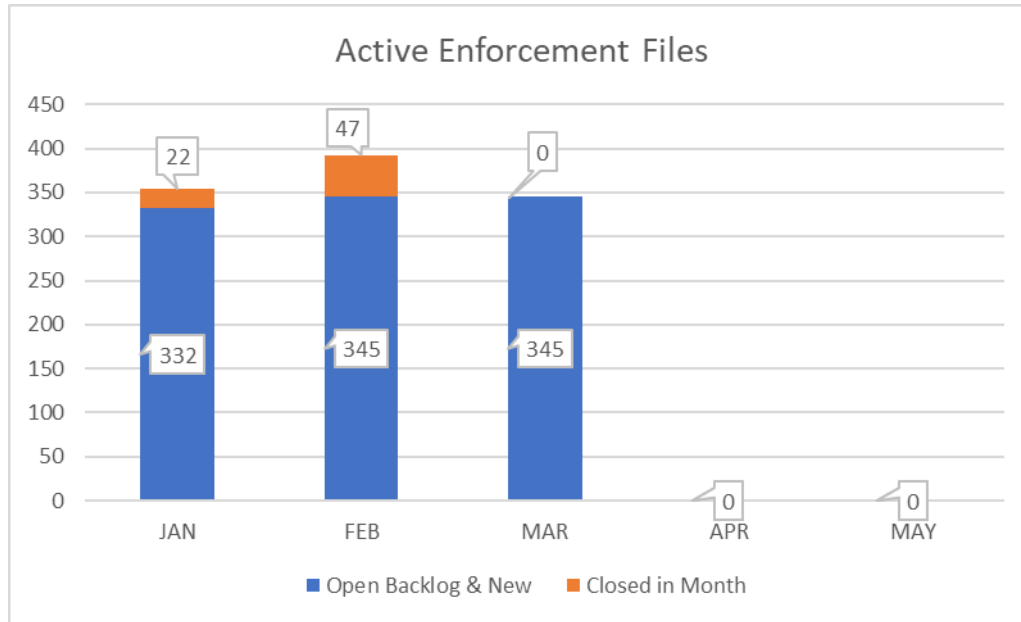


Figure 12. Active Enforcement files

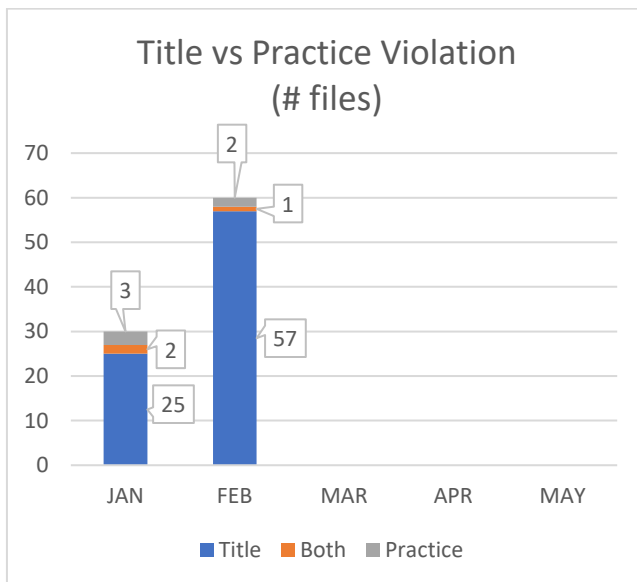


Figure 13. Title vs. practice violation

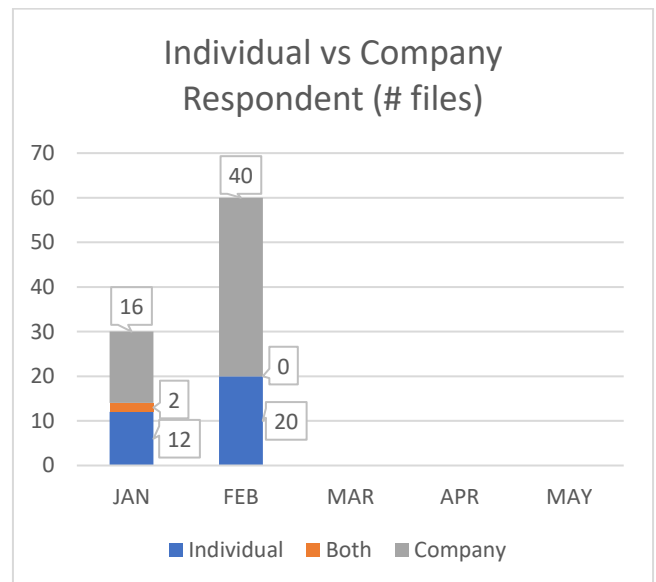


Figure 14. Individual vs. company respondent

Tribunals & Regulatory Affairs

PEAK Program

Statistics for the PEAK program for the three years since it began are provided in the table below.

Element of the PEAK program	2019 statistics (Mar 31, 2019 to Feb 29, 2020)	2018 statistics (Mar 31, 2018 to Mar 31, 2019)	2017 statistics (Mar 31, 2017 to Mar 31, 2018)
Practice declarations	18% of licence renewals	22% of licence renewals	33% of licence renewals
Practising	81% of declarations	79% of declarations	76% of declarations
Completed the questionnaire	83% of practising	86% of practising	91% of practising
Reported knowledge activities	53% of questionnaire	47% of questionnaire	23% of questionnaire
Non-practising	19% of declarations	21% of declarations	24% of declarations
Completed the survey	87% of non-practising	95% of non-practising	No survey
Completed an ethics module	70% of declarations	72% of declarations	60% of declarations

Figure 15. PEAK program statistics 2017-2019

DISCUSSION - CEO/REGISTRAR'S REPORT

Purpose: Discussion of the CEO/Registrar's Report delivered at the Council meeting.

Prepared by: Eric Chor, Research Analyst

No additional items.

COVID-19 RESPONSE

Purpose: To implement measures to minimize the risk of spread of the novel coronavirus (COVID-19) and to protect staff, volunteers and members, including those who would be participating in the events associated with PEO's 2020 Annual General Meeting.

Motions to consider: (requires a simple majority of votes cast to carry)

That the 2020 PEO Annual General Meeting scheduled to take place in Ottawa on April 25, 2020, be converted to an electronic meeting and held on that date or as soon thereafter as is practicable, in accordance with the applicable law and PEO's by-laws, and that other events associated with the AGM be postponed indefinitely or cancelled.

That the CEO/Registrar is instructed to take all necessary steps to reduce the possibility of virus transmission until public authorities confirm that the risk of virus spread has sufficiently abated.

(Section 4 of the *Professional Engineers Act*; sections 17 to 23 of *By-Law No. 1*; section 125.1 of the *Corporations Act* (Ontario); see Appendix A)

Prepared by: Johnny Zuccon, P.Eng., FEC, CEO/Registrar; Dan Abrahams, LL.B., General Counsel

Moved by: Wayne Kershaw, P.Eng.

1. Need for PEO Action

The spread of the novel coronavirus (COVID-19) has dominated news reports since the virus first emerged in Wuhan, China in late-2019. The situation continues to evolve and is highly fluid, with new developments each day. As of March 11, 2020, the virus is officially a pandemic according to the World Health Organization.

It is important for organizations such as PEO to be capable of responding as COVID-19 continues to develop in Canada and internationally.

As a responsible employer, regulator, property owner and corporate citizen, PEO is concerned about the health of its employees, volunteers, members and applicants, as well as any members of the public who might come into physical contact with PEO or its agents. Concerns about vulnerable populations – for instance, those who are elderly – are especially relevant in this context.

There is now a pressing decision to be made with respect to the annual general meeting (AGM), which is currently scheduled to be held in Ottawa on April 25. The AGM is preceded by other events on April 24 and is to be followed on April 25 by the inaugural meeting of the 2020-2021 Council. The AGM weekend of events typically attracts approximately 300 members, guests, staff, etc., many of whom would need to travel through airports, train stations and bus terminals, thereby increasing the risk of exposure to the virus. There is also the risk of community transmission at the events themselves.

Under section 17 of the by-law (reproduced in Appendix A), Council sets the date of the AGM “at such place and such time as shall be determined by Council.” There is no requirement in the by-law or otherwise in law that the “time and place” be a physical meeting. Moreover, s.125.1 of the *Corporations Act* (see Appendix A) makes clear that a meeting of members can be held electronically unless the by-law specifically prohibits this. The only operative legal requirement, in section 4 of the Act (also in Appendix A), is that the AGM must be held within 15 months of the last AGM, which was held on May 4, 2019. Hence the AGM must be held no later than August 4, 2020.

On March 10, 2020, the federal government issued guidelines which recommend conducting a risk assessment of any mass gathering scheduled to take place during the COVID-19 outbreak. This involves assessing the epidemiology, related impacts, and the weight (importance) of each of the factors involved in the risk assessment. The complete guidelines, including the risk assessment matrix, are attached as Appendix B.

While, as of this writing, March 11th, there has been no formal government edict requiring mandatory quarantines, nor are there any measures in place requiring organizations, businesses, etc., to shut down or limit gatherings or travel in order to limit the spread of the virus, many entities have nonetheless cut back on non-essential travel, both foreign and domestic, as well as conferences and other gatherings.

2. Proposed Action / Recommendation

In addition to the operational health and safety measures discussed in his own report to Council, the CEO/Registrar is seeking instructions to take all necessary steps to limit the risk of transmission of the virus in a PEO-related context. This may include the cancellation of meetings and events as needed, or the conversion of some meetings to a virtual format.

As well, we are recommending that the AGM be converted to an electronic meeting. This can be facilitated through use of readily available videoconferencing and teleconferencing technology. Members would be given notice of the amended date and place of the meeting, which would be described as a virtual meeting. They would also be provided with instructions on how to log-in via the Internet or participate by teleconference. Those in attendance at the virtual meeting would be able to vote, ask questions and make submissions, as if the meeting were being held in person. Following the AGM, the Council meeting would also be conducted electronically.

It would be optimal for the electronic AGM to be held on the date currently scheduled for the in-person AGM. If, however, this does not prove technically feasible to arrange in the amount of time available (including the requisite period for notifying members of the change), the motion permits the AGM to be held as soon as practicable thereafter. This, however, must be no later than August 4, 2020, as discussed above.

Other events scheduled in conjunction with the AGM – specifically the Volunteer Leadership Conference (VLC) and the Order of Honour (OOH) awards gala – would be cancelled or postponed to a future date when they can be safely held in-person.

In addition to this recommended approach, other options were also considered, as follows:

1. Continue with the AGM in Ottawa as planned, together with the associated events (status quo).

The AGM is an important, marquee event for PEO, as are the associated events. Holding these events in Ottawa honours a longstanding commitment to ensuring that members in other parts of the province have an opportunity to take part in important PEO activities.

As noted above, continuing with the AGM and other events as planned has the potential to expose volunteers, staff and members to the virus and increase its ability to spread. There is also the possibility that, by late April, the situation in Canada will escalate to the point where cancellation becomes either a strongly recommended public health measure or a mandatory government-imposed requirement. This could, in turn, create a situation for PEO and potential attendees at the AGM and other events that is more chaotic than controlled.

2. Continue with the AGM in Ottawa as planned, but cancel or postpone any associated events.

This option would permit PEO to fulfill its commitment to holding an event in Ottawa, as per its practice of periodically moving the AGM outside Toronto. The impact and risk would be reduced by limiting the associated events, together with overall attendance. This approach would still necessitate a certain amount of travel, however, particularly from the GTA to Ottawa. It would also leave the AGM vulnerable to the public health measure or government requirement referenced above.

3. Conduct the AGM at PEO offices with in-person attendance limited to Council and staff.

This would, at least, permit an in-person AGM rather than one that is fully or primarily electronic. On the other hand, Council members, especially those from outside the GTA, might also prefer not to travel unnecessarily in the present circumstances. Moreover, there would still need to be electronic provision for members of PEO wishing to take part in the AGM remotely. As well, it is not entirely clear that members can be subdivided for the purposes of the AGM into those who are Councillors and those who are not. The meeting therefore might need to remain open to all members who wish to attend.

4. Reschedule the AGM as an in-person event, with or without associated events (OH and VLC), at any time prior to August 4, 2020.

It is not clear whether the virus situation will improve or worsen in the next few months. Hence, it would be premature to choose an alternative date for Ottawa or even Toronto at this time. Without an alternative date, it would be difficult to book venues and hotel accommodations for the AGM, let alone for a larger event such as the OOH gala, creating a risk that an AGM would not take place before the deadline imposed by the *Professional Engineers Act*.

In all the circumstances, therefore, the option proposed in the motions seem to be the most responsible as well as the most practical in light of the legal requirement to hold an AGM by a certain date.

3. Next Steps (if motion approved)

Out of an abundance of caution, steps have already been taken to alert members and others to the *possibility* that the AGM and associated events might not take place as currently scheduled. People have been advised to delay confirming travel arrangements, at least until the situation becomes clearer.

The next steps would include sourcing a provider to support the delivery of the AGM as an electronic (virtual) meeting. Once a date - either April 25 or another date - is confirmed, the CEO/Registrar will send formal notice of the revised arrangements to members as required by the by-law, together with instructions for how to participate. There will also be more comprehensive, and ongoing, communications to make sure that everyone is aware of the change.

4. Policy or Program contribution to the Strategic Plan

N/A

5. Financial Impact on PEO Budgets (for five years)

The Council-approved 2020 budget for the AGM and associated events is approximately \$415,000. There will be financial consequences for cancelling the chosen venue, as well as costs associated with providing a virtual meeting. The costs of the latter have not been assessed. The costs of the former are estimated at approximately \$200,000, assuming it cannot be mitigated by the application of the venue's *force majeure* ("Act of God") clause. We will pursue all avenues for mitigating financial losses resulting from this decision.

6. Peer Review & Process Followed

N/A

7. Appendices

- Appendix A –Statutory and By-Law Provisions Applicable to the AGM
- Appendix B - Government of Canada, "Risk-informed decision-making for mass gatherings during COVID-19 global outbreak"

APPENDIX A

Statutory and By-Law Provisions Applicable to the Annual General Meeting

Professional Engineers Act, s.4

4. The Association shall hold an annual meeting of the members of the Association not more than fifteen months after the holding of the last preceding annual meeting. R.S.O. 1990, c.P.28, s.4

Corporations Act (Ontario), s.125.1(1)

125.1 (1) Unless the by-laws of a corporation provide otherwise, a meeting of the members may be held by telephonic or electronic means and a member who, through those means, votes at the meeting or establishes a communications link to the meeting is deemed for the purposes of this Act to be present at the meeting. 2017, c. 20, Sched. 7, s. 31 (1).

PEO By-Law No. 1, ss.17-23

Meetings of Members of the Association

17. An annual general meeting of the members of the association shall be called by Council and shall be held at such place and at such time as shall be determined by Council for the purpose of laying before the members the reports of the Council and committees of the association and of informing members of matters relating to the affairs of the association and for the purpose of ascertaining the views of the members present at the meeting on such matters, and other general meetings of the members of the association may be held for the same purposes.

18. Election of those officers and councillors to be elected by the members shall be conducted by letter ballot or electronic means as provided in the regulations and the Council may submit other matters to the members to be voted upon by letter ballot or electronic means in order to secure the approval of or an expression of opinion on such matters.

19. Other general meetings of the association may be called by the Council and shall be held at such place and at such time as shall be determined by the Council.

20. Notice of the time, place and purpose of the annual meeting or of any other general meeting of the members of the association shall be given by the CEO/registrar to each member of the association:

i) by sending the notice of such meeting by mail at least 10 days but not more than 90 days before the time fixed for the holding of the meeting or by distributing the notice by electronic means at least 10 days but not more than 90 days before the time fixed for the meeting, or ii) by publishing the notice of the meeting in the official publication of the association, a copy of which publication shall be sent by mail to each member at least 10 days but not more than 90 days before the time fixed for the meeting.

All notices required to be given to members of the association shall be deemed to have been regularly given if such notice, or the official publication of the association in which such notice is published, is (i) mailed, postage prepaid, addressed to each member at the last address appearing on the register at the time of such mailing, or (ii) if distributed by electronic means at the last electronic address appearing on the register at the time of such distribution, or (iii) if given by some combination of mailing and electronic distribution, so long as the notices have been distributed to each member of the association in the manner set out in (i) or (ii) above.

(Amended September 20, 2019)

21. A statutory declaration by the CEO/registrar or by any person acting on behalf of the CEO/registrar shall be conclusive evidence of the mailing of notices of meetings of members or of the publishing thereof and the mailing of the publication containing such notice. (Amended September 20, 2019)

22. The order of business at annual meetings of the members of the association shall be:

- (a) adoption of minutes of the previous meeting;
- (b) business arising out of the minutes;
- (c) receipt of the annual financial statements of the association;
- (d) appointment of auditors;
- (e) considering reports from the Council and from committees;
- (f) such other business, if any, as may properly come before the meeting.

The order of business at other general meetings of the members shall be determined by the Council or, if not so determined by the Council, by the meeting's chair. The validity of actions taken at annual meetings of members of the association shall not be invalid solely by reason of failure to adhere to the order of business set forth in this Section 22.

23. Those members present in person shall constitute a quorum for any meeting of members.

A P P E N D I X B

Risk-informed decision-making for mass gatherings during COVID-19 global outbreak

Government of Canada, March 10, 2020

Mass gatherings occur in a range of public places (e.g., spiritual and cultural settings, theatres, sports arenas, festivals, conference halls) and result in a large number of people being in close contact for extended periods of time. Mass gatherings can contribute to the transmission of respiratory pathogens, such as the virus causing the current outbreaks of COVID-19. However, mass gatherings are not homogenous and the risk must be assessed on a case-by-case basis by Public Health Authorities, event organizers and relevant planners. Cancelling large events may be recommended from a public health perspective, but compliance and sustainability may be difficult and may cause significant social disruption and public resistance.

PHAC recommends conducting a risk assessment when determining the public health actions related to a mass gathering during the COVID-19 outbreak. This involves assessing the epidemiology, related impacts, and the weight (importance) of each of the factors involved in the risk assessment. The rationale for the potential health risks of mass gatherings include: increased crowd density, restricted points of access/exit which force participants through high touch areas (e.g. doors, elevators), and limited medical care. The diversity of spectators and participants can be varied which can increase the risk of communicable disease transmission due to close contact with people who have a diverse risk factors and/or immunological status. Limited environmental cleaning and the potential for individual health measures (e.g. hand hygiene) may play a role in increasing health risks at mass gatherings.

This tool was based on advice contained in the World Health Organization's mass gathering guidance. Public Health Guidance on COVID-19 is available on Canada.ca/coronavirus, with [community-based measures \(including mass gatherings\)](#).

Decisions regarding mass gatherings can be considered on a continuum from no changes needed, to enhanced communication to attendees, to risk mitigation strategies being employed without cancelling the event, through to postponement or cancellation of the event.

Risk mitigation strategies could include:

- reducing the number of participants or changing the venue to prevent crowding;
- staggering arrivals and departures;
- providing packaged refreshments instead of a buffet;
- increasing access to handwashing stations;
- promoting personal protective practices (hand hygiene, respiratory etiquette, staying home if ill);
- offering virtual or live-streamed activities; and
- changing the event program to reduce high risk activities such as those that require physical contact between participants.

Since mass gathering events, their settings, and participants/attendees are generally unique, the advice varies regarding which measures should be implemented. Public health authorities and event organizers must work together to assess the situation. The following risk considerations related to the event, the disease and the environment/setting are provided to promote a systematic review of risk and to inform decision-making. The classic epidemiologic triad contributes to the framework for risk assessment by highlighting the interplay between the host (in this case, the mass gathering event), the agent (SARS CoV 2 causing COVID-19) and the environment/setting (the broader context of the gathering in terms of its geographic location and associated resources).

Table 1. Risk considerations when deciding whether to postpone or cancel a mass gathering

Characteristics	Risk considerations	Implications	Weight
Event			
	Are persons attending the event coming from regions where there is community transmission of COVID-19 or from countries with unreliable surveillance of the disease? See affected areas list.	If participants are expected from affected areas, the risk of importation is higher. These travellers may be self-monitoring for symptoms of COVID-19 for 14 days from their arrival in Canada, based on public health advice provided upon entry to Canada.	High importance
Population attending the event	Are persons attending the event members of a professional group that might have increased risk of infection?	Healthcare workers may have greater risk of infection due to the possibility of occupational exposure.	Medium importance
	Are persons attending the event from demographic groups at greater risk of severe disease, such as older adults?	Older adults, people with immune compromising conditions and chronic diseases appear to be at greater risk of severe disease, so consideration should be given to protecting them from possible exposure to COVID-19 cases. Communication about risk to these attendees should be emphasized.	High importance
	Are persons attending the event at greater risk of spreading the disease,	Young children may be at greater risk of amplifying disease transmission so consideration should be given to	Medium

Characteristics	Risk considerations	Implications	Weight
Event			
	such as young children?	protecting them from possible exposure to COVID-19 cases. Reducing transmission among children indirectly protects the population and may therefore reduce the demand on the health care system.	importance
	Are persons attending the event members of critical infrastructure roles, such as healthcare workers?	If transmission occurs at the mass gathering, participants may be subject to self-isolation or may become cases themselves. This could lead to critical infrastructure disruptions/absenteeism if the participants at the event represent critical services and industries.	High importance
	How many people are expected to attend the event?	The larger the number of participants, the greater the likelihood of a participant being a case of COVID-19. Large numbers of people may also create greater likelihood of crowding.	High importance
Event activities	Will participants be participating in activities that promote transmission?	Activities that could contribute to spread: singing, cheering, close physical contact such as when participating in contact sports, sharing food or beverages, etc.	High importance
	Is the event being held indoors, outdoors or both?	Events held outdoors (i.e. higher ventilation) are likely to be lower risk than those held indoors.	Medium importance
Crowding	Will participants be consistently within 2 metres of one another?	Respiratory droplets tend to fall within 2 metres of their source, so maintaining a 2 metre distance from others is a precaution to prevent spread.	Medium importance
Event duration	How long will participants be gathered at the event?	Longer events present more opportunities for transmission. Events at which attendees share overnight accommodation could also increase transmission risk.	Medium importance
Event resources	Will hand hygiene	Hand hygiene will be performed more	Medium

Characteristics	Risk considerations	Implications	Weight
Event			
	stations be available throughout the venue?	frequently if alcohol-based hand rub or hand washing sinks with soap and disposable towels are readily available.	importance
	Can event venue(s) be configured to maintain a 2 metre distance between participants?	Respiratory droplets tend to fall within 2 metres of their source, so maintaining a 2 metre distance from others is a precaution to prevent spread.	Medium importance
	Will there be health professionals or first responders at the event to screen and/or attend to someone who may be symptomatic?	Although attendees with COVID-19 may not necessarily be identified through screening, this measure may identify some people with obvious symptoms which could help prevent spread. Should someone become ill while attending the event, a health care professional should be familiar with appropriate PPE and IPC measures	Low importance
	How readily does this disease transmit amongst people?	Epidemiologic evidence suggests this virus transmits readily by respiratory droplets and contact. This suggests that attendance at a mass gathering could result in transmission if a case is present.	High importance
Transmissibility			
	Can people transmit this disease without symptoms?	It is possible that cases transmit the virus in the early phase of their illness, when their symptoms are non-specific or mild. This suggests that attendance at a mass gathering could result in transmission if a case is present.	High importance
Virulence			
	How serious is the disease caused by this virus?	Epidemiologic evidence suggests that COVID-19 manifests as a non-severe disease in most cases (~80 %), with a smaller proportion of cases developing severe pneumonia, and some dying.	High importance
Incubation			
	How long from the time	Estimated to be 5-6 days on average, with	High

Characteristics	Risk considerations	Implications	Weight
Event			
period	someone is infected to the time they develop the disease?	a maximum incubation period suggested to be 14 days. If people are infected at the mass gathering, they may not shown any sign of illness until after returning home, which could result in geographic dissemination of the disease.	importance
Environment / Setting			
Health system capacity	Does the local health system have the capacity to assess, test and care for persons suspected of COVID-19, potentially in large numbers?	Persons under investigation and cases of COVID-19 could present a substantial burden to the local health system if many require testing and care in a short period of time.	High importance
Geographic location	Is the location of the event geographically remote or in close proximity to a densely populated area?	Geographic remoteness might limit access to tertiary care and may make it more difficult for a case to be repatriated. Proximity to a densely populated area could result in more rapid dissemination of disease.	Medium importance
Local demographics and epidemiology	Is the local population at increased risk of severe disease if COVID-19 circulated?	Some communities may want to reduce their risk of importation of COVID-19 due to characteristics of the local community, such as a high number of elderly residents, or higher rates of chronic disease.	Medium importance

2019 AUDITED FINANCIAL STATEMENTS

Purpose: To approve the Audited Financial Statements for the year ended December 31, 2019 and the Auditor's report thereon.

Motions to consider:

That Council:

- a) approve the Audited Financial Statements for the year ended December 31, 2019, and the Auditor's report thereon, as presented to the meeting at C-532-2.1, Appendix A; and
- b) authorize the President and President-elect to sign the Audited Financial Statements on Council's behalf.

Prepared by: Chetan Mehta – Director, Finance

Motion Sponsor: Guy Boone, P.Eng. FEC, Eastern Region Councilor, Chair - Audit Committee

1. Need for PEO Action

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 the statements be published on PEO's website for access to all members.

The Audit Committee's legislated mandate approved by Council is to:

- Oversee the auditing of the Association's financial statements by an external auditor; and
- Monitor the accounting and financial reporting processes and systems of internal control.

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.

2. Proposed Action / Recommendation

That Council approve the Audited Financial Statements and the Auditor's report thereon for the year ended December 31, 2019 for presentation to members at the 2020 Annual General Meeting, and 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.

3. Next Steps

Once the 2019 Financial Statements are approved and signed by the President and President-elect, the audited financial statements will be available to members at the 2020 Annual General Meeting and the statements will be published on PEO's website in April and in the next edition of *Engineering Dimensions*. A Financial Report and financial statement analysis will be prepared and published as well. A Q&A on PEO's operations for 2019 will be developed for the 2020 Annual General Meeting based on anticipated questions.

4. Peer Review & Process Followed

Process Followed	The 2019 Audited Financial Statements and Auditor's report were presented to the Audit and Finance Committees at the joint meeting of these committees on Mar 3, 2020 for discussion and review. At this meeting, the Audit committee recommended that the 2019 Audited Financial Statements and Auditor's report be presented to Council for approval.
Council Identified Review	
Actual Motion Review	On March 3, 2020 the Audit Committee approved the 2019 Audited Financial Statements and Auditor's report and recommended these be presented to Council for approval.

5. Appendices

Appendix A – 2019 Audited Financial Statements and Auditor's report

Appendix B – Audit & Finance Committee Report – year ended December 31, 2019

Financial statements of Association of Professional Engineers of Ontario

December 31, 2019

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

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 which comprise the Statement of financial position at December 31, 2019, 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 the Association of Professional Engineers of Ontario as at December 31, 2019, 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 the Association of Professional Engineers of Ontario 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 the Association of Professional Engineers of Ontario'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 the Association of Professional Engineers of Ontario or to cease operations, or has no realistic alternative but to do so.

The Audit Committee is responsible for overseeing the Association of Professional Engineers of Ontario'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 the Association of Professional Engineers of Ontario'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 the Association of Professional Engineers of Ontario'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 the Association of Professional Engineers of Ontario 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
March 20, 2020

Association of Professional Engineers of Ontario
Statement of operations and changes in net assets
Year ended December 31, 2019

	Notes	2019 \$	2018 \$
Revenue			
P. Eng revenue		16,617,881	15,731,903
Application, registration, examination and other fees		8,507,693	6,966,526
Building operations	4	2,063,933	2,058,844
Investment income		572,499	64,460
Advertising income		214,087	270,005
		27,976,093	25,091,738
Expenses			
Staff salaries and benefits/retiree future benefits	9	11,948,676	11,778,442
Building operations	4	2,497,508	2,494,427
Purchased services		1,295,698	1,620,259
Amortization		1,182,780	1,210,440
Engineers Canada		1,009,422	982,774
Computers and telephone		1,001,350	968,239
Chapters	13	942,292	817,850
Occupancy costs	4	845,733	885,083
Legal (corporate, prosecution and tribunal)		720,790	1,072,994
Transaction fees		650,829	544,817
Volunteer expenses		614,032	726,230
Contract staff		551,099	305,197
Postage and courier		417,773	529,756
Consultants		255,675	235,196
Recognition, grants and awards		152,623	141,498
Professional development		143,358	86,057
Office supplies		129,224	134,263
Insurance		128,505	127,030
Printing		97,200	102,310
Staff expenses		89,783	88,055
Advertising		74,808	99,268
		24,749,158	24,950,185
Excess of revenue over expenses before the undernoted		3,226,935	141,553
Council discretionary reserve expenses	8	298,827	18,472
Excess (deficiency) of revenue over expenses		2,928,108	123,081
Remeasurement and other items	6	4,647,153	934,800
Net assets, beginning of year		17,152,436	16,094,555
Net assets, end of year		24,727,697	17,152,436

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, 2019

	Notes	2019 \$	2018 \$
Assets			
Current assets			
Cash in interest bearing accounts		3,031,510	2,773,438
Accounts receivable		767,025	433,467
Prepaid expenses and deposits		363,272	404,162
Other assets		328,077	456,308
		4,489,884	4,067,375
Marketable securities, at fair value		11,303,103	6,819,008
Capital assets	3	33,301,183	34,615,613
		49,094,170	45,501,996
Liabilities			
Current liabilities			
Accounts payable and accrued liabilities	15	2,024,830	2,215,435
Fees in advance and deposits		11,048,555	9,250,525
Current portion of long-term debt	5	1,088,796	5,607,000
		14,162,181	17,072,960
Long-term			
Long-term debt	5	3,629,292	—
Employee future benefits	6	6,575,000	11,276,600
		24,366,473	28,349,560
Net assets	7	24,727,697	17,152,436
Total liabilities and net assets		49,094,170	45,501,996
Contingencies	16		

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, 2019

	Notes	2019 \$	2018 \$
Operating activities			
Excess of revenue over expenses		2,928,108	123,081
Add (deduct) items not affecting cash			
Amortization		2,243,632	2,208,919
Amortization - other assets		178,563	77,339
Employee future benefits expensed		1,017,653	1,222,000
Change in unrealized losses (gains) on marketable securities		(337,636)	181,017
Losses (Gains) on disposal of marketable securities		25,596	(24,005)
		6,055,916	3,788,351
Change in non-cash working capital items	10	1,314,757	608,314
		7,370,673	4,396,665
Financing activities			
Payout of previous mortgage	5	(5,441,000)	—
Proceeds from refinancing of mortgage	5	5,443,952	—
Repayment of mortgage	5	(891,864)	(980,000)
Contributions to employee future benefit plans		(1,072,100)	(949,700)
		(1,961,012)	(1,929,700)
Investing activities			
Net change in marketable securities		(4,172,055)	(169,321)
Additions to capital assets		(929,202)	(1,745,717)
Additions to other assets		(50,332)	(132,391)
		(5,151,589)	(2,047,429)
Increase in cash		258,072	419,536
Cash, beginning of year		2,773,438	2,353,902
Cash, end of year		3,031,510	2,773,438

The accompanying notes are an integral part of the financial statements.

Association of Professional Engineers of Ontario

Notes to the financial statements

Year ended December 31, 2019

1. Nature of operations

The Association of Professional Engineers of Ontario ("PEO") 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:

<u>Asset/liability</u>	<u>Measurement</u>
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.

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.

2. Significant accounting policies (continued)

b) Hedge accounting (continued)

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. 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 accounts 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 an accounting actuarial valuation performed once every year 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 in the statement of changes in net assets;
- (ii) The cost of the plan for the year.

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	2019 Net book value	2018 Net book value
	\$	\$	\$	\$
Building	19,414,668	4,196,073	15,218,595	15,606,888
Building improvements - PEO	8,961,068	3,792,724	5,168,344	5,596,606
Building improvements - common area	11,188,719	4,229,963	6,958,756	6,940,977
Building improvements - non recoverable	534,292	80,782	453,510	336,906
Land	4,366,303	—	4,366,303	4,366,303
Computer hardware and software	5,191,125	4,307,847	883,278	1,051,484
Furniture, fixtures and telephone equipment	1,460,916	1,259,236	201,680	299,174
Audio visual	1,008,315	975,723	32,592	72,725
Work-in-progress	18,125	—	18,125	344,550
	52,143,531	18,842,348	33,301,183	34,615,613

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:

	2019	2018
	\$	\$
Revenue		
Rental	728,919	727,943
Operating cost recoverable - tenants	1,048,012	1,047,173
Parking	145,200	143,700
Miscellaneous	141,802	140,028
	2,063,933	2,058,844
Operating cost recoverable - PEO	754,538	812,793
	2,818,471	2,871,637
Recoverable expenses		
Utilities	449,632	574,521
Amortization	614,546	587,416
Property taxes	442,420	445,156
Payroll	258,166	253,104
Janitorial	202,931	214,395
Repairs and maintenance	119,385	193,615
Property management and advisory fees	50,000	59,244
Security	19,166	37,372
Administrative	23,180	25,034
Road and ground	27,112	24,227
Insurance	19,728	18,711
	2,226,266	2,432,795
Other expenses		
Interest expense on note and loan payable	211,545	301,269
Amortization of building	388,293	388,293
Amortization of deferred costs	178,563	77,339
Amortization of tenant inducements	58,012	22,770
Other non-recoverable expenses	189,367	84,754
	1,025,780	874,425
	3,252,046	3,307,220
(Deficiency) of revenue over expenses	(433,575)	(435,583)

For purposes of the Statement of operations and changes in net assets, the operating costs recoverable from PEO of \$754,538 (\$812,793 in 2018) 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.

4. Building operations (continued)

	2019 \$	2018 \$
Building revenue per above	2,818,471	2,871,637
Eliminated PEO portion	(754,538)	(812,793)
	2,063,933	2,058,844
Building expenses per above	3,252,046	3,307,220
Eliminated PEO portion	(754,538)	(812,793)
	2,497,508	2,494,427

5. Building financing

In 2009, the Association financed the cost of its building acquisition with a credit facility of \$14,100,000 from the Bank of Montreal, Capital Markets Division at a floating interest rate based on variable bankers' acceptances. This floating rate debt was swapped for a fixed rate debt at an interest rate 4.95% with a maturity date of March 11, 2019.

On March 11, 2019 upon maturity, the facility was converted to a floating rate loan at prime plus 1% until April 5, 2019 when 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 bankers' 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. The start date of the swap was April 5, 2019 with a maturity date of April 5, 2024 on which date the loan will be fully paid.

6. 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 RRSP (registered retirement savings plan). During the year, the Association recorded \$275,065 (\$261,634 in 2018) in employer contributions to the self-directed RRSP.

6. 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, 2019 was as follows:

	Basic pension plan \$	Supplemental pension plan \$	Other non-pension benefit plan \$	Total \$
Accrued benefit obligation	(25,268,500)	(2,198,300)	(10,606,800)	(38,073,600)
Plan assets at fair value	29,527,500	1,971,100	—	31,498,600
Funded status - plan surplus (deficit)	4,259,000	(227,200)	(10,606,800)	(6,575,000)

The funded status of the Association's pension plans and post-retirement benefit plan using actuarial assumptions as of December 31, 2018 was as follows:

	Basic pension plan \$	Supplemental pension plan \$	Other non-pension benefit plan \$	Total \$
Accrued benefit obligation	(24,698,000)	(1,828,800)	(12,956,000)	(39,482,800)
Plan assets at fair value	26,335,600	1,870,600	—	28,206,200
Funded status - plan surplus (deficit)	1,637,600	41,800	(12,956,000)	(11,276,600)

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, 2019. PEO measures its obligations related to its other non-pension benefit plan using an actuarial valuation prepared for accounting purposes. The most recent actuarial valuation for accounting purposes was as of December 31, 2019.

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.

7. 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 \$28,583,095 (\$29,008,613 in 2018).

Association of Professional Engineers of Ontario

Notes to the financial statements

Year ended December 31, 2019

8. 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 projects approved by Council. These figures include \$71,262 for salaries and benefits costs of full-time staff and \$21,000 for contract staff for time spent on these projects. Expenses from the discretionary reserve were incurred on the following projects:

	2019 \$	2018 \$
Emerging Discipline Task Force	39	1,110
Governance Working Group Phase 1	—	452
30 by 30 Task Force	22,819	16,910
Regulatory Functions Review	241,597	—
Governance Advisor	34,372	—
	298,827	18,472

9. Full time salaries and benefits

During the year, the Association incurred a total of \$12,019,938 (\$11,790,887 in 2018) for salary and benefits costs for its full-time staff of which \$71,262 (\$12,445 in 2018) was directly attributable to special projects approved by Council and disclosed in Note 8.

10. Change in non-cash working capital items

	2019 \$	2018 \$
Accounts receivable	(333,558)	(6,738)
Prepaid expenses and deposits	40,890	(15,073)
Accounts payable and accrued liabilities	(190,605)	427,978
Fees in advance and deposits	1,798,030	202,147
	1,314,757	608,314

11. Custodial account

The Association maintains a separate bank account for the Council of Ontario Deans of Engineering. Cash held in the bank account totaling \$162,089 (\$156,437 in 2018) is not reported on the Association's Statement of financial position, as it is held in trust for the Council of Ontario Deans of Engineering.

Association of Professional Engineers of Ontario

Notes to the financial statements

Year ended December 31, 2019

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:

	\$
2020	1,098,547
2021	305,042
2022	103,454
2023	26,027
	<u>1,533,070</u>

13. Chapters of the Association

The financial information of the 36 chapters of the Association are individually not material and, therefore, have not been consolidated in these financial statements. Furthermore, management believes that the effort and cost required to prepare financial statements for each chapter for consolidation purposes far exceed the benefits of doing so.

During the year, the Association paid chapter expenses totaling \$942,292 (\$817,850 in 2018) including \$639,000 (\$524,000 in 2018) in chapter allotments and \$303,292 (\$293,850 in 2018) in other disbursements to individual chapters. During the year, the Association also incurred additional costs of \$533,458 (\$485,698 in 2018) 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, 2019, the most significant financial liabilities are: accounts payable and accrued liabilities, and long-term debt.

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 \$410,275 (\$307,724 in 2018), 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.

17. Comparative figures

Certain of prior year figures have been reclassified to conform to current year's presentation.

Draft

Professional Engineers Ontario
Financial highlights for the year ended December 31, 2019
Report to the Audit and Finance Committees – March 3, 2020

Highlights

For the year ended December 31, 2019, Professional Engineers Ontario (“PEO”) generated an excess of revenue over expenses of \$3,227k before Council discretionary reserve expenses as compared to \$142k in 2018. The surplus was reduced by Council discretionary spend of \$299k in 2019 as compared to \$18k in 2018 resulting in a net excess of revenues over expenses of \$2,928k as compared to \$123k in 2018. The 2019 Council discretionary expenses consist of spend on the Regulatory Functions Review, Governance Advisor, 30 by 30 Task Force and the Emerging Discipline Task Force.

On May 1, 2019, PEO increased all fees by approximately 20% to enable it to sustain activities necessary to discharge its regulatory mandate. Even with this increase, PEO fees remain one among the lowest in comparison to the fees charged by other Engineering regulators in Canada.

Revenue

Total revenue in 2019 was \$28 m vs \$25.1m in 2018 which is \$2.9m or 11.5 per cent higher than the prior year largely due to the following reasons:

- Higher Application, Registration, exam and other fees (\$8.5m in 2019 vs \$7m in 2018)
An increase of \$1.5m due to the 20% fee increase in May 2019 and an increase the number of professional practice exams, technical exams, P.Eng registrations and CofAs. There was also an increase in application fee and EIT revenues.
- Higher P.Eng. revenues (\$16.6m in 2019 vs \$15.7m in 2018)
An increase of \$886k in P.Eng. revenue or a 5.6 per cent increase in membership revenues due to the May 1, 2019 fee increase and due to an approx. 2.3% growth in membership.
- Higher Investment income (\$572k in 2019 vs \$64k in 2018)
The \$508k increase in investment income in 2019 is largely due to favourable market conditions which resulted in an increase in unrealized capital gains.

The above increases were partially offset by:

- Lower Advertising revenue (\$214k in 2019 vs \$270k in 2018)
A decrease of \$56k is due to and fewer ads being placed in Engg. Dimensions.

Expenses

Total expenses in 2019 before Council discretionary spend were \$24.7m vs \$25m in 2018. This represents a decrease of \$201k or 0.8 per cent over the prior year primarily due to the following:

- Lower Legal (corporate, prosecution and tribunal) expenses (\$721k in 2019 vs \$1,073k in 2018)
The \$352k decrease is largely due to lower prosecution costs in 2019 due to the conclusion of a complex matter in 2018, lower costs for independent legal counsel, spend on Tribunal fees, court reporter costs, etc. These costs were partially offset by higher legal costs for employment matters, and higher spend on investigations and discipline prosecution.
- Lower costs for Purchased services (\$1.3m in 2019 vs \$1.6m in 2018)
The \$325k decrease in costs in 2019 is largely due to lower costs for printing of Engineering Dimensions due to the transition to a digital format, lower audio-visual costs for various events such as the Order of Honour, AGM, Council election town hall meetings, etc. No spend on the

EIR program (Engineers in Residence); no spend on policy development survey; lower spends on catering, and meals for various events such as Order of Honour (OOH), Govt. Liaison Program (GLP), etc. These costs are partially offset by higher spend on exam marking, exam invigilation, etc.

- Decrease in Volunteer expenses (\$614k in 2019 vs 726k in 2018)
A lower spend of \$112k in 2019 is largely due to reduced costs for accommodation, meals, mileage, air/train fare, bus/car/taxi, and parking for events such as various committee meetings, student membership events, etc.
- Lower spend on Postage and courier (\$418k in 2019 vs \$530k in 2018)
There was a decrease of \$112k in postage and courier costs largely due to reduced postage for mailing *Engineering Dimensions* due to the transition to the digital edition. In addition, there were lower courier costs for mailing technical exams and professional practice exams.
- A decrease in Occupancy expenses (\$846k in 2019 vs \$885k in 2018)
A decrease of \$39k is due to lower operating costs, lower spend on rental space for the internship program and GLP special events. This decrease is partially offset by higher spend on rental space for PPE and technical exams.

The above decreases in expenses are partially offset by:

- An increase in spend on Contract staff (\$551k in 2019 vs \$305k in 2018)
An increase of \$246k in spend on contractors in 2019 was due to several vacant full-time staff positions in Licensing, Regulatory compliance and IT which needed to be filled with contract staff and the new position of legal counsel.
- Higher Staff salaries and benefits (\$11.95m in 2019 vs \$11.78m in 2018).
The increase of \$170k is due to higher spend on salaries due to cost of living and merit increases. This increase is partially offset by lower expenses for pensions and benefits.
- Higher Chapter expenses (\$942k in 2019 vs \$818k in 2018)
An increase of \$124k in Chapter spend in 2019 is largely due higher allotments in 2019 and higher spend on travel, including costs for accommodation, bus/car/taxi and meals for attendance at various Chapters events. These costs were partially offset by lower spend on the chapter certificate program.
- Higher Transaction fees (\$651k in 2019 vs \$545k in 2018)
These were higher largely due to an increase in credit card transaction and related costs; higher fees for pension benefit administration and higher payroll management costs.

Capital Assets

Total capital spending in 2019 was \$929k as compared to \$1.7m in 2018. Building improvements both to PEO space and common space totaling \$807k were made to the building in 2019. The net book value of the building of \$32.2m had a mortgage of \$4.7m outstanding at December 31, 2019.

Break-down of capital spend in 2019 vs 2018

In (000's)

TYPE	FY19-ACT Additions	FY18-ACT Additions	Variance [Fav/(Unfav)]
Building Improvements Spend in 2019 includes expenses for 2 nd and 4 th floor leasehold improvement for new tenants. Spend in 2018 included expenses for leasehold improvements on the 4 th floor.	\$175	\$396	\$221
Building Improvements (recoverable) Spend in 2019 includes expenses for generator replacement; 4 th floor corridor buildup and washroom upgrades; exterior windows; additional elevator upgrades and repair of loading dock base plate. Spend in 2018 was primarily for elevator upgrades and 4 th floor public corridor fit-up; heat pump replacements, etc.	632	872	240
Computer hardware and software Spend in 2019 includes expenses for the upgrade of the PEO website and portal, and APTIFY upgrade. 2018 spend included laptop/desktop upgrades, NAS (Network accessible storage server) replacement and SQL upgrade.	81	126	45
Furniture, fixtures and telephone equipment	23	6	(17)
Work in progress Spend in 2019 included expenses for an additional Aptify upgrade; whereas spend in 2018 was for the PEO website upgrade and an initial Aptify upgrade.	18	345	327
TOTAL	\$929	\$1,745	\$816

Building Operations

The operating statement for the building is included in Appendix A-2 and is also summarized in Note 4 of the 2019 Audited Financial Statements. The building generated \$2.8m in revenue including PEO's share of recoverable expenses but excluding base rent had PEO paid market rent for its space. Total recoverable expenses were \$2.2m and other expenses totaled \$1,026k thereby creating a deficit of \$434k as compared to a deficit of \$436k in the prior year.

Appendices:

Appendix A-1 - 2019 Draft Statement of Revenue and Expenses - variances

Appendix A-2 - 2019 Draft 40 Sheppard Statement of Revenue and Expenses - variances

Professional Engineers Ontario
Statement of Revenue and Expenses - Variance Analysis

Appendix A-1

Year Ended December 31, 2019

		2019 Actual	2018 Actual	2019 Forecast	2019 Vs 2018 [Fav/(Unfav)] Actual Vs Actual		2019 [Fav/(Unfav)] Actual Vs Forecast		2019 [Fav/(Unfav)] Actual Vs Budget		2019 Budget
		A	B	C	D	E	F	G	H	I	J
S.No	REVENUE	\$	\$	\$	\$	%	\$	%	\$	%	\$
1	P.Eng revenue	16,617,881	15,731,903	17,564,964	885,978	5.6%	-947,083	-5.4%	770,423	4.9%	15,847,458
2	Application, registration, exam and other fees	8,507,693	6,966,526	8,059,437	1,541,167	22.1%	448,256	5.6%	138,256	1.7%	8,369,437
3	Building operations	2,063,933	2,058,844	2,047,098	5,089	0.2%	16,835	0.8%	-46,583	-2.2%	2,110,516
4	Investment income	572,499	64,460	205,000	508,039	788.1%	367,499	179.3%	360,499	170.0%	212,000
5	Advertising income	214,087	270,005	230,000	-55,918	-20.7%	-15,913	-6.9%	-5,913	-2.7%	220,000
TOTAL REVENUE		27,976,093	25,091,738	28,106,499	2,884,355	11.5%	-130,406	-0.5%	1,216,682	4.5%	26,759,411
EXPENSES											
6	Staff salaries and benefits/Retiree and future benefits	11,948,676	11,778,442	13,013,193	-170,234	-1.4%	1,064,517	8.2%	1,641,520	12.1%	13,590,196
7	Building operations	2,497,508	2,494,427	2,819,908	-3,081	-0.1%	322,400	11.4%	-60,787	-2.5%	2,436,721
8	Purchased Services	1,295,698	1,620,259	1,261,479	324,561	20.0%	-34,219	-2.7%	92,642	6.7%	1,388,340
9	Amortization	1,182,780	1,210,440	1,176,642	27,660	2.3%	-6,138	-0.5%	219,894	15.7%	1,402,674
10	Engineers Canada	1,009,422	982,774	1,009,422	-26,648	-2.7%	0	0.0%	-34,765	-3.6%	974,657
11	Computers and telephone	1,001,350	968,239	1,163,222	-33,111	-3.4%	161,872	13.9%	260,179	20.6%	1,261,529
12	Chapters	942,292	817,850	948,615	-124,442	-15.2%	6,323	0.7%	-9,772	-1.0%	932,520
13	Occupancy costs	845,733	885,083	848,797	39,350	4.4%	3,064	0.4%	83,520	9.0%	929,253
14	Legal (corporate, prosecution and tribunal)	720,790	1,072,994	816,177	352,204	32.8%	95,387	11.7%	348,815	32.6%	1,069,605
15	Transaction fees	650,829	544,817	652,485	-106,012	-19.5%	1,656	0.3%	-260,024	-66.5%	390,805
16	Volunteer expenses	614,032	726,230	700,280	112,198	15.4%	86,248	12.3%	136,933	18.2%	750,965
17	Contract staff	551,099	305,197	488,297	-245,902	-80.6%	-62,802	-12.9%	-87,319	-18.8%	463,780
18	Postage and courier	417,773	529,756	441,849	111,983	21.1%	24,076	5.4%	94,342	18.4%	512,115
19	Consultants	255,675	235,196	387,100	-20,479	-8.7%	131,425	34.0%	164,570	39.2%	420,245
20	Recognition, grants and awards	152,623	141,498	160,762	-11,125	-7.9%	8,139	5.1%	13,027	7.9%	165,650
21	Professional development	143,358	86,057	206,500	-57,301	-66.6%	63,142	30.6%	38,642	21.2%	182,000
22	Office supplies	129,224	134,263	104,250	5,039	3.8%	-24,974	-24.0%	-27,244	-26.7%	101,980
23	Insurance	128,505	127,030	126,900	-1,475	-1.2%	-1,605	-1.3%	6,313	4.7%	134,818
24	Printing	97,200	102,310	108,000	5,110	5.0%	10,800	10.0%	13,800	12.4%	111,000
25	Staff expenses	89,783	88,055	135,459	-1,728	-2.0%	45,676	33.7%	57,127	38.9%	146,910
26	Advertising	74,808	99,268	82,250	24,460	24.6%	7,442	9.0%	32,442	30.2%	107,250
27	TOTAL EXPENSES	24,749,158	24,950,185	26,651,587	201,027	0.8%	1,902,429	7.1%	2,723,855	9.9%	27,473,013
28	EXCESS OF REVENUE OVER EXPENSES BEFORE THE UNDERNOTED	3,226,935	141,553	1,454,912	3,085,382	2179.7%	1,772,023	-121.8%	3,940,537	-552.2%	-713,602
29	COUNCIL DISCRETIONARY RESERVE EXPENSES	298,827	18,472	251,000	-280,355	-1517.7%	-47,827	19.1%	-155,827	-100.0%	143,000
30	EXCESS OF REVENUE OVER EXPENSES	2,928,108	123,081	1,203,912	2,805,027	2279.0%	1,724,196	-143.2%	3,784,710	-441.8%	-856,602

Professional Engineers Ontario
40 Sheppard Statement of Revenue and Expenses
Year Ended December 31, 2019

Appendix A-2

S.No	REVENUE	2019	2018	2019 Vs 2018 [Fav/(Unfav)]		2019	2019 [Fav/(Unfav)]	
		Actual	Actual	Actual Vs Actual		Forecast	Actual Vs Forecast	
		A	B	C	D	E	F	G
		\$	\$	\$	%	\$	\$	%
1	Rental	728,919	727,943	975	0.1%	685,613	43,306	6.3%
2	Operating cost reimbursements	1,802,551	1,859,966	(57,415)	-3.1%	1,864,538	(61,987)	-3.3%
3	Parking	145,200	143,700	1,500	1.0%	139,050	6,150	4.4%
4	Miscellaneous	141,802	140,028	1,774	1.3%	138,309	3,493	2.5%
5	Total REVENUE	2,818,471	2,871,637	(53,165)	-1.9%	2,827,510	(9,039)	-0.3%
RECOVERABLE EXPENSES								
6	Utilities	449,632	574,521	124,889	21.7%	461,830	12,198	2.6%
7	Amortization	614,546	587,416	(27,130)	-4.6%	616,709	2,163	0.4%
8	Property taxes	442,420	445,156	2,736	0.6%	442,420	-	-
9	Payroll	258,166	253,104	(5,062)	-2.0%	258,166	-	-
10	Janitorial	202,931	214,395	11,464	5.3%	226,581	23,650	10.4%
11	Repairs and maintenance	119,385	193,615	74,230	38.3%	170,821	51,436	30.1%
12	Property management and advisory fees	50,000	59,244	9,244	15.6%	50,004	4	0.0%
13	Security	19,166	37,372	18,206	48.7%	29,951	10,785	36.0%
14	Administration	23,180	25,034	1,854	7.4%	25,400	2,220	8.7%
15	Road and ground	27,112	24,227	(2,885)	-11.9%	28,280	1,168	4.1%
16	Insurance	19,728	18,711	(1,017)	-5.4%	19,729	-	-
		2,226,266	2,432,795	206,529	8.5%	2,329,891	103,625	4.4%
OTHER EXPENSES								
17	Interest expense on note and loan payable	211,545	301,269	89,724	29.8%	240,363	28,818	12.0%
18	Amortization of building	388,293	388,293	-	0.0%	388,293	-	0.0%
19	Amortization of deferred costs	178,563	77,339	(101,224)	-130.9%	178,583	20	0.0%
20	Amortization of tenant inducements	58,012	22,770	(35,242)	-154.8%	377,900	319,888	84.6%
21	Other non-recoverable expenses	189,367	84,754	(104,613)	-123.4%	85,290	(104,077)	-122.0%
		1,025,780	874,425	(151,355)	-17.3%	1,270,429	244,649	19.3%
22	Total EXPENSES	3,252,046	3,307,220	55,175	1.7%	3,600,320	348,274	9.7%
23	EXCESS OF REVENUE OVER EXPENSES	(433,575)	(435,583)	2,007	-0.5%	(772,810)	339,235	-43.9%
24	Gross Revenue	2,818,471	2,871,637			2,827,510		
25	Revenue Interco reclass	(754,538)	(812,793)			(780,413)		
26	PEO Reported Revenue	2,063,933	2,058,844			2,047,098		
27	Gross Expense	3,252,046	3,307,220			3,600,320		
28	Recoverable Exp Interco reclass	(754,538)	(812,793)			(780,413)		
29	PEO Reported Expense	2,497,508	2,494,427			2,819,908		

RECOMMENDATION OF THE APPOINTMENT OF AUDITOR FOR 2020

Purpose: To approve the recommendation of the appointment of an auditor for 2020 to members.

Motions to consider:

That Council recommend to members at the April 2020 Annual General Meeting the appointment of Deloitte LLP as PEO's auditor for 2020 to hold office until the next annual meeting or until their successor is appointed.

Prepared by: Chetan Mehta – Director, Finance

Motion Sponsor: Guy Boone, P.Eng., FEC Eastern Region Councilor, Chair - Audit Committee

1. Need for PEO Action

It is necessary for Council to recommend the appointment of an auditor for 2020 to members at the upcoming Annual General Meeting for their approval.

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.

2. Proposed Action / Recommendation

That Council approve the recommendation of the Audit Committee that Deloitte LLP be appointed as PEO's auditor for 2020.

3. Peer Review & Process Followed

Process Followed	As part of every five-year cycle, an RFP for audit services was issued to reputable firms in late July 2016. After a review of the proposals submitted, the AUC in 2016 unanimously decided to select Deloitte as PEO's auditor for the next five years with the requirement that the appointment be confirmed every year by Council and the membership.
Council Identified Review	Council is to recommend to members at the April 2020 Annual General Meeting the appointment of Deloitte LLP as PEO's auditor for 2020 to hold office until the next annual meeting or until their successor is appointed.
Actual Motion Review	On March 3, 2020, the Audit Committee approved the recommendation of the appointment of Deloitte LLP as PEO's auditor for 2020 be presented to Council for approval.

4. Next Steps

Members will be asked to approve the appointment of Deloitte LLP as PEO's auditor at the Annual General Meeting in April.

NATIONAL PROFESSIONAL PRACTICE EXAMINATION

Purpose: To discontinue the existing Professional Practice Examination and join the National Professional Practice Examination program.

Motions to consider: (requires a simple majority of votes cast to carry)

That Council approve the proposal to use the National Professional Practice Examination in place of the current PEO administered Professional Practice Examination and direct the Registrar to implement the operational changes needed to join the National Professional Practice Examination program.

Prepared by: Bernard Ennis, P. Eng., Director, Policy and Professional Affairs

Moved by: Ramesh Subramanian, PhD, FEC, P.Eng.

1. Need for PEO Action

The imperative to move to a psychometrically valid, machine-markable Professional Practice Examination has developed over the past few years, and corresponds to the direction taken in other jurisdictions.

At its meeting on September 20, 2019, Council approved the Registrar's action plan to implement the recommendations from the report "A review of the regulatory performance of Professional Engineers Ontario" (aka the "Cayton Report"). Recommendation #4 in that report stated that "PEO should implement all the recommendations of the OFC in his report of 2014 and his subsequent letters." One of the key steps in the plan to comply with this recommendation is the implementation of "an objective, psychometrically valid, digital professional practice examination." Furthermore, Recommendation #13 in the same report stated that PEO should adopt a digital strategy for all business operations. The National Professional Practice Examination (NPPE) administered by the Association of Professional Engineers and Geoscientists of Alberta (APEGA) meets these criteria.

Though the overall plan to make changes to the format of the Professional Practice Examination is an operational issue included in the Action Plan already approved by Council, the specific proposal to implement a computer-marked examination requires Council approval because of the following requirement in Subsection 38.(3) in Regulation 941:

Marking examinations

38. (3) The Professional Practice Examination may be marked on a pass or fail basis and shall be marked by examiners appointed by the Registrar in accordance with policies established from time to time by the Council. R.R.O. 1990, Reg. 941, s. 38 (3).

Council is being asked to endorse the plan for PEO to become a partner in the NPPE program and, therefore, to adopt the policies underlying the National Professional Practice Examination regarding scoring and computer-based marking.

2. Proposed Action / Recommendation

Staff recommend that Council approve the proposed motion. An analysis justifying this recommendation is provided in Appendix A. The key points from that analysis that lead to this recommendation are:

1. Joining the NPPE is the quickest and most efficient way of implementing the requirement of having “an objective, psychometrically valid digital professional practice examination.”
2. PEO already accepts the NPPE as meeting the requirement for completion of the Professional Practice Examination from all transfers from other provinces.
3. Provides for full digital integration and expediting of results notification as manual inputting of exam scores and preparing letters to applicants is eliminated. The current manual marking, recording and mailing results has made it difficult to consistently
4. comply with the legislated requirement to notify applicants within 45-days.
5. Joining the NPPE program would not inconvenience applicants and trainers as the subject material and reference texts used are the same as the PPE.
6. The NPPE offers applicants more sittings each year than the PPE.

3. Next Steps (if motion approved)

1. The Registrar/CEO to review and sign Memorandum of Understanding and Service Level Agreement with APEGA and all partner associations to join the NPPE (required before first PEO use of the NPPE).
2. PEO to implement communication plan to candidates regarding adoption of the NPPE and guidance on registration for the exam, pricing, administration dates, exam format, study resources, syllabus/blueprint, etc.
3. PEO IT to develop approach for collecting registration list of candidates who want to take the NPPE in a session and providing that information to APEGA in the required spreadsheet format.
4. PEO IT to develop approach for accepting end of exam session NPPE results data in standard spreadsheet format, automatically sending results to applicants, and updating applicant records in PEO’s database.
5. Based on schedule for the above, the Registrar/CEO will decide on date of first NPPE sitting.

4. Policy or Program contribution to the Strategic Plan

This program will contribute to the furtherance of Strategic Objective 6:

Augment the applicant and licence holder experience—PEO will remove any perceived barriers and friction points between itself and its applicants and licence holders, and build “customer satisfaction” into all its regulatory processes and initiatives.

5. Financial Impact on PEO Budgets (for five years)

	Operating	Capital	Explanation
Current to Year End	\$	\$	
2 nd	- \$600,000	\$0	Revenues for the current PPE program typically exceed the costs of operating the program by approximately \$600,000/year. Eliminating this program and transferring all operational responsibilities to APEGA will reduce revenue by approximately \$1M and reduce costs by approximately \$400K.
3 rd	- \$600,000	\$0	
4 th	- \$600,000	\$0	
5 th	- \$600,000	\$0	

6. Peer Review & Process Followed

Process Followed	Outline the Policy Development Process followed. <ul style="list-style-type: none"> - Review of all relevant legislation, Council policies and directives to the Registrar, and PEO PPE processes - Review and gathering of data regarding the NPPE, including attending a meeting of the Professional Practice Examination Committee and reviewing the questions in the bank to assess compatibility with Ontario practice - Discussions with Yardstick regarding requirements for establishing a PEO-specific computer-based examination
Council Identified Review	Identify who is to be consulted; how they will be consulted and what kind of response is expected. <ul style="list-style-type: none"> • N/A
Actual Motion Review	Detail peer review and relevant stakeholder review undertaken <ul style="list-style-type: none"> • N/A

7. Appendices

- Appendix A – Professional Practice Examination - Assessment of Options.

Professional Practice Examination

Assessment of Options

EXECUTIVE SUMMARY

Four options for the professional practice examination are offered for consideration. The first option is to retain the current PEO provided essay-based examination. The other three options involve a change to a machine-markable, multiple-choice examination provided on-line either by PEO or by a third party.

Staff recommend that Council approve the second option: joining the National Professional Practice Examination program administered by APEGA and currently used by 9 professional engineering regulators and two geoscience regulators. Adopting this option will serve the strategic objective of moving towards a fully digital licensing process. It would also comply with recommendations made by the Ontario Fairness Commission, the External Regulatory Review (aka the “Cayton Report”), and several internal PEO reports to make the licensing process more objective, fair, and transparent. Furthermore, this option will be easier to implement and can take the place of the current PPE by summer or fall 2020.

OPTIONS

Status Quo

The current Professional Practice Examination (PPE) is a paper-based, three-hour, closed-book exam on ethics, professional practice, engineering law and professional liability.

The content of the examination is produced by an external examiner chosen by the Academic Requirements Committee (ARC). There is no official bank of questions but most questions for each sitting are generally reused with minor revisions from previous sittings. There seems to be no protocol for the introduction of new questions. An ARC subcommittee vets the questions before they are sent to staff for preparation of the examination sheets. No evaluation of the questions for reliability, appropriateness, clarity or other factors is undertaken. This has been raised as a concern by the Ontario Fairness Commission and others.

The PPE program is administered entirely by PEO staff who arrange testing venues, printing and distribution of examinations and testing supplies, finding and hiring proctors, and all other related tasks.

The PPE is held three times a year (April, August and December) in major centres across the province. Additional sittings may also be scheduled, if required. Approximately 5000 applicants write the PPE each year.

Questions in the PEO’s Professional Practice Examination are based on information in the following references:

Part A – Professional Practice and Ethics
Gordon C. Andrews, Patricia Shaw, John McPhee "Canadian Professional Engineering and Geoscience: Practice and Ethics", 6th Edition, 2019, published by Nelson Education Ltd.

Join the National Professional Practice Examination

The National Professional Practice Examination (NPPE) is administered by the Association of Professional Engineers and Geoscientists of Alberta (APEGA) and is used as the pre-licensure exam on professional ethics and law by 9 engineering regulators and 2 geoscience regulators.

Though the examination program is administered by APEGA it is important to recognize that this is not "the APEGA exam." The examination is overseen by the Professional Practice Examination Committee (PPEC) comprised of volunteer subject matter experts from across Canada. The PPEC is responsible for creation, maintenance and amendment of the examination blueprint (i.e. syllabus), review and selection of the questions submitted by volunteer authors, and the choice of appropriate reference material.

The PPEC reports to the NPPE Advisory Committee which is comprised of representatives from each of the participating associations who make the high-level policy decisions about the examination such as the decision to adopt the current examination format.

The NPPE is a computer-based, multiple-choice examination. The examination is provided through the facilities of Yardstick, a Canadian testing vendor. There are five sessions offered per year in many exam centres. The examination sittings can be held in all communities currently served by the PPE.

The exam format is 110 multiple choice questions, each with four options and only one correct answer per question. Of these, 100 questions, randomly selected from the bank of (ideally) 1000 validated questions, are the actual exam. The other 10 questions are potential future questions that are being evaluated; this is important for psychometric validation of the exam. All questions are scored 0 (incorrect) or 1 (correct) with no penalty for guessing. The time to take the exam is 2.5 hours. In some jurisdictions (e.g., APEGBC and APGO) the examination contains additional multiple-choice questions and an essay; in these cases, the exam is 3.5 hours in duration.

All questions in the NPPE database are available in both French and English. Applicants can choose to have questions provided in either language while taking the exam.

Questions are written by volunteers and reviewed by the PPEC before being introduced in the queue of test questions. All new questions are evaluated psychometrically before being included in the bank of validated questions. The testing and validation of questions and monitoring of the examination for defensibility of its objectivity and fairness is done by an APEGA staff psychometrician.

Because the NPPE is a national examination serving both the professional engineering and professional geoscience regulators, developing questions and stocking the bank is difficult. Many questions provided by authors have been rejected by the PPEC because they are too discipline- or profession-specific. Many others are rejected because testing shows that they do not meet the standard criteria for a high-stakes examination; that is, they are too easy or are merely "trivia" questions that require memorization of the textbook rather than complex, critical thinking. It is for these reasons that the PPEC does not expect to have the question bank fully stocked with 1000 questions for another 5 years. PPEC has recognized that the reason this is taking so long is the reliance on volunteers. Currently, 28 licence holders from across

Canada have volunteered and been trained as question writers; however, less than a quarter of these volunteers are producing the requisite 5 questions per month. Consequently, PPEC is considering the possibility of contracting subject matter experts as paid, full-time question writers.

Create a PEO On-line Professional Practice Examination (1)

PEO could create its own machine-markable, multiple-choice PPE like the NPPE with the examination sessions provided through the facilities of one or more vendors such as Yardstick. The current stock of questions from past examinations can be converted into a multiple-choice format to produce a preliminary bank of approximately one to two hundred questions. However, before this can be done, PEO would need to hire subject matter experts to be question writers. These question writers must then be trained in the skills of writing psychometrically valid, multiple-choice questions.

Once the initial bank of questions is available, the validity and defensibility of the questions must be evaluated. This can be done either by testing them through a focus group of about 100 individuals or by using the first sitting as the test group. In either case, the test results would be statistically analyzed and problematic questions identified by a psychometrician. These problematic questions would be eliminated from the test set and the examination results adjusted. The initial test development phase would likely take 6 to 12 months after question writers are hired; therefore, a PEO-based PPE program could not be implemented until mid-2021 barring any development difficulties.

In order to achieve the objectives of fairness and objectivity in the examination on a continuous basis, PEO would need to hire or retain a psychometrician to oversee the examination process and to evaluate the examination results. Like the NPPE, the bank of questions would need to be pruned, amended and added to in order to reach and maintain the optimum 1000 questions level.

Create a PEO On-line Professional Practice Examination (2)

Another option available is to provide a modified machine-markable professional practice examination that abandons two major principles of the current examination: in-person proctors and closed-book format.

The first question is whether the examination needs to be invigilated by a proctor physically in the room with the applicants. An invigilator is used to ensure that the person taking the examination is the applicant. An alternative approach is to use a virtual proctoring service. On-line examinations can be monitored using facial recognition technology through the webcam of a computer, tablet or phone and the identity of the examination taker can be validated by comparison with a government issued photo ID. With this option there is no need for exams to be held at an examination centre at fixed times; applicants can take the exam from their own computers at their convenience.

Though virtual proctoring services claim that they can monitor for cheating in closed-book exams, there are concerns that this is not 100% reliable. Therefore, if this option is to be implemented PEO needs to review the second presupposition and consider whether the examination must be closed book. Significant academic research has compared the use of closed-book examinations versus open-book

examinations for high-stakes¹ assessment^{2,3} and, though the current data does not yet identify an overall advantage for either type of examination, it does appear that reliable open-book examinations are better for assessment of problem solving ability and understanding of topics since rote-memorization of knowledge is de-emphasized.

This option would involve the same question development process as Option 3. However, since more study is required to determine whether an open-book format is acceptable, adoption of this option would probably not occur until late 2021 at the earliest.

BACKGROUND

In order to properly evaluate the proposed options, this analysis must consider the constraints and drivers for change that act for and against any potential decision. The major constraint on any policy initiative to be undertaken by PEO would be the need for government approval of amendments or additions to the Professional Engineers Act and/or its Regulations. The drivers for change are, primarily, Council's decision to adopt practices governed by the principles of good professional regulation. These practices have been brought to PEO's attention through outside reviews by the Ontario Fairness Commission and Harry Cayton.

Legislative Requirements under the *Professional Engineers Act* and the Regulations

There would appear to be no legislative impediment to moving to a machine-markable format for the PPE. All that is required is what amounts to a policy declaration by Council.

Paragraph 7(1)9 of the *Professional Engineers Act* gives Council the authority to make regulations "respecting any matter ancillary to the provisions of this Act with regard to the issuing, suspension and revocation of licences, certificates of authorization, temporary licences, provisional licences and limited licences, including but not limited to regulations respecting,

- i. the scope, standards and conduct of any examination set or approved by the Council as a licensing requirement"

Since the Act already provides Council with the authority to make regulations regarding all aspects of any examination required as part of the licensing process, no amendments to the Act are needed.

Successful completion of the PPE is a mandatory requirement for licensure (Regulation 941/90, paragraph 33(1)5 – see Appendix 1), however, this section of the regulation is silent on the form and content of the examination. Subsection 38(3) of the Regulation states only that the PPE may be marked on a pass/fail basis "and shall be marked by examiners appointed by the Registrar in accordance with

¹ A high-stakes test is any test that has major consequences or is the basis of a major decision. Clearly any test that is used as a qualification criterion for professional licensure meets this definition.

² Therriault, David & Lee Bae, Christine & Douglas, E.P. & Koro, Mirka & McNeill, N.. (2011). Open-book problem-solving in engineering: An exploratory study. ASEE Annual Conference and Exposition, Conference Proceedings.

³ Durning, Steven J., et. al., Comparing Open-Book and Closed-Book Examinations: A Systematic Review, Academic Medicine, Vol. 91, No. 4 / April 2016

policies established from time to time by the Council.” On this basis, Council’s role is simply to make a policy that permits the examiners to be those administering a machine-markable, pass/fail examination.

Ontario Fairness Commission (OFC)

It is a requirement under the *Fair Access to Regulated Professions and Compulsory Trades Act (FARPACTA)* that all registration practices, including examinations, be transparent, objective, impartial and fair. To ensure that PEO’s examinations meet this requirement, the OFC recommended that PEO retain a psychometrician to confirm the validity of all examinations. PEO did hire a psychometrician to review the PPE and in the subsequent report PEO was provided with seven recommendations for enhancing the validity and defensibility of that examination. These included the recommendation that PEO “explore a computer delivered format for this examination”. The psychometrician also recommended “that PEO develop data collection procedures to ensure that detailed individual item performance for all candidates is available to facilitate the necessary psychometric analysis required to confirm the validity and defensibility of the examination.”

External Regulatory Review (Cayton Report)

Though the Cayton Report did not specifically address issues with the PPE, the reviewers were very concerned with many elements of the licensing process. According to the reviewers the “current licensing and registration process is lengthy, complex and difficult to follow. It includes many different processes that are dependent on numerous volunteers, each of whom possess varying levels of experience and expertise... We found no evidence that rigorous measures are in place to address variation and to produce reliable results.” As further noted by the OFC, PEO does not undertake measures such as psychometric validation of examinations that are typically done by licensing and certification bodies to ensure reliable results in high-stakes testing situations.

The reviewers also “noted the lack of investment by PEO in modern business infrastructure”, especially a fully integrated digital licensing process, responsible for many problems in PEO operations. “The lack of a digital infrastructure limits PEO in numerous ways, it limits efficiency, data security, the physical layout of the office, communications and the ability to analyse and report on performance.” A lack of investment in digital technology commits PEO to a costly, inefficient operation. For instance, the reviewers noted that in 2018, “PEO spent \$530,000 on couriers and postage, a cost that could be eliminated by moving to digital communications.”

The report recommended that PEO should commission a full digital strategy for the organization (Recommendation 13). The action plan to implement the recommendations from the Cayton Report, approved by Council during the September 2019 meeting, included an action to eliminate paper-based processes and implement “a digital strategy that increases efficiency, fully supports [PEO’s] mandate and business activities, and mitigates confidentiality and security risks.”

The Cayton Report identified other shortcomings in the PEO licensing process. The reviewers reported they found “the absence of an English fluency language competency benchmark [as part of the licensing process] concerning”. Similar concerns were raised by the Admissions Task Force report to PEO Council in 1993. Yet, the PPE is often promoted as a means to assess English language competency. As the ATF report noted, there are several “hidden” policies in the examination system. One of these hidden policies is the use of the current PPE to assess an applicant’s English language competency even though

this skill is not included in the list of requirements in Regulation 941, Section 33(1) that applicants must meet in order to have a licence issued (Appendix 1). Therefore, English language competency is brought into the requirements in a hidden manner.

Hidden policies are an example of a lack of transparency in the licensing process. If English competency is expected as a condition for licensure, then fairness demands that this should be specifically noted in Section 33(1), as it is in the licensing requirements for many other professions. Furthermore, this competency should be assessed using the appropriate tools – namely, a test specifically designed for assessing this skill or proof of practical language use such as completion of a degree in an English-language university. Maintaining an essay-based PPE solely for the purpose of assessing English language competency is both unnecessary and unfair.

ASSESSMENT OF OPTIONS

Status Quo

Administration of the PPE requires two FTE staff for which the cost of salary and benefits is approximately \$190,000 per year. The 2019 cost for holding the PPE sittings was \$195,554, so the total cost incurred (including staff salary and benefits) was \$385,554.

The revenue received by PEO from applicants writing the PPE in 2019 was \$994,655. Therefore, PEO had revenue in excess of cost of approximately \$610,000 last year from the Professional Practice Examination. This amount has been consistent over the past 4 years.

As reported above, many different reviews have claimed that the current essay-based PPE is not appropriate for a high-stakes test since these types of examinations. Though the OFC has only, so far, asked PEO to perform a psychometric review of the PPE, it is likely that, unless PEO adopts the recommendations of that review, the OFC will find the PPE does not meet the standards of transparency, fairness and objectivity required of all professional regulators.

Also, maintaining the status quo does not comply with the Council's own directive to move the organization to a fully digital strategy.

National Professional Practice Examination

As the NPPE is administered entirely by APEGA, there would be minimal PEO staff involvement. This would eliminate the need for the 2 full-time staff running the current PPE and, of course, would eliminate the costs incurred to stage each examination sitting. The fee charged to partner regulators each applicant sitting for the NPPE is currently \$195. However, since the fees for the examination would be paid to APEGA, PEO would lose the \$600,00 currently received as excess revenue over cost. [Note: partner regulators are allowed to charge whatever fee they wish. PEO currently charges applicants \$200 per sitting. The fee charged to partner regulators will increase every year according to the NPPE Partners Pricing Schedule. Fees increase by 2.5%/per annum over the next four years].

By using the NPPE as the basis for assessing a practical knowledge of law and ethics, PEO would ensure conformity of admissions assessment criteria with other engineering regulators in Canada. PEO already accepts this examination as meeting the requirements for licensure specified in Regulation 941,

paragraph 33(1)5 because licence holders transferring from another province to Ontario who have already written the professional practice examination do not have to write it again in Ontario.

Because computer-marked exams can be evaluated very quickly, the 45-day limit for mailing results specified in section 39, Regulation 941 will no longer be an operational hurdle.

Since the National Professional Practice Examination program is already fully functional, if Council approved the briefing note motion at the March meeting, PEO could switch to this examination as early as the August sitting. This would provide sufficient time to provide communicate the change to applicants, examination writers and markers, and to external parties involved in PPE training programs.

Questions in the National Professional Practice Examination are based on information in the following references [Note: the NPPE is not divided into two parts that separate professional practice and ethics from engineering law; applicants write and must complete a single examination]:

Professional Practice and Ethics

Gordon C. Andrews, Patricia Shaw, John McPhee "Canadian Professional Engineering and Geoscience: Practice and Ethics", 5th Edition, 2014, published by Nelson Education Ltd.

or

Gordon C. Andrews, Patricia Shaw, John McPhee "Canadian Professional Engineering and Geoscience: Practice and Ethics", 6th Edition, 2019, published by Nelson Education Ltd.

Engineering Law and Professional Liability

Brian M. Samuels and Doug R. Sanders, "Practical Law of Architecture, Engineering, and Geoscience", 2nd Canadian Edition, 2011

or

Brian M. Samuels and Doug R. Sanders, "Practical Law of Architecture, Engineering, and Geoscience", 3rd Canadian Edition, 2015

Since the NPPE is based on the same reference text for the professional practice and ethics portion of the examination as PEO's PPE, there is no discrepancy of knowledge base for the two examinations. A different textbook is used for the section on engineering law, but the two texts cover similar material. Consequently, PPE trainers and training programs would not be adversely affected by a switch to the NPPE.

Create a PEO On-line Professional Practice Examination (1)

This option would involve the creation by PEO of a program very similar in size and scope to the NPPE. The program would be administered by PEO and examination sittings would be conducted through the on-line facilities of Yardstick or a similar vendor.

The start-up cost for this option is estimated to be about \$125,000. The estimated cost of creating the initial bank of questions is \$25,000. Psychometric services, which would include exam specifications design, item writing and editing, exam assembly, statistical analysis, and standard setting, is estimated

to cost \$60,000. The cost of acquiring access to and configuring the question bank and examination delivery platform would be approximately \$27,000.

Annual cost for operating this program would be approximately \$225,000 comprised of an annual licensing fee of \$12,000 and \$190,000 in salary and benefits for administration staff. PEO would also need to fund a volunteer oversight committee similar to the PPEC at a cost of \$20,000/year.

Additionally, the bank of questions would need to be expanded from the initial 100-200 to the optimal 1000 questions. Based on the experience with the NPPE, this would take about 5 years at a cost of approximately \$75,000/year for question writing and psychometric services. So, for the first 5 years of operation the program would cost about \$300,000/year.

The examination fee charged by Yardstick would be \$140 per applicant based on a 2.5-hour exam. If PEO continued to charge \$200 per applicant per sitting, the excess revenue of \$60 would amount to approximately \$300,000 per year. For the first 5 years this option would be revenue neutral.

Create a PEO On-line Professional Practice Examination (2)

The cost for start-up and operation of this option would be identical to the previous option. The examination fee charged by Yardstick, however, would be approximately \$70 per applicant. If PEO continued to charge \$200 per applicant per sitting, this option would yield revenues in excess of cost of approximately \$350,000/year.

Though this option would provide applicants with far more flexibility in meeting the requirements for licensure PEO would need to conduct far more research and evaluation of the proposal to implement a non-invigilated, open-book examination. Furthermore, like option three, creating a PEO-specific on-line examination would be a duplication of effort already underway through the NPPE.

RECOMMENDATION

PEO staff recommend that Council approve a plan to discard the current PEO-specific professional practice examination and join the National Professional Practice Examination program. Doing so would enable PEO to quickly, effectively, and without major disruption both meet the action plan objective of moving to a fully digital licensing system and deal with problems regarding objectivity and fairness of the current examination raised by the Ontario Fairness Commission. Choosing one of the PEO On-line Professional Practice Examination options would duplicate work already done by the NPPE program and delay the move to a fully digital licensing system.

Since the NPPE is already accepted as meeting the requirements for licensure specified in Regulation 941, paragraph 33(1)5, for those applicants transferring from other provinces there is no reason not to accept this for all applicants.

APPENDIX 1

Licensing requirements

R.R.O. 1990, Regulation 941 under the *Professional Engineers Act*

33. (1) Each applicant for a licence shall comply with the following rules:

1. The applicant shall demonstrate that he or she has obtained,
 - i. a bachelor's degree in an engineering program from a Canadian university that is accredited to the Council's satisfaction, or
 - ii. equivalent engineering educational qualifications recognized by the Council.
2. The applicant shall demonstrate that he or she has had 48 months of experience in the practice of professional engineering that, in the Council's opinion, provides sufficient experience to enable him or her to meet the generally accepted standards of practical skill required to engage in the practice of professional engineering.
3. Up to 12 months of the practical experience referred to in paragraph 2 may be acquired after the applicant has completed one-half of the classroom component of the degree or equivalent educational qualifications. The balance shall be acquired after the degree or equivalent educational qualifications are obtained.
4. At least 12 months of the balance referred to in paragraph 3 shall be acquired in a Canadian jurisdiction, under the supervision of one or more persons legally authorized to engage in the practice of professional engineering in that jurisdiction. However, the Council may vary or waive this requirement in circumstances in which it considers it to be in the public interest to do so.
5. The applicant shall successfully complete the Professional Practice Examination. O. Reg. 286/99, s. 1.

GOVERNANCE ROADMAP

Purpose: To adopt and implement a high-level, multi-phase plan to address governance at Professional Engineers Ontario

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

That Council:

- (a) approve in principle the Governance Roadmap attached as Appendix A;
- (b) pursuant to section 11 of the *Professional Engineers Act*, delegate to the Executive Committee for a period of two (2) years, subject to any extension that Council may grant, the responsibility for overseeing implementation of the Governance Roadmap and for bringing related recommendations to Council as required; and
- (c) instruct the CEO/Registrar to recruit a Consultant to support the work of implementing the Roadmap and to provide governance advisory and training services to Council for a period of two (2) years, at a maximum cost not to exceed \$200,000.

Prepared by: Dan Abrahams, LL.B., General Counsel

Moved by: Nancy Hill, P.Eng., LL.B., President

1. Need for PEO Action

Governance reform is one of three key themes identified in respect of PEO's efforts to modernize itself as a regulatory body. The other two focus on enhancements to, respectively, regulatory operations and organizational structure.

In 2019, Council approved the hiring of a consultant to provide governance advisory services to Council. The work of Governance Solutions Inc. (GSI) commenced prior to the September 2019 Council meeting. It is scheduled to conclude after the April AGM and Council meeting. GSI has provided guidance regarding agenda management and meeting procedures. The consultant has also identified various areas for improvement in how Council functions as a governing board. Attention to these areas will help Council chart a path to a more effective regulatory governance model.

At the February 2020 Council plenary, GSI presented a Governance Roadmap. This Roadmap is attached as Appendix A. It reflects GSI's considerable experience in governance matters, particularly amongst professional regulators. It also incorporates what GSI has learned from working with PEO over the past several months. This includes the information gleaned from a baseline survey that GSI conducted in late-2019, as well as surveys conducted after individual Council meetings.

Council is receiving a report from the Succession Planning Task Force (SPTF), which is before it as a separate agenda item. Several of the recommendations from the SPTF address topics like those discussed with GSI. They are capable of being incorporated into discussions regarding the Governance Roadmap.

2. Proposed Action / Recommendation

There are three interconnected recommendations before Council.

First, it is recommended that the Governance Roadmap attached as Appendix A be adopted in principle. This roadmap offers a two-year path towards governance reform. The work of completing the various steps in the process and considering similar recommendations from the Succession Planning Task Force can be supervised by Council members, ideally working with a consultant. Recommendations that emerge from this work and that require either policy changes or legislative amendments will be brought back to Council for debate and approval as the need arises.

Secondly, it is recommended that the task of addressing the Governance Roadmap and related recommendations from the Succession Planning Task Force be delegated to the Executive Committee. This would be a task delegated for a period of two years, which could be extended by Council as needed.

Council has previously agreed to avoid striking new task forces and committees. The Executive Committee is a group that can focus primarily on the task of implementing the Governance Roadmap. It has the legal authority to do so: pursuant to section 11 of the Act, the Executive Committee may be given delegated authority to exercise any power or perform any duty of the Council, other than to make, amend or revoke a regulation or a by-law. Moreover, under s.29(c) of Regulation 941, the Executive Committee shall act upon or report upon matters that Council refers to it.

Thirdly, it is recommended that an external consultant be recruited to support the work of implementing the Roadmap. The consultant is also expected to provide governance advisory and training services to Council, as described above. Based on previous experience, the estimated cost of engaging a consultant for the work involved here should not exceed \$200,000.

3. Next Steps (if motion approved)

If the proposed course of action is adopted, the Executive Committee will be tasked with developing a workplan that essentially corresponds to the Governance Roadmap. The Executive Committee will bring this workplan back for Council's ratification as soon as is practicable. The workplan will also incorporate the need to study and integrate related recommendations on governance issues emanating from the report of the Succession Planning Task Force. The development of a workplan will not impede commencement of the major activities for Q2 as set out in the Governance Roadmap.

At the same time, in keeping with PEO's procurement policies, the CEO/Registrar will recruit a consultant to support the work of the Executive Committee in implementing the Governance Roadmap over the next two years. The successful bidder will also provide governance advisory and training services to Council.

4. Policy or Program contribution to the Strategic Plan

Effective, enhanced governance at the Council and committee level is a necessary corollary to achieving strategic objectives in all three key focus areas contained in the 2018-2020 Strategic Plan: Protecting the Public Interest, Engaging Stakeholders and Advancing PEO's Mission. Governance reform will also support both the development and achievement of new strategic objectives.

5. Financial Impact on PEO Budgets (for five years)

Any costs will be financed within funds available as required.

6. Peer Review & Process Followed

Process Followed	Outline the Policy Development Process followed. <ul style="list-style-type: none">• This initiative is driven by discussions that have already taken place between Council and GSI. It is also influenced by some of the recommendations emanating separately from the Succession Planning Task Force.
Council Identified Review	N/A
Actual Motion Review	Detail peer review and relevant stakeholder review undertaken N/A

Note: full chronology of events, motion history and reports should be attached in appendices; lengthy reports should include a 1 page (max.) executive summary

7. Appendices

- Appendix A – Governance Roadmap

SUGGESTED PEO GOVERNANCE AND STRATEGY ROADMAP

PEO's Council believes that this is a good time to take stock and has invited GSI to suggest next steps as it seeks to continue in its journey to modernize and enhance its corporate governance while moving forward on its organizational strategy.

We have summarized suggested next steps in a road map over the next two years:

Governance Activity	2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1. Conduct Council evaluation each year to update the scorecard and measure progress; online surveys, 360 degree, analysis, written reports, in-person facilitated dialogue, but not individual Councilor assessment	✓ (Complete)				✓			
2. Strike an Ad Hoc Governance Committee to shepherd this workplan forward	✓							
3. Council Agenda Management: Revise process for getting items and issues on Council Agenda including the AGM (from AGM and individual Councilor items)	✓							
4. Complete Filter review to ensure clarity of mandate and scope of Council responsibilities		✓						
5. Design / update Councillor Orientation Program including governance content		✓				✓		
6. Councillor Training and Development Program: e.g. 4 governance education sessions in Year 1; Year 2 and onward: refreshers and needs-based at least 2 times per year: e.g. governance trends, behaviour, culture, issues-based	✓	✓	✓	✓		✓		✓
7. Update strategic plan including Mission, Vision, Values, Goals, Strategies, SMART Objectives, and Risk Appetites and Tolerances			✓					
8. Design and adopt Risk-based Reporting Framework aligned with new strategic plan				✓				

Affordable, superior, accessible, customizable Governance Solutions!

www.governancesolutions.ca

Governance Solutions Since 1991! (formerly known as Brown Governance)

Governance Activity	2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
9. Determine reporting and oversight metrics and create a Reporting Scorecard for Council and other stakeholders based on their unique needs				✓				
10. Committees: re-align using the filter to the 3 types of committees. Reassess each committee and make decisions on which fulfill a regulatory, governance or neither role, which should be kept, which could be combined, which should be disbanded, and where there are any gaps (e.g. Governance Committee). Clarify which are Committee of Council versus committees of the organization. Clarify who should serve on them and how they are chosen (Council or non-Council members; competencies and/or elections/appointments.) Update the TORs and workplans of each to align with the Filter, removing what is out of scope.			✓					
11. Design / update Committee Orientation Programs based on new TORs, scope, etc.				✓				
12. Governance Policies: conduct governance documentation review to determine which if any high level policies, charters/terms of reference, delegation of authorities, in-camera policy, etc. need to be updated, added, changed, etc.				✓				
13. Regulatory Policies: conduct regulatory documentation review to determine which if any high level policies, charters/terms of reference, delegation of authorities, in-camera policy, etc. need to be updated, added, changed, etc.				✓				
14. Council Renewal: Create/Revise Council Competencies & Attributes Matrix for both the short and long term					✓			
15. CEO Evaluation. May choose from a series of options i.e.: online survey, interviews, 360 degree, etc.					✓			
16. CEO and Management Succession Plan with Annual Updates					✓			

Governance Activity	2020				2021			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
17. Review the terms/tenure for Council members and the President to determine if change is warranted					✓			
18. Review how Council President is chosen, who is eligible, and how Committee Chairs are chosen					✓			
19. Review the size of Council (you may want to consider a Council of 11 - 14 as a reasonably sized governing body that is optimally positioned to provide effective strategic direction and oversight to corporate and regulatory governance, and staff through its Registrar.) Include a review of the right balance of profession and public members.						✓		
20. With a smaller Council, move from strict parliamentary procedure at Council meetings which will give way to a less formal process to promote dialogue, constructive challenge and dissent						✓		
21. Review the role and scope of Chapters							✓	
22. Update Governance Content for PEO Website	✓	✓	✓	✓	✓	✓	✓	✓

SUCCESSION PLANNING TASK FORCE – REPORT AND RECOMMENDATIONS

Purpose: To accept the recommendations outlined in the Succession Planning Task Force report and refer to staff for implementation.

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

1. That Council receives the Succession Planning Task Force (SPTF) Report and Recommendations as presented to the meeting as C-532-2.5, Appendix A;
2. That Council accepts the SPTF Recommendations 1 and 2A-H (C-532-2.5, Appendix A) and directs the CEO/Registrar to develop an action plan to implement the recommendations.
3. That Council receive the Draft Terms of Reference for a Succession Planning Committee. (C-532-2.5, Appendix B) and directs the CEO/Registrar to develop then in concert with 2 above.
4. The Succession Planning Task Force be stood down with thanks.

Prepared by: Paul Ballantyne, P.Eng., SPTF Chair

Moved by: Past President Dave Brown, P.Eng.

***** To properly understand the issues associated with succession planning, it is important that PEO councillors read the SPTF Report and Recommendations and the Laridae Council Succession Best Practice Report, Recommendations and Implementation Framework as presented in Appendix A*****

1. Need for PEO Action

On June 23, 2017, Council approved the “Council Term Limits Task Force (CTLTF) Revised Recommendation for Succession Planning and Term Limits” (C-513-2.3 Appendix A)-- Provided here on Page 9 of Consultant report (C-532-2.5, Appendix A). This also approved the establish of the Succession Planning Task Force (SPTF) in principle as the successor task force to the CTLTF.

Council approved the SPTF’s Terms of Reference (ToR) in June 22, 2018, and its membership in September 21, 2018.

The SPTF’s key duties are to:

1. Develop an Implementation Plan for Council succession planning, based on CTLTF succession planning recommendations
2. Prepare Terms of Reference for the Succession Planning Committee (SPC), as per CTLTF recommendation, to establish and maintain a Council succession program and manage its evolution in future years.
3. Engage key stakeholders through meetings and a peer review process. Stakeholders include the Central Election and Search Committee (CESC), the Human Resources Committee (HRC), the

Advisory Committee on Volunteers (ACV), the Legislation Committee (LEC) and the Equity and Diversity Committee (EDC).

4. Utilize the services of a governance consultant to assist the task force in determining best practice for succession planning at PEO. The consultant will also support the TF in drafting its report and in providing expert opinion to Council during presentation of the report.

Key deliverables of the SPTF include the above noted Implementation Plan and ToR for the Succession Planning Committee. The Implementation Plan includes key recommendations, a schedule, a maintenance and oversight process, and potential operating expenses.

The Task Force has prepared this covering report (C-532-2.5, Appendix A) to explain our process and to review the recommendations of the consultant's report.

Following a competitive selection process, the SPTF has spent the last 10 months working with Laridae Management Consultants, the selected governance consultant, to identify the best practices for succession planning. The practices of other regulatory associations across Canada were investigated and reports prepared, including recommendations for changes to PEO's practices.

With Council term limits in place, the impact on availability of candidates for election is unknown. Best practice recommends a number of improvements in the methods of identifying and selecting (electing and appointing) members of Council. It is important to establish an enhanced succession planning program supported by a Succession Planning Committee for the future operation of Council and PEO.

2. Proposed Actions / Recommendations

Recommendation 1: Undertake a Full Governance Review

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

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

Recommendation 2: Implement Interim Succession Planning Practices

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

- A. Establish the Succession Planning Committee to oversee ongoing succession work for the Council.
- B. Identify the purpose, objectives and principles to guide succession planning.
- C. Implement a competency-based succession process.
- D. Implement a 'green light' pre-election assessment process for all candidates.

- E. Increase oversight of the election process, creating stricter standards for materials candidates are able to publish.
- F. Enhance candidates and Councillors' understanding of their roles and responsibilities.
- G. Enhance member awareness of the role of Council and the new succession program.
- H. Maintain a diverse and robust pipeline of candidates.

The Task Force recommends that Council approve a stepwise implementation of the recommendations outlined in the Succession Planning Task Force (SPTF) report (Appendix A).

3. Next Steps (if motion approved)

- The CEO/Registrar develop an action plan to address the recommendations for Council approval.
- The CEO/Registrar finalize Terms of Reference for the Succession Planning Committee (SPC)
- PEO will post a call for applications to serve on the SPC
- The Human Resources Committee will review the applications for the SPC and make recommendations to Council for approval along with the Terms of Reference.

4. Policy or Program contribution to the Strategic Plan

This effort will help to build a stronger and more effective Council, aligning with Strategic Objective 7 of the 2018-2020 Strategic Plan (Redefine the volunteer leadership framework—PEO-specific leadership values will be consistently practiced by volunteers, and promoted through recruitment, training, mentorship, term limits, succession planning and evaluation.)

5. Financial Impact on PEO Budgets (for five years)

CEO/Registrar to prepare an estimate of the budget implications as part of the Action Plan.

6. Peer Review & Process Followed

Process Followed	The Succession Planning Task Force was approved by the PEO Council at the June 2017 meeting. The Task Force Terms of Reference were approved by PEO Council at the June 2018 meeting. The Task Force was directed to provide a final report to PEO council at the March 2020 meeting.
Council Identified Review	<p>Council mandated that the Legislation Committee (LEC), Human Resources Committee (HRC), Central Election and Search Committee (CESC), Advisory Committee on Volunteers (ACV) and the Equity and Diversity Committees (EDC) should peer review the final report of the SPTF.</p> <p>The SPTF first presented initial best practice concepts to several of these committees to receive preliminary feedback in advance of completing the final draft report. The preliminary feedback was considered in the final draft.</p> <p>The final drafted was issued to the identified committees on February 3, 2020. Some written feedback was received and has been incorporated in the final report. It is expected that the peer review committees will continue to be involved with the implementation of succession planning during execution of the Action Plan.</p>

Actual Motion Review	The Succession Planning Task Force provided PEO Council with an overview of their report and best practice recommendations at its February 2020 meeting.
-----------------------------	--

7. Appendices

Appendix A(i) – SUCCESSION PLANNING TASK FORCE (SPTF)– REPORT AND RECOMMENDATIONS

Appendix A(ii) - Management Consultants report “Consultants Best Practice Document, Recommendations & Implementation Framework”

Appendix B – Draft Succession Planning Committee Terms of Reference

SUCCESSION PLANNING TASK FORCE (SPTF)

REPORT AND RECOMMENDATIONS

Prepared By

Task Force

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

Staff Support

Ralph Martin
Sylvia Millstein

Laridae Management Consultants

Jonathan Bennet
Jenn Harrington

The Task Force also acknowledges the contribution of Cassie Frengopoulos.

TABLE OF CONTENTS

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

SUCCESSION PLANNING TASK FORCE REPORT

1. MANDATE

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

The SPTF's key duties are to:

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

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

2. TASK FORCE PROCESS AND RESULTS

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

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

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

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

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

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

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

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

3. GENERAL CONCLUSIONS

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

system have been recommended.

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

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

Some interim best practices are:

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

4. REVIEW OF LARIDAE RECOMMENDATIONS

4.1 Recommendation 1 – Governance Review

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

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

4.2 Recommendation 2 – Interim Improvements

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

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

4.2.1 Recommendation 2A – Establish SPC

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

4.2.2 Recommendation 2B – Purposes, Objectives and Principles

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

4.2.3 Recommendation 2C – Competency Based Succession Plan

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

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

4.2.4 Recommendation 2D – Green Light Assessment

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

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

4.2.5 Recommendation 2E – Election Oversight

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

4.2.6 Recommendation 2F – Preparing Candidates and Councillors

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

4.2.7 Recommendation 2G – Enhance Member Awareness

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

4.2.8 Recommendation 2H – Maintaining Council Diversity

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

4.2.9 Recommendation 2I – Election of President and VP

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

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

5. CONCLUSION

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

APPENDIX 1: Consultant Best Practice Document

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



Professional
Engineers Ontario

Council Succession Best
Practice Report,
Recommendations &
Implementation
Framework

February 26,
2020

Prepared by:
Jenn Harrington, BESC., MBA
Jonathan Bennett, C.Dir.
Laridae
info@laridaemc.com
www.laridaemc.com

TABLE OF CONTENTS

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

EXECUTIVE SUMMARY

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

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

The document has been organized as follows:

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

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

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

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

Recommendation 1: Undertake a Full Governance Review

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

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

Recommendation 2: Implement Interim Succession Planning Practices

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

Interim actions include the following:

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

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

INTRODUCTION

Project Background

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

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

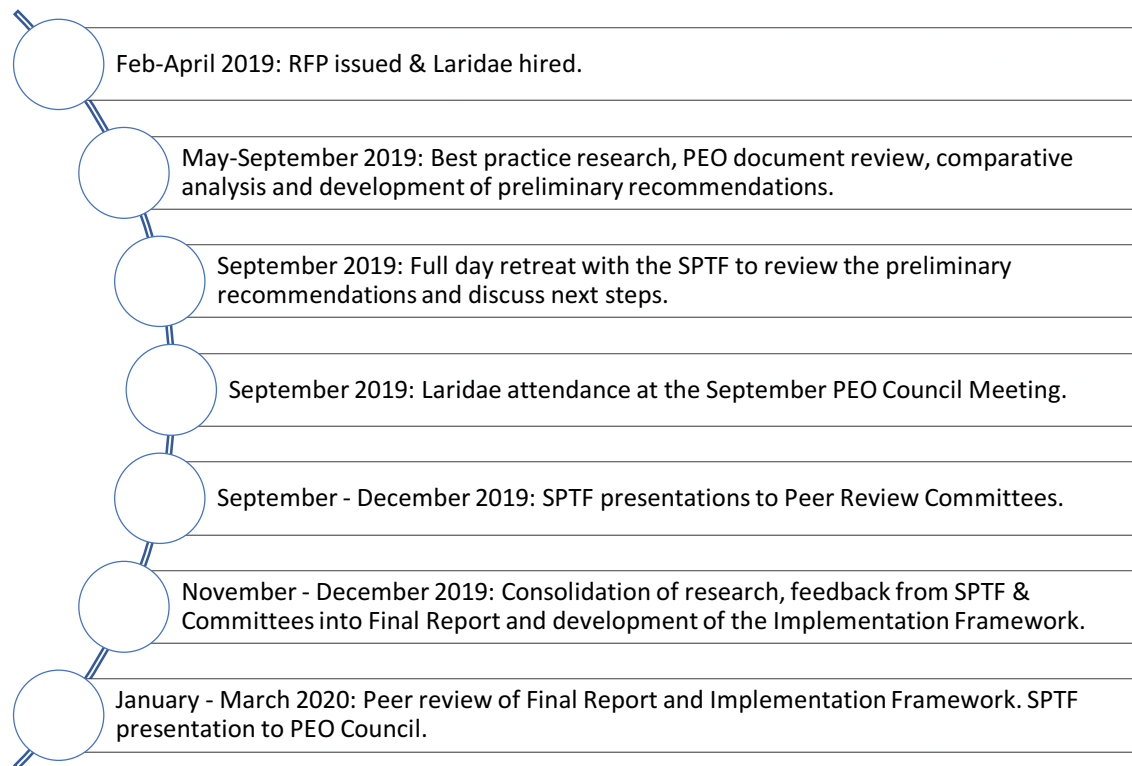
In February 2016, the PEO Council created the Council Term Limits Task Force (CTLTF) to research and analyze practices at other self-regulating organizations and engineering associations across Canada. The ultimate result of this work was the adoption of term limits for Council members as well as the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

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

Project Scope:

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

Project Timeline



Report Organization

This report has been divided into two sections.

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

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

PART A

PEO SUCCESSION ASSESSMENT, BEST PRACTICE RESEARCH & RECOMMENDATIONS

This section of the report outlines:

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

CURRENT PEO SUCCESSION PRACTICES

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

Document Review

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

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

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

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

Succession planning best practices identified in the CTLTF report include:

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

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

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

Succession planning recommendations identified in the CTLTF report include:

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

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

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

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

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

Current Council Make-Up

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

Composition of Council-Elect Members

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

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

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

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

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

Composition of Council—Appointments (Lieutenant Governor Appointees)

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

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

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

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

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

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

Committees with Requirements for Council Members as Members

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

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

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

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

PEO Regions

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

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

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

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

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

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

Regional Councillors Committee/Regional Congresses

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

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

Chapters

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

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

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

Current Succession Practices

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

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

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

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

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

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

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

Diversity

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

Training and Orientation

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

Current State Analysis

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

Low Member Engagement

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

Limited Candidate Pool

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

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

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

Board Composition

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

Election Process

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

BEST PRACTICE REVIEW

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

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

Trends Related to Regulatory Authorities

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

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

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

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

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

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

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

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

Recent changes at other Ontario Regulatory Authorities

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

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

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

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

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

One is a representative approach.

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

A second is a regulatory approach.

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

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

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

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

Board Composition & Competencies

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

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

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

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

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

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

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

Board Competencies

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

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

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

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

- Leadership
- Financial Literacy

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

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

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

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

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

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

Board/Council Diversity

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

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

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

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

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

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

Explicit steps boards and Councils can take to increase diversity:

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

Public Appointments

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

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

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

Non-Profit Board/Council Succession

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

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

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

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

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

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

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

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

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

COMPARATIVE ANALYSIS

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

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

RECOMMENDATIONS

Recommendation 1: Undertake a Governance Review

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

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

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

Recommendation 2: Implement Interim Best-Practices for Succession Planning

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

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

Recommended Actions

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

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

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

Required Documents/Tools:

- Succession Planning Committee Terms of Reference
- Annual work plan

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

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

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

Purpose of Succession Planning:

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

Goals of Succession Planning:

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

Guiding principles:

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

Required Documents/Tools:

- Succession Planning Policy and Procedures

2C Implement a competency-based succession process.

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

Description:

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

Required Documents/Tools:

- Competency Profile for Councillors
- Competency Matrix
- Communications Plan

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

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

Description:

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

Recommended minimum criteria:

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

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

Required Documents/Tools:

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

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

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

Description:

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

Documents/Tools:

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

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

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

Description:

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

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

Required Documents/Tools:

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

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

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

Description:

- a) Develop a Communications Plan that guides communications to membership to inform about changes to the election process. Ensure members are aware of roles and responsibilities of Council members as well as desired competencies and attributes for upcoming Council elections.
- b) Include an additional on-line module focusing on PEO's mandate, Council responsibilities, and the importance of an effective election process (to go along with the Ethics and PEAK modules) at the time of renewal. The information could be another module with the Ethics exams. When PEAK is made mandatory, make it part of the license renewal process, ethics module and a voting module, (declare whether you are practicing, take the ethics module and then take the election module), then you get your license.
- c) Develop an outreach program, where experienced Councillors attend regional meetings to provide Council updates and information about Council and Council elections.

Required Documents/Tools:

- SPC Communications Plan

2H Maintain a diverse & robust pipeline of candidates.

Rationale: Best practice. A diverse Council provides a range of perspectives (regional, skills, background, culture, gender, etc.) which is critical to effective governance. Will result in a pipeline of interested candidates.

Description:

- a) Discuss what diversity means with Councillors. Discuss race, culture, ethnicity, gender and age. Ask what Council can do to continue to be inclusive and welcoming. Communicate PEO's commitment to diversity, equity and inclusion.
- b) Develop a process to intentionally seek out diverse candidates by clearly communicating needs and using a deliberate process to reach out to members using non-traditional as well as traditional methods to ensure a ready supply of qualified, motivated members (or a process to identify them), who are prepared to stand for election and volunteer on Council committees.
- c) Maintain the open call for vacancies on committees and develop a corresponding objective evaluation process to assess potential candidates.

Required Documents/Tools:

- SPC Communications Plan

2I Appoint Council officer positions from within elected Councillors to ensure sound leadership succession.

Rationale: Good governance. A stepped approach through membership to leadership is an important journey. Changing from an elected president to one appointed by Councillors allows for graduated and predictable leadership succession. Ensures that officers have a sound understanding of the roles and responsibilities of Council prior to taking on leadership of the organization.

Recognizing that this action may be a more difficult change for some members to accept, it may be best implemented after a full governance review has been completed and council has moved to a merit-based appointment process (assuming that is a recommendation).

Description:

- a) SPC to review the appointment process to fill officer positions from within elected Councillors. Require that the President be on Council for at least one year prior to taking on role.

Required Documents/Tools:

- Officer Appointment Policy and Procedure

PART B

PEO SUCCESSION IMPLEMENTATION FRAMEWORK

This section of the report outlines:

- Implementation Framework
- Succession Tools and Templates

IMPLEMENTATION FRAMEWORK

A draft succession Implementation Framework has been developed based on the best practice recommendations provided in PART A of this report. It has been laid out into two sections.

SECTION 1: Draft Framework to implement the succession planning program

The framework identifies high level actions that must be completed before a succession planning program can be implemented. Actions are tied to recommendations made in PART A of this report and include a schedule, identification of resource needs, and tools and templates to assist with implementation. The goal is to establish most of the foundational elements in year 1 with further development in years 2 & 3.

SECTION 2: Draft Annual work plan for the Succession Planning Committee

The draft annual work plan identifies recommended annual actions required for succession at PEO Council. Key steps with, associated timelines are identified. This work plan would be implemented once foundational succession planning pieces are in place (likely year 2 or 3).

Section 1: Framework to implement the succession planning program.

Actions		Required Tools & Documents	Year 1	Year 2	Year 3	Rec.#	Resp.	Resources
1	Establish the Succession Planning Committee	- SPC Terms of Reference (draft in Appendix D)				2A	Council	Annual committee budget for meetings
2	Develop PEO Council Succession Planning Policies & Procedures	- Council Succession Planning Policy - Identify the purpose, objectives and principles to guide succession planning.				2B	SPC	Committee time
3	Develop a Succession Planning work plan	- Annual Work plan. Ensure that the new succession planning process is systematized and is embedded in ongoing processes so it becomes a part of the Council's annual work plan and that it is aligned with the work of other committees.				2A	SPC	Committee time. Peer review by other committees
4	Develop core competencies for council members	- Council Competency Profile - Council Competency Matrix				2C	SPC	Committee time

PEO Council Succession Recommendations & Implementation Framework

Actions		Required Tools & Documents	Year 1	Year 2	Year 3	Rec.#	Resp.	Resources
5	Develop a process for self-assessment of sitting Councillors	<ul style="list-style-type: none"> - Council self-assessment procedure - Council Competency Matrix 				2C	SPC	Committee time
6	Develop the 'green light' pre-election assessment process	<ul style="list-style-type: none"> - Minimum criteria for potential candidates - Candidate application process - Green-light procedures and associated forms 				2D	SPC	Committee time
7	Review and update the Election Publicity Policy & Procedure	<ul style="list-style-type: none"> - Update to reflect changes to materials candidates may publish during campaigning - Develop mandatory questions and templates 				2E	SPC	Committee time
8	Develop the pre-election training workshop for interested candidates	<ul style="list-style-type: none"> - Pre-election training Webinar 				2F	SPC/ Consultant	Research and curriculum development costs
9	Revise the onboarding process for new councillors	<ul style="list-style-type: none"> - Council onboard process. Evaluate the current onboarding process for new members and make improvements where needed, ensuring roles, responsibilities and other relevant accountabilities are clearly outlined 				2F	SPC	Committee time
10	Update the Council Manual to reflect changes to process and policy.	<ul style="list-style-type: none"> - Council Manual 				2F	SPC	Committee time
11	Develop a communications plan to inform membership about the new succession process	<ul style="list-style-type: none"> - Communications Plan 				2G	PEO Staff	Staff time
12	Develop a mentorship program for new Councillors	<ul style="list-style-type: none"> - Councillor Mentorship policy and associated procedures 				2F	SPC	Committee time
13	Develop a process to seek out qualified candidates on Council and Council committees	<ul style="list-style-type: none"> - Outreach policy and procedure 				2H	SPC	Committee time

Actions		Required Tools & Documents	Year 1	Year 2	Year 3	Rec.#	Resp.	Resources
14	Enhance awareness of the role of Council	- Outreach policy and procedure				2G	SPC	Committee time
15	Enhance awareness of the role of Council	- Develop additional online module focusing on PEO's mandate, council responsibilities and importance of the election process to be included at member renewal on-line module				2G	SPC	Research and curriculum development costs
16	Review the process for electing officers	- Update necessary policies and procedures				2I	SPC	Committee Time Peer review

Section 2: Draft Annual work plan for the Succession Planning Committee

Timeframe	Item	Supporting Documents/Policy/Tools
May 1st	New Council term starts	
May-Sept	Roll out the onboarding process for new councilors. Ensure ongoing training and development opportunities are offered to Councilors	Can use the skills matrix to identify training needs (i.e., if the Council is weak in a particular competency)
September	Councillors to complete Council Competency Skills Matrix	Tool: Skills Matrix
Sept - Oct	Conduct gap analysis to determine competencies required for following year	Tool: Skills Matrix
October	Communicate competency requirements to members.	Tool: PEO Council Succession Communications Plan Publish results of the Gap Analysis. Possible communications channels include Engineering Dimensions, e-blasts, website, chapters, and the election information package
October	Run education sessions to educate members about the election	Create a webinar so it is available throughout the year. Visit regional council meetings to discuss PEO council.
October	Begin the search process to identify suitable candidates from within the member base	Tie to recruitment tactics, especially to groups that may be underrepresented

PEO Council Succession Recommendations & Implementation Framework

Timeframe	Item	Supporting Documents/Policy/Tools
		Work with PEO chapters, engineering firms, and other engineering associations to seek out potential candidates
Mid October	Nominations Open – distribute application packages	Candidate Application Package, Election policies and procedures
October	Hold the pre-election webinar	For all interested candidates (both elected and appointed), prior to applying, to ensure they understand competency requirements, board roles and commitment
Late November	Nominations Close	
Nov 15-Dec	Green-light vetting process	Ensure compliance with minimum requirements
Early December	Publish list of ‘green-lit’ candidates	
Early December	Deadline for receipt of candidate materials for publication	
Mid-Dec to Feb	Candidate campaigning	
January	All candidates meeting	5-minute video vignettes
January - Feb	Voting	
March	New Councillor orientation. Implement mentorship program	Council Manual Council Onboarding Council Mentorship Policy and Procedures
Continuously	Review, revise and create election and succession policies and procedures as required for the next cycle.	
Continuously	Communicate skill and competency requirements for LGA councilors to the Public Appointments Secretariat	Tool: PEO Council Succession Communications Plan
Continuously	Reach out to suitable candidates	Tool: PEO Council Succession Communications Plan
Continuously	Visit regional council meetings to discuss PEO council	

SUCCESSION TOOLS & TEMPLATES

PEO Competency Profile

Competencies are the knowledge, skills & abilities, and personal qualities, demonstrated through behavior, that result in service excellence. A competency profile is in turn formed through the development of a combination of competencies and associated behaviors which link directly to the work to be performed.¹ Competencies should support and facilitate PEO's mission and vision, and be aligned with the Council's short- and long-term goals.

Having competency profiles in place provides a guideline for recruitment and enables a higher awareness over the skills that candidates bring with them to Council. Competency profiles also provide voters with further information about each candidate. According to the PEO IPSOS Reid Member Survey (Ipsos Reid, 2013), 33% of members surveyed noted that they did not know enough about the candidates. Having competency profiles in place reflects the practices of many other regulatory bodies

It is not expected that every member of Council will excel in all of the following recommended competencies. Rather, Councillors should bring skills and competencies that, when combined, provide Council with a comprehensive competency profile. Of course, without the ability to appoint Council members based on competencies, there could still be gaps in competencies and skills at the Council table. However, implementing a competency-based vetting process, will, in the near term, set clear expectations for potential candidates resulting in stronger governance. PEO's Competency profile needs should be reviewed and updated, at a minimum, when strategic planning occurs.

Recommended PEO Council Competencies

Based on best practices at other regulatory bodies and feedback from the SPTF, the following competencies are recommended for PEO.

Leadership

Definition: Demonstrates confidence and good judgment in inspiring, motivating, and offering direction and leadership to others. Reinforces high standards of professionalism, accountability, integrity, commitment, and ethics. Fosters the values and principles of PEO.

Best Practice: competency for Engineers and Geoscientists BC, Association of Professional Engineers and Geoscientists of Alberta (APEGA), Ontario College of Teachers governance review

Board and Governance Experience

Definition: Has experience with, or can demonstrate knowledge or expertise in, board governance in the private, public, and/or non-profit sector, through prior Board or committee service or reporting to or working with a Board as an employee. Clearly understands the distinction between the roles of the Council versus the role of management.

Best Practice: competency for Engineers and Geoscientists BC, APEGA, Engineers Nova Scotia Ontario College of Teachers governance review

Risk Management

Definition: Experienced with, or able to demonstrate knowledge or expertise in, risk management best practices and procedures, crisis management, and related laws and regulations.

Best Practice: competency for Engineers and Geoscientists BC, APEGA, Ontario College of Teachers governance review, Engineers Nova Scotia CPA Ontario

Regulatory Understanding

Definition: Knowledgeable about regulations and regulatory organizations, including the purpose of regulation. Familiarity with the oversight of the engineering profession in the public interest by representative members of the profession in accordance with the Professional Engineers Act. Knowledge gained from working with legislation, having experience being a part of a regulator, or working in a heavily regulated industry, as well as through involvement and interaction with PEO.

Best Practice: competency for Engineers and Geoscientists BC, APEGA

Communication

Definition: Demonstrates an ability to effectively, clearly and concisely convey information, ideas or policy in various formats to a wide range of audiences. Listens well and shows an openness to others' thoughts and ideas. Is a strong ambassador for the organization.

Best Practice: competency for APEGA

Technical Proficiency

Definition: Professional experience of at least 10 years. Demonstrates the appropriate level of proficiency in the principles and practices of engineering. Demonstrates a commitment to continuous improvement.

Best Practice: competency for Engineers and Geoscientists BC, APEGA

Note: *In the IPSOS Reid Membership Survey (2013), 29% of members surveyed strongly agree and 34% somewhat agree that candidates running for election should have at least 10 years' experience working as a professional engineer.*

Strategy

Definition: Understands the implications of decisions and strives to improve organizational performance. Able to understand PEO's responsibilities, processes, and outcomes as they impact key stakeholders and the organization's strategic direction. Understanding of and experience with an organization's process of defining its strategy, or direction, and making decisions on the allocation of resources.

Best Practice: competency for Engineers and Geoscientists BC, APEGA, Ontario College of Teachers governance review

Vision

Definition: Ability to employ future-focused and big-picture thinking in a creative and strategic way. Ability to see a desirable future state, while considering the impacts of actions and decisions.

Best Practice: competency for APEGA

Financial Literacy

Definition: Experienced with, or is able to demonstrate knowledge or expertise in, accounting or financial management. This may include analyzing and interpreting financial statements, evaluating organizational budgets, and/or understanding financial reporting.

Best Practice: competency for Engineers and Geoscientists BC, Engineers Nova Scotia

Human Resources

Definition: Experienced with, or is able to demonstrate knowledge or expertise in strategic human resource management. This may include workforce planning, employee engagement, succession planning, organizational capacity, compensation, CEO performance management and evaluation, and/or professional development.

Best Practice: competency for Engineers and Geoscientists BC, Ontario College of Teachers governance review

Competency Criteria

The following chart describes criteria that PEO/candidates should consider when determining their level of skill for each competency.

Competency Level	Description (Experience/Qualifications)
0	<ul style="list-style-type: none"> • Very basic knowledge of the competency • Understands terminology and can identify skills and attributes associated with the competency
1	<ul style="list-style-type: none"> • Good understanding of the fundamentals of the competency gained through an appropriate combination of education, working knowledge, previous board experience and training. • Sufficient knowledge and experience to apply concepts to less complex issues.
2	<ul style="list-style-type: none"> • Significant understanding and expertise of the competency gained through an appropriate combination of education, practical work experience, previous board experience and training. • Participates fully in board analysis, discussion and debate on more complex issues. • Ensures sufficient information is provided to support analysis and recommendations. • Uses knowledge to mentor new directors and provide greater understanding of competency. • Challenges management's assumptions when needed and speaks out appropriately at board meetings. • Makes significant contributions to long-range planning.
3	<ul style="list-style-type: none"> • Expert understanding of the competency gained through an appropriate combination of direct practical working experience in a senior position or function,

	<p>previous board experience, professional designation, qualification or degree in the subject matter or completion and accreditation of a director training program.</p> <ul style="list-style-type: none"> • Participates fully in board analysis, discussion and debate on more complex issues. • Ensures sufficient information is provided to support analysis and recommendations. • Uses knowledge to mentor new directors and provide greater understanding of competency. • Interprets complex data to contribute new knowledge in the competency areas. • Provides expert analysis and advice on complex issues. • Challenges management's assumptions when needed and speaks out appropriately at board meetings. • Makes significant contributions to long-range planning.
--	---

Source: https://www.dico.com/design/Publications/En/Director-Training-June-2012/2012_Director_Training_and_Qualifications_Policy_Development_Guide_June11.pdf

Sample Skills Matrix

A skills matrix is a commonly used tool to help assess the level of experience each Councillor has in various skill and competency areas, as well as to assess the overall composition of the Council related to diversity.

Why use it? To assess competencies and skill levels of sitting Councillors and to determine gaps in experience and expertise the Council needs to fulfil its mandate.

How to use it?

- On an annual basis, Council to evaluate skills of sitting Councillors using the Skills Matrix. Councillors can self-identify their skill levels.
- SPC to review the completed matrix and identify strengths and the competencies/attributes that are especially needed for the upcoming year. It is important to also reflect on vacancies due to term limits.
- SPC to communicate competency needs to membership and to actively search for candidates.
- Use the skills matrix to consider new candidates. Have interested candidates complete their own skills profile, which they can then use in election material.

Skills Matrix Template: In Appendix C of this Report.

Draft Green-Light Assessment Process

The purpose of the green-light assessment process is to ensure that candidates who wish to run for election meet minimum criteria set out by the SPC.

The process is transparent, objective and confidential. In order to run for election, candidates must first be approved by the SPC. In addition to the minimum criteria identified below, candidates must also meet the requirements of governing legislation.

Sample Green-light Assessment Form

Candidate Name:

Position:

Minimum Criteria	Yes/No	Notes
<i>Completed and submitted application package by deadline</i>		
<i>Submitted a CV</i>		
<i>Completed the Pre-election Webinar Training</i>		
<i>Completed the Skills Matrix</i>		
<i>Submitted a criminal record check</i>		
<i>Is a member in good standing</i>		
<i>Is PEAK compliant</i>		
<i>Agrees to abide by the campaign publicity rules</i>		

Communications Framework

A communications plan is key to ensuring the PEO membership understand the new processes required to ensure effective succession of the PEO Council and is the main tool to successfully deliver messages in a consistent and effective manner. The plan will not only ensure that members are informed, it will build awareness and, ideally, drive engagement in the election process. To help PEO, this draft communications framework outlines high-level items that ought to be considered in the development of a tactical Communications Plan.

Purpose: To inform PEO membership about the new Council Succession Planning Program.

Objectives:

- Increase knowledge about the role of PEO Council and the roles and responsibilities of Councillors.
- Inform members about new succession processes, including skill and competency requirements and needs, and changes to the election process.
- Inform the Ontario Public Appointments Secretariat about PEO's most-needed skills and competencies, with the intent to focus their search for candidates that will help to fill gaps in those skills and competencies.
- Develop a pipeline of diverse candidates who wish to stand for election.
- Improve employer support of staff who may choose to stand for election.
- Improve engagement in the election process.

Audience:

- PEO Membership
- Sitting Councillors
- Employers of PEO members
- Ontario Public Appointments Secretariat

Influencers/Partners:

OSPE

Key Messages

- With the recent implementation of term limits for council members, PEO is developing a more robust Council succession planning process.
- This new process is important for the continued effective governance of PEO. It brings us in line with other regulators in Ontario, Canada, and around the world.
- Get engaged! We are only as strong as our membership. Take time to learn about the new process. Learn about the candidates who are hoping to earn your vote, and represent the best interests of our profession and the public.
- Considering running for Council? There are new steps you need to take. Learn more <here>.

Suggested Activities:

- Regional Councillors to deliver one workshop/year at regional congresses to improve awareness of the election process.
- Publish results of Council gap analysis.

Implementation: Implemented by the PEO Communications department. Oversight by the SPC.

WORKS CITED

- APEGA. (n.d.). *Councillor Skills and Experience*. Retrieved June 2019, from APEGA: For Council to achieve its goals and meet its fiduciary responsibilities, Council has identified the need for diverse voices on Council, with a blend of the following skills and competencies: Leadership Financial Literacy Risk Management Human Resources Strategy Regulatory Understanding Governance Technical Proficiency
- Association of Professional Engineers & Geoscientists of Saskatchewan. (2018, December). *Competency Assessment Guide*. Retrieved June 2019, from https://www.apegs.ca/Portal/Sites-Management/FileDownload/DataDownload/79702/Competency%20Assessment%20Guide_APEGGS_v11/pdf/1/1033
- Barry, J. (2014). *Regulatory Board Governance Toolkit*. International Council of Nurses (ICN). ICN.
- Barry, J. (2014). *Regulatory Board Governance Toolkit*. Retrieved May 2019, from International Council of Nurses: https://www.icn.ch/sites/default/files/inline-files/2014_Regulatory_Board_Governance_Toolkit.pdf
- BC Government. (2005, February). *Best Practice Guidelines, BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations*. Retrieved May 2019, from BC Government: <https://www2.gov.bc.ca/assets/gov/british-columbians-our-governments/services-policies-for-government/public-sector-management/cabro/best-practice-guidelines-for-board-appointees-bc.pdf>
- Bersin, J. (2008, January 26). *Leadership Development: The Six Best Practices*. Retrieved May 2019, from JoshBersin.com: <https://joshbersin.com/2008/01/leadership-development-the-six-best-practices/>
- British Columbia Government. (2005). *Best Practice Guidelines BC Governance and Disclosure Guidelines for Governing Boards of Public Sector Organizations*. The Board Resourcing and Development Office of the Premier.
- Casey, J. (2019, May). *Professional Regulation: The Political Winds are Blowing*. Retrieved May 2019, from Field Law: <https://www.fieldlaw.com/News-Views-Events/149707/Professional-Regulation-The-Political-Winds-are-Blowing>
- Center for Creative Leadership. (2019, April 5). *7 Factors Affecting the Success of Organizational Leadership Development*. Retrieved May 2019, from <https://www.ccl.org/blog/creating-organizational-impact-leadership-development/>
- College of Nurses of Ontario. (2019, May 15). *Governance Task Force, Trends in Regulatory Governance*. Retrieved from cno.org: <http://cno.org/globalassets/1-whatiscno/governance/trends-is-regulatory-governance.pdf>
- Council of Nurses of Ontario. (2017, May). *Final Report: A vision for the future*. Retrieved June 2019, from Council of Nurses of Ontario: <http://www.cno.org/globalassets/1-whatiscno/governance/final-report---leading-in-regulatory-governance-task-force.pdf>
- Dr. Richard Leblanc, H. L. (2010). *20 Questions Directors of Not-for-Profit Organizations should ask about Board Recruitment, Development and Assessment*. CPA.
- Engineers & Geoscientists British Columbia. (n.d.). *Professional Governance Act*. Retrieved June 2019, from Engineers & Geoscientists British Columbia: <https://www.egbc.ca/About/Initiatives-and-Consultations/Professional-Reliance-Review/Professional-Governance-Act>
- Engineers and Geoscientists British Columbia. (n.d.). *Council Election 2019/2020*. Retrieved June 2019, from Engineers and Geoscientists British Columbia: <https://www.egbc.ca/About/Our-Team/Council/Council-Election-2019-2020>
- Fiona Macfarlane, D. S. (2019). *Diversity Briefing, Questions for Directors to Ask*. Chartered Professional Accountants of Canada. Retrieved from

- <https://www.allianceon.org/sites/default/files/documents/Diversity%20Briefing%20-%20QUESTIONS%20FOR%20DIRECTORS%20TO%20ASK.pdf>
- (October 2015). *Governance Centre of Excellence*. Ontario Hospital Association.
- GovernanceSolutions. (2018, March). *Attributes & Competencies Framework and Profile*. Retrieved June 2019, from The College of Nurses of Ontario: <http://www.cno.org/globalassets/1-whatiscno/council/governance-vision-2020/2cno-board-attributes-and-competencies-profile-consultations.pdf>
- GovernanceSolutions. (2018, November 26). *Ontario College of Teachers*. Retrieved May 2019, from Governance Review Report: <https://www.oct.ca/-/media/PDF/Governance%20Review%20Report/Governance%20Review%20Report.pdf>
- Government of Alberta. (n.d.). *Board Profile & Competency Matrix Tool*. Retrieved June 2019, from https://www.alberta.ca/documents/PAS-Board_Profile_and_Competency_Matrix_-_Template.pdf
- Hazell & Collins Associates. (n.d.). *Transforming Culture Through Team and Cohort Learning & Leadership Programs*. Retrieved May 2019, from <https://hazell.com/leadership-development-program-transform-culture/>
- Human Resources Professionals Association. (2014, October). *Professional regulatory practices assessment - Rating Guide*. Retrieved June 2019, from hrpa.ca: <https://www.hrpa.ca/Documents/Regulation/Regulatory-practices-assessment-rating-guide-20141014.pdf>
- Ipsos Reid. (2013). *Council Elections Membership Survey - Draft Report, conducted by IPSOS Reid*. PEO.
- National Center for Healthcare Leadership. (2010). *Best Practices in Health Leadership Talent Managemetn and Succession Planning: Case Studies*. Retrieved April 2019, from http://www.nchl.org/documents/ctrl_hyperlink/doccopy5800_uid6102014456192.pdf
- Ninth House Inc. (n.d.). *Leadership Development Practices of Top-Performing Organizaitons*. Retrieved from Mailleux Associates: <https://www.mailleuxassociates.com/pub/newsletter/pdf/LDPNH.pdf>
- Ontario Auditor General. (2016). *The Provincial Public Appointment Process*. Retrieved from http://www.auditor.on.ca/en/content/annualreports/arreports/en18/v2_114en18.pdf
- Ontario College of Nurses. (n.d.). *Board Profile*. Retrieved June 2019, from <http://www.cno.org/en/what-is-cno/councils-and-committees/council/governance-vision-2020/board-profile/>
- Ontario Network of Employment Skills Training Programs. (n.d.). *Succession Planning Toolkit for nonprofit organization leadership*. ONESTEP.
- Ontario Network of Employment Skills Training Projects (ONESTEP). (n.d.). *Succession Planning Toolkit for nonprofit organization leadership*. Toronto: ONESTEP.
- Oxford County. (2015, April). *Succession Planning and Leadership Devlepmnt*. Retrieved May 2019, from <http://www.oxfordcounty.ca/Portals/15/Documents/HumanResources/HR%20Succession%20Planning%20Toolkit%2020150602.pdf>
- PEO. (2019, May/June). *Engineering Dimensions*. Retrieved June 2019
- Professional Engineers Ontario. (2011). *PEO Council Manual*.
- Professional Engineers Ontario. (2017). *Council Term Liits Task Force (CTLTF) Report and Recommendations*.
- Standord Social Innovation Review. (2017, August). *A Roadmap to Better OBards*. Retrieved Juen 2019, from https://ssir.org/articles/entry/a_roadmap_to_better_boards
- Sweeney, B. (2013, January). *Success through Succession: A Review of Recent Literature*. Retrieved April 2019, from Queens Industrial Relations Centre: <https://irc.queensu.ca/articles/success-through-succession-review-recent-literature>

- The Ontario Network for Employment Skills Training Projects. (2018). *Succession Planning Toolkit for nonprofit board directors*. ONESTEP.
- Vollman, A. R. (2013). *Public Health Nursing Leadership Development in Canada*. Retrieved from Registered Nurses Association of Ontario:
http://neltoolkit.rnao.ca/sites/default/files/Public%20Health%20Nursing%20Leadership%20Development%20in%20Canada_September%202013.pdf
- Watson, E. (2015). Retrieved June 2019, from CPA Canada:
<https://www.google.com/search?client=safari&rls=en&q=CPA:+20+Questions+%E2%80%94+Bui+lding+and+Sustaining+an+Effective+Board&ie=UTF-8&oe=UTF-8>
- Wiesman, J. (n.d.). *Succession Planning and Management Best Practices*. Retrieved April 2019, from
<https://www.nwcphp.org/documents/training/hot-topics-1/successionplanningandmanagementbestpractices.pdf>
- Wildeboer, Delleclce LLP. (2017, March 29). *Legal Updates*. Retrieved June 2019, from
<https://www.wildlaw.ca/resource-centre/legal-updates/2017/initiatives-to-accelerate-gender-diversity-on-boards-and-in-senior-management/>

APPENDIX A: Document Review

The purpose of the review was to learn more about how the Council operates and to determine if policies and procedures need to be adapted or created to enable succession planning.

Document Title	Notes
SPTF Terms of Reference & work plan	Council motion: <i>The SPTF will develop a comprehensive implementation plan with schedule, future operating expenses of search and training modules, candidate targets, media programme to educate members etc.</i>
Council Term Limits Task Force (CTLTF) revised recommendations for succession planning and term limits	Describes recommendations related to succession planning and term limits.
Council Term Limits Task Force Final Report	Received at the March 24, 2017 PEO Council meeting
PEO Strategic Plan 2018-2020	Strategic Objective 7: Refine the volunteer leadership framework – PEO-specific leadership values will be consistently practiced by volunteers, and promoted through recruitment, training, mentorship, term limits, succession planning and evaluation.
PEO Council Manual, last approved February 2011	Sections important to this project are in Appendix B. Will need to be updated to reflect changes.
PEO Council Meeting Schedule	
PEO Council Meeting Agenda and Minutes, June 2017	Adoption of CTLTF recommendations (as amended in the meeting) for the start of the 2019 election cycle.
Volunteer Manual, 2016	Based on the PEO Council Manual, more user friendly. Describes volunteer opportunities, along with volunteer pathways (i.e. chapter volunteer program). Includes PEO's Equity and Diversity Policy: <i>"That PEO's activities in recruitment and retention of staff and volunteers have a focus on achieving equity and increasing diversity within the engineering profession"</i> .
List of Committees and Task Forces	
Regional Councillor Committee Info	Lists committee rosters
Regional Councillor Committee Terms of Reference	Nothing re. succession to the PEO council
2019 Election Publicity Procedures and 2019 Voting Procedures	
2020 Election Guide	
Election and Search Committee Terms of Reference	
PEO Annual Review, 2018	
Engineering Dimensions, May/June 2019	

APPENDIX B: SPTF Terms of Reference & CTLTF Recommendations

SPTF Terms of Reference

1. Develop an Implementation Plan for succession planning, based on Council approved succession planning recommendations 1 to 13.
2. Prepare Terms of Reference for the Succession Planning Committee that will implement succession planning as per Council approved Recommendation 16: *Upon completion of its work, the SPTF will be replaced by a Succession Planning Committee (SPC) to maintain the programme and manage its evolution in future years.*
3. Task Force deliverables include the above Terms of Reference and Implementation Plan for the proposed Succession Planning Committee. The Implementation Plan shall include key recommendations, a schedule, a maintenance & oversight process and potential operating expenses.
4. Engage key stakeholders through meetings and the peer review process in the development of the plan. Stakeholders shall include, at a minimum, the Central Election and Search Committee (CESC), the Human Resources Committee (HRC), the Advisory Committee on Volunteers (ACV) and the Equity and Diversity Committee (EDC).

CTLTF Recommendations

Recommendations 1-13 as approved at the June 2017 Council Meeting:

- 1 Council must identify the skills and experience that the best Councillors would exhibit.
- 2 Council undertakes a gap analysis on an annual basis to identify weaknesses in the current Council make-up, and identifies appropriate criteria for strengthening the team.
- 3 The search committee employs the defined skills list to find suitable candidates in the engineering community and the PEO volunteer community.
- 4 PEO must develop a leadership program and provide training opportunities for interested candidates to upgrade their skill sets in the areas that are deemed of value.
- 5 A Future Leaders Symposium should be held yearly or bi-annually to introduce PEO, the organization and leadership possibilities within the organization, to young and new volunteers.
- 6 The electorate must be educated on the necessary skills and competencies to look for in Council candidates.
- 7 The engineering public must be educated on the importance of Council's role in regulating the profession. This may increase interest of suitable candidates to aspire for service to their profession.
- 8 PEO must work with engineering employers to encourage ways to facilitate their employees to consider service to the profession.
- 9 A determination must be made if it is possible to remove barriers that impede certain volunteers of a specific demographic (specifically age and family status) from serving on Council.
- 10 PEO must set aside money for training and possibly employer compensation.

- 11** The Council Manual should be updated and be more complete so that it can be used for information and training on the expected roles, responsibilities and time commitments as a Councillor.
- 12** A mentorship program should be set up for new Councillors.
- 13** HRC must share our skills competencies guideline with the Public Appointments Secretariat. It is hoped that the Lieutenant-Governor Appointed Councillors (if staggered in time) may help fill skills gaps.

APPENDIX C: Sample PEO Council Skills Matrix and Inventory

[illegible]

APPENDIX D: Draft SPC Terms of Reference

Draft SPC Terms of Reference

A draft Terms of Reference for the SPC has been created to use as a starting point. It will be completed by either the SPTF or SPC.

Legislated and other Mandate approved by Council	To oversee PEO Council's succession planning.
Key Duties and Responsibilities	Insert annual work plan
Constituency, Number & Qualifications of Committee Members	
Term Limits for Committee Members, Chair	Chair: Committee Members: - Multiple year terms
Qualifications and election of the Chair	
Succession Planning	
Quorum	In accordance with Wainberg's Society Meetings Including Rules of Order and section 25(i) of By-Law No. 1, quorum for the purpose of having the meeting's decisions be considered binding is at least 50 per cent of the committee's/task force's membership present at the meeting.
Meeting Frequency & Time Commitment	
Operational Time Frame	
Committee Advisor	
Committee Support	

Draft Terms of Reference for a Succession Planning Committee (SPC)

Issue Date: 2020 tba
Approved by: Council

Review Date: 2021 tba
Review by: Council/Executive

Legislated and other Mandate approved by Council	<p>To implement, and oversee, PEO Council's succession planning programme and manage its election process.</p> <p>Initially work with the Council Executive to define responsibilities and relationship with other committees (Human Resources, Advisory Committee on Volunteers, Legislative, Equity and Diversity), and will assume the responsibilities of the six Election and Search Committees.</p>
Key Duties and Responsibilities	<p>To manage Council succession planning based on:</p> <ul style="list-style-type: none"> • The recommendations of the Council Term Limits Task Force (2017) as approved by Council, and • The recommendations of the Succession Planning Task Force and its consultant, Laridae, as the SPC deems appropriate, <p>...with the recommendations of the SPTF taking precedence.</p> <p>Maintain and modify succession planning as necessitated by actual and predicted changes to the Council composition.</p> <p>The SPC reports to the PEO Executive Committee, and communicates with Council as necessary. The SPC will be scheduled to report at the plenary sessions in September and November prior to each election session.</p> <p>The SPC will liaise with the Human Resources Committee and Advisory Committee on Volunteers on a bi-monthly basis.</p> <p>During its first couple of years, the SPC will also focus on communicating with members and candidates through Dimensions articles, preparing the election education module on PEAK, providing input for skills learning modules for potential candidates for Council, and updating the Council manual.</p>
Constituency, Number & Qualifications of	

Committee/Task Force Members	<p>The SPC will be made up of six to nine committee members that are experienced in a range of Council functions.</p> <p>Committee members shall include:</p> <ul style="list-style-type: none"> • A past president of PEO • Minimum of two non-executive past members of Council • A member or past member of Advisory Committee on Volunteers • A member or past member of Human Resources Committee • A present or past Chapter Chair • An early-career P.Eng • A mid-career P.Eng <p>Members are expected to serve a minimum of three years. To ensure committee revitalization, the Executive Committee will replace one or more of the members annually to ensure an ordered turnover.</p>
Qualifications and election of the Chair	<p>SPC Chair will have served as Chair of at least two other committees or task forces. Serving as Vice-Chair for two committees would be considered equivalent to serving as chair once.</p> <p>Each year, an election of the Chair will occur at the first meeting of the SPC.</p>
Qualifications and election of the Vice Chair(s)	<p>Since the Vice-Chair is called upon to fill in during the absence of the Chair at a meeting, or an early retirement, and typically advances to Chair, the Vice-Chair must meet the same criteria as the Chair.</p> <p>The election of the Vice-Chair will follow that of the Chair's election.</p>
Duties of Vice Chair(s)	<p>The Vice-Chair will chair meetings in the absence of the Chair. The Vice-Chair will assist the Chair as requested to execute the activities of the committee.</p>
Term Limits for Committee Chair and Vice Chair	<p>The Chair and Vice Chair are elected annually for a one-year term, to a maximum limit of three years for each position. These members may return to the SPC to serve as regular members after any one-year term to the maximum time defined for all members below.</p>

SPC Terms of Reference

Term Limits for Committee Members	<p>Committee members may be re-appointed annually to a maximum of six (6) years. After reaching the maximum accumulative service, former SPC members must remain off the committee for at least six (6) years.</p> <p>All SPC members must attend at least 75% of all scheduled meetings, both face-to-face and teleconference meetings. Those failing to do so will not be reappointed for the next term.</p>
Succession Planning	Succession planning for this committee will be the responsibility of the Executive Committee
Quorum	In accordance with Wainberg's Society Meetings Including Rules of Order and section 25(i) of By-Law No. 1 , quorum for the purpose of having the meeting's decisions to be considered binding is that at least 50 per cent of the committee's membership, including either the Chair or Vice-Chair, must be present at the meeting.
Meeting Frequency & Time Commitment	<p>The SPC will typically meet on a monthly basis during the election period and bi-monthly at other times. Meetings can be either face-to-face or via teleconference, with a minimum of two face to face meetings annually.</p> <p>Face to face meetings would typically be a half to full day in duration, while teleconferences would typically be two hours.</p> <p>Off line reading, investigation in assigned areas, and meeting document review is required.</p> <p>The first two years of the committee's operation will require more intense commitment in time and effort for investigation, preparation and review of documents.</p>
Operational year time frame	The committee's operational year starts and finishes in line with the calendar year.
Committee Advisor	To be determined.

GUIDANCE DOCUMENT FOR MEMBER SUBMISSIONS TO THE ANNUAL GENERAL MEETING

Purpose: To provide an updated replacement for the *Guidance Document for Member Submissions*, as this pertains to the Annual General Meeting.

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

That Council approve the new *Guide for Member Submissions at the Annual General Meeting*.

Prepared by: D. Abrahams, LL.B., General Counsel

Moved by: M. Sterling, P.Eng., President-Elect

1. Need for PEO Action

The current *Guidance Document for Member Submissions* was approved by Council in 2006. It is attached as Appendix A. Staff have updated the document, now called the *Guide for Member Submissions at the Annual General Meeting*, to ensure that the process is clear, fair and consistent with proper governance. The new document enables Council to have the information and background from those making submissions and from staff to enable it to make appropriate decisions, and/or seek additional input as required.

Please note that the new document focuses on AGM submissions only. Further guidelines and policies to encourage appropriate inputs to the work of Council and of PEO more generally from members and others will be developed and brought to Council over the course of the coming year.

The current guidance document for member submissions has been found to be inefficient, for the following reasons:

- a. The current member submission form does not necessarily support meaningful dialogue about issues, gaps or risks. The form also does not clearly provide a problem statement, a description of the possible public impact(s) from the issue, the evidence or research that has informed the issue identified, how the issue relates to the current PEO Strategic Plan, etc. Instead, the form encourages members to propose solutions without any staff support to research the issue, identify best practices and consider broader implications to PEO's mandate, legislation and strategic vision.
- b. The guidance document speaks to a member petition process without providing a petition form and instructions of how and where to file the petition.
- c. The guidance document provides the option for a member to complete an Issue Identification Form for review by the Executive Committee; however, this process is not supported by the current Terms of Reference of the Executive Committee
- d. The AGM member submission process states that the Executive Committee will consider all motions and the mover/seconders will be invited to the Executive Committee to participate in the debate; however, this process is not supported by the current Terms of Reference of the Executive Committee.

e. The AGM submission process does not provide transparency to how and when Council will consider the submission and how/when Council will report back to the members on the issue raised.”

As noted, not all of these issues can be addressed in a single document. The first step is to clarify the process for submissions at the AGM, in a manner that is consistent with the By-Law. Following that, efforts will be made over the next year to develop more comprehensive guidelines to help ensure that Council is able to make informed and consultative decisions that take into account the views of its members and other stakeholders.

2. Proposed Action / Recommendation

To replace the *Guidance Document for Member Submissions (2006)* (Appendix A) with the document attached as Appendix B, the *Guide for Member Submissions at the Annual General Meeting (March 2020)*.

3. Next Steps (if motion approved)

The *Guide for Member Submissions at the Annual General Meeting* will be posted on the PEO website for use at the 2020 Annual General Meeting.

Over the course of the coming year, staff will work with Council to develop guidelines and policies to encourage appropriate inputs to the work of Council and of PEO more generally from members and others (for example, EITs, external stakeholders, etc.).

4. Policy or Program contribution to the Strategic Plan

N/A

5. Financial Impact on PEO Budgets (for five years)

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	Funded from Surplus Fund (Council discretionary funds)
2 nd	\$	\$	
3 rd	\$	\$	
4 th	\$	\$	
5 th	\$	\$	

6. Peer Review & Process Followed

Process Followed	N/A
Council Identified Review	N/A
	N/A

Actual Motion Review	
-------------------------------------	--

7. Appendices

- Appendix A – Guidance Document for Member Submissions (2006)
- Appendix B – Guide for Member Submissions at the AGM (March 2020)



**Professional Engineers
Ontario**

Guidance Document Members' Submissions

March 2006

1.0 PURPOSE OF MEMBER SUBMISSIONS

Avenues for Members Submissions

It is important that members of the association appreciate that there are three avenues by which they may express their views and propose changes, through member submissions as follows:

1. to present a petition on amending the Regulation or By-Law to Council signed by at least 50 members or by a majority of chapters for Council's consideration (By-Law No.1, s.57);
2. at any time, to complete and submit an Issue Identification Form to the PEO Policy Unit for review by the Executive Committee for further action; or
3. to present a submission at an Annual General Meeting (AGM).

The balance of this guideline has been prepared to provide guidance to members interested in bringing forward a submission at an AGM.

Members' AGM Submissions

Under section 17 of By-Law No. 1, PEO's AGM is held, among other things, to ascertain "the views of the members present at the meeting". Section 22(f) of By-Law No. 1 allows an item to be placed on the agenda of the AGM to permit the consideration of formal submissions from the members. Section 20 of By-Law No. 1 requires the Registrar to give a minimum of 10 days and maximum 90 days advance notice of the time, place, and purpose of the annual meeting or any other general meeting of the members of the association.

Members' submissions have historically been referred to as resolutions. Historically, the discussion has ended in a vote by those in attendance at the AGM. It is recommended that PEO now consider the items brought to the AGM as a member submission. The basis for this change is that the purpose for development of a submission is to create meaningful discussion at the AGM surrounding an issue.

Currently, there are no provisions in the Act, Regulation 941 or By-Law No. 1 to make submissions brought forth by the membership and passed at the AGM binding on Council. However, in the 1990s, PEO adopted the practice of Council promptly considering all passed "resolutions" and permitting the movers and seconders of the "resolutions" to actively participate in the "resolution" debate at Council. At the 2005 AGM, President Comrie committed to Council's consideration of all motions, (passed, defeated or postponed). These practices have not been anchored in a specific authorizing Council motion.

Because the submissions are not binding on Council, and because Council supports PEO members bringing forth meaningful submissions, it is recommended that the formal voting be dropped from the AGM. Further, it is recommended that member issues delivered to the AGM be considered submissions. No changes to By-Law No. 1 are required to implement this change in procedure. Members will also be encouraged to submit issues at any time of the year through the Policy Development Process, using the Issue Identification Form.

The member submission portion of the AGM agenda is important, and both the motion and ensuing debate is of value to members of PEO and Council. Council has established the rules regarding the formalities, which are considered to be adequate, and are annually communicated to the members through *Engineering Dimensions*. A template for development of a member submission is provided as Appendix A to this document.

2.0 MANAGEMENT OF AGM AGENDA

Depending on the time available on the agenda of the AGM and the extent of discussion on submissions prepared by members, it might be possible for debate on some submissions to be shortened or deferred. Should this occur, members will be assured that the Executive Committee is committed to considering all submissions at its first meeting following the AGM or as soon thereafter as possible. In addition, the member(s) who initiated each submission will be invited to the Executive Committee meeting and invited to participate in the submission debate.

To assist with the management of the AGM agenda, complete member submissions, including any supporting background information, are required to be submitted no later than 10 business days prior to the AGM. All submissions received by the deadline will be posted on PEO's website within two days following the deadline. In addition, copies of the submissions will be included in the AGM delegate packages. This will ensure that members attending the AGM will have sufficient time to review the information and prepare for participation in debate on the submission.

Note: The avenue under section 57 of By-Law No. 1 to bring proposals to amend the Regulation or By-Law through chapter majority or member petition remains open to members.

APPENDIX A. SUBMISSIONS FORMAT

WHEREAS:

WHEREAS:

WHEREAS:

THEREFORE BE IT SUBMITTED THAT,

Moved By: _____

Seconded By: _____

Chair Signature: _____ (applicable only if brought forth by a chapter)

Date: _____

Background information

Please provide background information on the submission.

GUIDELINES FOR WRITING A SUBMISSION

A submission is a document which expresses a formal opinion or sentiment. Statements often preface a submission, each introduced by the word "Whereas," that provide the reasons for the submission. The statements contained in the "Whereas" clauses are of no legal effect. Movers and seconders of submissions should be careful not to spend excessive time debating or amending these prefacing statements to the neglect of the main submission.

The "SUBMISSION" clause(s) comes at the end of all prefacing statements and should be concise and clear. "SUBMISSION" clauses should be stated in the affirmative, since the negative form is often confusing.

In summary, the following points should be considered when preparing a submission:

- All submissions must be typed and in proper form to be considered by the AGM Committee.
- "Whereas" clauses or preambles of the submission should identify a problem or need for action, address its timeliness or urgency, and its impact on the mandate and responsibilities of PEO as defined in the *Professional Engineers Act*. They should also include references and indicate whether the proposed policy or action will alter current PEO policy.
- the "Whereas" clauses or preambles are provided to offer an explanation and the rationale of the submission.
- "SUBMISSION" clauses are the essential part of the document; they should positively state the action or policy called for by the submission.
- A single issue should be addressed in each submission.
- Research is the first step in developing a submission. Solid data must be presented that supports the requested action.
- provide background information on the submission to help provide for a well informed debate at the AGM.
- submissions are to be submitted to the CEO/Registrar, 10 business days prior to the AGM.

The mover and/or seconder of a submission will be given up to 10 minutes to present their submission to the AGM. Where time permits, members present at the AGM may make comments of up to two minutes on the submission. The mover and/or seconder of a submission will be allowed two minutes for a closing statement.

In circumstances where the overall time allocation will not permit the above timing, the total amount of available time for submissions will be divided evenly among the number of submissions, and movers and seconders of submissions will be informed.



**Professional Engineers
Ontario**

Guide for Member Submissions at the Annual General Meeting

March 2020

1.0 Authority for Members Submissions at the Annual General Meeting

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

The prescribed agenda of the AGM is set out in section 22 of the by-law, and includes, among other things, “such other business, if any, as may properly come before the meeting.” Typically this includes members’ submissions.

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

2.0 Process for Making Submissions at the AGM

2.1 Notice of Meeting

Pursuant to section 20 of the By-Law, the CEO/Registrar is required to give a minimum of 10 days and maximum 90 days advance notice of the time, place, and purpose of the annual meeting or any other general meeting of the members of the Association. Typically, notice is given well in advance of the 10 day minimum..

2.2 Notice of Submissions

So that time can be allocated appropriately, member submissions, including supporting background information, as needed, must be provided in writing to the CEO/Registrar at least 10 business days prior to the AGM. The names of two members are required for each submission. A template for a member submission is provided as Appendix A to this document.

Submissions that are not provided in writing before the deadline will not be considered at the AGM.

2.3 Posting and Distribution of Submissions

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

2.4 Allocation of Time for Submissions

The time permitted for presentation and discussion of submissions will be decided by the Chair of the AGM, depending on the total number of submissions and the time available at the AGM, as well as a reasonable estimate of how much time should be allocated to each submission. Members making submissions will be advised of the time allocated to them before the meeting begins. One of the two members supporting the submission may make an opening statement, for up to 10 minutes, and may make closing remarks for up to 2 minutes. Members in attendance at the AGM may ask questions or make comments of up to two minutes each. Where questions are asked, at the chair's discretion the members supporting the submission may respond succinctly.

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

Process for Dealing with Submissions After the AGM

3.1 Council's Role

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

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

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

3.2 Staff Report

The staff report will:

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

APPENDIX A

TEMPLATE FOR MEMBERS' SUBMISSIONS AT PEO AGM

INSTRUCTIONS

All submissions must be typed and in proper form to be considered at the AGM. Please complete this template to the best of your ability, and as applicable to your particular submission. Please send the completed submission and any attachments electronically to the CEO/Registrar, c/o agmsubmissions@peo.on.ca, at least ten (10) days prior to the AGM.

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

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

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

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

<https://www.ontario.ca/laws/regulation/900941>

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

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

- PEO’s most recent strategic plan

<https://www.peo.on.ca/about-peo/what-peo/strategic-plan/2018-2020-strategic-plan> [NB after 2020 check website to see if the plan has been revised]

INFORMATION TO BE PROVIDED, AS APPLICABLE

1. Title of Submission
2. Please briefly describe the issue, problem, risk or gap that this submission addresses.
3. Please summarize the action that you are requesting from Council and how it will address the issue, problem, risk or gap stated above.
4. Please cite and briefly summarize any research that supports the proposed action.
5. As applicable please describe how the proposed action will contribute to serving and protecting the public interest as it pertains to the regulation of professional engineering and the engineering profession.
6. Please identify any legal considerations (eg., the need for changes to the statute, regulation, by-laws etc.) that may affect Council's ability to implement the proposed action.
7. Please identify any considerations that are relevant to the timing (or urgency) of the proposed action.
8. Please provide any other information that you feel will assist members of the AGM and Council in understanding your submission, in particular your proposed action.
9. Please list any attachments to this document.

Member #1 (name/signature):

Member #2 (name/signature):

Date:

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

TO:

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

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

ENGINEERS CANADA AGM ISSUE

Purpose: To provide direction to the PEO's Engineers Canada Directors on an upcoming vote related to by-law changes related to the Per Capita assessment.

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

That Council direct its Member Representative at the 2020 Engineers Canada Annual Meeting of the Members to support the change to the Engineers Canada By-Law regarding setting of the Per Capita assessment, as approved by the Engineers Canada Board in its February 26, 2020 meeting, item 4.4.

Prepared by: Ralph Martin, Manager, Secretariat

Moved by: Christian Bellini, P.Eng. Vice President

1. Need for PEO Action

As per the current Engineers Canada (EC) Bylaw, PEO and all other regulators are assessed \$10.21 per registrant on an annual basis to partially offset the operating expenses of Engineers Canada.

In January of 2018, Engineers Canada struck a Funding Task Force (FTF) to review the organization's funding model with a view to addressing a number of objectives, including:

- Restricting the growth of the annual operating budget of the organization; and,
- Establishing a methodology to disperse unimpeded growth of unrestricted reserves in an agreed upon manner.

At present, EC has an unrestricted reserve of ~\$1.9M at the end of 2019 and this is forecasted to grow to ~\$5.1M by the end of 2022. The organization is currently undertaking a review of its reserve needs, so these numbers may change.

In May of 2019 the Board considered the recommendations of the FTF and agreed to a number of motions aimed at meeting the above objectives. Further consideration, of these issues were deferred to give the organization time to assess the impact of APEGA leaving the Affinity Program and its downstream effect on EC finances. EC's Finance Audit and Risk (FAR) Committee has now had time to assess these matters and will be putting a proposal before the Board at its February 2020 meeting. The details of this proposal are contained in the attached Briefing Note that has been prepared for the EC Board.

Essentially, the proposal suggests that, instead of having a static per capita assessment, the amount levied should be approved annually by the regulators at the Annual Meeting of Members, based upon a recommendation of the EC Board.

The advantages to this proposal are twofold. First, it will allow regulators to have a direct say over the size of the proposed budget for EC by determining, on an annual basis, the amount of

532nd Meeting – March 19-20, 2020

regulator revenue that will be made available. Second, if EC's unrestricted reserve continues to grow as projected, it is anticipated that the per capita assessment would be reduced.

At the February 2020 meeting, Council reviewed the Per Capita Assessment Fee issue and held a straw vote that indicated that PEO Council was supportive of the per capita assessment proposal in principle. This item will be brought before Council at the March meeting for a final vote.

The following motions were passed in February by Engineers Canada.

Add as 7.2 the following:

No later than January 1st 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. The Members will consider the recommendation and finalize the amount of the Per Capita Assessment no later than July 1st of each year with the decision by the Members to take effect on the second following January 1st (18 months notice).

Renumber existing Bylaw 7.2 to be Bylaw 7.3, and change the wording to:

Each Member shall pay to Engineers Canada the Member-approved Per Capita Assessment per Registrant within two months of receipt of invoice for same or pursuant to payment schedule reflective of the Members registrant payment schedule.

The following motion is to be voted on by Engineers Canada in March

Add as 7.4 the following:

In the event that the Members are unable to finalize the amount of the Per Capita Assessment by July 1st, the Per Capita Assessment last determined by the Members shall remain in effect.

2. Proposed Action / Recommendation

To provide direction to the PEO's Engineers Canada Directors on an upcoming vote related to by-law changes related to the Per Capita assessment.

3. Next Steps (if motion approved)

PEO's Engineers Canada Directors will vote on the proposed by-law changes at the Annual General Meeting in May 2020.

4. Policy or Program contribution to the Strategic Plan

N/A

5. Financial Impact on PEO Budgets (for five years)

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	Funded from Surplus Fund (Council discretionary funds)

2 nd	\$	\$	
3 rd	\$	\$	
4 th	\$	\$	
5 th	\$	\$	

If program is not designated as ending in less than five years (such as creating a Task Force), subsequent years will be assumed to be similar to the fifth year of funding.

6. Peer Review & Process Followed

Process Followed	N/A
Council Identified Review	At the February 2020 meeting, Council reviewed the Per Capita Assessment Fee issue and held a straw vote that indicated that PEO Council was supportive of the per capita assessment proposal in principle. This item will be brought before Council at the March meeting for a final vote.
Actual Motion Review	N/A

7. Appendices

- Appendix A – Engineers Canada Draft By-Law

Memo | Note

DATE: January 16, 2020
TO: PEO Council
FROM: PEO EC Board Directors (Christian Bellini, Annette Bergeron, Danny Chui, Kelly Reid, Changiz Sadr)
SUBJECT: **Engineers Canada Per capita assessment fee**

At the upcoming February 26, 2020 meeting of the Engineers Canada Board we will be asked to consider a proposal suggesting that we recommend to the Members (i.e. the regulators) a change to the Bylaw which sets the per capita assessment fee for regulators.

As per the current Engineers Canada (EC) Bylaw, PEO and all other regulators are assessed \$10.21 per registrant on an annual basis to partially offset the operating expenses of Engineers Canada.

In January of 2018, Engineers Canada struck a Funding Task Force (FTF) to review the organization's funding model with a view to addressing a number of objectives, including:

- Restricting the growth of the annual operating budget of the organization; and,
- Establishing a methodology to disperse unimpeded growth of unrestricted reserves in an agreed upon manner.

At present, EC has an unrestricted reserve of ~\$1.9M at the end of 2019 and this is forecasted to grow to ~\$5.1M by the end of 2022. The organization is currently undertaking a review of its reserve needs, so these numbers may change.

In May of 2019 the Board considered the recommendations of the FTF and agreed to a number of motions aimed at meeting the above objectives. Further consideration, of these issues were deferred to give the organization time to assess the impact of APEGA leaving the Affinity Program and its downstream effect on EC finances. EC's Finance Audit and Risk (FAR) Committee has now had time to assess these matters and will be putting a proposal before the Board at its February 2020 meeting. The details of this proposal are contained in the attached Briefing Note that has been prepared for the EC Board.

Essentially, the proposal suggests that, instead of having a static per capita assessment, the amount levied should be approved annually by the regulators at the Annual Meeting of Members, based upon a recommendation of the EC Board.

The advantages to this proposal are twofold. First, it will allow regulators to have a direct say over the size of the proposed budget for EC by determining, on an annual basis, the amount of regulator revenue that will be made available. Second, if EC's unrestricted reserve continues to grow as projected, it is anticipated that the per capita assessment would be reduced.

Other options were considered by the FAR (rebates to regulators, assessment holidays, etc.), however most of these were determined by EC's accountant to run afoul of the Canada Revenue Agency's rules for the treatment of unrestricted reserves for not-for-profit organizations.

If the Board approves this proposal in February, the Bylaw change will be put before the Meeting of the Members in May. If approved by the Members, the revised Bylaw will become effective for the 2022 budgeting cycle (i.e. the assessment for 2022 will be approved by members prior to July 2021).

Briefing Note – Decision

C-532-2.9

APPOINTMENT OF PEO DIRECTORS TO ENGINEERS CANADA BOARD

Purpose: To appoint two PEO representatives to serve on the Board of Directors of Engineers Canada in accordance with Council's procedures.

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

That _____, P.Eng. and _____, P.Eng. be appointed as PEO Directors to the Engineers Canada Board of Directors, for a three-year term effective as of the 2020 Engineers Canada Annual General Meeting.

Prepared by: Ralph Martin, Manager, Secretariat

Moved by: Dave Brown, P.Eng., Past President

1. Need for PEO Action

The term of the following PEO Director appointed to the Engineers Canada Board of Directors expires at its 2020 Engineers Canada Annual General Meeting on May 23, 2020 when the new Board of Directors will be sworn in:

Engineers Canada Director	Term Start ¹	Term End
Annette Bergeron, P.Eng	May 2017	May 2020
Danny Chui, P.Eng.	June 2017	May 2020

¹ Engineers Canada appointments become effective at its Annual General Meeting, which is typically held in May each year

Therefore, Council is being asked to appoint two PEO representatives to the Board of Directors of Engineers Canada. The names of members who expressed their interest in serving as a PEO Engineers Canada Director are detailed in Appendix A.

2. Proposed Action / Recommendation

It is recommended that Council elect two PEO representatives to the Engineers Canada Board of Directors for a three-year term to replace the Directors whose terms are expiring.

3. Next Steps (if motion approved)

Engineers Canada would be advised of PEO's approved appointees.

4. Policy or Program contribution to the Strategic Plan

The election of a PEO representative to the Engineers Canada Board of Directors is related to Objective 7 in the 2018-2020 Strategic Plan

5. Financial Impact on PEO Budgets (for five years)

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	Funded from Surplus Fund (Council discretionary funds)
2 nd	\$0	\$0	

3 rd	\$0	\$0	
4 th	\$0	\$0	
5 th	\$0	\$0	

6. Peer Review Process Followed

No peer review was required.

In accordance with the appointment process approved by PEO Council in November 2016, a memorandum was emailed to all eligible candidates, along with the terms of reference and expectations for directors, requesting members to submit their names by March 3, 2020.

7. Appendices

- Appendix A – Nominees for Appointment to Engineers Canada Board of Directors
- Appendix B – Terms of Reference, Expectations and Appointment Process for PEO Directors on Engineers Canada Board of Directors

Nominees for Appointment to Engineers Canada Board of Directors

PEO's Process to Appoint an Engineers Canada Director, which was approved by Council on February 7, 2020, is detailed on pages 7 and 8 of Appendix B – *Terms of Reference, Expectations and Appointment Process for PEO Directors on Engineers Canada Board of Directors*.

The eligibility criteria requires that:

- A nominee must be a current Councillor, recent past Councillor (no more than 2 years since last on Council), or a current Engineers Canada Director; and
- Nominees must also be PEO and OSPE members.

The following is a list of nominees who have expressed interest in serving on the Engineers Canada Board as of March 5, 2020. All nine nominees are confirmed as members of PEO and OPSE.

Arjan Arenja

Sandra Ausma

Guy Boone

Thomas Chong

Danny Chui

Nancy Hill

Tim Kirby

Marilyn Spink

Randy Walker



Terms of Reference, Expectations and Appointment Process for PEO Directors on Engineers Canada Board of Directors¹

Background:

Engineers Canada is governed by a Board of Directors, consisting of one or more representatives from each Constituent Association. PEO appoints five representatives to this Board of Directors.

Engineers Canada is a federation of the provincial/territorial associations whose mandate is to coordinate the work of the Constituent Associations and to represent the profession nationally and internationally within the mandate provided by its Letters Patent and By-laws.

Specifically, section 6 of the Engineers Canada Articles of Continuance under the *Canada Not-for-profit Corporations Act* states:

6. Statement of the purpose of the corporation

The purposes of the Corporation are to provide national support and national leadership to the engineering profession on behalf of its members, so as to promote and maintain the interests, honour and integrity of the engineering profession in Canada, and to do all such lawful things as are incidental to or conducive with the attainment of the foregoing purposes including, without limitation:

1) to establish and foster relationships with and among the provincial and territorial associations of professional engineers in Canada and to assist them in, among other things:

A. coordinating activities and policies, particularly in the areas of registration of engineers, mobility registered engineers and interprovincial practice;

B. promoting and maintaining high standards in the engineering profession;

C. supporting and encouraging high standards in engineering education;

D. developing effective human resources policies and promoting the professional, social and economic welfare of the members of the engineering profession;

E. promoting a knowledge and appreciation of engineering and of the engineering profession, and enhancing the relationship of the profession to the public; and

F. generally carrying out their various objectives and functions.

¹ Approved by resolution at the February 2020 meeting of Council.



2) to act on behalf of and to promote the views of its members concerning the engineering profession in matters that are national or international in scope, including without limitation, international registration or certification. of engineers, and reciprocal practice;

3) to apply for or acquire and deal with or dispose of any trademark or copyright in 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, and

4) to affiliate with, join or enter into arrangements or agreements to carry on any undertaking with or for the benefit the members of any society, association or other body having objectives similar or comparable to those of the Corporation.

Role of Engineers Canada Director:

The role and responsibilities of the Engineers Canada Board and its Directors are outlined in the *Engineers Canada Board Policy Manual* under the *Global Governance Process (GP)* section.

GP – 3.1 *Director Terms of Reference* outlines the duties of an Engineers Canada Board of Director as follows:

The Board is comprised of Directors and Advisors collectively referred to as Board members. The terms of reference for Advisors are set out in GP-3.2.

1. Purpose

- 1.1 Provide a key linkage between the Board and the regulators.
- 1.2 Explore, debate, define and understand Engineers Canada's policies.
- 1.3 Ensure that the Board focuses on policy issues related to the engineering profession.
- 1.4 Set and monitor performance and expectations within the governance structure.

2. In order to fulfill their purposes, Directors shall:

- 2.1 Know the business of Engineers Canada.
- 2.2 Be informed of issues affecting, or likely to affect Engineers Canada and the regulators.
- 2.3 Contribute to the Board's decision-making process by: Discussing all matters freely and openly at Board meetings.
 - Working towards achieving a consensus which respects divergent points of view and is in the collective interest of Engineers Canada and the regulators.
 - Respecting the rights, responsibilities and decisions of the regulators.



2.4 Participate actively in the work of the Board including by serving on committees or task forces to achieve the Ends.

2.5 Directors shall review all monitoring reports and make suggestions to strengthen policy governance by considering the following questions:

- Is this policy necessary?
- Does this policy clearly reflect the Board's intent?
- Does this policy adequately set expectations for the CEO to enable me to monitor performance within the governance structure?
- Are the expectations set out in this policy reasonably achievable by the CEO?

2.6 When assigned the director shall,

- Complete form *Director Review of GP Policies*, a template for discussion of Governance Process policies,
- Act as the meeting monitor, to prepare the meeting evaluation report on the Board's governance process and complete form *Meeting Monitor*, or
- Act as the lead presenter of monitoring reports submitted by the CEO and complete form *Monitoring Report Assessment Tool*.

3. Ownership Linkage

Directors shall provide a linkage with the regulators by communicating the views of the regulators to the Board and communicating the Board's views to the regulators. In order to do so, Directors shall:

3.1 Be knowledgeable of the rules, regulations, policies and procedures governing the regulator that nominated/elected them.

3.2 Be informed and knowledgeable about issues at their regulator by reviewing their regulator's council/board briefing books and the minutes of all council/board meetings, and attending council/board meetings.

3.3 Advise their regulator of issues to be discussed by the Board and seek input so as to be able to communicate their regulator's position to the Board.

3.4 Present and explain the views and positions of their regulation to the Board on issues which impact on the activities of their regulator or the policies that guide the operation of their regulator.

3.5 When requested by their regulator, request that an agenda item be added and specific time be allocated at a regular meeting of the Board for the Director to present reports and, where required, present resolutions for action by the Board.

3.6 Inform their regulator of the activities, decisions and plans of Engineers Canada by requesting that an agenda item be added and a specific time be allocated at each regular



meeting of the regulator's council/board for the Director to present reports or to receive guidance and direction.

3.7 Keep confidential all information in respect of which the Director is required to sign a confidentiality agreement.

4. Additional Duties and Obligations

4.1 Directors shall comply with GP-3 Code of Conduct.

4.2 Directors shall comply with the duties and obligations of Directors as set out in Part 9 of the *Canada Not-for-profit Corporations Act*.

5. Authority

5.1 As specifically set out in this policy or delegated by the Board.

The role and responsibilities of Engineers Canada Directors are further defined by the *Code of Conduct* outlined in GP-3 as follows:

The Board shall conduct itself in an ethical, professional and lawful manner. This includes proper use of authority and appropriate decorum. Board members shall treat one another and staff members with respect, co-operation and a willingness to deal openly on all matters.

1. Board members and members of Board committees must have loyalty to the entire ownership, unconflicted by loyalties to the chief executive officer, staff, other organizations or personal interests.

2. Directors shall discharge their duties honestly and in good faith and in accordance with s. 148 of the *Canada Not-for-profit Corporations Act*.

3. Directors have an ongoing obligation to disclose conflicts of interest in accordance with s. 141 of the *Canada Not-for-profit Corporations Act*.

3.1. Board members and members of Board committees shall not use their Board position to obtain employment at Engineers Canada for themselves, family members, or close associates. Board members must resign from the Board before applying for employment with Engineers Canada.

4. Board members and members of Board committees shall maintain confidentiality with respect to all matters that come into their knowledge or possession in the course of performing their duties in accordance with GP-3.0.1 Confidentiality Policy.

5. Board members and members of Board committees shall not attempt to exercise individual authority over the chief executive officer or staff unless authorized by the Board.



6. Board members and members of Board committees shall not attempt to interact with the public, press or other entities or speak on behalf of the Board except to repeat explicitly stated Board decisions unless authorized by the Board.

7. Board members and members of Board committees, except the chief executive officer, will not express individual judgments of performance of the chief executive officer or staff other than during participation in Board deliberations.

8. Board members and members of Board committees shall be familiar with the incorporating documents, by-law, policies and legislation governing Engineers Canada as well as the rules of procedure and proper conduct meetings so that decisions of the Board may be made in an efficient, knowledgeable and expeditious fashion.

9. Board members and members of Board committees will support the legitimacy and authority of Board decisions regardless of their personal position on the issue.

10. Board members and members of Board committees shall participate in Board educational activities that will assist them in carrying out their responsibilities.

11. Board members shall attend meetings on a regular and punctual basis and be properly prepared to participate in Board deliberations.

12. Board members and members of Board committees shall ensure that unethical activities not covered or specifically prohibited by the foregoing or any other legislation are neither encouraged nor condoned and are reported.

13. A Board member or a member of a Board committee who is alleged to have violated this Code of Conduct shall be informed in writing and shall be allowed to present his or her views of such alleged breach at the next Board meeting. The complaining party must be identified. If the complaining party is a Board member, he or she and the respondent Board member shall recuse themselves from any vote upon resolution or censure or other action by the Board. Board members that are found to have violated the Code of Conduct may be subject to the following sanctions and/or discipline:

- requirement to discontinue or modify his or her conduct giving rise to the complaint;
- resign his or her position as a Board or committee member;
- a report to the Board member's regulatory body;
- termination of position on the Board or the committee with or without notice; or
- such other reasonable and prudent sanction as appropriate in the circumstances.

14. Upon appointment, Board members and members of Board committees shall sign an acknowledgment of GP-3.0.1 Confidentiality Policy.

15. Upon appointment, Directors shall sign GP-3.1.1 Director Consent and Declaration.



Expectations Regarding Principal Activities as They Relate to PEO:

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

Eligibility:

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

Term of Appointment for Directors:

Appointment to the Engineers Canada Board is at the sole discretion of PEO Council. The term of appointment normally commences and ends at an annual meeting of Engineers Canada and shall normally be of three (3) years duration. However, PEO may determine a different term according to the circumstances of a particular appointment. Terms less than two years are discouraged as they may not allow for effective representation.

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

The Council of PEO may rescind the appointment of an Engineers Canada Director if it determines that the Director is not acting in accordance with these terms of reference.

Likewise, the Council, as it deems reasonable, may extend the term of appointment of any Director. Should a Director wish to extend his/her term, either to continue as a member of the Board of Directors or to serve on the Executive Committee, or seek the Office of President-Elect, a request shall be made at least three months prior to the expiration of the term, or in advance of such election, to the Council of PEO for such extension.

Performance Review

Council shall conduct an annual review of a Director's performance prior to the Annual General Meeting of Engineers Canada.



Process to Appoint an Engineers Canada Director

The following process is to be used when making Engineers Canada Director appointments:

1. A call for nominations for appointment by PEO Council to the Engineers Canada Board of Directors will be sent to all eligible nominees.
2. The call for nominations will specify the closing date for nominations and require nominees to indicate his/her willingness to serve for up to a three-year term in accordance with the terms of reference, role and expectations of PEO's Directors on Engineers Canada Board of Directors as noted above.
3. A nomination does not require a seconder.
4. No nominations will be accepted after the deadline for submission of nominations or from the floor at the meeting at which such appointments are to be made.
5. At the meeting at which such appointments are to be made, the Chair shall read out the names of those members who have submitted nominations.
6. Each nominee will be afforded an opportunity to make a brief (2 minute) personal introduction should they so wish. Absent nominees may submit a written personal introduction. The Chair will read any comments received from absent nominees.
7. Voting will be by secret ballot in accordance with By-Law No. 1, s.25(4).
Where there is only one nominee for a position, the Chair shall declare the nominee appointed to the Engineers Canada Board.
8. Sitting members of Council who put their names forward to be considered for nomination to the Engineers Canada Board of Directors shall abstain from voting. However, should a Councillor's name be removed from the ballot, either through election or elimination, they may vote in any subsequent ballots.
9. If applicable, ballots cast will remain with the Secretariat until a motion to destroy the ballots has been passed by Council.

Election of One EC Director

Step 1: One ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their ballot. Ballots are collected and counted. The candidate receiving the highest number of votes is elected.

Step 2a: If two (2) candidates receive the highest number of votes in step 1, a tie is announced and a second ballot is prepared with only the names of the two (2) tied candidates. This second ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their second ballot. Ballots are collected and counted. The candidate receiving the highest number of votes is elected. If there is again a tie, a coin toss (see step 3) decides the elected candidate.

Step 2b: If three (3) or more candidates receive the highest number of votes in step 1, a tie



is announced and a second ballot is prepared with only the names of the tied candidates. This second ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their second ballot. Ballots are collected and counted. The candidate receiving the highest number of votes is elected. If there is again a tie of three or more candidates, step 2b is repeated until either one candidate receives the highest number of votes and is elected, or two candidates tie for the highest number of votes and a coin toss decides the elected candidate, whichever occurs first.

Step 3: The coin toss process starts with the two tied candidates picking a number from a bowl (containing 2 different numbers). The candidate who picks the lowest number chooses the side of the coin, heads or tails. An impartial third party flips the coin and the side that lands facing up decides the elected candidate who chose the same side.

Election of Two EC Directors

Step 1: One ballot is given to each eligible voter. The voter is entitled to write or circle the name of two (2) candidates on their ballot. Ballots are collected and counted. The candidate(s) receiving the top 2 highest number of votes or 2 candidates tied for the highest number of votes are elected, or the one candidate receiving the highest number of votes is elected.

Step 2: If there are not two (2) elected candidates in step 1 (such as there is a tie for second place or three (3) or more candidates receive the highest number of votes), a tie is announced and a second ballot is prepared with only the names of the tied candidates. This second ballot is given to each eligible voter. If one candidate was elected in step 1, the voter is entitled to write or circle the name of one (1) candidate on their second ballot. If no candidate was elected in step 1, the voter is entitled to write or circle the names of two (2) candidates on their second ballot. Ballots are collected and counted. The candidate receiving the highest number of votes is elected. If there is again a tie between three (3) or more candidate, step 2a is repeated, or if there is a tie between two (2) candidates then a coin toss (see step 3) decides the elected candidate.

Step 3: The coin toss process starts with the two tied candidates picking a number from a bowl (containing 2 different numbers). The candidate who picks the lowest number chooses the side of the coin, heads or tails. An impartial third party flips the coin and the side that lands facing up decides the elected candidate who chose the same side.

EMERGING DISCIPLINES TASK FORCE - REGULATION OF NON-TRADITIONAL ENGINEERING DISCIPLINES

Purpose: To establish mechanisms for effective regulation of emerging and non-traditional engineering disciplines, subdisciplines, and scopes of professional practice, including creation of a standing committee on emerging engineering disciplines that would replace the existing Emerging Disciplines Task Force (EDTF), and expansion of its CIE / CSSE Task Group.

Motions to consider: (requires a simple majority of votes cast to carry)

- 1. That the progress report of the Emerging Disciplines Task Force (EDTF) and its task group on Communications Infrastructure Engineering (CIE) in C-532-2.9 Appendix A be received, and its recommendations considered.**
- 2. That Council make a policy decision to “enlarge PEO’s tent” to include emerging and non-traditional disciplines, subdisciplines, scopes of practice, and controlled acts that are deemed to be the *practice of professional engineering* within the meaning of the Professional Engineers Act, and to implement structures, mechanisms, processes, and programs to regulate their practice and practitioners in an effective manner and without delay.**
- 3. That Council agree to create a standing committee to identify new engineering disciplines, subdisciplines, and scopes of professional practice to determine whether or not they constitute the practise of professional engineering within the meaning of Section 1 of the *Professional Engineers Act*, and if so, to guide the process for their effective regulation in the public interest.**
- 4. That the new standing committee be known as the *Emerging Engineering Disciplines Committee (EEDC)* and be constituted as per the draft terms of reference in Appendix B, and with initial membership as outlined in C-532-2.9, Appendix C.**
- 5. That Council authorize the ex-budget expenditure of \$10,000. in 2020 for the Committee’s and Task Group’s operation.**
- 6. That Council approve the roster and 2020 workplan of the CIE / CSSE Task Group under the new Committee, as set out in C-532-2.9, Appendix D.**
- 7. Contingent on Motions 2., 3., 4., 5., and 6. being passed, that Council stand down the Emerging Disciplines Task Force with thanks, upon appointment of the EEDC at a future meeting.**

Prepared by: Peter DeVita, P.Eng., FEC, -- Chair, Emerging Disciplines Task Force
George Comrie, P.Eng., CMC, FEC – Chair, CIE Task Group

Motion Sponsor: Councillor Guy Boone, P.Eng.
Need for PEO Action

Engineering is fundamentally different from most other senior professions by virtue of its large number of scopes of professional practice and areas of specialization, which number in the hundreds. This should not be surprising, given that engineering is fundamentally applied science, and that scientific / technical knowledge and its application are expanding exponentially. The scopes of professional practice that are associated with traditional engineering activities – particularly those that are defined in legislation as requiring a licensed professional to sign, seal, or otherwise take responsibility for the work – are relatively well established from a regulatory point of view, and are generally well understood and accepted on the part of practitioners, their employers and clients, and PEO as the regulator. They are also supported by established academic programs that have been designed to prepare practitioners for them.

On the other hand, scopes of practice that are on the periphery of the core engineering disciplines, or are entirely new, are often not well understood or accepted by industry or the profession. In many cases, even their practitioners do not see their work as the practice of professional engineering because they do not enjoy exclusive scopes of practice that are enforceable, and are therefore not inclined to seek or maintain licensure.

Those who do seek licensure may face challenges convincing the regulator (PEO) that what they are doing constitutes the *practice of professional engineering*, or that it meets the licensing criteria for acceptable engineering experience. Even if they are graduates of accredited engineering programs, their knowledge and skill in the emerging discipline will not likely have been acquired in academia, but rather on the job. PEO's approaches to evaluating experience are evolving slowly to address this problem, but in recent years Council has heard numerous complaints about the challenges some applicants face – even in some of the more traditional engineering disciplines.

The fundamental question being raised by the Task Force in this briefing note is this: **What is PEO's commitment to "enlarging its tent" as a regulator?** (i.e., to including areas of applied science on the periphery of the traditional engineering disciplines within its regulatory umbrella)

This is far from a new question for PEO Council, as documented in an unpublished paper by PEO's former Editor of *Engineering Dimensions* and Director of Communications Connie Mucklestone entitled *Regulation of Occupations Allied to Engineering in Ontario: Historical Overview and Explanation of Terms* that traces the discussion back to 1952. In the late 1990s, Council debated whether or not to include the practice and practitioners of geoscience within its purview, as has been done by a majority of Canadian engineering regulators. In the end, Council's decision was not to include the geoscientists, and they were left to form their own professional licensing body: *Professional Geoscientists Ontario (PGO)*. Some consider this decision a missed opportunity for PEO. In 2002, Council again debated whether or not to license engineering technologists with limited scopes of engineering practice, and this time, the decision – based on a report of the Engineering Technologist Licensure Task Force - was "yes". That decision, albeit a long time in implementation because

of government delays, saved PEO from much of the turmoil and conflict experienced by PEO's counterparts in Alberta and BC over the same issue.

For the past thirty years, PEO has had an almost continuous succession of task forces that have considered the regulatory aspects of various emerging engineering disciplines and applied science disciplines that are allied to engineering. Their recommendations – many of which were accepted by Council - are particularly relevant here. These include:

(i) ***Committee for the Professional Registration of Geoscientists in Ontario: 1989-1998***

(ii) ***Task Group on Emerging Engineering and Multidisciplinary Groups: 1996***

Established in November 1996 as part of PEO's "Fundamental Review", this task group recommended the creation of an *Engineering Disciplines Task Group*.

(iii) ***Engineering Disciplines Task Group (EDTG): 1998-2002***

Established in March 1998 and chaired by Dr. Bruno DiStefano, P.Eng., this Task Group looked into regulation of then emerging areas of engineering practice, in particular software engineering, with a view to how PEO's licensing criteria and process could be modified to deal with their applicants for licensure more effectively and fairly. Council received its final report with recommendations on February 28th, 2002 and passed the following motion: ***That Professional Engineers Ontario***

- ***Establish a permanent committee to monitor the qualifications and experience of applicants and job advertisements to identify new engineering disciplines, or, alternatively, task staff to do this;***
- ***Apply the outlined process for defining a body of knowledge to identified new engineering disciplines;***
- ***Promptly identify an area of exclusive practice for the licensed practitioners of any new engineering discipline and work with government to secure appropriate demand-side legislation.***
- ***Implement enforcement processes in relation to new engineering disciplines with legislated exclusive scopes of practice;***
- ***Examine a discipline-specific licensing model.***

(iv) ***Technologist Licensure Task Force: 1999-2002***

(v) ***Ontario Software Engineering Task Force (OSWET): 2000-2002***

On September 16th, 2000 Council established the *Software Engineering Task Force* to prepare a reasoned response to the CCPE – AUCC proposal to create a joint Software Engineering Accreditation Board (SEAB). The Task Force completed this task, but although the SEAB was never created, the engineering profession's ability to regulate the practice of software engineering remained in doubt. As a result, on March 26th, 2001 Council empowered OSWET to hold discussions with the Canadian Information Processing Society (CIPS) and other groups representing the information technology community regarding the possible licensing of applied computer scientists with the following motion:

That Council agree in principle to hold discussions that may lead to the licensing of other classes of applied scientist or technologist by our Association under our Act.

(vi) ***External Groups Task Force: 2002-2006***

At the same meeting, Council determined that the review of the regulation of other applied scientists should be handled by a super task force, with OSWET and the Technologist Licensure Task Force as subcommittees. The motion passed was:

That Council create a super task force to study the public interest implications of alternative models for governing allied applied science practitioners.

As a result, OSWET became known as *External Groups – Software*, and its discussions with CIPS National and CIPS Ontario continued through 2006. The agreed upon goal of these discussions was to:

- Define the world of software practice and come to an understanding of common terms that describe this field;
- Define standards of practice;
- Determine if there are areas of practice that are amenable to licensing or certification.

A white paper was prepared and received by Council in June, 2004.

(vii) Emerging Disciplines Task Force (EDTF): 2008 - present

To proactively embrace emerging disciplines is also a “watershed” decision that is fundamental to PEO’s future as a regulator. With the rapid advances in applied science and technology, the number of new scopes of professional engineering practice can be expected to continue to increase. Many of these scopes of practice will embody significant risks to the public, and ought to be regulated. If PEO chooses not to embrace them and regulate them effectively, PEO will continue to lose relevance and influence as a regulator, and over time will regulate a smaller and smaller percentage of engineering activity. One can imagine a scenario in which PEO devolves to represent only those professional engineers in the traditional building-related engineering disciplines who must be licensed in order to practise them.

The engineering subdiscipline highlighted in much of this report – *Communications Infrastructure Engineering (CIE)*, or *Cyber Systems Security Engineering (CSSE)* as it is more commonly referred to – is probably the best example of an emerging discipline that requires effective regulation to protect the public from the severe consequences of system security breaches that are in the news on a weekly basis. These scopes of practice will inevitably be regulated in the public interest, and soon. PEO is clearly the best positioned and equipped entity to regulate CIE / CSSE, and much good work has already been done to prepare PEO to do so. But if PEO chooses not to embrace these and other emerging disciplines and scopes of practice, some other entity will be created to regulate them, and PEO’s opportunity to do so will be lost forever.

As previously noted, PEO’s current Task Force on Emerging Disciplines (EDTF) has been in existence since 2008. EDTF spawned two Task Groups to deal with *Nanomolecular / Nanomaterials Engineering (NME)* and *Communications Infrastructure Engineering (CIE)* respectively, both of which were declared by Council to be the *practice of professional engineering* in 2010. Both subgroups had original workplans consisting of two phases that included consulting with academic and industry, defining scopes of professional practice and core bodies of knowledge, and developing recommendations as to how PEO should regulate them effectively. The NME subgroup submitted a report on its Phase I work in April of 2010, and a final report at the conclusion of its Phase II work in November of 2013, after which the subgroup effectively disbanded. The CIE subgroup submitted its Phase I report in September of 2010, and the executive summary of a planned Phase II report as a progress report in November of 2013.

The CIE Task Group's Phase II work involved extensive consultation with industry and government agencies in the telecommunications sector regarding regulatory aspects of CIE and the need for licensure / certification of practitioners. Because of this work, an opportunity arose for the Task Group to conduct a pilot project on licensure of existing practitioners with varying backgrounds, many of who were employed by Bell Canada in its Core Networks Group. With the support of the Registrar and staff in the Licensing and Registration Department, a group of over 40 potential applicants for P.Eng. and Limited licences were triaged, and those that applied were monitored through the assessment process. In the course of this exercise, a number of new applicants with CIE /CSSE scopes of practice were licensed, and PEO's internal licensing processes were refined to deal with such applicants.

This work constituted a third phase of the CIE Task Group's work. It also involved extensive consultation and collaboration with external experts, including PEO licensees who are cyber security experts in the Canadian Computer Security Establishment (CSE, part of DND). In the process, much valuable information was learned concerning what PEO needs to do to regulate CIE / CSSE effectively, and how to deal proactively with new and emerging disciplines in general. As it turns out, to embrace an emerging or non-traditional discipline requires focused activities such as extensive external outreach that are not part of PEO's normal licensing protocols for established disciplines.

The work required to regulate CIE / CSSE effectively is far from done. The appended report outlines a number of steps that remain to be completed, including refining the scopes of practice / controlled acts, refining the core body of knowledge, and introducing curriculum components into accredited engineering programs that deal with security in general and cyber security in particular. For this reason, the CIE Task Group should be continued and revitalized as a working group under the proposed new standing committee.

Proposed Action / Recommendation

1) Make a Commitment in Principle to "Enlarge PEO's Tent"

This is the fundamental decision on which everything else in this Briefing Note stands: **to make a commitment to regulate emerging and non-traditional engineering disciplines, subdisciplines, and scopes of professional practice – and their practitioners – in an effective and timely manner.**

It has profound implications for most of the other major decisions facing PEO Council, including some related to recommendations in the recent external regulatory review. If PEO intends to include and regulate practitioners of scopes of engineering practice on the periphery of the traditional scopes of engineering practice, it must change certain aspects of its core regulatory rubric, processes, and programs. If, on the other hand, PEO is content to confine its regulatory purview to the well-established scopes of engineering practice, then less dramatic change is required.

One thing we have learned from PEO's past attempts to embrace emerging disciplines such as software engineering and nanomaterials engineering is that it is completely ineffective to declare scopes of engineering practice to be the *practice of professional engineering* without having in place concrete plans and resources to implement the changes necessary to integrate them in a timely and effective manner. In addition, a licence is only effective if it has well defined rights to practice that can be enforced. This typically requires demand-side legislation or other regulatory regimes that ensure the involvement of licensed practitioners in the work.

For these reasons, the fundamental decision as to whether or not to “enlarge PEO’s tent” should be made before taking other actions in response to the external review, not after.

2) Replace EDTF with a Standing Committee on Emerging Engineering Disciplines

PEO needs to create a standing committee to identify emerging and non-traditional engineering disciplines, subdisciplines, and scopes of professional practice and guide the process for their effective and timely regulation by PEO. The new committee would succeed the existing *Emerging Disciplines Task Force (EDTF)*, which would be stood down. History has demonstrated clearly that the work required to identify and incorporate emerging disciplines is not a one-time project suitable for a task force, but rather ongoing, and requiring a long-term commitment.

The proposed structure for the new Emerging Engineering Disciplines Committee is analogous to that of the Licensing Committee and the Professional Standards Committee, in that it would have the ability to spawn (with Council approval) task groups of limited duration to deal with specific disciplines, subdisciplines, and scopes of engineering practice that have been identified as falling within PEO’s purview and are not presently being regulated effectively.

3) Launch the Next Phase of PEO’s Pilot Project to Bring CIE / CSSE Fully Into PEO’s Tent

As described in Appendix A, PEO has made substantial progress over the past several years at incorporating the CIE / CSSE scopes of practice and their practitioners into PEO’s regulatory rubric. CIE / CSSE is our best example of an emerging engineering discipline, in that:

- It is truly emerging, and evolving rapidly;
- It is largely unregulated at the present time, and has few professional standards;
- Its existing practitioners have acquired most of their knowledge and skills on the job;
- Its leaders recognize the need for engineering discipline;
- It is of critical importance to the safety and well being of society.

Treating this emerging [sub]discipline as a pilot project has enabled significant accomplishments in terms of adapting PEO’s licensing requirements and processes to accommodate applicants who would otherwise be “outliers” in our traditional admission system.

This initiative would provide for the continuance of the Task Group on *Communications Infrastructure Engineering (CIE) / Cyber Systems Security Engineering (CSSE)*, with an expanded roster, under the new Committee.

It would further provide for the continuance of the pilot project to complete some of the outstanding work required, including:

- Revision of the CIE / CSSE Core Body of Knowledge (CBOK);
- Incorporation in accredited engineering programs of core knowledge components related to security in general, and cyber security in particular;
- Establishment of a CIE / CSSE specialist designation;
- Establishment of virtual CIE / CSSE practice working group consisting of all willing PEO licensees practicing in the field;
- Significant further outreach to industry, practitioners, government agencies, and academia;
- Determining what demand-side legislation is required at both the provincial and federal levels.

Next Steps (If Motions 2. through 5. are approved)

Motions 2. through 5. are presented separately for purposes of Council debate and possible refinement, but are essentially inseverable.

The foundational policy decision represented by Motion 2. is necessary, but not sufficient, to accomplish the intended objective (i.e., to facilitate the effective and timely regulation of emerging and non-traditional engineering disciplines, subdisciplines, and scopes of professional practice). By itself, Motion 2. is impotent.

Needless to say, if motion 2. is not passed, the remaining motions need not be considered. In the event that Council decides not to move forward with this initiative, practitioners in emerging and non-traditional areas of engineering practice may seek alternative regulatory mechanisms outside of PEO to enhance their professional status and ensure that the public interest is served.

Motions 3., 4., and 5. enable the constitution of the new Emerging Engineering Disciplines Committee (EEDC) which will meet, elect a Chair and Vice-Chair, and commence its work. Its first tasks will include:

- To review its Terms of Reference and recommend any changes to Council for approval;
- To prepare a Work Plan and HR Plan for 2020 for Council approval.

Motions 3., 4., and 5. provide the necessary framework for developing the Council decisions that must follow, such as:

(a) What specific areas of practice should be included in the “enlarged tent”, and how they should be defined

Besides *Communications Infrastructure Engineering* / *Cyber Systems Security Engineering*, other examples for early consideration would include:

- ***Software Engineering***
- ***Industrial / Systems Engineering***
- ***Bio / Biomedical / Biomaterials Engineering***

These are suggested because:

- Council has long ago declared each to be the practice of professional engineering within the meaning of the Act;
- With the notable exception of CIE / CSSE, academia has already embraced them and our accredited engineering schools are already offering degree programs in them;
- PEO is not regulating a significant percentage of their practitioners at the present time;
- PEO does have a core base of licensed practitioners in each field on which to build.

(b) What changes are necessary to PEO’s regulatory rubric, policies, programs, and procedures in order to embrace and regulate them

Based on the Task Group’s experience to date with CIE / CSSE, PEO must undertake the following in order to achieve the objective of integrating emerging and non-traditional areas of practice:

- Careful definition of targeted scopes of practice (what work is included, and what isn't);
- Discipline-specific specialist designations;
- Outreach to industry and existing practitioners;
- Outreach to academia, including the colleges;
- Discipline-specific competency frameworks for experience evaluation.

Even more fundamental aspects of PEO's current regulatory rubric may need to be examined in order to deal appropriately with licensees in "marginal" areas of practice, such as graduates of accredited engineering programs working in management consulting, banking and finance, law, etc. Potential changes could include separating the title from the licence, and introducing new classes of licence or discipline-specific licences.

Motion 6. authorizes the reconstituted CIE / CSSE Task Group to continue its remaining work.

Policy or Program Contribution to PEO's Strategic Plan

These initiatives will contribute to the following three high-level objectives in PEO's 2018-2020 Strategic Plan:

- **Objective #3 – Enhance PEO's public image**

PEO will be seen by industry, governments, and practitioners as a leader in public protection for faithfully discharging its mandate to serve the public by addressing one of society's most serious threats to its security.

- **Objective #5 – Increase influence in matters regarding the regulation of the profession**

PEO will begin to fulfil its legislated mandate to regulate the whole practice of professional engineering, not just the traditional areas of practice which by most estimates account for significantly less than half of all engineering practice in Ontario.

- **Objective #6 – Augment the Applicant and Licence Holder Experience**

PEO will enhance its licensing outreach, criteria, and processes to more readily attract and include practitioners in non-traditional and emerging areas of practice. These would include our own engineering graduates, many of whom do not see PEO as relevant to their careers.

Financial Impact on PEO Budgets (for five years)

	Operating	Capital	Explanation
Current to Year End	\$10, 000.	\$	Funded from Reserves (Council discretionary funds)
2 nd	\$20,000.		To be included in 2021-2022 Operating Budget

		\$200,000.	for operation of Committee and Task Group(s) To be included in 2021-2022 Capital Budget for Public Information Campaign
3 rd	\$30,000.	\$200,000.	To be included in 2022-2023 Operating Budget for operation of Committee and Task Groups To be included in 2022-2023 Capital Budget for Public Information Campaign
4 th and thereafter	\$40,000.	\$200,000.	To be included in 2023-2024 Operating Budget for operation of Committee and Task Groups To be included in 2023-2024 Capital Budget for Public Information Campaign

Human Resource Implications

As noted in Appendices B and C, the volunteer rosters of both the Emerging Engineering Disciplines Committee and the CIE / CSSE Task Group need to be expanded and refreshed. Since their inception, the Emerging Disciplines Task Force and its CIE Task Group have enjoyed the support of PEO's Manager of Policy, Jordan Max, who has contributed extensively to their administration, as well as their outreach and networking efforts. For their continued operation, equivalent staff support will be required on an ongoing basis at a level of approximately 1/4 FTE.

Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> Repeated attempts made during 2017-2018, 2018-2019, and 2019-2020 Council terms to make a presentation at a Council plenary session. Briefing Note placed on Council agenda for March 20th, 2020 regular meeting
Peer Review	<ul style="list-style-type: none"> Existing members of Emerging Disciplines Task Force (EDTF) and Communications Infrastructure Engineering (CIE) Task Group

Appendices

- Appendix A – Progress Report of Task Group on Communications Infrastructure Engineering (CIE)
- Appendix B – Draft Terms of Reference for Emerging Engineering Disciplines Committee (EEDC)
- Appendix C – Proposed Initial Roster of Emerging Engineering Disciplines Committee (EEDC)
- Appendix D – Roster and 2020 Work Plan of Reconstituted CIE / CSSE Task Group

*Emerging Disciplines Task Force (EDTF)****Communications Infrastructure Engineering (CIE) Task Group*****PROGRESS REPORT****1. Introduction and Overview**

This is the third report of the *Communications Infrastructure Engineering (CIE) Task Group* of PEO's *Emerging Disciplines Task Force (EDTF)*.

Our first (Phase I) report was issued in July 2010. The Phase I report demonstrated the need for - and the public interest inherent in - the establishment of a CIE field of engineering practice in Canada. It attempted to define:

- the impacts associated with protection of communications infrastructure and other critical infrastructures dependent on communications infrastructure,
- the core body of knowledge that should be mastered for competent CIE practice, and
- the scope and limitations of that practice.

In response to the Phase I report, *Communications Infrastructure Engineering* was accepted by PEO's Governing Council as the practice of professional engineering in September 2010.

The principal purpose of the Task Group's Phase II work was to give real meaning to licences to practise in this field by identifying (i) scopes of exclusive practice in CIE, and (ii) actions necessary for PEO to regulate the practice of CIE effectively. Our goal was to answer the question:

"What will it take for the self-regulating engineering profession to embrace the practice of CIE within its regulatory fabric, and to establish itself as a leader in the protection of our society's critical communications and network-dependent infrastructures?"

In its early days, the Task Group attempted to track and document the ever-increasing incidence of cyber security breaches with their associated vulnerabilities, attack vectors, mitigation strategies, and losses – but this proved to be an overwhelming task for a small group of volunteers. Fortunately, both public and private organizations have emerged in the burgeoning cyber security industry that investigate, track, and communicate such information for the benefit of those who are trying to protect their data and systems. Suffice it to say that the almost constant media coverage of cyber abuse is making the general public much more aware of the inherent risks to their privacy and security of our on-line way of life.

At its inception, the Task Group debated what to call the emerging discipline it was dealing with. The first iteration was *Communications Infrastructure and Networking (CIN)*, which soon gave way to just *Communications Infrastructure Engineering (CIE)*. Recently, the Task Group has debated at some length whether this nomenclature depicts adequately the nature and importance of the discipline. Most CIE practitioners would refer to what they do as *cyber security*, a term that more likely has meaning to members of the general public. As a result, we are leaning towards calling it *Cyber Systems Security Engineering (CSSE)*, as term that has gained acceptance in the U.S.

and other jurisdictions. Throughout this report, we will use the terms *CIE*, *CSSE*, *CIE / CSSE*, and *cyber security* interchangeably.

2) Stakeholder Consultations

Our initial step in Phase II was to consult extensively with interested stakeholders - both within and outside the engineering profession - to broaden our understanding of the environment in which CIE is taking place and to obtain their feedback on the concepts developed in our Phase I work. The Phase I report was distributed widely to a range of potential stakeholders, with a request for comments. The distribution was followed up with offers to meet with interested stakeholders to present PEO's position on CIE and to hear and understand their reactions. The following meetings / presentations were conducted, resulting in much useful feedback.

- PEO Academic Requirements Committee (ARC)
- PEO Experience Requirements Committee (ERC)
- PEO Enforcement Committee (ENF)
- PEO Professional Standards Committee (PSC)
- OCEPP Policy Engagement Series Presentation
- ISACA Golden Horseshoe Chapter
- Office of the CIO, Ontario
- Canadian Radio-Telecommunications Commission (CRTC)
- Industry Canada - ICT Sector Group
- Council of Ontario Deans of Engineering (CODE)
- Presentation to ITAC Cyber Security Forum
- Computer Security Establishment Canada (CSEC)
- Ontario MGS Communications Branch
- Canadian Internet Registration Authority (CIRA)
- Consulting Engineers Ontario (CEO) Board of Directors
- PEO Regulatory Committee Chairs
- Licensing Process Task Force (LPTF) re LEL Applicants (Sep 2013)
- Association of Power Producers of Ontario (APPrO) Panel on Cyber Security (Nov 2013)
- Bell Canada - Core Networks Group (Mar 2015)
- Engineering Innovations Forum Presentations on Cyber Security (Mar 2017)

3) CIE / CSSE Scopes of Practice

The first step in establishing a regulated profession is to define and delimit the activities for which a licence to practise is required in the public interest. Our Phase I report set the bounds for such activities within the CIE domain in terms of both network technology and level of responsibility. The Task Group then proceeded to define specific work activities that constitute professional CIE practice.

At a high level, Communications Infrastructure Engineering (CIE) may be defined as the systems-level design, implementation, management, analysis, and audit of assured or trusted communication networks. In this context, "trusted" includes concerns for availability, confidentiality, integrity and privacy. CIE deals with data in transit, as opposed to data in repository or at rest. It excludes configuration and troubleshooting of network devices such as routers and firewalls. It also excludes application-specific security concerns and provisions.

The practice of Communications Infrastructure Engineering is primarily a systems level practice that uses product level components developed by other engineering disciplines such as electrical engineering, computer engineering, and software engineering. This is analogous to structural engineers using materials developed by metallurgical or chemical engineers in their design of structures.

Our Phase I report attempted to define the bounds of CIE in terms of network technology / topology and the core network elements of data, physical infrastructure, logical infrastructure, and point of demarcation. It emphasized that CIE deals with data in transit, thereby excluding cyber security issues associated with end-point data repositories and application software. Finally, it excluded from the CIE scope definition activities that normally fall within the purview of network technicians and technologists, such as installation, configuration, and troubleshooting of routers and firewalls, for example.

Without limiting the generality of the foregoing definition, the following subsections describe some specific areas of practice within the field of CIE.

3.1 Planning and Design of Assured Communication Networks

By definition, assured communication networks include those supporting other critical infrastructures, as defined by the Government of Canada.¹ Any communications infrastructure whose failure, compromise, or unavailability can adversely affect society's well-being is critical, and must be secured against a broad spectrum of threats and failures.

The role of the CIE practitioner is concentrated at the systems level; i.e., it is concerned with the overall design of the network from the point of view of:

- *availability* (which encompasses performance) and reliability,
- *confidentiality* (protection against unauthorized access or exposure),
- *integrity* (protection against unauthorized modification/corruption, including "operations" security),
- *privacy* (restrictions on unauthorized disclosure),

¹ Public Safety Canada, *National Strategy for Critical Infrastructure*, <http://www.publicsafety.gc.ca/cnt/rsrscs/pblctns/srtg-crtcl-nfrstrctr/srtg-crtcl-nfrstrctr-eng.pdf>, 2009.

and includes the design of secure operating and monitoring procedures. It is not intended to encompass the configuration of network devices and interfaces (which is the purview of the network technician or technologist), nor is it intended to encompass the design of secure applications (which is the purview of the software analyst and/or designer). However, the CIE practitioner is expected to understand these works and take overall system responsibility for the work done.

CIE practitioners apply their engineering discipline – which includes comprehensive risk assessment and mitigation strategies – to develop and document requirements for network assurance and security, along with specifications and designs that will meet those requirements.

3.2 Implementation of Assured Communication Networks

As in most other engineering disciplines, there is a requirement for a licensed CIE practitioner to monitor, inspect / review, and provide oversight to the implementation of an assured network to ensure that it is implemented in accordance with its designs. In some cases, issues will arise during implementation that may require the design to be revisited and possibly revised. Any such reviews and revisions cannot be left to persons less skilled than the designer without risking compromise of the network security. Thus, CIEs are expected to be involved in implementation of their designs, just as other engineers are. A CIE should "sign off" on the "as-built" implementation of an assured network as verification that it may be trusted.

3.3 Operational Oversight of Assured Communication Networks

Just as a certified aircraft must be operated in accordance with its Pilot Operating Handbook to be flown safely, so a secure network that has been properly designed and risk assessed must be operated in accordance with documented operating procedures to avoid failure or compromise.

The role of the CIE practitioner in operation of critical communications infrastructure is to provide the oversight necessary to ensure that its operation is in accordance with design limitations and secure practices, and to ensure that those practices are updated as and when required to reflect any changes in the design or configuration of the network.

This role includes ensuring that monitoring facilities are in place to detect any compromises of the network, and that appropriate corrective action is taken to address any threats detected.

It is not intended to encompass routine day-to-day operation and control of networks (which is the purview of network operators), or repair and configuration of network devices (which is the purview of network technicians and technologists).

Again, however, the CIE practitioner must understand the fundamental technologies and be able to verify that implementation and maintenance work does not compromise the reliability and security of the network as originally designed.

3.4 Auditing and Risk Analysis of Network Infrastructure

As networks, network technology, and cyber-security threats are evolving rapidly, it will be necessary to evaluate existing network infrastructure on a regular basis to ensure that risks are properly identified and mitigated. Many existing networks were designed when technology was simpler and threats were fewer, without the end-to-end design undergoing formal risk analysis.

This scope of CIE practice emphasizes the critical engineering aspect of risk analysis in secure network design and operation. It also encompasses oversight of remedial analysis and contingency planning for corrective actions that may become necessary following a network failure or security breach.

3.5 Risk Analysis and Mitigation of Other Critical Infrastructure that is Dependent on Network Infrastructure

Since so much of society's critical infrastructure depends on network infrastructure, risk analysis and mitigation for infrastructures such as energy, finance, health care, public safety, and transportation will require knowledge of network infrastructure and its vulnerabilities. Communications infrastructure engineers will therefore be called upon to bring their specialized knowledge and skill to bear on designing, operating, and protecting other critical infrastructures.

Since the above scopes of practice were established, the Task Group has broadened somewhat its view as to what should be included in the CIE / CSSE scopes of practice. While we believe the focus should remain on networks and data in transit, it is difficult in cyber security practice, and probably unwise, to attempt to exclude data at rest (in storage) and data in use at network endpoints. With this in mind, a review and likely expansion of these scopes of CIE / CSSE practice is contemplated as a Phase IV activity.

4) CIE Practitioners

One of the challenges inherent in regulating a new engineering (sub)discipline like CIE is that its practitioners come from widely diverse backgrounds. Many lack formal education or training in their field of specialization, and have acquired their expertise solely through practical experience. In the case of CIE, academic programs that provide the required body of knowledge are just now being developed and introduced, and their graduates are few.

To this day, relatively few existing CIE practitioners have formal engineering or engineering technology backgrounds, and even fewer are licensed. This challenge is exacerbated by the fact that there exists currently an acute shortage of persons with the requisite CIE skill set in the labour market, and by the fact that there is as yet no agreed upon standard of knowledge and skill for them.

An important concept in the strategy to regulate an emerging discipline is that of *targeted domains*: industry sectors and application areas that are logical choices for regulation and restricted rights to practise. The most obvious target domains for CIE are those in which there is a "logical-kinetic" interface between the communications

network and a device or system that is already recognized as falling within the purview of licensed professional engineers. CIE target domains include networks used to control mission-critical and safety-critical systems such as those used in communications (e.g., carriers and network / internet service providers), power generation (e.g., nuclear), transportation (e.g., aircraft and train control), industrial processes (SCADA), and so on.

5) Phase II Recommendations

In November, 2013 the Task Group filed with PEO Council a summary report of its Phase II work containing the following recommendations, organized according to whom the Task Force believed should be responsible for their implementation. The current status of each recommendation is noted in the table.

	Recommendation	Current Status
	<u>Admissions - Related Recommendations</u>	
1	That the Academic Requirements Committee (ARC) create a Syllabus (as defined in Regulations) for CIE, in order to substantiate its core body of knowledge.	Completed (2015)
2	That the Experience Requirements Committee (ERC) begin to add to its roster licensees who are practising in the CIE field, in order to be able to staff CIE interview panels and to structure interviews of CIE applicants.	Completed (2015)
3	That the proposal for a Limited Licence in CIE set out in Appendix L, be referred to PEO's standing committees on Academic Requirements (ARC), Experience Requirements (ERC), and Legislation (LEC), and its Licensing Process Task Force (LPTF), for peer review with a view to its implementability, and with the intention of bringing recommendations to Council for approval in the near term.	Completed: LEL Regs amended in 2016
4	That PEO establish a voluntary CIE specialist designation available exclusively to its licensees who meet a CIE certification standard.	Pending
5	That PEO establish as an additional character requirement for CIE designees a formal security clearance to be completed and maintained at the request and expense of the applicant / licensee.	Pending
6	That PEO establish a general certification process that can be applied to CIE and other such emerging disciplines and areas of specialization.	Pending
7	That Council task the Licensing Process Task Force / Standing Committee on Licensure Policy with investigating the need to increase the academic requirement for licensure to the equivalent of five (5) years of academic study.	Abandoned
8	That the CIE knowledge base and associated elements of the licensing process updated to reflect technology and regulatory changes by a task force composed of CIEs a minimum of once every 5 years for the next 20 years.	In Phase IV Work Plan

	<u>Recommendations Related to Protection of Rights to Practice</u>	
9	That the Terms of Reference for the Enforcement Committee (ENF) be amended to ensure that members of the Committee have practical experience with CIE scopes of practice, the cyber security industry, and control of critical physical infrastructure.	Not Implemented
10	That enforcement activity against unlicensed CIE practitioners be phased in gradually, beginning with instances of work on networks used to control mission-critical / safety critical infrastructure, including the shared backbone networks of telecommunications service providers, and private backbone networks of financial and government institutions.	Not Implemented - Premature
11	That the Professional Standards Committee (PSC) create a professional practice guideline for CIE that outlines the core body of knowledge and applicable technical standards and government regulations.	Refused by PSC
12	That licensees not originally licensed in CIE who wish to practice in this area refer to the CIE Core Body of Knowledge, Syllabus, and Practice Guideline (when available) to determine the technical knowledge and skill requirements for CIE practice, in order for their self-assessment of competency to begin practising in the field.	Pending
13	That PEO, together with other Canadian engineering regulators, begin to draft and promote public policies regarding necessary credentials of CIE practitioners in critical target domains.	Discussed with Engineers Canada Board
	<u>Recommendations for Execution by the Registrar</u>	
14	That PEO engage with Ontario engineering faculties to acquaint them with the body of knowledge expected of CIE practitioners / applicants for licensure, and to encourage them to offer and to seek CEAB accreditation of academic programs that meet those expectations.	Ongoing, by Task Group
15	That the CIE curriculum and knowledge base include instruction in: <ul style="list-style-type: none"> • systematic approaches to risk management, and • development of business cases associated with security and assurance of systems. 	Pending
16	That the following content requirements for accredited CIE programs be prescribed by the Canadian Engineering Accreditation Board: <ul style="list-style-type: none"> • Security / Safety (Syllabus 04-Soft-B3) • Networking & Communications (Syllabus 04-Soft-B10) • Safety Critical Systems (Syllabus 04-Soft-B14) • Telecommunications Engineering (Carleton syllabus) 	Pending
17	That PEO's Licensing and Registration Department maintain contact with post-secondary academic institutions that offer courses, programs, and certificates in CIE-related subject matter so as to be in a position to advise both applicants and existing licensees as to where they may obtain necessary additional CIE knowledge and skills.	Ongoing, by Task Group

	<u>Other Recommendations</u>	
18	That PEO support CIE licensure with communication and promotion targeted at the executive level, so that awareness and appreciation of the value of the CIE is understood and business case development is facilitated from lower levels in the organization.	Recommended by Public Information Campaign Task Force
19	That, with respect to communication and stakeholder relations concerning CIE: <ul style="list-style-type: none"> • Clear objectives and success criteria be developed and approved by Council; • A communication and stakeholder relations master plan be developed for the regulation of CIE along the lines presented above; • A project manager be assigned full-time to manage the execution of the communication and stakeholder relations plan; and • Achievement of plan objectives be tracked, and the plan and resources adjusted as required to deal with shortfalls. 	Not Implemented
20	That the Emerging Disciplines Task Group continue to engage key external stakeholders in regulation of CIE with a view to identifying opportunities for collaboration.	Ongoing, by Task Group
21	That PEO, either independently or through Engineers Canada, partner with the Information and Communications Technology Council (ICTC) to develop labour market intelligence related to CIE occupational profiles with a view to determining the backgrounds and qualifications of those currently practising in CIE scopes of practice.	Not Implemented
22	That Council strike a standing committee on Emerging Engineering Disciplines with composition and terms of reference as set out in Appendix C.	Pending

6) Licensing of CIEs

Late in 2014, the Task Group established contact with representatives of Bell Canada's Core Networks Group in Toronto. This national group, which includes a few licensed professional engineers, is responsible for the architecture of the carrier's backbone networks and their security. We were invited to deliver two presentations on CIE to their interested staff in March of 2015. Some staff participated remotely from offices in Montreal and Calgary, which raised the question as to whether PEO's counterparts in other provinces were also interested in licensing practitioners in this field.

As a result of these presentations, Bell listed the P.Eng. and LEL as preferred qualifications / designations for professional development of their network security staff. This meant that the Company would reimburse application and other (e.g., examination) fees for these licences, as well as a bonus upon being awarded the licence or credential.

This positive development resulted in the receipt of approximately 30 applications for licensure from Bell Canada employees in a short period of time. PEO's Licensing

and Registration staff were soon inundated with inquiries as to how these CIE applications would be treated, especially given that most of the applicants did not have typical engineering academic backgrounds.

In order to achieve consistency in messaging and in the handling of applications from CIE practitioners, an ad-hoc working group consisting of L&R staff and representatives of ARC, ERC, and the CIE Task Group was established to review and refine the internal application process. This work was spearheaded by then Manager of Registration Lawrence Fogwill, P.Eng., who had been assigned to handle inquiries from CIE applicants. ARC members (notably Drs. Bob Dony, P.Eng. and Barna Szabados, P.Eng.) worked on refining the academic assessments, while ERC members (notably Changiz Sadr, P.Eng. and David Kiguel, P.Eng.) did the same for the experience assessments.

In the process, they were able to take advantage of changes to Section 46, of O.Reg. 941 dealing with Limited Licences and the L.E.T. designation that came into force on July 1st, 2015. These long-awaited changes that originated with the Technologist Licensure Task Force in 2002 made it easier for applicants to meet the academic requirements for a Limited Licence.

The results were a streamlined and consistent process, demonstrating that PEO's existing requirements for licensure could be applied fairly to applicants with the non-standard backgrounds typical of practitioners in an emerging discipline.

As a pilot project, the Bell applications were "triaged"² and their progress through the system tracked by Deputy Registrar Michael Price and the Chairs of EDTF and the CIE Task Group. This permitted us to identify [potential] delays and obstacles to licensure, whether attributable to the applicant and his / her circumstances or to the process itself. It also provided a good indication that the Limited Licence would be applicable to a majority of CIE / CSSE practitioners (given that, as already reported, most existing practitioners do not have formal engineering backgrounds, although most have some post secondary education with sufficient basic science and mathematics to master the CIE core body of knowledge). Special assistance in the triage effort was provided by Daksha Bhasker, CISSP, P.Eng., of Bell Canada (at the time, herself an applicant for licensure).

In March of 2016, Council approved the addition of Element 2.4 – *CIE Outreach and Licensure* to PEO's 2015-2017 Strategic Plan. As of this report date, some 150 PEO licensees whose scopes of practice are in the CIE / CSSE field have been identified by the Task Group.

7) Education and Development of CIEs

Over the past few years, the Task Group has expended significant effort on outreach to academia in an attempt to identify new engineering programs with relevant CIE / SCCE content. Given that there is a well-documented and publicized shortage of cyber security professionals in every developed country including Canada, it is somewhat surprising that so few specialist programs have emerged in our Canadian engineering and engineering technology schools.

² An initial assessment of the applicant's credentials to determine if he / she would be a likely candidate for (i) an unlimited [P.Eng.] licence, (ii) a Limited Engineering Licence, or (iii) no licence.

This opportunity has been discussed on multiple occasions with the Council of Ontario Deans of Engineering (CODE), as well as with representatives of its national counterpart (NCDEAS) and Ontario's Deans of Technology. Their response to the question of why academic programs related to CIE / CSSE were developing so slowly has been that demand among students has not materialized as expected.

Plenty of training programs exist at the more practical, hands-on end of the spectrum oriented towards networking technicians, but university-level programs with more conceptual content targeting network design and protection are still few and far between, even at the post-graduate level. Recognizing a critical shortage of technical expertise in this area, the Government of Canada has recently begun to stimulate development of centres of cyber security research and development in academic institutions.

In 2018, the Task Group was approached by representatives of Canada's *Computer Security Establishment (CSE)* in Ottawa. Part of DND, CSE is the federal government's leading internal authority on cyber security, and is responsible for auditing and advising on the security of important federal government systems. Our contacts in CSE – coincidentally all PEO [P.Eng.] licensees – had been tasked with identifying academic programs in cyber security in Canada, and assessing the extent to which they adequately prepare graduates for the kinds of work undertaken by CSE itself and by other organizations with similar stringent skill requirements.

During the past two years, the Task Group has held regular teleconference meetings with the CSE representatives and other stakeholders, who have provided invaluable assistance in identifying emerging international knowledge, training, and practice standards. As a result of these in-depth discussions, we have come to the conclusion that it is necessary to revisit both the core body of knowledge and the defined scopes of professional practice in CIE / CSSE in order to bring them up to date.

A further result of our involvement with CSE is recommendations to incorporate:

- (i) Core material related to security in general in all accredited Canadian engineering programs (regardless of discipline);
- (ii) Core material covering the basic concepts of cyber security in all accredited Canadian engineering programs in *Electrical Engineering, Computer Engineering, Software Engineering, Systems Engineering, Communications / Networking Engineering*, and related areas of specialization;
- (iii) Programs and program options designed to prepare graduates for professional practice in CIE / CSSE in their undergraduate course offerings.

The rationale for these recommendations, which are recast in Section 9. below, is as follows:

- (i) Every licensed professional engineer must be prepared to consider the security of the artifacts and/or systems he /she designs, operates, and manages, regardless of their nature. The day in which one can assume that no one will attempt to attack, compromise, or destroy one's work product is long gone. Every engineering graduate should understand the basic concepts of security, risk management, and asset protection, and should have developed the related (technology-dependent) practice skills in his / her area of specialization.

- (ii) These days, virtually all mission-critical / safety-critical devices and systems are interconnected, monitored, and controlled using internet protocol (IP) network technology, and are thus vulnerable to a wide range of cyber attacks. Those responsible for the design of such systems, regardless of their specific scopes of practice and technical specialization, need to have a basic understanding of the principles of cyber security, including vulnerability /threat assessment, attack vectors, and prevention / mitigation strategies in order to adequately protect the public. All undergraduate programs in the electrical /computer space should have this basic content.
- (iii) The demand for cyber security specialists to will continue to grow exponentially. As detailed in the Task Group's Phase I report, the security of Canada's critical infrastructure will depend on sufficient supply in this segment of the labor market.

Most recently, the Task Group has obtained the assistance of a PEO licensee working with the US Military who has developed training materials for use in upgrading the cyber security skills of technical personnel in less developed countries. These materials should prove helpful in delivering basic cyber security competencies to existing practitioners who have not been exposed to them previously through their formal education / training.

8) Further Work Required

Despite its limited resources, and minimal support as a priority by PEO Council, the CIE Task Group has attempted to maintain momentum in its work to preserve for PEO the opportunity to take a leadership role in regulating this critical area of professional practice. The Task Group wishes to recognize the strong support it has received for our work from a relatively small but committed cadre of licensees who are practicing in the CIE / CSSE space, and who constitute the base for a discipline-specific practice committee / working group. The Task Group intends to continue its earlier attempts to pilot a virtual discipline-specific practice committee in order to assess the viability of this approach to obtaining input on regulatory issues and concerns specific to the discipline.

As previously noted, the following substantive items remain in the Task Group's Work Plan for 2020 (set out at Appendix D) and beyond:

- 8.1 Reconsideration of name of [sub]discipline
- 8.2 Review and extension of [sub]discipline definition and scopes of practice
- 8.3 Review and refinement of core body of knowledge
- 8.4 Ongoing consultation with academia regarding new programs and options
- 8.5 Consultation with CEAB concerning amendments to accreditation criteria
- 8.6 Development of a certification proposal for CIE / CSSE practitioners

9) Phase III Recommendations

- 9.1 That PEO agree in principle to a voluntary CIE / CSSE specialist designation to be available exclusively to its licensees who meet a certification standard to be developed by the Task Group / Committee.**
- 9.2 That PEO formally request the Canadian Engineering Accreditation Board (CEAB) to amend its accreditation criteria to include the following:**
 - (i) Core material related to security in general in all accredited Canadian engineering programs (regardless of discipline);**
 - (ii) Core material covering the basic concepts of cyber security in all accredited Canadian engineering programs in *Electrical Engineering, Computer Engineering, Software Engineering, Systems Engineering, Communications / Networking Engineering*, and related areas of specialization.**
- 9.3 That PEO support CIE / CSSE licensure with communication and promotion for target industries and practitioners, as recommended by the Public Information Campaign Task Force (PICTF).**

Terms of Reference

Emerging Engineering Disciplines Committee (EEDC)

Issue Date:
Approved by:

Review Date:
Review by:

Legislated and other Mandate approved by Council	To identify potential new engineering disciplines, subdisciplines, and scopes of professional practice to determine whether they meet the definition of the <i>practice of professional engineering</i> set out in section 1 of the Professional Engineers Act, and if so, to guide the process for their regulation
Key Duties and Responsibilities	<ol style="list-style-type: none"> 1. Maintain a continuous horizon watch for new and emerging areas of engineering practice that may fall within PEO's legislated mandate to regulate the practice of professional engineering. 2. With approval of Council, establish working groups (sub-committees or task groups) of specialists as necessary to investigate and report on new areas of engineering practice that appear to fall within PEO's regulatory mandate by virtue of a demonstrable need to protect the public interest. 3. Advise Council on how to resolve issues related to the growth in the number of new engineering disciplines, subdisciplines, and scopes of professional practice, including recommendations on possible new governing structures and their implications. 4. Work with PEO committees and staff to identify and support "communities of practice"³ in the newly identified discipline(s) 5. Advise Council on what how to regulate effectively disciplines that are in common practice today but have limited or even no rights to practice associated with them. 6. Establish and maintain documentation on processes and best practices for assessing emerging and non-traditional disciplines and for establishing appropriate regulatory environments for them. 7. Maintain dialogue with Engineers Canada and its Constituent Associations and boards (CEAB and CEQB) on issues related to emerging and non-traditional engineering disciplines. 8. Work with ARC and CEAB to define and maintain a Core Body of Knowledge for each emerging engineering discipline. 9. Outreach to industry, government agencies, and academia as necessary with respect to their involvement in emerging and non-traditional engineering disciplines, subdisciplines, and scopes of professional practice. 10. Continue the Communications Infrastructure Engineering (CIE) Task Group as a sub-committee of this Committee.

³ 'community of practice' is a group of people who share a concern or a passion for something they do, and learn how to do it better as they interact regularly. (source: <http://wenger-trayner.com/resources/what-is-a-community-of-practice/>)

Constituency & Qualifications of Committee/Task Force Members	<p>A maximum of ten (10) members on the Main Committee itself. The Main Committee must have at least five (5) members to operate and will request additional members if membership falls below this.</p> <p>Each task / working group established under the Committee will be chaired by a Vice Chair of the Committee, and will have additional members appointed for the term of the task / working group from amongst members of the Committee and others chosen for their expertise and/or interest in the discipline under consideration.</p> <p>Committee members should have knowledge of and experience with professional engineering practice and at least one PEO regulatory committee such as ARC, ENF, ERC, LEC, LIC, or PSC.</p> <p>Preference will be given to committee members with experience in emerging and non-traditional scopes of engineering practice.</p>
Qualifications and election of the Chair	<p>Extensive knowledge of PEO's regulatory processes acquired through volunteering on one or more of PEO's regulatory committees</p> <p>Broad knowledge of engineering practices, including engineering research, design, development, and teaching.</p> <p>Election method to be determined by the committee; result presented to Council for approval</p>
Qualifications and election of the Vice Chair(s)	<p>Knowledge of PEO's regulatory processes</p> <p>Knowledge of engineering practices, and engineering research, design, development and practices.</p> <p>Election method to be determined by the committee and result presented to Council for approval</p>
Duties of Vice Chair(s)	<p>To chair meetings of the main Committee in the chair's absence, and to provide orientation and training for new members.</p> <p>To chair meetings of their respective working / task groups.</p>
Term Limits for Committee members	<p>A term on this Committee is three (3) years. A member may be re-appointed to an additional second term. There must be at least a one-year gap before coming back for additional appointments to this committee.</p>
Quorum	<p>Following the spirit of Wainberg's Society Meetings Including Rules of Order and section 25(i) of By-Law No. 1, Quorum of the main Committee is 5 members or 50% of the Main Committee whichever is less.</p>
Approvals	<p>Task group decisions are not binding on the main Committee and require approval of the main Committee for taking actions such as advising Council.</p>

Meeting Frequency & Time Commitment	The Committee will hold at least four regular meetings per year, one in each calendar quarter, for at least one hour at a time. Additional regular or special meetings may be scheduled at any time with the agreement of the members. Ideally, participation will be in person, but teleconferencing/ videoconferencing is available as an option. Mutually convenient times will be determined by the Chair consulting with the committee members.
Operational year time frame	January – December
Committee advisor	To be determined by the Registrar

Emerging Engineering Disciplines Committee (EEDC)

INITIAL ROSTER

Existing members of EDTF, for continuity

- **George Comrie, P.Eng., CMC**
- **Peter DeVita, P.Eng.**
- **Roger Jones, P.Eng.**
- **Changiz Sadr, P.Eng.**

Four (4) additional members selected from the ranks of PEO licensees with emerging or non-traditional scopes of professional practice

One (1) sitting PEO Councillor (as Council Liaison)

Reconstituted CIE / CSSE Task Group

WORK PLAN - 2020

C-532-2.8
Appendix D

Approved by Committee: 28 February 2020		Review Date:	
Approved by Council:		Approved Budget:	
Mandate [as approved by Council]:	Task Group created pursuant to mandate of Emerging Engineering Disciplines Committee (EEDC), and Key Duty /Responsibility 2.: <i>With approval of Council, establish working groups (sub-committees or task groups) of specialists as necessary to investigate and report on new areas of engineering practice that appear to fall within PEO's regulatory mandate by virtue of a demonstrable need to protect the public interest.</i>		
Terms of Reference [Key duties]:	<div>1. Identify issues relevant to PEO in the area of practice;</div> <div>2. Define scopes of practice / controlled acts to be regulated;</div> <div>3. Define core body of knowledge required for competent practice;</div> <div>4. Investigate and make recommendations re academic programs related to the area of practice.</div> <div>5. Make recommendations regarding licensing of practitioners;</div> <div>6. Make recommendations regarding establishment and enforcement of rights to practice;</div> <div>7. Evaluate existing and proposed certification programs as they may relate to PEO's responsibility to regulate the practice.</div> <div>8. Outreach to practitioners, industry, government agencies, and academia as required, and develop external relationships where appropriate.</div>		
Tasks, Outcomes / Deliverables, and Success Measures	Tasks / Activities	Outcomes / Deliverables / Success Measures	Due Date
	1. Work with other PEO committees (ARC, ERC, LIC, ENF, PSC) on licensure issues	Provide support to the other committees to implement CIE / CSSE licensure and regulation	As required
	2. Complete external stakeholder consultations for licensure issues; Gather market intelligence	Document stakeholder perspectives;	As required
	3. Provide Registrar with critical implementation factors for PEO to regulate CIE / CSSE	PEO secures substantive stakeholder agreement for implementation	As required
	4. Identify existing P.Eng.s practising CIE / CSSE, call for volunteers for PEO regulatory committees and establish a "Community of Practice" for CIE	Existing P.Eng.s. identified (voluntarily or through CPD practice questionnaire) At least 3 volunteers recruited for committees CIE Community of Practice established	June 2018

	5. Update the CIE Core Body of Knowledge	CIE CBOK updated	December 2020
	6. Develop Certification / Specialist Designation for CIE	Designation requirements and approval process developed for Council approval	December 2020
	7. Resolve nomenclature for CIE / CSSE discipline	Agreement on terminology	June 2020
Inter-committee collaboration:	Academic Requirements, Experience Requirements, Licensure, Professional Standards, Enforcement, Government Relations - consulting on proposals, presenting at committees		
Stakeholders:	<ul style="list-style-type: none"> • Engineers Canada and its constituent associations and boards (CEAB, CEQB) • Telcos and ISPs • Electricity generators and distributors, IESO, APPrO • Industry • Ontario universities and colleges of technology • Consulting Engineers Ontario, OACETT, OSPE • Ontario Ministries of Attorney General, Government Services, Research & Innovation, Health & Long-Term Care, Economic Development and Trade • Canadian Standards Association, Canadian General Standards Board • Information and Communications Technology Council (ICTC) • Industry Canada • Public Safety Canada • Department of National Defense, Computer Security Establishment • Public Works and Government Services Canada • Transport Canada • RCMP, CSIS, CBSA • CRTC, ITU, ITAC, CATA, CIRA • ISACA, ISSA, IEEE, IETF, ACM, Institution of Engineering and Technology • International Information Systems Security Certification Consortium (ISC)² • International Standards Organization • Ontario Information & Privacy Commissioner • Ontario Provincial Police, Emergency Management Ontario 		

Reconstituted CIE / CSSE Task Group

ROSTER - 2020

- Daksha Bhasker, P.Eng.
- George Comrie, P.Eng., CMC
- Peter DeVita, P.Eng.
- Tyson Macaulay, LEL
- Parisa Mahdian, P.Eng.
- Mike Rowland, P.Eng.
- Changiz Sadr, P.Eng.
- Larry Stoddard, P.Eng.

REPORT FROM THE GOVERNMENT LIAISON COMMITTEE

Purpose: to report on the activities of the Government Liaison Committee (GLC)

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

That Council:

1. **Receive the report from the Government Liaison Committee (GLC)**
2. **Restore funding to the GLP budget to enable the GLC to meet its mandate**

Prepared by: Jeannette Chau, P.Eng., MBA, CAE

Moved by: Arjan Arenja, P.Eng., MBA, Vice-chair Government Liaison Committee

1. Need for PEO Action

- The Government Liaison Committee is asking for restoration of its full funding in order to conduct activities to enable it to deliver its mandate.
- When passing PEO budget in 2019, a temporary one-year reduction in the GLP budget of \$35,000 was implemented due to severe financial constraints as at the time PEO was expecting a significant deficit in 2019. With the passing and implementation of the fee increase in 2019, PEO is now expected to have a surplus of approximately \$2.4 million in 2020.

2. Proposed Action / Recommendation

It is recommended that Council approve the following motion:

That Council:

1. ***Receives the report from the Government Liaison Committee (GLC)***
2. ***Restores funding to the GLP budget to enable the GLC to meet its mandate***

3. Next Steps (if motion approved)

- Council receives the report from the Government Liaison Committee
- Full funding is restored to the GLP budget to enable the GLC to meet its mandate

4. Policy or Program contribution to the Strategic Plan

- The activities of the Government Liaison Committee are related to Strategic Objectives 3 and 5 in the 2018-2020 Strategic Plan.

5. Financial Impact on PEO Budgets (for five years)

	Operating	Capital	Explanation
Current to Year End	\$35,000	\$	
2 nd	\$	\$	
3 rd	\$	\$	
4 th	\$	\$	
5 th	\$	\$	

If program is not designated as ending in less than five years (such as creating a Task Force), subsequent years will be assumed to be similar to the fifth year of funding.

6. Peer Review & Process Followed

Process Followed	Outline the Policy Development Process followed. <ul style="list-style-type: none"> The Finance Committee (FIC) was consulted on the GLC plans to approach Council to restore \$35,000 of funding to the GLP budget to enable the GLC to meet its mandate
Council Identified Review	
Actual Motion Review	Detail peer review and relevant stakeholder review undertaken <ul style="list-style-type: none"> On February 25th FIC was informed via email on the GLC plans to submit a motion to Council to restore \$35,000 of funding to the GLP budget to enable the GLC to meet its mandate. There were no objections from FIC.

7. Appendices

- Appendix A – Report to Council from the Government Liaison Committee
- Appendix B – GLC 2020 Workplan
- Appendix C – GLC 2020 HR Plan

Appendix A: Report to Council from the Government Liaison Committee

Date: 20 March 2020

The mandate of the Government Liaison Committee (GLC) is to provide oversight and guidance for the PEO Government Liaison Program (GLP). The GLC's Key Responsibilities are to:

1. Monitor and evaluate regulatory issues requiring liaison with the government and advise Council on strategic initiatives to affect such liaison.
2. Coordinate the activities of the Government Liaison Program.
3. Coordinate with other government relations initiatives within the engineering profession.
4. Consider any other matter related to the Government Liaison Program delegated to the committee by the Council.
5. Consult as required with Council, chapters, members, staff, with respect to opportunities to advance support of PEO from government.
6. Establish, receive and review reports from PEO committees as it considers appropriate.
7. Enhance Government Outreach.
8. Develop, monitor and review its work plan annually

In 2016 an Audit of the Government Liaison Program was undertaken to determine whether the program was operating as designed and whether it was achieving the expected results.

The Audit was conducted by D & B Dickson Management Solutions Inc and the Government Liaison Program Audit Report was presented to Council on 18 November 2016 (C-509-2.1)

The stated expectation: "Ultimately, the goal is to have government view PEO as a partner and understand and support PEO's policy direction."

The results of the audit concluded that the GLP was achieving its expected results.

Some recommendations were made in the audit report for improving the program which were implemented as part of the GLP Implementation Plan 2.0

The GLC has continued with its activities in accordance with its mandate.

The GLP through its chapter system plays an important role in ensuring the voice of the professional engineer related to regulatory issues is heard in the government. MPPs regularly comment that they wish to speak and hear from members within their own riding.

In 2019 the following were some of the successful activities:

PEO Hosted Four Take Your MPP to Work Days

PEO's innovative "Take Your MPP to Work Day" program continues to be popular with both Chapter members and MPPs with four held in 2019.

Since 2013, individual MPPs have been invited by local Chapters to visit companies who employ professional engineers.

Through facility tours and discussions, the MPP learns more about the work professional engineers do in their communities, and about PEO as a regulator and their impact on protecting public safety.

PEO hosted four events in 2019:

- March, 15, 2019 - Sudbury Chapter hosted MPP **France G  linas** and **Jamie West** at SNOLAB in Sudbury
- September 23, 2019 – Hamilton-Burlington Chapter hosted MPP **Jane McKenna** at Joseph Brant Hospital in Burlington
- September 26, 2019 – Kingsway Chapter hosted MPP **Christine Hogarth** at Cana Datum in Etobicoke
- November 29, 2019 – Oakville Chapter hosted MPP **Effie Triantafilopoulos** at Rockwool production plant in Oakville

Meeting with Attorney General

PEO President **Nancy Hill**, P.Eng., met with Attorney General **Doug Downey**, MPP (Barrie – Springwater – Oro Medonte) on October 29, 2019. Also in attendance were PEO’s CEO/Registrar **Johnny Zuccon**, P.Eng. and Manager, Government Liaison Programs **Jeannette Chau**, P.Eng.,

The delegation briefed Attorney General Downey on the recent findings of the Cayton Report, as well as the work of PEO as the regulator of professional engineering in the province.

Queen’s Park Meetings

The same delegation was joined on November 20 at Queen’s Park by GLC Chair and PEO West Central Regional Councillor **Warren Turnbull**, P. Eng., GLC Vice-Chair and PEO Councillor **Arjan Arenja**, P.Eng., and PEO Government Relations Consultant **Howard Brown**.

The delegation was introduced in the Legislature by Attorney General Downey.

Meetings were held with **Lindsey Park**, MPP (PC -Durham), Parliamentary Assistant to the Attorney General, **Gurratan Singh**, MPP (NDP - Brampton East), Opposition Attorney General Critic and **John Fraser**, MPP (Ottawa South), Attorney General Critic and Interim Liberal Party Leader

The delegation provided an overview of PEO’s role as a regulator and information about the Cayton Report to each MPP with which they hosted a meeting.

Establishing Relationships with Local MPPs

PEO and its Chapters continued to work hard to develop and maintain relationships with all 124 MPPs, particularly the 74 that were newly elected in the last provincial election and had little or no knowledge of PEO. The Chapters do this by inviting MPPs to Chapter licensing ceremonies and events, and attending MPP events. PEO is non-partisan, and the Chapters work with all political parties.

Government Liaison Committee (GLC)

The Government Liaison Committee (GLC) had a very active year overseeing the GLP activities of the Chapters, including, holding quarterly hour-long conference calls with all GLP Chairs across the province.

The GLC continues to meet monthly to discuss GLP activities, regulatory issues, MPP outreach, and communications.

It is one of the few PEO committees with both student and EIT representation and is the only PEO committee with representation from Consulting Engineers of Ontario, Christine Hill, P.Eng.

Publications to keep informed

The GLP Weekly e-newsletter was sent to GLP Chairs, MPPs across Ontario, along with some of their key staff members to keep MPPs and PEO members informed on government relations activities.

Each issue covers Chapter meetings and events with MPPs and important PEO news such as Council updates, GLC meeting recaps, the Cayton Report and regulatory news.

The GLP also has a regular column published in *Engineering Dimensions* with information on the program.

A quarterly GLP Chair Newsletter was produced and sent to all GLP Chairs with information on items such as; ways to organize a Take Your MPP to Work Day, seasonal Talking Points that help GLP Chairs speak with MPPs, links to helpful information, and a Parliamentary Calendar to show when the legislature is sitting.

Successful GLP Academies and Congresses held in North Bay, Chatham, Toronto and Kingston

Four GLP Academies and Congresses were held in 2019 with the participation of two Ministers and seven other MPPs. They were held in:

- North Bay - The Northern GLP Academy was held in North Bay on January 26, 2019 with then Finance Minister **Vic Fedeli**, MPP (Nipissing) and now Minister of Economic Development, Job Creation and Trade and Deputy NDP Leader **John Vanthof**, MPP (Timiskaming-Cochrane). The Chapter representatives were able to spend two hours with Minister Fedeli and three hours with MPP Vanthof. Both MPPs encouraged PEO to keep up their visibility, both at the Chapter level and at Queen's Park.
- Chatham - The Western Region GLP Academy was held in Chatham on May 30 with Deputy Speaker **Rick Nicholls**, MPP (Chatham-Kent-Leamington). MPP Nicholls encouraged attendees to continue hosting Take Your MPP to Work Days. This Academy had a number of young professional engineers. There was much participation from engineers who work in the public service, including a representative from the Ministry of the Environment.
- Toronto - The East and West Central GLP Academy was held in Toronto on October 5 with NDP Attorney General Critic **Gurratan Singh**, MPP (Brampton East), **Sara Singh**, MPP (Brampton Centre) and **Sheref Sabawy**, MPP (Mississauga – Erin Mills). This Academy was the first time an Attorney General Critic was taking notes and getting to know the profession better. MPP Gurratan Singh took on the role of a 'curious MPP' and ensured he understood what mattered to the PEO representatives in the room.
- Kingston - The Eastern Region GLP Academy was held in Kingston on November 23 with Minister of Municipal Affairs and Housing **Steve Clark**, MPP (Leeds- Grenville- Thousand Islands and Rideau Lakes), **Ian Arthur**, MPP (NDP – Kingston and the Islands) and **Randy Hillier**, MPP (Independent – Lanark – Frontenac- Kingston). The feedback from MPPs was great. Minister

Clark thought that “PEO had the best government relations set up of any group in government, bar none”

GLP representatives received training on how to speak with their MPPs, discussed PEO’s role as a regulator and increased their understanding of who’s who in government, in order to facilitate their ability to interact with MPPs in an effective way. This is in line with the stated expectation: that “Ultimately, the goal is to have government view PEO as a partner and understand and support PEO’s policy direction.”

GLP Academies and Congresses are important because they help Chapters increase their knowledge every year, share progress to date and build their relationships with MPPs and Ministers in attendance.

Planning for the 2020 Government Relations Conference

The training for GLP chairs alternates each year between the smaller Regional GLP Academies which are held in each region for the chapters located there, and a one-day Government Relations Conference where the GLP Chairs are brought all together to receive one large group training. This type of alternating training meets the needs for smaller more individual training for the chapters and the ability to get together in a larger setting with all their peers for group training and interactions and training on a different level.

The Government Relations Training Conference is usually held at the University of Toronto due to its proximity to Queen’s Park. For 2020, the conference is planned for September 30 and Hart House at the University of Toronto has been booked.

PEO Queen’s Park Day

The PEO Queen’s Park Day is an annual event that has been held in the past since 2005. It was not held in 2019 due to financial constraints in the PEO budget.

The GLC normally holds its GLP Conference at the University of Toronto which is located next to Queen’s Park, so all GLP chairs are in town already undergoing government relations training. It is thus cost efficient and timely for the Queen’s Park Day to be held immediately after which the GLC has done in the past.

The Government Liaison Committee (GLC) considers the Queen’s Park Day to be an integral part of its activities. While PEO’s Registrar and President may be able to effectively engage with our Minister, the Queen’s Park Day as well as other activities by the GLC and the local Chapters allows for PEO volunteers to engage directly with a significant number of MPPs from all parties. As Government policy, laws and regulations are decided by MPPs in the Legislature, Caucus and Committee, meeting with as many elected officials on an ongoing basis can be critical to PEO’s efforts to effectively communicate our mandate to regulate the profession in the public interest. As well, MPPs appreciate being able to meet people from their ridings. Approximately half of the budget for this event is to cover the travel costs so that PEO Licence holders from across the province would be able to attend. The GLC recognizes that perhaps they need to better focus political engagement on PEO’s mandate as regulator, but this by no means detracts from the need for such engagement. It aids in reputation, visibility and knowledge of PEO as a regulator with government.

An independent study conducted in 2007 by Lauren Starr titled “Receptions at Queen’s Park: More than Just Free Food” looked at the role and value of receptions at Queen’s Park. It concluded that *“receptions are important as they provide significant benefits for interest groups, including gaining access to decision makers, building awareness for the hosting organization, learning how and who to lobby, obtaining future meetings...Finally the relationship building that occurs at receptions does have an impact on the development of public policy.”*

The Government Liaison Committee believes that holding the Queen’s Park Day after the GLP conference is an efficient way to achieve the committee’s government relations objectives of advancing support of PEO from government and to enhance government outreach.

The work of the GLP will continue to be of great importance in 2020, and as we begin this new decade.

There were 74 new MPPs that were elected in the last provincial election who have little knowledge of PEO. The activities of the GLP is important in developing the relationships with the new MPPs and increasing their knowledge of PEO and its role.

The GLC is pleased to report to Council on the activities of the Government Liaison Program and asks for the restoration of the GLP full funding in order for it to continue to its regular activities and meet its mandate and key responsibilities.

Work Plan
Government Liaison Committee (GLC)
WORK PLAN FOR 2020 - DRAFT

C-530-3.5
Appendix J(ii)

C-532-2.11
Appendix B

Approved by Committee: September 25 th , 2019		Review Date: September 25 th , 2019	
Approved by Council: November 15, 2019		Approved Budget: [AMOUNT] [DATE]	
Mandate [as approved by Council]:	To provide oversight and guidance for the PEO Government Liaison Program (GLP). [APPROVED BY COUNCIL June 2011]		
Equity and Diversity Awareness	1. Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? YES 2. Is each task/activity being done in an equitable manner and engaging diverse groups? 3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences?		
Tasks, Outcomes and Success Measures:	Task/Activities [as per Terms of Reference – Key Duties]:	Outcomes	Due date:
	Success measures		
	1. MONITOR REGULATORY ISSUES		
	Monitor and evaluate regulatory issues requiring liaison with the government and advise Council of strategic initiatives to affect such liaison.	a. Subcommittee meets 10 times per year.	2020
	a. Develop communication strategies to inform MPPs regarding PEO’s Action Plan to deal with the issues raised in the Cayton report and impending act changes that will help PEO improve our regulatory ability to protect the public.	Review the Action Plan and where GLC can assist with communication of same to chapter GLPs and MPPs	2 nd Qtr 2020
	b. Develop, review and revise GLP Info Notes.	b. GLP Info Notes developed, reviewed and shared with Council and GLP chairs.	As required
	2. COORDINATE ACTIVITES OF GOVERNMENT LIAISON PROGRAM		
	Continue using and improving the improved Chapter self-assessment tool. Develop aspects of the tool to assist chapters to determine the effectiveness of their communication regarding the Action Plan related to the Cayton Report. GLC develops tools to assist GLP reps to reach out to MPPs in government and opposition so that we are seen as the government’s (no matter the party in Power) partner in regulating the profession in the public interest.	a. Chapter self-assessment reports. Chapters use the template to develop a plan of GLP activities in the chapter. b. Manager GLP and GLC use the reports to assess Chapters’ needs for assistance and/or training Improve the tool to help chapters determine the effectiveness of their communication with MPPs regarding the Cayton Report Council Action Plan. MPPs of all parties have confidence that PEO’s goal is protection of the public interest	Ongoing Ongoing 2 nd Qtr. 2020
Coordinate GLP training including overseeing the:		2020	

Work Plan
Government Liaison Committee (GLC)
WORK PLAN FOR 2020 - DRAFT

<p><i>a. planning of GLP Academy (training) or GLC conference</i></p> <ul style="list-style-type: none"> The multi-cultural calendar was considered when scheduling the workshop dates. Persons with disabilities and food allergies were appropriately accommodated. <p><i>b. consultant (learning and development) developing the certification program for GLP Reps.</i></p> <p><i>c. ensures the training includes the regulatory aspects of PEO's role and our mandate to protect the public interest</i></p>	<p><i>a. 1 per region per year or one central conference</i></p> <p><i>b. certification program launched</i></p> <p><i>c. All GLP Reps are familiar with our primary mandate and can communicate it to MPPs.</i></p>	<p>2nd Qtr. 2020</p> <p>2020</p>
<p><i>Develop GLP Info Notes related to PEO's discipline process, licensing, practice standards and our PEAK program explaining how they contribute to protecting the public interest</i></p>	<p><i>As required</i></p> <p><i>GLP reps familiar with our primary mandate and how we implement it</i></p>	<p>2020</p>
<p><i>Encourage all chapters to aim for gender balance in the recruitment of their GLP members</i></p>	<p><i>Goal 30% by 2030 – 10% greater female participation amongst all GLP reps.</i></p>	<p>Ongoing</p>
<p><i>Encourage more in person engagement by GLP reps through the invitation of one per face-to-face GLC meeting</i></p>	<p><i>Encourage chapter GLP reps to engage with the GLC and to be active on GLC working groups, etc.</i></p>	<p>End 2020</p>
<p style="text-align: center;">3. COORDINATE Government Relations with ENGINEERING PROFESSION</p>		
<p><i>Hold regular GLC meetings</i></p>	<p><i>a. At least 6 meetings per year</i></p> <p><i>b. regular reports from CEO, OSPE, Engineers Canada and ESCCO</i></p>	<p>2020</p>
<p><i>Engage chapters in the development of a strong one-to-one GLP to MPP relationship with all MPP's within the Chapter.</i></p> <p><i>Develop mechanisms for communicating with GLP reps and Ultimately MPPs that the right PEO representatives from PEO should be at the table when new legislation affecting regulation of the profession are at the table.</i></p>	<p><i>No. of requests from MPP's, their staff or Government staff to provide input on legislation that impacts regulation of the profession</i></p> <p><i>No. of changes to legislation that are implemented due to interactions with PEO</i></p>	<p>2020</p>
<p><i>Liaise regularly with OSPE/PAN and share best practices for joint meetings with MPPs.</i></p>	<p><i>connect local PAN reps with GLP reps</i></p>	<p>Ongoing</p>
<p><i>Encourage OSPE and Engineer's Canada to reengage with GLC and appoint new reps to the committee</i></p>	<p><i>An open forum where jurisdictional issues related to government liaison can be discussed and sorted. Ways to cooperate and assist each other in aspects of each of our programs can be determined</i></p>	<p>1st Qtr 2020</p>
<p style="text-align: center;">4. MATTERS DELEGATED BY COUNCIL</p>		
<p><i>Consider any other matter related to the Government Liaison Program delegated to the committee by the Council.</i></p> <p><i>Consider matters at regular GLC meetings. Strike subcommittee, if required, to focus on the matter.</i></p>	<p><i>Respond to Council's request</i></p>	<p>As required</p>

Work Plan
Government Liaison Committee (GLC)
WORK PLAN FOR 2020 - DRAFT

	5. CONSULT TO ADVANCE SUPPORT OF PEO FROM GOVERNMENT		
	<i>Consult as required with Council, chapters, members, staff, with respect to opportunities to advance support of PEO from government.</i>	<i>Promote PEO's availability to consult on issues related to regulation of the profession in the Public Interest</i>	ongoing
	6. RECEIVE AND REVIEW REPORTS FROM PEO COMMITTEES		
	<i>Establish, receive and review reports from PEO committees as it considers appropriate. Liaise with Legislation Committee (LEC), Regional Councillors Committee (RCC), Joint Relations Committee (JRC)</i>	<i>a. Invite speaker to present to GLC, receive reports or attend meetings of other committees as observer. b. develop protocol for LEC to engage GLP</i>	ongoing Qtr. 1 - 2020
	7. ENHANCE GOVERNMENT OUTREACH		
	<i>Maintain manual MPP Interaction Database</i>	<i>Maintain for GLP chairs to report on their interactions.</i>	Ongoing
	<i>Expand "Take Your MPP to Work Day": Develop communication tools so that PEO's primary mandate, regulation of the profession in the public interest can be emphasized during these events</i>	<i>Number of MPP's participating: 7 from all parties</i>	Dec. 2020
	<i>Organize Queen's Park Day with emphasis on regulation of the Profession in the Public Interest</i> The multi-cultural calendar was considered when scheduling the workshop date. <ul style="list-style-type: none"> Persons with disabilities and food allergies were appropriately accommodated. 	<i>Event delivered.</i>	4 th Qtr. 2020
	8. WORK PLAN		
	<i>Develop and submit 2020 Work Plans and HR Plans for Council's approval</i>	<i>Submitted by due date</i>	Sept 2019
	<i>Prepare and submit Annual GLC report to Council</i>	<i>Submitted by due date</i>	Feb 2019
Inter-committee collaboration:	<i>Participation in Chairs Meetings, consult with Legislation Committee (LEC), liaise with Regional Councillors Committee (RCC) and Joint Relations Committee (JRC)</i>		
Stakeholders:	<i>PEO Council, PEO Chapters, OSPE, CEO, Engineers Canada, ESSCO, Government (MPPs of all parties, civil servants)</i>		

HUMAN RESOURCES PLAN - 2020

GOVERNMENT LIAISON COMMITTEE (GLC)

C-530-3.5
Appendix J(i)

C-532-2.11
Appendix C

Committee: Government Liaison Committee (GLC)	Date Developed: September 2019
Committee Review Date: September, 2019	Date Council Approved: November 15, 2019

	Currently in Place	Required in 12 months (Identified "Gap" for each Core Competency)	Required in 2 to 5 years
Core Competencies <ul style="list-style-type: none"> Skills Abilities Expertise Knowledge 	Key objectives and core competencies are listed in Appendix A	<ul style="list-style-type: none"> See Appendix A 	No gap
Committee Membership	11 Members, each a representative according to the GLC Terms of Reference	<ul style="list-style-type: none"> See Appendix B 	Dependent upon renewal of committee membership
Broad Engagement			
<ul style="list-style-type: none"> Career Stage 	At least 1 from every career stage	At least 1 from every career stage	No gap
<ul style="list-style-type: none"> Diversities of Sources 	At least 1 representative from key stakeholders for information and cooperation related to Provincial Government interaction	<ul style="list-style-type: none"> See Appendix B 	No gap
<ul style="list-style-type: none"> Experience Level 	A minimum of 1 member in C-Level, 2 in A-Level	A Level or greater	No gap
<ul style="list-style-type: none"> Gender Diversity 	To achieve gender balance consistent with PEO's goals. Currently 1 female, 10 males	1 female, 10 males	Dependent upon members selected to committee – will seek out & request females for new vacancies.
<ul style="list-style-type: none"> Geographic Representation 	Full geographic representation	5 regions represented	No Gap
<ul style="list-style-type: none"> CEAB Graduates – vs– IEG 	N/A	N/A	N/A
<ul style="list-style-type: none"> Licensed –vs– Non-licensed 	2 non-licensed members (1 EIT, 1 student member)	Replace EIT rep as per succession planning section	
Volunteer Development Plans	See Appendix C	See Appendix C	See Appendix C
Succession Planning <ul style="list-style-type: none"> List the members Term of office for committee members 	Length of term will be two years for each member. Members may be reappointed for an additional two terms, to a maximum of six years.	<ul style="list-style-type: none"> In 2020 replace "P.Eng. active chapter member" In 2020 replace EIT rep In 2020 replace Engineers Canada rep 	In 2021 replace RCC representative

HUMAN RESOURCES PLAN - 2020

GOVERNMENT LIAISON COMMITTEE (GLC)

	When a member's term expires, or a member resigns, Council (or the recommending party) will be asked to appoint a replacement(s)	• In 2020 replace OSPE rep.	
Term of Office <ul style="list-style-type: none"> Chair Vice Chair 	<ul style="list-style-type: none"> Chair is elected on an annual basis by the committee to a maximum of term of chair of 3 consecutive years. Vice Chair is elected on an annual basis by the committee. 	New Chair first elected in 2018 New Vice Chair first elected in 2019	New Chair required in 2021 as current Chair will reach term limit.

Committee Roster (Sept 2019)

Name	Position (as defined in Terms of Reference)	Appointed	Term
Warren Turnbull, P.Eng.	RCC representative (Chair 2018)	2016	4 years
Arjan Arenja, P.Eng.	Active chapter member (Vice Chair 2018)	2018	2 years
Gabriel Tse, P.Eng.	Active chapter member (Vice Chair 2015-2018)	2014	6 years
Shawn Yanni	Student representative	2019	1 year
Daniel King, EIT	EIT representative	2015	5 years
Nick Colucci, P.Eng.	ACV representative	2017	3 years
Christine Hill, P.Eng.	CEO representative	2018	2 years
Jeffrey Lee, P.Eng.	P.Eng. in a Riding Association	2018	2 years
Lorne Cutler, P.Eng.	PEO Councillor	2019	1 year
[Vacant]	OSPE representative		1 year
[Vacant]	Engineers Canada representative		1 year

APPENDIX A

Key objectives and core competencies (as per the Work Plan)

<u>List top 3–5 Committee Work Plan Outcomes:</u> <ul style="list-style-type: none"> Monitor & evaluate regulatory issues requiring liaison with the government and advise council on strategic initiatives to affect such liaison (Key Responsibilities # 1) 	<u>List core competencies for each Work Plan outcome:</u> <ul style="list-style-type: none"> - Possess a good knowledge of PEO and Committees related goals, objectives and information available related to government liaison - Possess strategic thinking abilities - Initiate recommendations for change
<ul style="list-style-type: none"> Coordinate the activities of the GLP (Key Responsibilities # 2) 	<ul style="list-style-type: none"> - Key persons must be good communicators, knowledgeable and willing to work with others - Ability to organize functions and ensure objectives of this function are achieved - Be familiar with current PEO mandate to regulate in the public interest and Government Liaison issues
<ul style="list-style-type: none"> Coordinate with other government relations initiatives within the 	<ul style="list-style-type: none"> - Ability to develop relationships with stakeholders to advance cooperation efforts (ref. item 2 of Work plan)

HUMAN RESOURCES PLAN - 2020

GOVERNMENT LIAISON COMMITTEE (GLC)

engineering profession (Key Responsibilities # 3)	<ul style="list-style-type: none"> - Willingness to work with stakeholders within the confines of PEO guidelines and accepting differences while working to achieve common objectives - Conflict resolution skills - Possess effective meeting & action implementation skills
○ Enhance Government Outreach to ensure that our primary mission to regulate the profession in the public interest is communicated to MPPs (Key Responsibilities # 7)	<ul style="list-style-type: none"> - Ability to establish and clarify goals, expectations, obligations, roles and responsibilities of GLC. - Ability to evaluate effectiveness of government liaison program once per year. - Ability to conduct analysis, summarize results and follow up with recommendations for continuous improvement
○ Host Annual Queen's Park MPP reception and/or GLC conference to ensure our regulatory role and mandate are communicated to MPPs.	<ul style="list-style-type: none"> - Key persons must be good communicators, knowledgeable and willing to work with others - Ability to organize functions and ensure objectives of this function are achieved - Be familiar with current PEO Government Liaison issues

APPENDIX B

Diversities of Sources (see List of Committee Membership)

Constituency & Qualifications of Committee/Task Force Members	<p>The committee will be composed of the following 11 members.</p> <ul style="list-style-type: none"> • Member of the Regional Councillors Committee (recommended by Regional Councillors Committee) • Member of Council • Two (2) active members of a chapter who have experience with GLP or government relations or public policy. • A member of the Advisory Committee on Volunteers (recommended by the Advisory Committee on Volunteers) • P.Eng. active in a Riding Association (recommended by GLP Consultant) • P.Eng. member of the Ontario Society of Professional Engineers (OSPE) (recommended by OSPE) • P.Eng. representative of Engineers Canada (recommended by Engineers Canada) • P.Eng. member of the Consulting Engineers of Ontario (recommended by CEO) • Student representative • EIT representative <p>The President and the President-elect are ex-officio members, as required by section 30(3) of By-Law No.1. In addition, the CEO/Registrar and the GLP consultant shall be ex-officio members.</p>
--	---

HUMAN RESOURCES PLAN - 2020
GOVERNMENT LIAISON COMMITTEE (GLC)

APPENDIX C
Volunteer Development Plans

List top 2 – 3 preferred core competencies (knowledge, skills, abilities)	List specific attributes for each core competency	Briefly state how you will meet your needs [i.e.: development plans for current member(s); request additional volunteer resources]	Resources Needed	Target Date for completion
Knowledge of PEO policy and positions and available resources	Familiarity with available resources regarding government related issues, etc.	Provide training and access to resources	Staff assistance, Committee Members	ongoing
Skills to provide advice/ recommendations/ assistance	Good communication and problem resolution skills; negotiation skills	Opportunities to interact and communicate, seek feedback	Feedback Form	ongoing
Effective Meeting Skills	Familiarity with rules of order, engagement strategies	Select chair with these skills (becomes a role model for others), seek feedback	Meeting Evaluation Form	ongoing
Courteous and proper treatment of fellow volunteers and staff	Knowledge of PEO values and code of conduct	Advise new Committee members to complete the mandatory training modules	Access to training modules	ongoing

<Title of Agenda Item> Re-Instate “Chapter Scholarships Fund” for 2020, with Program Review!

Purpose: [State issue/decision required of Council and the origin/context] **Reinstate the “Chapter Scholarships Fund” of \$40K for 2020 that was Council Suspected due to 2019 Budget Cuts and currently RCC Suspected pending the PEO Regulatory Performance Review..., with a Staff Program Review to ensure the objectives are fully**

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

[Record the proposed motion (specify who will do what, at what cost - impact to the budget, and by when)]

(a) **Reinstate the “Chapter Scholarships Fund” of \$40K for 2020**

(b) **Program Review to ensure the Objective of the Chapter Scholarship Program**

[Reference the authority (Act, Regulation, By-law, policy, protocol, convention) to support the proposed motion. Attach a copy or extract of the referenced authority in the appendices.]

[If the Item is to be dealt with in-camera, indicate the reason (see By-law s.15(4)).]

Prepared by: [Identify the author] **PEO Eastern Region Senior Councillor: Guy Boone, P.Eng FEC**

Moved by: [Identify a Councillor who will move the motion(s)] **Guy Boone, P.Eng FEC**

Seconded by: **PEO Eastern Region Junior Councillor: Randy Walker, P.Eng**

Supported by: **PEO Western Region Junior Councillor: Wayne Kershaw, P.Eng FEC**

Incoming PEO Eastern Region Junior Councillor: Chantal Chiddle, P.Eng FEC

Past PEO Eastern Region & LGA Councillor: Ishwar Bhatia, P.Eng FEC

Past PEO President & East-Central Region Councillor: Thomas Chong, P.Eng

FEC

Past PEO Vice-President, East-Central Region Councillor & Foundation

President

1. Need for PEO Action

- Identify the issue or opportunity that requires action by Council, why it is an issue or opportunity and what is internally and/or externally creating or “driving” it.

2. Proposed Action / Recommendation

- Outline the proposed action and describe the rationale for the recommendation

Note: full policy, financial and legal implications should be outlined in this section or attached in appendices

3. Next Steps (if motion approved)

- Outline the specific next steps to be taken to implement the motion
- Identify who will be consulted in the implementation of the motion(s) and how will they be consulted
- Identify any assumptions, external dependencies or constraints on PEO's ability to move ahead (e.g. additional budget allocation, impacts on Reserve, requires Act, Regulation or By-Law changes)

4. Policy or Program contribution to the Strategic Plan

- Note how the policy or program proposed is related to one or more of the 2018-2020 Strategic Plan Objectives.

5. Financial Impact on PEO Budgets (for five years)

	Operating	Capital	Explanation
Current to Year End 2020	\$40K	\$0	Funded from Surplus Fund (Council discretionary funds)
2 nd	\$	\$	
3 rd	\$	\$	
4 th	\$	\$	
5 th	\$	\$	

If program is not designated as ending in less than five years (such as creating a Task Force), subsequent years will be assumed to be similar to the fifth year of funding.

6. Peer Review & Process Followed

Process Followed	Outline the Policy Development Process followed. <ul style="list-style-type: none"> • Describe the specific policy development route followed: include the dates of each step of the process; describe the purpose of each step taken. Include how the motion was initiated (i.e. Council initiated; committee initiated; etc.); and Identify which committees or other stakeholders were involved
	Identify who is to be consulted; how they will be consulted and what kind of response is expected.

Council Identified Review	<ul style="list-style-type: none"> ● Include direction provided by Council regarding who was to be consulted, at what stage and by what method, date direction provided, date of consultations, date issue is to be brought back to Council and who is to incorporate the comments received as a result of the consultation into any final report.
Actual Motion Review	<p>Detail peer review and relevant stakeholder review undertaken</p> <ul style="list-style-type: none"> ● Include chronology of events and motion history; provide dates and meeting numbers when the issue or motion was presented to Council or the Executive Committee. ● Indicate who reviewed the motion; describe how the motion was reviewed (written comments; meetings; survey; etc.) ● Include the status of the approval (i.e. approve, disapprove, abstain, not asked, etc.). ● List all identified relevant stakeholders that were not involved in the motion review. Identify the peer group, how they were consulted and what feedback they provided.

Note: full chronology of events, motion history and reports should be attached in appendices; lengthy reports should include a 1 page (max.) executive summary

7. Appendices

- Appendix A – [Email of Support for PEO 30x30 TF Chair, Helen Wojcinski](#)

----- Forwarded message -----

From: Helen Wojcinski <hwojcinski@rogers.com>

Date: Sun, Mar 1, 2020 at 6:56 PM

Subject: Scholarship and the 30 by 30

To: Guy Boone <guyboone@gmail.com>, Guy Boone <gboone@peo.on.ca>

Cc: Jeannette Chau <jchau@peo.on.ca>

Hi Guy,

I got your VM re reinstating the Chapter scholarship and aligning it with the 30 by 30. I'm not sure why the scholarship was discontinued and what council's rationale was for that decision. Perhaps they didn't think it supported PEO's regulatory mandate.

Therefore, I wouldn't be in a position to endorse the scholarship per se. I'd also have to discuss this with the TF before taking a formal stand. However, should council want to re-instate the scholarship then yes, the 30 by 30 should be a lens through which scholarships are awarded.

I hope this helps!

Helen Wojcinski, P.Eng., FEC, FCAE, MBA, CMC
Wojcinski & Associates Ltd.

Change Management Specialists

Voice: (905) 773-1672

Fax: (905) 773-6414

Email: helen@wojcinskiandassociates.com

Website: www.wojcinskiandassociates.com

"Follow the Roadmap to Successful Change"

CMC (Certified Management Consultant) is an international certification mark, recognized in 43 countries. It represents a commitment to the highest standards of consulting and adherence to the ethical canons of the profession. Through its provincial institutes, CMC-Canada (the Canadian Association of Management Consultants) advocates for and administers the CMC designation in Canada. For more information please visit www.cmc-canada.ca

CONSENT AGENDA

Purpose: To approve the items contained in the consent agenda

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

That the consent agenda be approved.

Prepared by: Dale Power, Secretariat Administrator

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 Ralph Martin (416-840-1115 or rmartin@peo.on.ca) if there are any required revisions prior to the meeting so that the minutes, when presented, may be considered within the consent agenda.

The following items are contained in the consent agenda:

- 3.1 Minutes – 531st Council Meeting – February 6-7, 2020
- 3.2 Approval of CEDC Applications
- 3.3 Board Committee Appointments Decision Criteria Matrix
- 3.4 Changes to the 2020 PEO Committees and Task Forces Membership Roster
- 3.5 30 By 30 Task Force
- 3.6 Compliance Training Update and Recommendations
- 3.7 Enforcement Policy Memoranda

OPEN SESSION MINUTES – 531st Council Meeting – February 6-7, 2020

Purpose: To record that the minutes of the open session of the 531st meeting of Council accurately reflect the business transacted at that meeting.

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

That the minutes of the 531st meeting of Council, held February 6-7, 2020 , as presented to the meeting at C-532-3.1, Appendix A, accurately reflect the business transacted at that meeting.

Prepared by: Dale Power, Secretariat Administrator

1. Need for PEO Action

In accordance with best business practices, Council should record that minutes of an open session of a meeting of Council accurately reflect the business transacted at a meeting.

2. Current Policy

Section 25(1) of By-Law No. 1 states that meetings of PEO are to be governed by *Wainberg's Society Meetings*. Rule 27.5 of *Wainberg's* states that "There is no legal requirement to have minutes verified, but it is considered good practice. The motion does not by itself ratify or adopt the business transacted; it merely verifies the minutes as being correct [a correct record of the discussions held and decisions made at the meeting]."

3. Appendices

- Appendix A - Minutes – 531st Council open session meeting – February 6-7, 2020



Minutes

C-532-3.1
Appendix A

The 531st MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held at PEO Offices, 40 Sheppard Avenue West, Toronto, Ontario on Friday, February 7, 2020 at 9:00 a.m.

- Present:
- N. Hill, P.Eng., President and Council Chair
 - D. Brown, P.Eng., Past President
 - M. Sterling, P.Eng., President-elect
 - C. Bellini, P.Eng., Vice-President (Elected)
 - T. Olukiyesi, P.Eng., Vice-President (Appointed) - via teleconference
 - A. Arenja, P.Eng., Lieutenant Governor-In-Council Appointee
 - S. Ausma, P.Eng., Councillor at Large
 - G. Boone, P.Eng., Eastern Regional Councillor
 - R.A.H. Brunet, P.Eng., Lieutenant Governor-In-Council Appointee
 - L. Cutler, P.Eng., Lieutenant Governor-In-Council Appointee
 - G. Houghton, P.Eng., Western Regional Councillor - via teleconference [minutes 12212 to 12220 only]
 - Q. C. Jackson, Barrister & Solicitor, Lieutenant Governor-In-Council Appointee
 - W. Kershaw, P.Eng., Western Regional Councillor
 - L. MacCumber, P.Eng., West Central Regional Councillor
 - L. Notash, P.Eng., Councillor at Large
 - A. Sinclair, P.Eng., East Central Regional Councillor
 - M. Spink, P.Eng., Lieutenant Governor-In-Council Appointee
 - K. Torabi, P.Eng., East Central Regional Councillor – [minutes 12212 to 12219 only]
 - W. Turnbull, P.Eng., Western Regional Councillor - via teleconference [recused for minute 12227 h]
 - R. Walker, P.Eng., Eastern Regional Councillor
 - G. P. Wowchuk, P.Eng., Councillor at Large – [minutes 12212 to 12220 only]
- Regrets:
- S. Robert, P.Eng., Northern Regional Councillor
 - N. Rush, C.E.T., Lieutenant Governor-In-Council Appointee
 - R. Subramanian, P.Eng., Northern Regional Councillor
 - S. Sung, Lieutenant Governor-In-Council Appointee
- Staff:
- J. Zuccon, P.Eng., CEO/Registrar
 - L. Latham, P.Eng., Deputy Registrar, Regulatory Compliance
 - D. Smith, Director, Communications
 - M. Wehrle, Director, Information Technology
 - D. Abrahams, General Counsel
 - B. Ennis, P.Eng., Director, Policy and Professional Affairs [plenary only]
 - C. Mehta, Director, Finance
 - J. Chau, P.Eng., Manager, Government Liaison Programs
 - F. Georgis, P.Eng., Manager, Registration
 - J. Max, Manager, Policy
 - C. Knox, P.Eng., Manager, Enforcement, Regulatory Compliance
 - K. Slack, P.Eng., Manager, Complaints and Investigations
 - R. Martin, Manager, Secretariat
 - D. Power, Secretariat Administrator

E. Chor, Research Analyst, Secretariat
B. St. Jean, Senior Executive Assistant

Guests:

- A. Bergeron, PEO Director, Engineers Canada [minutes 12212 to 12220 only]
- P. Ballantyne, Chair, Succession Planning Task Force [minutes 12212 to 12220 only]
- D. L. Brown, Governance Solutions Inc.
- D. A. H. Brown, Governance Solutions Inc. [plenary only]
- H. Brown, Brown & Cohen [minutes 12212 to 12220 only]
- D. Chui, P.Eng., PEO Director, Engineers Canada [minutes 12212 to 12220 only]
- L. Lukinuk, Governance Solutions Inc.
- B. Matthews, P.Eng., CEO, Consulting Engineers of Ontario [minutes 12212 to 12220 only]
- S. Perruzza, P.Eng., CEO, Ontario Society of Professional Engineers [minutes 12212 to 12220 only]
- K. Reid, P.Eng., PEO Director, Engineers Canada – via teleconference [minutes 12212 to 12220 only]
- C. Sadr, P. Eng., PEO Director, Engineers Canada [minutes 12212 to 12220 only]
- T. Tariq, Office of the Fairness Commissioner [minutes 12212 to 12220 only]

On Thursday evening, Council received a presentation from David Brown, Governance Solutions Inc.

Council convened at 9:00 a.m. on Friday, February 7, 2020.

CALL TO ORDER

Notice having been given and a quorum being present, the Chair called the meeting to order at 9:00 a.m. She welcomed Robert Brunet, newly appointed Lieutenant Governor-In-Council Appointee, and invited him to provide some words of introduction about himself.

12212 APPROVAL OF AGENDA

Moved by Councillor Ausma, seconded by Councillor Notash:

That:
the agenda, as presented to the meeting at C-531-1.1, Appendix A be approved as presented; and

The Chair be authorized to suspend the regular order of business.

CARRIED

12213 CONFLICTS OF INTEREST

The Chair asked if there were any conflicts of interest to declare. There were none. It was requested that, in future, Conflicts of Interest also be included as an agenda item for the in-camera session.

12214 AMENDMENT TO SEPTEMBER 2019 MINUTES

In reviewing the minutes of the September 2019 Council meeting, Councillor Torabi felt that the section of the minutes related to item 2.15 Membership Referendum on PEAK did not capture discussion held by Council.

Councillor Torabi, with the assistance of staff, developed an amendment to the September 2019 minutes.

Moved by Councillor Torabi, seconded by Councillor Notash:

“That the September 2019 Council meeting minutes regarding item 2.15 Membership Referendum on PEAK be amended to read;

Following the introduction of the motion for a membership referendum on the PEAK program, Past President Brown objected to Council considering the motion reasoning it was premature to discuss the motion in light of the pending work to be done related to the results of PEO's external regulatory performance review. The Chair put the question “that Council shall consider discussing the motion on holding a membership referendum on the PEAK program.

DEFEATED”

CARRIED

**12215
PRESIDENT’S REPORT**

President Hill provided an update on her recent activities advising that she attended Engineers PEI Annual General Meeting on November 29, 2019. There was an awards ceremony which included a number of high school students who had gone through the 30 by 30 program offered through the University of PEI.

President Hill was a guest panelist, coordinated through Howard Brown, on TVO’s The Agenda with Steve Paikin, to discuss where things are now with women and engineering. This was aired December 5, 2019 – 30 years after the Montreal Massacre at École Polytechnique.

President Hill also recently attended an ethics lecture at the University of Toronto which was very interesting. Two other Councillors attended, either in person or online, and the lecture was fully subscribed so there is a lot of interest in ethics in the engineering realm.

**12216
CEO/REGISTRAR’S REPORT**

CEO/Registrar Zuccon provided highlights on the various activities taking place throughout the organization. His report covered operational review/action plan (including the activity filter), organizational review, governance and a high level overview of operations. He advised that this report would be included in all Council agenda packages going forward. He asked for feedback as to what information is useful to Council in its oversight role. CEO/Registrar Zuccon responded to questions.

**12217
ACTIVITY FILTER APPLICATION**

D. Abrahams, General Counsel, presented a progress report on the Activity Filter for Council’s information. He first reintroduced the filter, which was approved by Council in November. He then explained how the filter had been applied. Staff advisors had identified activities and associated outputs from terms of reference and workplans of approximately 35 committees, chapters, subcommittees and working groups. Each activity was reviewed for its legal basis, whether required or permitted by the PEA, the Regulation, or some other legal authority.

Each activity output was then assessed through the tool to determine:

- Is it regulatory (that is, related either (a) to core regulatory

activities involving standards, licensing, compliance, complaints, discipline or enforcement, or more generally to the service and protection of the public interest as it pertains to the engineering profession; or (b) to the development of regulatory policy in those areas)?

- Is it related to governance (as in Board governance)?
- Is it neither? – if an activity or output is classified as “neither” that is just a classification – it does not mean that the activity should or should not continue.

D. Abrahams advised that the terms of reference and workplans for approximately 35 committees, task forces and working groups were reviewed. Chapters were dealt with as a group in order to avoid duplication. Subcommittee activities were included if distinct from those of the main committee.

Initially, staff identified approximately 140 potential activities. Some activities, however, lacked discernible outputs. Moreover, similar activities were combined to avoid duplication. In the end 93 activities and outputs appear in the progress report.

The following observations were noted:

- Core regulatory activities (20 activities) are a mix of required and permitted, pursuant to the legislative scheme.
- Numerous committees contribute to the development of regulatory policy (20 activities). Some of these committees are statutory. Others were created by Council.
- Governance activities (18 activities) are scattered amongst a few committees.
- The “neither” group (35 activities) is large and diverse.

The next steps in the application of the filter are evaluation, accountability and reporting. Over the next several months recommendations will be developed for the assignment of responsibility for outputs to either Council or the CEO/Registrar. For activities that clearly fall within the CEO/Registrar’s domain, staff will develop appropriate metrics for reporting to Council. For activities and outputs that do not fall within the CEO/Registrar’s domain, staff will begin to develop options for Council to consider.

The Chair thanked those involved for the work that has been done so far on this initiative.

Council then asked questions and commented on the progress report, for future follow-up as appropriate.

12218 LAND ACKNOWLEDGEMENT

At the 528th Council Meeting held on June 21, 2019, all Councillors present agreed by a show of hands to pursue the White Paper on the need for a PEO policy on Indigenous land acknowledgement, submitted

by President-Elect Hill, Elected Vice President Sterling and Northern Regional Councillor Subramanian.

Council was provided an information update at the November 2019 Council Meeting.

Following completion of policy development work, Council was asked to consider the “Land Acknowledgement Policy” document for approval.

Land acknowledgements were one of the recommendations of the Truth and Reconciliation Commission of Canada’s 2015 Report. Making a land acknowledgement statement is the first step towards reconciliation with Indigenous Peoples.

PEO has the statutory authority to create an Indigenous Land Acknowledgement Policy and statement; there is nothing to authorize or prohibit PEO from making such a decision.

Staff contacted the Mississaugas of the Credit First Nation, Anishinabek Nation, and the Métis Nation of Ontario to determine if they had any concerns, issues or comments about PEO’s decision make land acknowledgement statements. The Mississaugas of the Credit First Nation replied with wording for PEO to use in the land acknowledgement statement and did not raise any concerns or the need for in-person consultations. The Anishinabek Nation reviewed and approved PEO’s Land Acknowledgement Policy and Statement. The Métis Nation of Ontario replied that they do not have specific territory in Toronto, but suggested the inclusion that Toronto is home to many Metis, First Nation and Inuit people.

For these reasons,

- Staff recommends that PEO adopt a staged approach to introducing the land acknowledgement statement pertaining to events and meetings at 40 Sheppard Avenue West or organized by PEO headquarters (e.g., Chapters’ Leaders Conference, OPEA, OOH, Annual General Meeting).
- PEO’s Chapters Manager is prepared to communicate the Land Acknowledgment Policy as it pertains to Chapters at the Regional Congresses in February 2020 to support its implementation.

Moved by President-elect Sterling, seconded by Councillor Brunet:

- 1. That Council approve the Indigenous Land Acknowledgement Policy (LAP) and initiate the recitation of the statement as found in C-531-2.2, Appendix A, at the start of all events held at PEO’s headquarters.**

2. That Council approve the invitation of Indigenous leaders from the Mississaugas of the Credit First Nation, and the Anishinabek Nation to attend PEO's Council meetings and the invitation of the Indigenous Leaders of the appropriate Indigenous Nations to the Annual General Meeting (AGM) to be held on April 24-25, 2020 in Ottawa.
3. That Council directs Chapters to make a Land Acknowledgement Statement at the start of their events once the appropriate Indigenous nations have been identified, and approval received.

There was discussion on the need for further research as well as education for management and staff, i.e. cultural competency training. It was noted that the Truth and Reconciliation Commission of Canada's 2015 Report made no mention about acknowledgement at the beginning of meetings. Some of PEO's sister associations are internalizing actions that make a difference such as attending a workshop on how to work with first nations and indigenous peoples.

Moved by Councillor Spink, seconded by Councillor MacCumber:

That Council postpone the motion regarding indigenous land acknowledgement until after a strategic planning session.

CARRIED

**12219
ENGINEERS CANADA – PER CAPITA
ASSESSMENT**

Annette Bergeron, Past President of Engineers Canada, spoke to a proposed change in the Engineers Canada Bylaw that sets the per capital assessment fee for regulators. This proposal was outlined in a memo dated January 16, 2020 from PEO's Engineers Canada Board Directors. The proposal suggests that, instead of having a static per capita assessment, the amount levied should be approved annually by the regulators at the Annual Meeting of Members, based upon a recommendation of the EC Board.

The advantages to this proposal are twofold. First, it will allow regulators to have a direct say over the size of the proposed budget for Engineers Canada by determining, on an annual basis, the amount of regulator revenue will be made available. Second, if EC's unrestricted reserve continues to grow as projected, it is anticipated that the per capita assessment would be reduced.

Other options were considered by Engineers Canada's Finance Audit and Risk Committee (FAR) such as rebates to regulators, assessment holidays, etc.), however, most of these were determined by EC's accountant to run afoul of the Canada Revenue Agency's rules for the treatment of unrestricted reserves for not-for-profit organizations.

The Engineers Canada Directors will be asked to make a decision at the

May 23, 2020 members' meeting. The results of a straw vote indicated that PEO Council was supportive of the per capita assessment proposal in principle. This item will be brought before Council at the March meeting for a final vote.

**12220
SUCCESSION PLANNING TASK FORCE
PRESENTATION**

Paul Ballantyne, Chair of the Succession Planning Task Force (SPTF) updated Council on the process the task force has followed and recommendations they will make to Council in their final report going to the March 2020 Council meeting. Jonathan Bennett, Laridae Consulting, discussed PEO succession planning best practices.

Council recessed for lunch.

Upon reconvening, President Hill presented the following Councillors with service pins and certificates in appreciation of their volunteer services to Professional Engineers Ontario:

President-Elect Sterling – 5 years
Vice-President Bellini – 15 years

**12221
CONSENT AGENDA**

Moved by Councillor Kershaw, seconded by Councillor Notash:

That the consent agenda be approved as amended with the removal of 3.3 Changes to the 2020 PEO Committees and Task Forces Membership Roster which was amended and voted on separately.

CARRIED

The following items were approved as part of the consent agenda:

- 3.1 Minutes – 530th Council Meeting – November 14-15, 2019
- 3.2 Committee/Task Force Annual Work and Human Resources Plans
- 3.4 Rules for Electing Engineers Canada Directors

[Note: minutes 12222 to 12224 reflect the motions provided in the briefing notes presented to the meeting.]

**12222
MINUTES – 530th COUNCIL MEETING –
NOVEMBER 14-15, 2019**

That the minutes of the 530th meeting of Council, held November 14-15, 2019, as presented to the meeting at C-531-3.1, Appendix A, accurately reflect the business transacted at that meeting.

CARRIED

**12223
COMMITTEE/TASK FORCE ANNUAL WORK
AND HUMAN RESOURCES PLANS**

That Council approve the committee/task force work plans and human resources plans as presented to the meeting at C-531-3.2, Appendix A.

CARRIED

**12224
RULES FOR ELECTING ENGINEERS CANADA
DIRECTORS**

That Council approve the revised process for electing *PEO Directors to the Engineers Canada Board of Directors*, as presented to the meeting at C-531-3.4, Appendix A.

CARRIED

12225

**CHANGES TO THE 2020 PEO COMMITTEES
AND TASK FORCES MEMBERSHIP ROSTER**

Councillor Jackson Kouakou advised that until such time as work that remains outstanding in her capacity as Complaints Review Councillor (CRC) is complete, her name should remain as CRC. Her name should therefore be removed from the Committee and Task Force Resignations/Retirements section as well as the New Appointments section as a member of the Discipline Committee (DIC) since these two positions cannot be filled by the same person at the same time.

The Chair, on behalf of Council, thanked Councillor Jackson Kouakou for stepping up and serving as the CRC Chair.

Moved by Councillor Kershaw, seconded by President-elect Sterling:

That Council approve changes to the 2020 PEO Committees and Task Forces Membership Roster as presented to the meeting at C-531-3.3, Appendix A and amended.

CARRIED

12226

COUNCILLOR ITEMS

1. Agenda Items

Councillor Spink advised that she had put forward a motion related to Sustainability for PEO as an Organization which was deemed not to be appropriate for the agenda. She asked what Councillors should do to get items on the agenda.

Debra Brown, GSI, responded by advising that when a Councillor wanted to get something on the agenda that should be considered as a strategy issue it should come through the CEO/Registrar, especially if it is proposing a strategic solution, rather than lobbying something that will affect strategy, the budget, staffing, etc.

Councillor Olukiyesi asked for clarification given that Council is to set direction. She asked about process. Debra Brown, GSI, replied that the Chair is the one who has the agenda and typically the Chair would follow Council terms of reference and work plan. This is what should guide what is being discussed around the Council table. If a Councillor feels there is a particular issue that is important, they should consider whether the issue is within Council's area of responsibility and accountability. In terms of setting direction, this is the role of Council but the way it is done is by approving a strategic plan and approving the strategies that come up through the CEO/Registrar. The strategic plan will have metrics attached to it with targets. This is how direction is set. Council oversees this by seeking reasonable assurance that the organization is in control by taking a look at the metrics and how the organization is doing vis-à-vis the targets.

2. Emerging Discipline Task Force (EDTF) Report

Councillor Boone advised that he had reached out to the Chair of the EDTF who advised that a report had been prepared and that the task force was waiting for an invitation to present it at a Council meeting. President Hill advised that this report has been requested but not

received. She advised that she would follow up with the EDTF Chair.

3. PEO's Privacy Policy

Councillor Walker asked how concerns from Chapter members regarding PEO Privacy Policy could be addressed. CEO/Registrar Zuccon advised that this would be taken under advisement and that he would discuss this matter with M. Wehrle, Director, Information Technology.

Moved by Councillor Arenja, seconded by Councillor Jackson Kouakou:

That Council move in-camera.

CARRIED

12227

IN-CAMERA SESSION

While in-camera Council:

- a. verified the in-camera minutes from the 530th meeting of Council held November 14-15, 2019;
- b. approved the Wolfe-Smith Awardees;
- c. approved the recipient of the President's Award;
- d. received an HRC update;
- e. received decisions and reasons of the Discipline Committee
- f. noted there were no issues reported regarding PEO's Anti-Workplace Harassment and Violence Policy
- g. received a legal update on legal actions in which PEO is involved

These minutes consist of ten pages and minutes 12212 to 12227 inclusive.

N. Hill, P.Eng., Chair

R. Martin, Corporate Secretary

CONSULTING ENGINEER DESIGNATION APPLICATIONS

Purpose: Under Section 61(2) of Regulation 941 under the *Professional Engineers Act*, the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC is recommending that Council approve the following motions.

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

1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as presented to the meeting at C-532-3.2, Appendix A, Section 1.
2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-532-3.2, Appendix A, Section 2.
3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-532-3.2, Appendix A, Section 3.

Prepared by: Faris Georgis, P.Eng, Manager, Registration and Imelda Suarez, Staff Support

Moved by: Christian Bellini, P.Eng.

1. Need for PEO Action

Council needs to accept the recommendations of the Consulting Engineer Designation Committee (CEDC) with respect to the applications submitted for its consideration before the applicants are informed of the PEO’s decision with respect to their application.

2. Proposed Action / Recommendation

That Council approve/deny the applications for designation and redesignation.

3. Next Steps (if motion approved)

The applicants will be advised of Council’s decision with respect to their applications.

4. Peer Review & Process Followed

Process Followed	All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on February 6, 2020.
Council Identified Review	Not applicable. Required by Regulation.
Actual Motion Review	As stated under above process.

5. Appendices

- Appendix A – Report of the Consulting Engineer Designation Committee
- Appendix B – Legal Implications

To the 532nd Meeting of the Council of
Professional Engineers Ontario

REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE

Chair: Shawn Gibbons, P.Eng.

- 1. The Committee has reviewed the following applications for DESIGNATION and recommends to Council that these 15 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	Atashi, Mohammad	SauzTeq Engineering Inc.	2105 Blacksmith Lane, Oakville ON, L6M 3A3	100069263
1.2	Azizi, Mohammad	Emtron Inc.	19 Doonaree Dr, Toronto ON, M3A 1M5	100157648
1.3	Babkine, Gleb	GVB Engineering Inc.	4 Mather Crt, Thornhill ON, L4J 3A8	100149718
1.4	Bachir, Ghassan	Jablonsky Ast and Partners	1129 Leslie St, Toronto ON, M3C 2K5	100089903
1.5	Crozier, Trevor	BGC Engineering Inc.	500-980 Howe St, Vancouver BC, V6Z 0C8	100171723
1.6	Dugan, Matthew	Comcor Environmental Limited	12-320 Pinebush Rd, Cambridge ON, N2T 2M7	90384926
1.7	Elliott, Allan (Ryan)	G. Douglas Vallee Limited	2 Talbot St N, Simcoe ON, N3Y 3W4	100062281
1.8	Gilvesy, Andrew	Cyril J. Demeyer Limited	261 Broadway, Tillsonbury ON, N4G 4H8	90418534
1.9	Malcomson, Mitchell	Explotech Engineering Ltd.	5-58 Antares Dr, Ottawa ON, K2E 7W6	100205709
1.10	Metallo, Pasquale	Lapas Consulting Engineers Ltd.	227 Bridgeland Ave, Toronto ON, M6A 1Y7	90340159
1.11	Moutzouris, Nikolaos	Lithos Group Inc.	150 Bermondsey Rd, Toronto ON, M4A 1Y1	100176986
1.12	Parker, James	The Jones Consulting Group	1-229 Mapleview Dr E, Barrie ON, L4N 0W5	100145468
1.13	Salah, Alaa	ALFA+ Project Leaders Inc.	210 Springbeauty Ave, Ottawa ON, K2J 5T7	100072517

1.14	Temimi, Ahmed	Azure Group Inc.	6751 Professional Crt, Mississauga ON, L4V 1Y3	100119303
1.15	Toomath, Hugh (Bram)	Hannigan Engineering Limited	401-3901 Highway 7, Vaughan ON, L4L 8L5	100139873

2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 42 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	Adema, Steven	Tacoma Engineers Inc.	176 Speedvale Ave W, Guelph ON, N1H 1C3	90483066
2.2	Barker, Douglas	D.R. Barker & Associates Ltd.	110 Chisholm St, Oakville ON, L6K 3H9	2383016
2.3	Benner, Gary	Underground Consulting Inc.	2024-3230 Yonge St, Toronto ON, M4N 3P6	3326014
2.4	Candaras, Anastasios	A.M. Candaras Associates Inc.	203-8551 Weston Rd, Woodbridge ON, L4L 9r4	6762017
2.5	Carter, David	Curoaqua International Inc.	2 Parrott St, Collingwood ON, L9Y 0Z5	7048010
2.6	Chan, Peter	exp Services Inc.	110-220 Commerce Valley Dr W, Markham ON, L3T 0A8	7408750
2.7	Clipsham, Robert	Fiddes Clipsham Inc.	101-16 Mountainview Rd S, Georgetown ON, L7G 4K1	8729014
2.8	Cphoon, Joseph	J.H. Cphoon Engineering Limited	1-440 Hardy Rd, Brantford ON, N3T 5L8	8861015
2.9	Cole, Scott	C2C Consulting Inc.	36 Country Club Dr, King City ON, L7B 1M5	8901506
2.10	Dibben, Harold	Lassing Dibben Consulting Engineers	67B Plant St, PO Box 472, Batawa ON, K0K 1E0	90240292
2.11	Egberts, Gerard	Egberts Engineering Ltd.	1110-235 Yorkland Blvd, North York ON, M2J 4Y8	12943015
2.12	Evans, Richard (Luke)	RPA Inc.	501-55 University Ave, Toronto ON, M5S 2M7	90345885
2.13	Feherty, William (Peter)	Basetech Consulting Inc.	309 Roywood Cres, Newmarket ON, L3Y 1A6	90398918
2.14	Filipuzzi, Robert	FP&P Hydratek Inc.	204-216 Chrislea Rd, Vaughan ON, L4L 8S5	90459066
2.15	Fisher, David (Graham)	Haddad Geotechnical Inc.	17-151 Amber St, Markham ON, L3R 3B3	14260400
2.16	Foster, John	JFive Developments Ltd.	1 Parker Crt, Barrie ON, L4N 2A6	90156373

2.17	Garshon, Gerald	G.A.G. Consultants Ltd.	190 Apple Blossom Dr, Thornhill ON, L4J 0J4	15633019
2.18	Gayowsky, Gregory	RTG Systems Inc.	201-3518 Mainway ON, Burlington ON, L7M 1A8	100143038
2.19	Graham, Jeffrey	GSS Engineering Consultants Ltd.	1010 9th Ave W, Unit 104D, Owen Sound, ON, N4K 5R7	90222860
2.20	Homonnay, Borbala	Akkanga Engineering Int Inc.	46 Marthclare Ave, Toronto ON, M3A 1E2	32303018
2.21	Hurter, Robert	HurterConsult Incorporated	4-5330 Canotek Rd, Ottawa ON, K1J 9C1	21026018
2.22	Jauha, Harvinder	Macrologix Inc.	53 Marathon Ave, Concord ON, L4K 5G6	90405432
2.23	Killen, David	Landmark Engineers Inc.	2280 Ambassador Dr, Windsor ON, N9C 4E4	90483207
2.24	Krpan, Nikola	Cheme Engineering Inc.	1-35 Crawford Cr, PO Box 595, Campbellville ON, L0P 1B0	100077423
2.25	Langlois, Jeffrey	R.J. Burnside & Associates Ltd.	15 Townline, Orangeville ON, L9W 3R4	90293473
2.26	Li, Chung-Yan (Thomas)	G.L. Tiley & Associates Ltd.	46 Dundas St E, Flamborough ON, L9H 7K6	26769208
2.27	Malpass, James	J.S. Malpass & Associates	18 Hillcrest Ave, St Thomas ON, N5P 2J8	28838357
2.28	Mikolajewski, Arnold	MPC Consulting Engineering	190 Wall Rd, Niagara-on- the-Lake ON, L0S 1J0	31642705
2.29	Mollaj, Agim	Armoclan Engineering Ltd.	27-246 Brockport Dr, Toronto ON, M9W 6W2	100045079
2.30	Papa, Fabian	FP&P Hydratek Inc.	204-216 Chrislea Rd, Vaughan ON, L4L 8S5	90431412
2.31	Payne, John	John G. Payne & Associates Ltd.	7 Black Willow Court, Richmond Hill ON, L4E 2M7	35960509
2.32	Robins, Darryl	Darryl M. Robins Consulting Inc.	4844 Highway 6, Miller Lake ON, N0H 1Z0	100009829
2.33	Robinson, Andrew	Robinson Consultants Inc.	210-350 Palladium Dr, Kanata ON, K2V 1A8	39304019
2.34	Schad, William	Schad Engineering	43 Appleton Dr, Orangeville ON, L9W 5C4	40891301
2.35	Spence, Keith	Bronte Engineering Ltd.	2330 Wyecroft Rd, Unit A1, Oakville ON, L6L 6M1	43825017
2.36	Sutherns, Timothy	Eramosa Engineering Inc.	650 Woodlawn Rd W, Block C, Unit 4, Guelph ON, N1K 1B8	90358391
2.37	Swallow, John	John Swallow Associates Ltd	56 Lake Cres, Toronto ON, M8V 1V8	45169018

2.38	Tanasijevic, Zoran	Stephenson Engineering Ltd	602-2550 Victoria Park Ave, North York ON, M2J 5A9	100014420
2.39	Trepanier, Marc	Current Engineering Ltd.	424 Tecumseh Rd E, Windsor ON, N8X 2R6	90302597
2.40	Veerasammy, Renato	RBS Consulting Engineers	2798 Shering Cres, Innissfile ON, L9S 1H1	90363938
2.41	Vickerman, Granville	VME Technologies Inc.	1414 Lasalle Blvd, Sudbury ON, P3A 1Z6	48122501
2.42	Wallace, Terry	LEA Consulting Ltd	625 Cochrane Dr, 9th Flr, Markham ON, L3R 9R9	90257049

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

#	P.Eng.	Company Name	Address	Licence #
3.1	Tilsley, James	James E. Tilsley & Associates Ltd.	5 Steeplechase Ave, Aurora ON, L4G 6W5	46498010

The CEDC recommends to the Council of the Association that Mr. Tilsey's application for redesignation be DECLINED because he does not currently meet the requirements for redesignation with respect to having 5 years of professional engineering experience as captured in Section 57(2)(c), under Regulation 941.

4. The Committee recommends to Council that the following 7 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)
4.1	Engineering Link Incorporated	200-207 Adelaide St E, Toronto ON, M5A 1M8	Robert Holroyd, P.Eng.
4.2	FVB Energy Inc.	300-3901 Highway 7, Vaughan ON, L4L 8L5	Mark Tracey, P.Eng.
4.3	G.L. Tiley & Associates Ltd.	46 Dundas St E, Flamborough ON, L9H 7K6	Chung Yan Li, P.Eng. and Dan Della Ventura, P.Eng.
4.4	MNT Consulting Group Inc.	345 Cox Mill Road, Barrie ON, L4N 7S8	Michelle Dada Ortiz, P.Eng.
4.5	Pretium Engineering Inc.	350 Woolwich St S, Breslau ON, N0B 1M0	Gerald Genge, P.Eng.
4.6	SustainGlobe Ltd.	28 Fulton Way, Unit 8-100, Richmond Hill ON, L4B 1J5	Tak Man Lau, P.Eng.
4.7	WalterFedy Inc.	111-675 Queen St S, Kitchener ON, N2M 1A1	Nigel Thompson, P.Eng. and Dave Thompson, P.Eng.

Legal Implications/Authority

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

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

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

Briefing Note – Decision

BOARD COMMITTEE APPOINTMENTS – DECISION CRITERIA MATRIX

Purpose: To approve the *Board Committee Appointments – Decision Criteria Matrix* as presented to the meeting at C-532-3.3, Appendix A.

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

That Council approve the *Board Committee Appointments – Decision Criteria Matrix* as presented to the meeting at C-532-3.3, Appendix A.

Prepared by: Viktoria Aleksandrova – Committee Coordinator

Moved by: President-elect Sterling, P.Eng.

1. Need for PEO Action

At the September 2016 meeting, Council approved a process for the appointment of Councillors to Board Committees. The process tasks the Human Resources Committee (HRC) with reviewing the Board Committee participation preferences submitted by Councillors and making a recommendation to Council. In 2017, Council directed the HRC to develop a *Decision Criteria Matrix* related to the evaluation of recommendations for membership on the Board Committees for presentation to Council. The *Decision Criteria Matrix* was developed by the HRC and approved by Council in 2018. It was subsequently updated by the committee and approved by Council on March 22, 2019.

The approved *Board Committee Appointments – Decision Criteria Matrix* was used by the HRC last year when reviewing the Board Committee participation preferences submitted by Councillors and making its recommendation. Currently, the HRC does not recommend any further amendments and seeks Council's endorsement for using the *Board Committee Appointments – Decision Criteria Matrix* for the upcoming Council year as presented in Appendix A.

2. Proposed Action / Recommendation

Approve the *Board Committee Appointments – Decision Criteria Matrix* as presented to the meeting at C-532-3.3, Appendix A.

3. Next Steps (if motion approved)

The approved *Board Committee Appointments – Decision Criteria Matrix* to be used by the Human Resources Committee (HRC) when reviewing the Board Committee participation preferences submitted by Councillors and making a recommendation to Council.

4. Policy or Program contribution to the Strategic Plan

The motion is related to Objective 9 in the 2018-2020 Strategic Plan.

5. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> At the September 2017 meeting, Council directed the HRC to develop a Decision Criteria Matrix related to the evaluation of recommendations for membership on the Board Committees for presentation to Council. In 2019, the HRC reviewed and updated the <i>Board Committee Appointments - Criteria Decision Matrix</i> document previously used and prepared by HRC. The updated document was approved by Council on March 22, 2019.
-------------------------	--

6. Appendices

- Appendix A – *Board Committee Appointments - Decision Criteria Matrix*

Appendix A

Board Committee Appointments – Decision Criteria Matrix

Priority ranking	Decision Criteria
1.	Councillor preferences.
2.	All Councillors on at least one board committee.
3.	At least one Councillor with a previous experience on the board committee to ensure continuity.
4.	Best efforts to have a Regional Councillor on certain board committees (EXE, AUC, FIC, HRC, LEC, JRC).
5.	Best efforts to ensure that Councillor background and experience are related to board committee.
6.	Best efforts to ensure that each board committee has at least one woman.
7.	Councillor workload/ participation across all committees and other appointments is balanced.

2020 COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER

Purpose: To approve the *2020 PEO Committees and Task Forces Membership Roster*.

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

That Council approve the *2020 PEO Committees and Task Forces Membership Roster* as presented to the meeting at C-532-3.4, Appendix A.

Prepared by: Viktoria Aleksandrova – Committee Coordinator

Moved by: Vice President (elected) Bellini, P.Eng.

1. Need for PEO Action

It is the role of Council to approve annual rosters of committee members under the Committees and Task Forces Policy (Role of Council, Item 4) and authorize the membership of those volunteers who formally participate on its behalf through membership on committees and task forces. Furthermore, Council is asked to approve volunteer members of committees and task forces in accordance with PEO's insurance policy requirements.

Council approved the *2020 PEO Committees and Task Forces Membership Roster* at the November 15, 2019 meeting. Volunteers who had not completed the mandatory compliance training were approved on condition that they complete the mandatory volunteer training by December 31, 2019. The deadline was extended until February 15, 2020. All non-compliant volunteers were notified that failure to complete the training by the above date will result in permanent removal from their current volunteer position(s).

Appendix A is the *2020 PEO Committees and Task Forces Membership Roster* that requires Council approval at this time.

Appendix B sets out changes to Sections 1 (Board Committees) and 2 (Other Committees Reporting to Council) of the Roster that are reflected in Appendix A, such as resignations, re-appointments and appointments of new members for a one-year term.

2. Proposed Action / Recommendation

Approve the *2020 PEO Committees and Task Forces Membership Roster* per the Committees and Task Forces Policy, Role of Council (Item 4).

3. Next Steps (if motion approved)

The approved *2020 PEO Committee and Task Force Membership Roster* will be posted on PEO's website.

4. Policy or Program contribution to the Strategic Plan

The motion regarding the *2020 PEO Committees and Task Forces Membership Roster* is related to Objective 9 in the 2018-2020 Strategic Plan.

5. Financial Impact on PEO Budgets (for five years)

Not applicable

6. Peer Review & Process Followed

**Process
Followed**

Committees and Task Forces Policy – Role of Council
Item 4: Approve the annual roster of committee members.

7. Appendices

- Appendix A – *2020 PEO Committees and Task Forces Membership Roster*
- Appendix B – Changes to Sections 1 (Board Committees) and 2 (Other Committees Reporting to Council) of the Roster

2020 PEO ANNUAL COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER

(Effective January 1, 2020)

C-532-3.4
Appendix A

Board Committees have a fiduciary and/or oversight role; operate on a Council year basis (i.e. Annual General Meeting (AGM) to AGM); have the majority of its members as sitting members of Council; and members are selected either by position, election or appointment at the Council meeting immediately following the AGM.

The President and the president-elect shall be *ex-officio members* of all committees established under Section 30 of By-Law 1 (i.e. all committees not established by the Act of Regulations).

Executive Committee (EXE)		
Mandate as per Terms of Reference	<p>"The Executive Committee,</p> <p>a) 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;</p> <p>b) may consult with other committees of the Council;</p> <p>c) shall act upon or report upon matters that are referred to it by the Council;</p> <p>d) may advise the CEO/Registrar or any other officer or official of PEO on matters of policy;</p> <p>e) may make periodic reviews, forecasts, plans and recommendations to the Council concerning the future organization and operation of the Association;</p> <p>f) may advise the Council on matters pertaining to the Canadian Council of Professional Engineers; and</p> <p>g) may advise the Council on all financial matters, including, without limitation, investments, budgets, capital requirements, income, expenditures, salaries, reserves and contingencies or extraordinary expenses, both for current and future operations."</p> <p>[R.R.O. 1990, Reg. 941, s. 29.]</p> <p><u>EXE Terms of Reference</u></p>	
Composition	President, president-elect, past-president, appointed and elected vice-presidents, at least one LGA Councillor and additional Councillor(s), if any, as determined by Council at its first meeting following the AGM.	
EXE Committee Members (appointed to role)		Contributing From / To
Chair	President Hill	2001/03, 2005/06, 2017 - AGM 2020
	President-elect Sterling	2018 - AGM 2020
	Past President Brown	2016 - AGM 2020
	Vice-president (elected) Bellini	2017/18, 2019 - AGM 2020
	Vice-president (appointed) Olukiyesi	2019 - AGM 2020
	Councillor Ausma	2013/14, 2019 - AGM 2020
	LGA Councillor Cutler	2019 - AGM 2020
	Councillor Notash	2019 - AGM 2020
	Councillor Turnbull	2017/18, 2019 - AGM 2020
Committee Advisor	Johnny Zuccon - CEO/Registrar	2018

Audit Committee (AUC)		
Mandate as per Terms of Reference	To oversee the auditing of the association's financial statements by an external auditor; and To monitor the Accounting and Financial reporting processes and Systems of Internal Control.	
	<u>AUC Terms of Reference</u>	
Composition	7 members; at least 3 members must be current members of Council.	
AUC Members (appointed to role)		Contributing From / To
Chair	Councillor Boone (2019)	2018 - AGM 2020
Vice Chair	TBD	
	Councillor Notash	2019 - AGM 2020
	LGA Councillor Sung	2019 - AGM 2020
	Ishwar Bhatia	2011/15, 2017 - AGM 2020
	Thomas Chong	2006 - AGM 2020
	Craig Young	2015 - AGM 2020
AUC Subcommittee Members (appointed to role)		Contributing From / To
Volunteer Expense Appeal Subcommittee	Guy Boone	2018 - AGM 2020
	Leila Notash	2019 - AGM 2020
	Sherlock Sung	2019 - AGM 2020
Committee Advisor	Chetan Mehta - Director, Finance	2016
Admin Support	Lucy Capriotti - Administrative Assistant, Financial Services	2008

Finance Committee (FIC)		
Mandate as per Terms of Reference	To review financial projections and recommend appropriate financial strategies, including program reviews and capital projects. To review the annual budget and make recommendations to Council. To monitor short term and long term investment policy. For both short term and long term pension funds. To assist in the identification of factors having significant impact on the budget. To review financial performance against the budget. To recommend policies to permit more effective budgetary control, fee remission, investment and insurance.	
	<u>FIC Terms of Reference</u>	
Composition	7 members; 4 members MUST be current members of Council.	
FIC Members (appointed to role)		Contributing From / To
Chair	LGA Councillor Cutler (2019)	2018 - AGM 2020
Vice Chair	Councillor Walker (2019)	2019 - AGM 2020
	LGA Councillor Arenja	2019 - AGM2020
	Councillor Ausma	2019 - AGM 2020
	Colin Chan (re-appointed in 2019)	2018 - AGM 2020
	Linda Drisdelle (re-appointed in 2019)	2018 - AGM 2020
	Roberto Martini (re-appointed in 2019)	2018 - AGM 2020

FIC Subcommittee Members (appointed to role)		Contributing From / To
Investment subcommittee	TBD (Council member)	
	TBD (HRC representative)	
	Colin Chan (FIC representative)	2019 - AGM 2020
	TBD (Pension Plan Administrator)	
	Jenny Zang (Pension Plan member)	2018 - AGM 2020
Committee Advisor	Chetan Mehta - Director, Finance	2016
Admin Support	Lucy Capriotti - Administrative Assistant, Financial Services	2008

Human Resources Committee (HRC)		
Mandate as per Terms of Reference	<p>To conduct the recruitment process for the position of CEO/Registrar and make recommendations to Council; participate in the selection of senior staff.</p> <p>To review the performance and compensation of the CEO/Registrar and make recommendations to Council.</p> <p>To establish annual measurable goals and objectives for the position of CEO/Registrar for Council's review and approval.</p> <p>Act as reviewer on significant human resources issues.</p> <p>To work with the government appointments secretariat regarding LGA appointments.</p> <p>Act as reviewer on significant staff human resources issues.</p>	
	<u>HRC Terms of Reference</u>	
Composition	5 members, President, President-elect, Past President, and two current members of Council.	
HRC Members (appointed to role)		Contributing From / To
Chair	President-elect Sterling	2019 - AGM 2020
	President Hill	2018 - AGM 2020
	Past President Brown	2014 - AGM 2020
	LGA Councillor Jackson	2018 - AGM 2020
Committee Advisor	Johnny Zuccon - CEO/Registrar	2018
Staff Support	Dan Abrahams - General Counsel	2019

Legislation Committee (LEC)		
Mandate as per Terms of Reference	<p>To provide oversight and guidance to matters pertaining to PEO's Act, Regulation and By-Laws. This will include but not be limited to (i) acting as custodian for PEO Legislation, identifying PEO policies, rules and operational issues which touch on or affect PEO Legislation and providing guidance as to which of these should be put into legislation;(ii) overseeing draft changes to PEO Legislation and (iii) keeping Council apprised of relevant external Legislative initiatives and changes which may affect PEO Legislation.</p>	
	<u>LEC Terms of Reference</u>	
Composition	5 members, all current members of Council.	
LEC Members (appointed to role)		Contributing From / To
Chair	Councillor MacCumber (2019)	2018 - AGM 2020
Vice Chair	Councillor Notash (2019)	2019 - AGM 2020
	President Hill	2018 - AGM 2020

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

	President-elect Sterling	2019 - AGM 2020
	Councillor Ausma	2019 - AGM 2020
	Councillor Houghton (Past Chair 2018)	2016 - AGM 2020
	Councillor Sinclair	2019 - AGM 2020
Committee Advisor	Jordan Max - Manager, Policy	2010

OSPE-PEO Joint Relations Committee (OSPE-PEO JRC)		
Mandate as per Terms of Reference	<p>The purpose of the Committee is to:</p> <p>a) Build relationships between the leaders of the two organizations to strengthen regulation, service and advocacy for the profession within their respective mandates;</p> <p>b) Facilitate the exchange of information between the two organizations;</p> <p>c) Identify issues and facilitate cooperation between the two organizations in areas of mutual interest / concern; and</p> <p>d) Provide a forum for the discussion and informal resolution of potential areas of opportunity or conflict between the two organizations.</p> <p><u>JRC Terms of Reference</u></p>	
Composition	The Committee consists of the following members: a) The President/Chair plus three (3) senior volunteers of the Ontario Society of Professional Engineers; b) The Chief Executive Officer of the Ontario Society of Professional Engineers; c) The President and three (3) senior volunteers of Professional Engineers Ontario; and d) The Chief Executive Officer of Professional Engineers Ontario.	
OSPE-PEO JRC Members (appointed to role)		Contributing From / To
Co-Chairs	President Hill	2017 - AGM 2020
	Tibor Turi (OSPE President/Chair)	2018 - OSPE AGM 2020
	Réjeanne Aimey (OSPE Vice Chair)	2018 - OSPE AGM 2020
	Jonathan Hack (OSPE Past Chair)	2015 - OSPE AGM 2020
	Councillor Kershaw	2019 - AGM 2020
	Tom Murad (OSPE Board Director)	2019 - OSPE AGM 2020
	Sandro Perruzza (OSPE CEO)	2014
	Councillor Sinclair	2019 - AGM 2020
	President-elect Sterling	2018 - AGM 2020
Committee Advisor/member	Johnny Zuccon - CEO/Registrar	2018

Regional Councillors Committee (RCC)		
Mandate as per Terms of Reference	<p>To act as the responsible authority for the PEO Chapters in the five PEO regions.</p> <p>To respond to Council, chapters and regions on matters of concern to chapters and regions.</p> <p>To respond to Council on matters pertaining to the approved Mission, Focus and Strategic Plan of the association.</p> <p><u>RCC Terms of Reference</u></p>	
Composition	10 members, all current members of Council elected as Regional Councillors. RCC Chairs and Vice Chairs are elected annually from within the committee via secret ballot.	
RCC Members (appointed to role)		Contributing From / To
Chair	Councillor Robert (2019)	2018 - AGM 2020
Vice Chair	Councillor Boone (2019)	2016 - AGM 2020

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

	Councillor Houghton	2016 - AGM 2020
	Councillor Kershaw	2011/13, 2019 - AGM 2021
	Councillor MacCumber	2018 - AGM 2020
	Councillor Sinclair	2019 - AGM 2021
	Councillor Subramanian	2018 - AGM 2021
	Councillor Torabi	2018 - AGM 2020
	Councillor Turnbull	2015 - AGM 2021
	Councillor Walker	2019 - AGM 2021
Committee Advisor	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

Section 2: Other Committees Reporting to Council

(Operate on a calendar year)

Academic Requirements Committee (ARC)			
Mandate as per Terms of Reference	To assess the academic qualifications of applicants referred to the Academic Requirements Committee (ARC) by the Registrar or requested the ARC to review their qualifications, To advise Professional Engineers Ontario (PEO) on academic matters relating to PEO Admission procedures and policies, and To oversee the Professional Practice Examination (PPE). <u>ARC Terms of Reference</u>		
Composition	25 members; Majority are Professors/Associate Professors at one of Ontario's Engineering universities. Members MUST be licensed P.Engs.		
ARC Members (appointed to role)		# Years	Contributing From / To
Chair-	Ramesh Subramanian (2019/2020)	6	2013 - Dec 2020
Vice Chair	Waguih H. ElMaraghy (2019/2020)	26	1989-94, 1998 - Dec 2020
Council Liaison	TBD		
	Sanjiwan D. Bhole	5	2004 - Dec 2020
	Yehoudith (Judith) Dimitriu	27	1992 - Dec 2020
	Bob Dony (Past Chair 2011-2012)	21	1998 - Dec 2020
	Amir Fam	9	2010 - Dec 2020
	Roydon Fraser	21	1998 - Dec 2020
	Michael Hulley	2	2017 - Dec 2020
	Ross L. Judd	>35	Pre-1984 - Dec 2020
	Meilan Liu	9	2010 - Dec 2020
	Joseph (Joe) Lostracco	5	2014 - Dec 2020
	Ian Marsland	3	2016 - Dec 2020
	Magdi Emile Mohareb	9	2010 - Dec 2020
	Girgis (George) Nakhla	16	2003 - Dec 2020
	Leila Notash (Past Chair 2016-2018)	16	2003 - Dec 2020
	Remon Pop-Iliev	14	2005 - Dec 2020
	Amin S. Rizkalla	9	2010 - Dec 2020
	Medhat Shehata	5	2014 - Dec 2020
	Shamim A. Sheikh	17	2002 - Dec 2020
	Juri Silmberg	>35	Pre-1984 - Dec 2020
	J. Allen Stewart	5	2014 - Dec 2020
	Barna Szabados (Past Chair 2012-2015)	9	2000 - Dec 2020

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

	Seimer Tsang	20	1999 - Dec 2020
	Tze-Wei (John) Yeow	9	2010 - Dec 2020
	Malgorzata S. Zywno	26	1993 - Dec 2020
Committee Advisor	Moody Farag - Manager, Admissions		2004

Advisory Committee on Volunteers (ACV)			
Mandate as per Terms of Reference	To assist and advise committees in fulfilling their operational requirement under the policy. To assist Council by reviewing proposed revisions to Committee and Task Force - Mandates, Terms of Reference, Work plans and Human Resource Plans.		
	<u>ACV Terms of Reference</u>		
Composition	Currently 10 members (all P.Engs) with experience as PEO volunteers at the Council, Committee and Chapter level.		
ACV Members (appointed to role)		# Years	Contributing From / To
Chair	Sean McCann (2018-2019/2020)	4	2015 - Dec 2020
Vice Chair	Lisa Lavery (2018-2019/2020)	2	2017 - Dec 2020
Council Liaison	TBD		
	Sola Abolade	<1	2019 - Dec 2020
	Christian Bellini	6	2013 - Dec 2020
	Márta Ecsedi	6	2013 - Dec 2020
	Victoria Hilborn	<1	2020 - Dec 2020
	Eric Nejat	1	2018 - Dec 2020
	Saif Rehman	1	2018 - Dec 2020
	Nicholas Shelton	<1	2020 - Dec 2020
	Michael Wesa	<1	2019 - Dec 2020
ACV Subcommittee Members (appointed to role)			Contributing From / To
Training and Committee Chairs Workshop Subcommittee	Saif Rehman (Chair)	1	2018 - Dec 2020
	Sola Abolade	<1	2019 - Dec 2020
	Michael Chan	4	2015 - Dec 2020
	Doug Hatfield	9	2011/15, 2016 - Dec 2020
	Lisa Lavery	2	2017 - Dec 2020
	Sean McCann	4	2015 - Dec 2020
Vital Signs Survey Subcommittee	Márta Ecsedi	2	2017 - Dec 2020
	Christian Bellini	2	2017 - Dec 2020
	Sola Aboldade	<1	2019 - Dec 2020
Committee Advisor	TBD		
Staff Support	Viktoria Aleksandrova - Committee Coordinator		2009

Awards Committee (AWC)			
Mandate as per Terms of Reference	To coordinate, manage, promote and monitor the Professional Engineers Ontario (PEO) Ontario Professional Engineers Awards (OPEA) Program, Order of Honour (OOH), and External Honours activities to support achievement of the object of the Act, which states, "Promote awareness of the Profession's contribution to society and the role of the association".		
	<u>AWC Terms of Reference</u>		
Composition	Currently 8 members, with maximum of 12 members of the association.		

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

AWC Members (appointed to role)		# Years	Contributing From / To
Chair	Ken McMartin (2020)	1	1993/2002, 2018 - Dec 2020
Vice Chair	Rakesh Shreewastav (2020)	4	2014/17, 2019 - Dec 2020
Council Liaison	TBD		
	Kiran Hirpara	2	2017 - Dec 2020
	Paul Henshaw	<1	2019 - Dec 2020
	Manraj Pannu	1	2018 - Dec 2020
	John Severino (1-yr extension)	10	2009 - Dec 2020
	Michael Wesa	1	2018 - Dec 2020
	Angela Wojtyla	<1	2020 - Dec 2020
	Matthew Xie	1	2018 - Dec 2020
	George Zhu	<1	2020 - Dec 2020
AWC Subcommittee Members (appointed to role)			Contributing From / To
Sterling Award Subcommittee	Matthew Xie (Chair)	<1	2019 - Dec 2020
	George Comrie	10	2009 - Dec 2020
	Kiran Hirpara	1	2018 - Dec 2020
	Marisa Sterling	10	2009 - Dec 2020
	Valerie Sterling	10	2009 - Dec 2020
	Zack White	<1	2019 - Dec 2020
AWC Subcommittee Members (appointed to role)			Contributing From / To
Joint PEO/OSPE OPEA Gala Advisory Subcommittee (GAC)	John Severino (Chair)	3	2016 - Dec 2020
	Angela Wojtyla	<1	2020 - Dec 2020
	Manraj Pannu	1	2018 - Dec 2020
	Michael Wesa (AWC rep)	<1	2019 - Dec 2020
Committee Advisor	TBD		
Staff Support	Rob Dmochewicz - Recognition Coordinator		2015

Central Election and Search Committee (CESC)			
Mandate as per Terms of Reference	<p>The Central Election and Search Committee shall:</p> <p>(a) encourage Members to seek nomination for election to the Council as President-elect, vice-president or a councillor-at-large;</p> <p>(b) assist the Chief Elections Officer as may be required by him or her; and</p> <p>(c) receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council in accordance with this Regulation. O. Reg. 157/07, s. 3 (3) [Excerpt from R.R.O. 1990, REGULATION 941].</p> <p><u>CESC Terms of Reference</u></p>		
Composition	6 members; the penultimate past-president; the immediate past-president; the president; and two other Members.		
CESC Members (appointed to role)		# Years	Contributing From / To
Chair	Penultimate Past President Dony	2	2017 - Sept 2020
	Past President Brown	1	2018 - Sept 2020
	President Hill	<1	2019 - Sept 2020
	Daryoush Mortazavi	<1	2019 - Sept 2020

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

	Sangeeta Nagrare	<1	2019 - Sept 2020
Committee Advisor	TBD		
Staff Support	Ralph Martin - Manager, Secretariat		2014

Complaints Committee (COC)			
Key Duties & Responsibilities as per Terms of Reference	<p>To investigate and consider complaints made by the public or members of the association regarding the conduct or actions of PEO licence holders, or Certificate of Authorization holders.</p> <p>To determine the appropriate course of action with respect to those complaints, in accordance with Section 24(2) of the Act.</p> <p>To direct the Discipline Committee to hear and determine allegations of professional misconduct or incompetence against PEO licence holders or Certificate of Authorization holders that come to the Committee's attention, as deemed necessary.</p> <p>To advise Council on matters relating to incompetence, professional misconduct and the Code of Ethics.</p>		
	<u>COC Terms of Reference</u>		
Composition	Currently 14 members; membership also includes minimum two (2) LGA Councillors/Attorney General appointees. (Quorum requires at least one of either of the LGA members or public appointees). Membership represents a wide field of engineering practice.		
COC Members (appointed to role)		# Years	Contributing From / To
Chair	Peter Frise (2020)	22	1997 - Dec 2020
Vice Chair	Peter R. Braund, LL.M. (2020)	6	2013 - Oct 19, 2021
Council Liaison	Councillor MacCumber	1	2018 - Council term end
	Storer Boone	<1	2020 - Dec 2020
	David Filer	21	1998 - Dec 2020
	Tony Cecutti	19	2000 - Dec 2020
	George McCluskey	5	2014 - Dec 2020
	David Moncur	17	2002 - Dec 2020
	M. Jane Phillips	31	1986/93, 1995 - Dec 2020
	Chris Roney	21	1998 - Dec 2020
	Keith Stephen	2	2017 - Dec 2020
	John Zane Swaigen, LL.M.	6	2013 - Oct 19, 2021
	Nicholas Sylvestre-Williams	2	2017 - Dec 2020
	David Uren	2	2017 - Dec 2020
	Alex Voronov	<1	2020 - Dec 2020
Committee Advisor	Linda Latham - Deputy Registrar, Regulatory Compliance		2010

Complaints Review Councillor (CRC)	
Description	<p>A Complaints Review Councillor appointed by Council pursuant s. 25 shall review the handling of complaints when the complainant is dissatisfied with the outcome [e.g. the complaint has been dismissed by the Complaints Committee and does not go forward to the Discipline Committee] to ensure that the process was administered correctly.</p>
	<u>CRC Terms of Reference</u>
Composition	A member of the Council appointed by the Lieutenant Governor in Council; or a person who is neither a member of the Council nor a member of the Association, and approved by the Attorney General.

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

CRC Member (appointed to role)		# Years	Contributing From / To
Chair / member	Fiona Wang, LL.M.	<1	2019 - May 31, 2022
Committee Advisor	Sal Guerriero - Manager, Tribunals		2008

Consulting Engineer Designation Committee (CEDC)

Description	Committee that recommends to Council applicants for designation as a Consulting Engineer and permission for companies to use the title Consulting Engineers or variations thereof.		
	<u>CEDC Terms of Reference</u>		
Composition	Approximately 10 members; MUST be P.Eng.; majority are Consulting Engineers representing a variety of practice disciplines.		
CEDC Committee Members (appointed to role)		# Years	Contributing From / To
Chair	Steven van der Woerd (Southern) (2020)	4	2015 - Dec 2020
Vice Chair	Andrew Lawton (Eastern) (2020)	<1	2019 - Dec 2020
Council Liaison	TBD		
	Gordon Debbert (Western)	2	2017 - Dec 2020
	Ross Eddie (Toronto)	<1	2019 - Dec 2020
	Richard Kamo (Northern)	3	2016 - Dec 2020
	Bruce Matthews (CEO representative)	1	2018 - Dec 2020
	Adrian Pierorazio (Southern)	<1	2019 - Dec 2020
	Donald Plenderleith (Eastern)	<1	2019 - Dec 2020
	John Rosenthal (Toronto)	<1	2019 - Dec 2020
	<i>Christian Bellini (Observer)</i>		2016
CEDC Subcommittee Members (appointed to role)		# Years	Contributing From / To
Eastern Subcommittee	Andrew Lawton - Chair (2019)	7	2012 - Dec 2020
	J. Shawn Gibbons	13	2006 - Dec 2020
	Donald Plenderleith	3	2016 - Dec 2020
	Andrew John Robinson	28	1991 - Dec 2020
Northern Subcommittee	Donald Christopher Redmond - Chair (2018)	18	2001 - Dec 2020
	Richard Kamo	3	2016 - Dec 2020
	Matt Weaver	<1	2019 - Dec 2020
Southern Subcommittee	Steven van der Woerd - Chair (2015)	4	2015 - Dec 2020
	Adrian Pierorazio	4	2015 - Dec 2020
Toronto Subcommittee	Ross Eddie - Chair (2019)	3	2016 - Dec 2020
	Douglas Barker	25	1994 - Dec 2020
	Levente Laszlo Diosady	12	2007 - Dec 2020
	Denis Dixon	19	2000 - Dec 2020
	Santosh Gupta	3	2016 - Dec 2020
	Eric Nejat	24	1995 - Dec 2020
	Edward Poon	<1	2019 - Dec 2020
	Michael Rosenblitt	<1	2019 - Dec 2020
	John Rosenthal	3	2016 - Dec 2020
	Terry Sedore	<1	2019 - Dec 2020
	Joseph Yeremian	<1	2019 - Dec 2020

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

Western Subcommittee	Gordon Debbert - Chair (2019)	2	2017 - Dec 2020
	H. Richard Patterson	24	1995 - Dec 2020
	Robert Brian Pula	16	<2003 - Dec 2020
Committee Advisor	Faris Georgis - Manager, Registration		2016

Discipline Committee (DIC)			
Mandate as per Terms of Reference	<p>To hear and determine allegations of professional misconduct or incompetence against a member of the association, a holder of a Certificate of Authorization, a limited licence, a provisional licence, or a temporary licence</p> <p>To hear applicants for reinstatement under section 37 of the Professional Engineers Act.</p> <p>Perform such other duties assigned by Council.</p> <p><u>DIC Terms of Reference</u></p>		
Composition	<p><u>Set out in the Professional Engineers Act:</u></p> <p>27. (1) The Discipline Committee is continued and shall be composed of the following persons appointed by the Council: 1. At least one elected member of the Council. 2. At least one member of the Association who is, i. a member of the Council appointed by the Lieutenant Governor in Council, or ii. not a member of the Council, and approved by the Attorney General. 3. At least one person who is, i. a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c), or ii. neither a member of the Council nor a member of the Association, and approved by the Attorney General. 4. At least three members of the Association each of whom has at least 10 years experience in the practice of professional engineering. 2010, c. 16, Sched. 2, s. 5 (59).</p>		
DIC Members (appointed to role)		# Years	Contributing From / To
Chair	Stella H. Ball, LL.B. (2020)	6	2013 - Oct 19, 2021
Vice Chair	Rob Willson (2020)	8	2011 - Dec 2020
Council Liaison	TBD		
Appointed per 27. (1) 1. At least one elected member of the Council.	Councillor Turnbull	4	2015 - AGM 2020
Appointed per 27. (1) 2. At least one member of the Association who is, i. a member of the Council appointed by the Lieutenant Governor in Council, or ii. not a member of the Council, and approved by the Attorney General.	LGA Councillor Cutler	<1	2019 - Council term end
	Paul Ballantyne (2016, 3-yr AG re-appointment)	9	2010 - Nov 14, 2022
	Ishwar Bhatia (2016, 3-yr AG re-appointment)	10	2009 - Nov 14, 2022
	Rishi Kumar (2016, 3-yr AG re-appointment)	15	2004 - Nov 14, 2022
Appointed per 27. (1) 3. At least one person who is i. a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c), or ii. neither a member of the Council nor a member of the Association, and approved by the Attorney General.	Eric Bruce, J.D.	<1	2019 - May 31, 2022
	Alisa Chaplick, LL.B.	<1	2019 - May 31, 2022
	David N. Germain, J.D.	6	2013 - Oct 19, 2021
	Reena Goyal, J.D.	<1	2019 - May 31, 2022
	LGA Councillor Jackson	<1	2017/18, 2020 - Council term end
	Kathleen L. Robichaud, LL.B.	6	2013 - Oct 19, 2021
Appointed per 27. (1) 4. At least three members of the Association each of whom has at least 10 years experience in the practice of professional engineering.	James Amson	8	2011 - Dec 2020
	Michael Chan	3	2016 - Dec 2020
	Kam Elguindi	23	1993-95, 1998 - Dec 2020
	Aubrey Friedman	5	2004 - Dec 2020
	Tim Kirkby	3	2016 - Dec 2020
	Charles McDermott	2	2018 - Dec 2020

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

	Jag Mohan	29	1990 - Dec 2020
	Sean O'Brien	1	2018 - Dec 2020
	Anne Poschmann	26	1993 - Dec 2020
	Glenn Richardson	22	1997 - Dec 2020
	David Robinson	15	2004 - Dec 2020
	Michael Rosenblitt	1	2018 - Dec 2020
	L. Brian Ross	24	1995 - Dec 2020
	Virendra (Vinni) Sahni	7	2004/10, 2018 - Dec 2020
	Tommy Sin	1	2018 - Dec 2020
	Albert Sweetnam	17	2002 - Dec 2020
	Gary Thompson	1	2018 - Dec 2020
	John Tyrrell	1	2018 - Dec 2020
	John Vieth	15	2004 - Dec 2020
	Michael Wesa	27	1992 - Dec 2020
Committee Advisor	Johnny Zuccon - CEO/Registrar		2008

Enforcement Committee (ENF)			
Mandate as per Terms of Reference	To advise Council on matters relating to the enforcement of the provisions of the <i>Professional Engineers Act</i> dealing with unlicensed and unauthorized practice.		
	<u>ENF Terms of Reference</u>		
Composition	Up to 10 members; All MUST be P.Eng.; One must be a lawyer as well; representation from a variety of engineering practice.		
ENF Members (appointed to role)		# Years	Contributing From / To
Chair	Stephen Georgas, LL.B. (2019)	7	2012 - Dec 2020
Vice Chair	Joe Adams (2019)	4	2015 - Dec 2020
Council Liaison	LGA Councillor Olukiyesi (2018)	1	2018 - Council term end
	Roger Barker	9	2010 - Dec 2020
	Gordon Ip	1	2018 - Dec 2020
	Indra Maharjan	<1	2019 - Dec 2020
	Juwairia Obaid	1	2018 - Dec 2020
	Tommy Sin	<1	2019 - Dec 2020
	2 vacancies		
Committee Advisor	Cliff Knox - Manager, Enforcement		2015
Staff Support	Steven Haddock - Enforcement and Advisory Officer, Regulatory Compliance		2002
	Ashley Gismondi - Enforcement and Outreach Officer, Regulatory Compliance		2016

Equity and Diversity Committee (EDC)	
Mandate as per Terms of Reference	To recommend action plan to integrate equity and diversity values and principles into the general policy and business operations of PEO.
	<u>EDC Terms of Reference</u>
Composition	No more than 9 members; represents broad diversity of PEO membership.

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

EDC Members (appointed to role)		# Years	Contributing From / To
Chair	Vera Straka (2019)	8	2011 - Dec 2020
Vice Chair	TBD		
Council Liaison	Councillor Subramanian (2018)	1	2018 - Council term end
	Georgia Fotopoulos	1	2018 - Dec 2020
	Victoria Hilborn	<1	2019 - Dec 2020
	Nermen Maximous Mansour	<1	2019 - Dec 2020
	Juwairia Obaid	<1	2019 - Dec 2020
Committee Advisor	TBD		
Staff Support	Rob Dmochewicz - Recognition Coordinator		2015

Experience Requirements Committee (ERC)			
Mandate as per Terms of Reference	To assess the experience of applicants through file review and by personal interview as may be required: (a) To determine if experience under the Regulations has been met; (b) To recommend to the ARC how experience should be taken into account in assigning of examinations; (c) To interview applicants where there is a question of the ability to communicate effectively in English; and (d) in the case of reinstatement – to assess applicant's knowledge and understanding of the current laws and standards governing the practice of professional engineering.		
	<u>ERC Terms of Reference</u>		
Composition	Currently 146 members; membership is restricted; MUST be P.Eng.; MUST have at least 10 years of engineering work experience.		
ERC Members (appointed to role)		# Years	Contributing From / To
Chair	David Kiguel (2018-19/2020)	15	2004 - Dec 2020
Vice Chair	Changiz Sadr (2018-19/2020)	16	2003 - Dec 2020
Council Liaison	TBD		
	Samuel Abd el Malek	12	2007 - Dec 2020
	Mokhtar Aboelazz	1	2018 - Dec 2020
	Ali Afshar	13	2006 - Dec 2020
	Shah Alamgir	7	2012 - Dec 2020
	Obrad Aleksic	<1	2019 - Dec 2020
	Hisham Alkabie	1	2018 - Dec 2020
	Ilir Angjeli	1	2018 - Dec 2020
	George Apostol	19	2000 - Dec 2020
	Nanjappan Ardhanarisamy	5	2014 - Dec 2020
	Behrouz (Bruce) Atrie	15	2004 - Dec 2020
	Magdy Milad Attia	10	2009 - Dec 2020
	Afshin Azadmanesh Samimi	6	2013 - Dec 2020
	Arshad Azhar	14	2005 - Dec 2020
	Naeim Azizi Tavakkoli	6	2013 - Dec 2020
	Devinder Bahra	15	2004 - Dec 2020
	Steven Bailey	6	2013 - Dec 2020
	Christian Bellini	14	2005 - Dec 2020
	Mark Bendix	16	2003 - Dec 2020
	Duncan Blachford	7	2012 - Dec 2020

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

Spiridon Bot	13	2006 - Dec 2020
Mohamed Boutazakhti	11	2008 - Dec 2020
Albena Bukurova	3	2016 - Dec 2020
Ruben Burga	7	2012 - Dec 2020
Betty Anne Butcher	23	1996 - Dec 2020
Jeremy Carkner	7	2012 - Dec 2020
Pellegrino V. Castaldo	6	2013 - Dec 2020
Raju Chander	13	2006 - Dec 2020
V. George Chelvanayagam	15	2004 - Dec 2020
Jim Chisholm	<1	2019 - Dec 2020
Andrew Cornel	4	2015 - Dec 2020
Dan Cosmin	13	2006 - Dec 2020
Michael Dang	19	2000 - Dec 2020
Farid Danial	14	2005 - Dec 2020
Charles De la Riviere	16	2002 - Dec 2020
Savio DeSouza	4	2015 - Dec 2020
Milorad Dimitrijevic	13	2006 - Dec 2020
Afshin Ebtekar	15	2004 - Dec 2020
S. Jalal Emami	14	2005 - Dec 2020
Hassan Erfanirad	14	2005 - Dec 2020
Reda Fayek	13	2006 - Dec 2020
Rabiz Foda	19	2000 - Dec 2020
Shaun Gao	1	2018 - Dec 2020
Dalila Giusti	18	2001 - Dec 2020
Branislav Gojkovic	15	2004 - Dec 2020
Mohinder Grover	20	1999 - Dec 2020
Liang Guo	5	2014 - Dec 2020
Ravi Gupta (Past Vice Chair 2012-13)	27	1992 - Dec 2020
Santosh Gupta (Past Chair 2012/15, 2016)	19	2000 - Dec 2020
Mohamed Hamed	3	2016 - Dec 2020
Faiz Hammadi	14	2005 - Dec 2020
Md Akhtar Hossain	6	2013 - Dec 2020
Magued Ibrahim	15	2004 - Dec 2020
Shawky Ibrahim	15	2004 - Dec 2020
Gordon Ip	3	2016 - Dec 2020
William Jackson	23	1996 - Dec 2020
Peter Jarrett	21	1998 - Dec 2019
Ayvun E. Jeganathan	14	2005 - Dec 2020
Jega Jeganathan	5	2014 - Dec 2020
Torben Jensen	3	2016 - Dec 2020
David A. Kahn	10	2009 - Dec 2020
Witold Kellerman	3	2016 - Dec 2020
Vyjayanthi Keshavamurthy	5	2014 - Dec 2020
Mohammad Khalid	6	2013 - Dec 2020
Nazli Khan	5	2014 - Dec 2020
Saleemullah Khan	13	2006 - Dec 2020

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

Vitali Kovaltchouk	4	2015 - Dec 2020
Berta Krichker	21	1998 - Dec 2020
Rishi Kumar	15	2004 - Dec 2020
C. LeRoy Lees	20	1999 - Dec 2020
Kam Leong	<1	2019 - Dec 2020
Dexter Lestage	14	2005 - Dec 2020
Guo Min (Galen) Li	13	2006 - Dec 2020
John Lill	9	2010 - Dec 2020
Andrew Luk	<1	2019 - Dec 2020
Wayne Mac Culloch	1	2018 - Dec 2020
Bosko Madic	14	2005 - Dec 2020
Yogaranee (Ranee) Mahalingam	13	2006 - Dec 2020
Nazmy Markos	12	2007 - Dec 2020
Alexei Martchenko	14	2005 - Dec 2020
Daniel Martis	3	2016 - Dec 2020
James McConnach	18	2001 - Dec 2020
Florin Merauta	5	2014 - Dec 2020
Huirong Min	6	2013 - Dec 2020
Cameran Mirza	21	1998 - Dec 2020
Jiteshkumar Modi	15	2004 - Dec 2020
Gerald Monforton	1	2018 - Dec 2020
Zoran Mrdja	14	2005 - Dec 2020
Muhammad Mudassar	11	2008 - Dec 2020
Anis Muhammad	14	2005 - Dec 2020
Mirsad Mulaosmanovic	<1	2019 - Dec 2020
Thamir (Tom) Murad	15	2004 - Dec 2020
Mohamed Mushantat	<1	2019 - Dec 2020
Eric Nejat	3	2016 - Dec 2020
Franz Newland	4	2015 - Dec 2020
Catalin Gabriel Onea	14	2005 - Dec 2020
Mario A. Orbegoza	15	2004 - Dec 2020
Daniel R. Ospina	6	2013 - Dec 2020
Tibor Palinko	17	2002 - Dec 2020
Efeng (Michael) Pan	6	2013 - Dec 2020
Anthony Paz	21	1998 - Dec 2020
Edward Poon	<1	2019 - Dec 2020
Andrew Tadeusz Poray	10	2009 - Dec 2020
Saverio Pota	4	2015 - Dec 2020
Eugene J. Puritch	12	2007 - Dec 2020
Majid Rahimi-Chatrri	11	2008 - Dec 2020
Touraj Rahnammoun	4	2015 - Dec 2020
Julija Rakocevic	6	2013 - Dec 2020
Venkatasubramanian Raman	13	2006 - Dec 2020
Mario R. Ramirez-Roldan	9	2010 - Dec 2020
Comondore (Ravi) Ravindran	18	2001 - Dec 2020
Farzad Rayegani	17	2002 - Dec 2020

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

	Shiraz Yusuf Rehmani	6	2013 - Dec 2020
	Amin Rizkalla	14	2005 - Dec 2020
	Ghaus M. Rizvi	6	2013 - Dec 2020
	Karl Rueb	3	2016 - Dec 2020
	Titus Rusu	6	2013 - Dec 2020
	Lionel Ryan	1	2018 - Dec 2020
	Saeid Safadel	15	2004 - Dec 2020
	Magdy S. Samaan	11	2008 - Dec 2020
	William S. Sanabria Nunez	9	2010 - Dec 2020
	George S. Semaan	14	2005 - Dec 2020
	Tahir Shafiq	24	1995 - Dec 2020
	Urmish Shah	11	2008 - Dec 2020
	Abdul Waheed Shaikh	7	2012 - Dec 2020
	Sat Sharma	4	2015 - Dec 2020
	Duncan Sidey	13	2006 - Dec 2020
	Frank Sigouin-Allan	18	2001 - Dec 2020
	Ferdo Simov	15	2004 - Dec 2020
	John M. Smith	14	2005 - Dec 2020
	Zeljko Sucevic	1	2018 - Dec 2020
	Saleh Tadros	19	2000 - Dec 2020
	Sasa (Sasha) Tasic	14	2005 - Dec 2020
	Mihir Thakkar	10	2009 - Dec 2020
	Uthayakaren Thuraiarah	4	2015 - Dec 2020
	William Van-Heyst	7	2012 - Dec 2020
	Julio Vilar	3	2016 - Dec 2020
	Cathy Wang	1	2018 - Dec 2020
	Feng Xia (Iris) Wang	3	2016 - Dec 2020
	Jianguo Wang	9	2010 - Dec 2020
	Mingchun (David) Wang	11	2008 - Dec 2020
	Michael Wong	1	2018 - Dec 2020
	Yu Song (Matthew) Xie	19	2000 - Dec 2020
	Shigong (George) Yin	15	2004 - Dec 2020
	Sufang (Sarah) Zhang	14	2005 - Dec 2020
Committee Advisor	TBD		

Fees Mediation Committee (FMC)			
Description	Pursuant to Section 32 of the <i>Professional Engineers Act</i> and Sections 30 and 31 of Regulation 941, the committee is formed as required to mediate or arbitrate fee disputes between engineers and their clients. Council designates members as being eligible to serve on the Fees Mediation Committee.		
	<u>FMC Terms of Reference</u>		
Composition	7 members are currently designated as eligible to serve on the FMC. Committee members are designated by Council. The Complaints Review Councillor and members of Complaints or Discipline Committees are not eligible for membership on the FMC.		
FMC Members (appointed to role)		# Years	Contributing From / To
Chair	<i>Kathryn G. Sutherland (2006)*</i>	13	2006 - Dec 2020

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

	Gordon Danson	13	2006 - Dec 2020
	Billy Haklander	1	2018 - Dec 2020
	Peter F. Scott	30	1989 - Dec 2020
	Jude Tremblay	1	2018 - Dec 2020
	Paul Walters	1	2018 - Dec 2020
Committee Advisor	Sal Guerriero - Manager, Tribunals		2012
Staff Support	Svitlana Tereshchenko - Tribunals Law Clerk		2012

*Chair continues pending election in January 2020

Government Liaison Committee (GLC)			
Mandate as per Terms of Reference	To provide oversight and guidance for the PEO Government Liaison Program (GLP).		
	<u>GLC Terms of Reference</u>		
Composition	Member of the Regional Councillors Committee (RCC) (recommended by RCC), member of Council, two active members of a chapter who have experience with GLP or government relations or public policy, a member of the Advisory Committee on Volunteers (ACV) (recommended by ACV), P.Eng. active in a Riding Association, P.Eng. member of the Ontario Society of Professional Engineers (OSPE) (recommended by OSPE), P.Eng. member of Engineers Canada (recommended by Engineers Canada), P.Eng member of the Consulting Engineer of Ontario (recommended by CEO), a student representative and an EIT representative. The President and the President-elect are ex-officio members.		
GLC Members (appointed to role)		# Years	Contributing From / To
Chair / Council Liaison	Councillor Turnbull (RCC representative) (2018/19-2020)	3	2016 - AGM 2020
Vice Chair	Arjan Arenja (Chapter GLP Chair) (2019/2020)	1	2018 - Dec 2020
	Lorne Cutler (Member of Council)	<1	2019 - Dec 2020
	Christine Hill (CEO representative)	1	2018 - Dec 2020
	Jeffrey Lee (P.Eng. in Riding Association)	1	2018 - Dec 2020
	Gabriel Tse (Chapter GLP Chair)	5	2014 - Dec 2020
	Shawn Yanni (Student representative)	<1	2019 - Dec 2020
	Victoria Hilborn (ACV rep)	<1	2020 - Dec 2020
	TBD (OSPE)		
	TBD (EIT)		
	TBD (Engineers Canada)		
Ex-officio members	Johnny Zuccon - CEO/Registrar		2018
	Howard Brown - GLP Consultant		2010
Committee Advisor	Jeannette Chau - Manager, Government Liaison Programs		2011

Licensing Committee (LIC)	
Mandate as per Terms of Reference	To coordinate and integrate the ongoing development of PEO's licensing requirements and processes, including the inputs of other PEO committees and external stakeholders involved in the licensing process.
	<u>LIC Terms of Reference</u>

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

Composition	Nine members as follows: two (2) to be nominated by the Academic Requirements Committee (ARC) – one for a 3-year term, and one for a 2-year term; two (2) to be nominated by the Experience Requirements Committee (ERC) – one for a 3-year term, and one for a 2-year term; one(1) to be nominated by the Registration Committee (REC) for a 3-year term; one (1) to be nominated by the Legislation Committee (LEC) for a 1-year term, as liaison with LEC and Council; three (3) other members to be drawn from among PEO volunteers with extensive domain knowledge of licensure – one for a 3-year term, and two for a 2-year term.		
LIC Members (appointed to role)		# Years	Contributing From / To
Chair	Barna Szabados (ARC, 3-year term) (2018, re-elected 2019)	5	2014 - Dec 2020
Vice Chair	Santosh Gupta (ERC, 3-year term) (2018, re-elected 2019)	5	2014 - Dec 2020
Council Liaison	TBD	5	2014 - Dec 2020
	Christian Bellini (member-at-large, 2-year term)	5	2014 - Dec 2020
	Guy Boone (RCC, 2 year-term)	<1	2019 - Dec 2020
	George Comrie (member-at-large, 3-year term)	5	2014 - Dec 2020
	Roydon Fraser (2018) (ARC, 2-year term)	5	2014 - Dec 2020
	Mohinder Grover (ERC, 2-year term)	<1	2019 - Dec 2020
	David Kiguel (member-at-large, 2-year term)	2	2017 - Dec 2020
	Lola Hidalgo (member-at-large, 3-year term)	1	2018 - Dec 2020
	Leila Notash (LEC rep, 1-year term)	<1	2020 - Dec 2020
Committee Advisor	Bernie Ennis - Director, Policy and Professional Affairs		2019

PEO-OAA Joint Liaison Committee (PEO-OAA JLC) - inactive			
Mandate as per Terms of Reference	To coordinate the enforcement of the <i>Professional Engineers Act</i> and the <i>Architects Act</i> with respect to required engineering and architectural qualifications for the design and general review services related to building construction. This committee is also expected to discuss any issues which may arise relating to scope of work. The committee will refer issues as necessary to the Joint Practice Board, Council, Enforcement Committee or other groups.		
	<u>JLC Terms of Reference</u>		
Composition	Committee is administered jointly by PEO and OAA; currently, 5 PEO representatives with extensive Ontario Building Code experience.		
PEO-OAA JLC Members (appointed to role)		# Years	Contributing From / To
Co-Chair	Chris Roney (2008) (PEO)	11	2008
Co-Chair	TBD (OAA)		
Council Liaison	TBD		
	Mark Bendix	11	2008
	David Dengler	11	2008
Committee Advisor	Bernard Ennis - Director, Policy and Professional Affairs		2008

Professional Standards Committee (PSC)			
Mandate as per Terms of Reference	To fulfill that part of the second of the additional objects of the Act dealing with establishing, maintaining and developing standards of practice: 2(4) For the purpose of carrying out its principal object, the Association has the following additional objects: 2. To establish, maintain and develop standards of qualification and standards of practice for the practice of professional engineering.		
	<u>PSC Terms of Reference</u>		
Composition	10 members; MUST be P.Eng.; Volunteers represent a variety of engineering practice; also operates with a number of Guideline sub-groups of non-committee members.		
PSC Members (appointed to role)		# Years	Contributing From / To
Chair	Wai-Man (Fanny) Wong (2018, re-elected 2019)	9	2010 - Dec 2020
Vice Chair	Neil Kennedy (2018, re-elected 2019)	4	2015 - Dec 2020
Council Liaison	Councillor MacCumber (2018)	1	2018 - Council term end
	Roger Jones	9	2010 - Dec 2020
	Dale Kerr	4	2015 - Dec 2020
	James Lowe	1	2018 - Dec 2020
	Nicholas Pfeiffer (Past Chair)	7	2012 - Dec 2020
	Peter Cornelius Rusch	<1	2019 - Dec 2020
	Donna Serrati	<1	2019 - Dec 2020
PSC Subcommittee Members (appointed to role)			Contributing From / To
Coordinating Licensed Professionals Subcommittee	Wai-Man (Fanny) Wong - Chair	2	2017 - Dec 2020
	Mark Bendix	2	2017 - Dec 2020
	Eric Czerniak	2	2017 - Dec 2020
	Majid Haji-Alikhani	2	2017 - Dec 2020
	Neil Kennedy	<1	2020 - Dec 2020
	Gerry Conway (OAA member)	<1	2019 - Dec 2020
	Walter Derhak (OAA member)	<1	2019 - Dec 2020
	Colm Murphy (OAA member)	<1	2019 - Dec 2020
	David Sin (OAA member)	<1	2020 - Dec 2020
	<i>Dheerish Rambaruth (MMA Observer)</i>		
Environmental Site Assessment Subcommittee	Andy Lee - Chair	2	2017 - Dec 2020
	Andrea Bulanda	2	2017 - Dec 2020
	Dave Flynn	2	2017 - Dec 2020
	Tom Grimminck	2	2017 - Dec 2020
	Thomas Jones	2	2017 - Dec 2020
	Asif Rashid	2	2017 - Dec 2020
	<i>Andrea Brown (MECP observer)</i>		2017
	<i>Emily Prior (MECP observer)</i>		2017
	<i>Richard Saunders (MECP observer)</i>		2017
	<i>Jennifer Volpato (MECP observer)</i>		2017
ESDM Reports Subcommittee	Neil Kennedy - Chair	<1	2019 - Dec 2020
	Sadie Bachynski	2	2017 - Dec 2020
	Linda Drisdelle	2	2017 - Dec 2020

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

	Ravi Mahabir	2	2017 - Dec 2020
	Nicholas Sylvestre-Williams	2	2017 - Dec 2020
	Tony Van Der Vooren	2	2017 - Dec 2020
	<i>Sushant Agarwal (MECP observer)</i>		2017
	<i>Lisa MacCumber (MECP observer)</i>		2017
	<i>Anthony Martella (MECP observer)</i>		2017
Guideline for Performance Audits and Reserve Funds Studies for Condominiums Subcommittee	Dale D. Kerr - Chair	7	2012 - Dec 2020
	Hitesh Doshi	7	2012 - Dec 2020
	Henry J. Jansen	7	2012 - Dec 2020
	Sally Thompson	2	2017 - Dec 2020
	Edgar Beltran Vargas	7	2012 - Dec 2020
Mineral Projects Subcommittee	Eugene Puritch - Chair	2	2017 - Dec 2020
	Mike Hoffman	2	2017 - Dec 2020
	<i>Craig Waldie (OSC observer)</i>		2017
Structural Engineering Assessment Guideline Subcommittee	L. Brian Ross - Chair (2013)	6	2013 - Dec 2020
	Norm Becker	6	2013 - Dec 2020
	Donald R. Ireland	6	2013 - Dec 2020
	Neil A. Kennedy	6	2013 - Dec 2020
	Will Teron	6	2013 - Dec 2020
	<i>Roger Jeffreys (observer)</i>		since 2015
The Use of Professional Engineer Seal Subcommittee	L. Brian Ross - Chair (2017)	2	2017 - Dec 2020
	Dan Gartenburg	2	2017 - Dec 2020
	Nasir Qureshi	2	2017 - Dec 2020
	Peter Cornelius Rusch	2	2017 - Dec 2020
	<i>Ray Yousef (ESA observer)</i>		2017
Committee Advisor	José Vera - Manager, Practice and Standards		2011
Staff Support	Sherin Khalil - Standards and Guidelines Development Coordinator		2014

Registration Committee (REC)			
Description	To hold hearings, when required by the applicant, subsequent to a receipt of a Registrar's Notice of a proposal to refuse to issue a licence, limited licence, temporary licence, provisional licence and Certificate of Authorization. To hold hearings at the request of a licensee or certificate holder in respect of a Registrar's proposals to suspend or revoke a limited licence, temporary licence, provisional licence and Certificate of Authorization.		
	<u>REC Terms of Reference</u>		
Composition	9 members		
REC Members (appointed to role)		# Years	Contributing From / To
Chair	Bogdan Damjanovic (2018)	13	2006 - Dec 2020
Vice Chair	Simon Sukstorf (2018)	5	2014 - Dec 2020
Council Liaison	TBD		
	Stella Harmantas Ball, LL.B.	3	2016 - Oct 19, 2021
	Paul Ballantyne	3	2016 - Dec 2020
	Alisa Chaplick, LL.B.	<1	2020 - May 31, 2022
	Michael Chan	2	2017 - Dec 2020

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

	Joseph Khatamay	15	2004 - Dec 2020
	Charles McDermott	3	2016 - Dec 2020
	Geoffrey Pond	<1	2020 - Dec 2020
	Asif Rashid	<1	2020 - Dec 2020
	Virendra Sahni	15	2004 - Dec 2020
	Anthony C Tam	19	2000 - Dec 2020
Committee Advisor	Johnny Zuccon - CEO/Registrar		2008

Volunteer Leadership Conference Planning Committee (VLCPC)

Mandate as per Terms of Reference	The Volunteer Leadership Conference Planning Committee (VLCPC) is responsible for organizing an annual conference, to be held in conjunction with PEO's Annual General Meeting, that would involve both chapter and committee volunteer leaders and include topics related to PEO policy, governance issues, regulatory process and leadership development with a regulatory focus.		
	<u>VLCPC Terms of Reference</u>		
Composition	The VLCPC membership will consist of: one representative/advisor from the Executive Committee (EXE), to be appointed by the EXE; two representatives/advisors from the Advisory Committee on Volunteers (ACV), to be appointed by the ACV; two representatives/advisors from the Regional Councillors Committee (RCC), to be appointed by the RCC; Director, People Development; and Manager, Chapters.		
VLCPC Members (appointed to role)		# Years	Contributing From / To
Chair	Márta Ecsedi (2018/2019) (ACV)	3	2016 - AGM 2020
Vice Chair	Guy Boone (2018/2019) (RCC)	2	2018 - AGM 2020
	President-elect Sterling (EXE)	<1	2019 - AGM 2020
	Eric Nejat (ACV)	<1	2019 - AGM 2020
	Arthur Sinclair (RCC)	<1	2019 - AGM 2020
Committee Advisors	TBD		
	Adeilton Ribeiro - (Acting) Manager, Chapters		2018
Staff Support	Viktoria Aleksandrova - Committee Coordinator		2014
	Julie Hamilton - Chapter Coordinator		2016

Section 3: Regional Committees

East Central Regional Congress Committee			
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.		
Composition	<i>14 members: two (2) Regional Councillors , two (2) official delegates per each of the six (6) Chapters within the East Central Region.</i>		
Members (appointed to role)		# Years	Contributing From / To
Chair / Council Liaison	Councillor Torabi (2019)	1	2018 - AGM 2020
Vice Chair	Councillor Sincalir (2019)	<1	2019 - AGM 2021
	East Toronto Chapter delegates (2)		n/a
	Lake Ontario Chapter delegates (2)		n/a
	Scarborough Chapter delegates (2)		n/a

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

	Simcoe Muskoka Chapter delegates (2)	n/a
	Willowdale Thornhill Chapter delegates (2)	n/a
	York Chapter delegates (2)	n/a
Committee Advisor	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

Eastern Regional Congress Committee			
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.		
Composition	16 members: two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the Eastern Region.		
Members (appointed to role)		# Years	Contributing From / To
Chair / Council Liaison	Councillor Boone (2019)	3	2016 - AGM 2020
Vice Chair	Councillor Walker (2019)	<1	2019 - AGM 2021
	Algonquin Chapter delegates (2)		n/a
	Kingston Chapter delegates (2)		n/a
	Ottawa Chapter delegates (2)		n/a
	Peterborough Chapter delegates (2)		n/a
	Quinte Chapter delegates (2)		n/a
	Thousand Island Chapter delegates (2)		n/a
	Upper Canada Chapter delegates (2)		n/a
Committee Advisor	Adeilton Ribeiro - (Acting) Manager, Chapters		2018

Northern Regional Congress Committee			
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.		
Composition	16 members: two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the Northern Region.		
Members (appointed to role)			Contributing From / To
Chair / Council Liaison	Councillor Robert (2019)	1	2018 - AGM 2020
Vice Chair	Councillor Subramanian (2019)	1	2018 - AGM 2021
	Algoma Chapter delegates (2)		n/a
	Lake of the Woods Chapter delegates (2)		n/a
	Lakehead Chapter delegates (2)		n/a
	North Bay Chapter delegates (2)		n/a
	Porcupine Kapuskasing Chapter delegates (2)		n/a
	Sudbury Chapter delegates (2)		n/a
	Temiskaming Chapter delegates (2)		n/a
Committee Advisor	Adeilton Ribeiro - (Acting) Manager, Chapters		2018

West Central Regional Congress Committee	
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

Composition	<i>16 members: Two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the West Central Region.</i>		
Members (appointed to role)		# Years	Contributing From / To
Chair / Council Liaison	Councillor MacCumber (2019)	1	2018 - AGM 2020
Vice Chair	Councillor Turnbull (2019)	4	2015 - AGM 2021
	Brampton Chapter delegates (2)		n/a
	Etobicoke Chapter delegates (2)		n/a
	Kingsway Chapter delegates (2)		n/a
	Mississauga Chapter delegates (2)		n/a
	Oakville Chapter delegates (2)		n/a
	Toronto Humber Chapter delegates (2)		n/a
	West Toronto Chapter delegates (2)		n/a
Committee Advisor	Adeilton Ribeiro - (Acting) Manager, Chapters		2018

Western Regional Congress Committee			
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.		
Composition	<i>20 members: Two (2) Regional Councillors, two (2) official delegates per each of the nine (9) chapters within the Western Region.</i>		
Members (appointed to role)		# Years	Contributing From / To
Chair / Council Liaison	Councillor Houghton (2019)	3	2016 - AGM 2020
Vice Chair	Wayne Kershaw (2019)	<1	2019 - AGM 2021
	Brantford Chapter delegates (2)		n/a
	Chatham Kent Chapter delegates (2)		n/a
	Georgian Bay Chapter delegates (2)		n/a
	Grand River Chapter delegates (2)		n/a
	Hamilton-Burlington Chapter delegates (2)		n/a
	Lambton Chapter delegates (2)		n/a
	London Chapter delegates (2)		n/a
	Niagara Chapter delegates (2)		n/a
	Windsor-Essex Chapter delegates (2)		n/a
Committee Advisor	Adeilton Ribeiro - (Acting) Manager, Chapters		2018

East Central Regional Election and Search Committee – (RESC)			
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of East Central Region Councillor.		
Composition	<i>7 members: Vice Chair of the East Central Regional Congress Committee (aka junior East Central Regional Councillor), the elected Chapter Chairs from the six (6) Chapters within the East Central Region.</i>		
Members (appointed to role)		# Years	Contributing From / To
Chair / Council Liaison	Councillor Sinclair (2019)	<1	2019 - AGM 2021
	East Toronto Chapter Chair		n/a
	Lake Ontario Chapter Chair		n/a

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

	Scarborough Chapter Chair	n/a
	Simcoe Muskoka Chapter Chair	n/a
	Willowdale Thornhill Chapter Chair	n/a
	York Chapter Chair	n/a
Committee Advisor	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

Eastern Regional Election and Search Committee – (RESC)			
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of Eastern Region Councillor.		
Composition	<i>8 members: Vice Chair of the Eastern Regional Congress Committee (aka junior Eastern Regional Councillor), the elected Chapter Chairs from the seven (7) Chapters within the Eastern Region.</i>		
Members (appointed to role)		# Years	Contributing From / To
Chair / Council Liaison	Councillor Walker (2019)	<1	2019 - AGM 2021
	Algonquin Chapter Chair		n/a
	Kingston Chapter Chair		n/a
	Ottawa Chapter Chair		n/a
	Peterborough Chapter Chair		n/a
	Quinte Chapter Chair		n/a
	Thousand Island Chapter Chair		n/a
	Upper Canada Chapter Chair		n/a
Committee Advisor	Adeilton Ribeiro - (Acting) Manager, Chapters		2018

Northern Regional Election and Search Committee – (RESC)			
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of Northern Region Councillor.		
Composition	<i>8 members: Vice Chair of the Northern Regional Congress Committee (aka junior Northern Regional Councillor), the elected Chapter Chairs from the seven (7) Chapters within the Northern Region.</i>		
Members (appointed to role)		# Years	Contributing From / To
Chair / Council Liaison	Councillor Subramanian (2019)	<1	2019 - AGM 2021
	Algoma Chapter Chair		n/a
	Lake of the Woods Chapter Chair		n/a
	Lakehead Chapter Chair		n/a
	North Bay Chapter Chair		n/a
	Porcupine Kapuskasing Chapter Chair		n/a
	Sudbury Chapter Chair		n/a
	Temiskaming Chapter Chair		n/a
Committee Advisor	Adeilton Ribeiro - (Acting) Manager, Chapters		2018

West Central Regional Election and Search Committee – (RESC)	
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of West Central Region Councillor.

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

Composition	<i>8 members: Vice Chair of the West Central Regional Congress Committee (aka junior West Central Regional Councillor), the elected Chapter Chairs from the seven (7) Chapters within the West Central Region.</i>		
Members (appointed to role)		# Years	Contributing From / To
Chair / Council Liaison	Councillor Turnbull	<1	2019 - AGM 2021
	Brampton Chapter Chair		n/a
	Etobicoke Chapter Chair		n/a
	Kingsway Chapter Chair		n/a
	Mississauga Chapter Chair		n/a
	Oakville Chapter Chair		n/a
	Toronto Humber Chapter Chair		n/a
	West Toronto Chapter Chair		n/a
Committee Advisor	Adeilton Ribeiro - (Acting) Manager, Chapters		2018

Western Regional Election and Search Committee – (RESC)			
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of East Central Region Councillor.		
Composition	<i>10 members: Vice Chair of the Western Regional Congress Committee (aka junior Western Regional Councillor), the elected Chapter Chairs from the seven (9) Chapters within the Western Region.</i>		
Members (appointed to role)		# Years	Contributing From / To
Chair / Council Liaison	Councillor Kershaw (2019)	<1	2019 - AGM 2021
	Brantford Chapter Chair		n/a
	Chatham Kent Chapter Chair		n/a
	Georgian Bay Chapter Chair		n/a
	Grand River Chapter Chair		n/a
	Hamilton Burlington Chapter Chair		n/a
	Lambton Chapter Chair		n/a
	London Chapter Chair		n/a
	Niagara Chapter Chair		n/a
	Windsor Essex Chapter Chair		n/a
Committee Advisor	Adeilton Ribeiro - (Acting) Manager, Chapters		2018

Section 4: Task Forces

30 by 30 Task Force (30/30 TF)			
Mandate as per Terms of Reference	For PEO to show visible leadership in addressing the underrepresentation of women licensed in the profession by formally endorsing the 30 by 30 initiative with Engineers Canada and committing to undertaking an action plan to resolve this inequity.		
	<u>30 by 30 Terms of Reference</u>		
30 by 30 Task Force Members (appointed to role)		# Years	Contributing From / To
Chair	Helen Wojcinski (Ontario rep from Engineers Canada Equitable Participation Committee 2017-2018)	1	2018 - TBD

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

Non-P.Eng. volunteers are identified with blue.

Vice Chair	Christian Bellini (Member of EXE 2017-2018)	1	2018 - TBD
	Bob Dony (PEO President 2017-2018)	1	2018 - TBD
	Lola Hidalgo	1	2018 - TBD
Committee Advisor	Jeannette Chau - Manager, Government Liaison Programs		2018

Succession Planning Task Force (SPTF)			
Mandate as per Terms of Reference	Task Force that develops an implementation program for the succession planning recommendations approved by Council at its June 23, 2017 meeting.		
	<u>SPTF Terms of Reference</u>		
SPTF Members (appointed to role)		# Years	Contributing From / To
Chair	Paul Ballantyne (2018)	1	2018 - TBD
Vice Chair	Rob Willson (2018)	1	2018 - TBD
	Cassie Frengopoulos	1	2018 - TBD
	Ken McMartin	1	2018 - TBD
	Michael Wesa	1	2018 - TBD
Committee Advisor	TBD		
Staff Support	Ralph Martin - Manager, Secretariat		2018

Section 5: Appointments to External Boards

Canadian National Exhibition Association (CNEA)	Term End
Kathryn Woodcock (appointed as of Oct 2017, re-appointed in 2019)	CNEA 2020 AGM

Engineers Canada - Board of Directors		Term End
Annette Bergeron	(appointed as of March 2014, re-appointed as of EC AGM 2017)	EC AGM 2020
Christian Bellini	(appointed as of EC AGM 2018)	EC AGM 2021
Danny Chui	(appointed as of EC AGM 2017)	EC AGM 2020
Kelly Reid	(appointed as of EC AGM 2019)	EC AGM 2022
Changiz Sadr	(appointed as of EC AGM 2019)	EC AGM 2022

National Engineering Month Ontario Steering Committee (NEMOSC)	Term End
George Comrie	TBD

Ontario Association of Certified Engineering Technicians and Technologists (OACETT) Board	Term End
Tim Kirkby	(appointed as of June 2019) June 2021

Section 6: Nominations to External Boards

Canadian Engineering Accreditation Board (CEAB) - Member from Ontario	Term
Ramesh Subramanian	(nomination approved in Sept 2018) Dec 2018 - June 30, 2021

Canadian Engineering Qualifications Board (CEQB) - Member from Ontario		Term
Roydon Fraser	(appointed as of Feb 2014, re-appointed in April 2017)	July 1, 2017 - June 30, 2020

Greater Toronto Airports Authority (GTAA) - PEO nominee		Term End
TBD		

INDEX	
Section 1: Board Committees	
Executive Committee (EXE)	page 1
Audit Committee (AUC)	page 2
Finance Committee (FIC)	page 2
Human Resources Committee (HRC)	page 3
Legislation Committee (LEC)	page 3
OSPE-PEO Joint Relations Committee (JRC)	page 4
Regional Councillors Committee (RCC)	page 4
Section 2: Other Committees reporting to Council	
Academic Requirements Committee (ARC)	page 5
Advisory Committee on Volunteers (ACV)	page 6
Awards Committee (AWC)	page 7
Central Election and Search Committee (CESC)	page 8
Complaints Committee (COC)	page 8
Complaints Review Councillor (CRC)	page 9
Consulting Engineer Designation Committee (CEDC)	page 9
Discipline Committee (DIC)	page 10
Enforcement Committee (ENF)	page 12
Equity and Diversity Committee (EDC)	page 12
Experience Requirements Committee (ERC)	page 13
Fees Mediation Committee (FMC)	page 16
Government Liaison Committee (GLC)	page 17
Licensing Committee (LIC)	page 18
PEO-OAA Joint Liaison Committee (JLC)	page 18
Professional Standards Committee (PSC)	page 19
Registration Committee (REC)	page 21
Volunteer Leadership Conference Planning Committee (VLCPC)	page 21
Section 3: Regional Committees	
East Central Regional Congress Committee	page 22
Eastern Regional Congress Committee	page 22
Northern Regional Congress Committee	page 23
West Central Regional Congress Committee	page 23
Western Regional Congress Committee	page 23
East Central Regional Election and Search Committee	page 24
Eastern Regional Election and Search Committee	page 24
Northern Regional Election and Search Committee	page 25
West Central Regional Election and Search Committee	page 25
Western Regional Election and Search Committee	page 25
Section 4: Task Forces	
30 by 30 Task Force (30/30 TF)	page 26
Succession Planning Task Force (SPTF)	page 26
Section 5: Appointments to External Boards	
Section 6: Nominations to External Boards	
	page 27

**Changes to the 2020 PEO Committees and
Task Forces Membership Roster**

**C-532-3.4
Appendix B**

532nd Council Meeting

New appointments:

First/Last Name	Term / Compliance [per Terms of Reference]	Committee / Task Force
Storer Boone, P.Eng.	March 2020 – December 31, 2020	Complaints Committee (COC) member
LGA Councillor Jackson, LL.B.	March 2020 – Council end term	Discipline Committee (DIC) – member appointed per 27. (1) 3.
Victoria Hilborn, P.Eng.	March 2020 – December 31, 2020	Government Liaison Committee (GLC) member – ACV representative
Leila Notash, P.Eng.	March 2020 – December 31, 2020	Licensing Committee (LIC) member – LEC representative

Committee and Task Force Resignations/Retirements:

First/Last Name	Service Dates	Committee / Task Force
Marilyn Spink, P.Eng.	2019 – Council term end 2018 – Council term end	Audit Committee (AUC) Vice Chair Human Resources Committee (HRC)
Nancy Hill, P.Eng.	2000 – March 2020	Complaints Committee (COC)
LGA Councillor Jackson, LL.B.	2018 – March 2020	Complaints Review Councillor (CRC) Chair
Thomas Henry Woolhouse, P.Eng.	2006 – February 2020	Consulting Engineer Designation Committee (CEDC) – Toronto subcommittee
Tyler Ing, P.Eng.	2018 – February 2020	Enforcement Committee (ENF)
Roberto Floh, P.Eng.	1996 – February 2020	Experience Requirements Committee (ERC)
Rashmi Nathwani, P.Eng.	2014 – February 2020	Professional Standards Committee (PSC) – Structural Engineering Assessment Guideline subcommittee

REVISED 30 by 30 TASK FORCE END OF TERM

Purpose: To extend the 30 by 30 Task Force term by six months to 31 December 2020 and to establish an annual check in meeting with key stakeholders to track metrics, starting in 2020, until the 30% goal is reached.

Motions to consider: (requires a simple majority of votes cast to carry)

1. That Council approves the extension of the 30 by 30 Task Force by six months to 31 December 2020 with no additional funding.
2. That Council approves the establishment of an annual check in meeting with key stakeholders to track metrics, starting in 2020, until the 30% goal is reached in 2030. The metrics gathered from this annual meeting will feed into the annual reporting to PEO Council, starting at its November 2020 meeting.

Prepared by: Jeannette Chau, P.Eng., Manager Government Liaison Programs

Moved by: Christian Bellini, P.Eng., Vice-President, PEO

1. Need for PEO Action

The original 30 by 30 Task Force term was for two years. The Task Force was launched June 2018 and is scheduled to end June 2020.

Since then, the 30 by 30 Task Force has accomplished many activities, including establishing metrics which are to be presented on an annual basis to track progress toward the 30 by 30 goals, and creating awareness and action planning amongst stakeholder groups. In 2019, the Task Force delivered on its mandate in less than half of its allocated budget.

The Task Force has determined that in order to effectively establish and transition the 30 by 30 work so that it continues once the Task Force is disbanded, that an additional six months is needed in its term limit. No additional funds are being requested with this extension.

When PEO Council endorsed the 30 by 30 initiative in September 2017 and PEO's 30 by 30 Action Plan in 2018, it made a commitment to achieving the 30% goal over a ten year period. Given this duration, the Task Force would also like to establish an annual check on the progress being made by key stakeholders along the pathway to licensure – universities, employers of engineers, PEO as the Regulator – until 2030, with an inaugural meeting planned for September of this year. The metrics gathered from this yearly September meeting will feed into the annual reporting to PEO Council at its November meeting, starting in 2020. Extending the Task Force's term limit by six months will enable the members to initiate this first check in. It is recommended that PEO staff, who are already gathering the metrics for reporting annually to PEO Council, organize the annual check ins after 2020.

Formalizing an annual check in will facilitate ownership transfer of the 30 by 30 to the key stakeholders along the licensure pathway, a key objective of the Task Force's mandate, and ensure that the initiative is sustained until the 30% goal is reached in 2030, long after the Task Force has been stood down at the end of 2020.

Therefore, Council is being asked to extend the term of the 30 by 30 Task Force by six months from June 2020 to December 2020 with no additional funding, and to establish an annual check in of key stakeholders, starting in 2020, in order to better secure the ownership transfer and sustainability of the 30 by 30 initiative.

2. Proposed Action / Recommendation

It is recommended that Council approve the following motions:

1. *That Council approves the extension of the 30 by 30 Task Force by six months to 31 December 2020 with no additional funding.*
2. *That Council approves the establishment of an annual check in meeting with key stakeholders, starting in 2020, until the 30% goal is reached in 2030. The metrics gathered from this annual meeting will feed into the annual reporting to PEO Council, starting at its November 2020 meeting.*

3. Next Steps (if motion approved)

The 30 by 30 Task Force will operate until 31 December 2020 after which it will be stood down. During the six month extension, the 30 by 30 Task Force will establish the inaugural check in meeting in 2020 for reporting of metrics to PEO Council at its November 2020 meeting.

4. Policy or Program contribution to the Strategic Plan

The creation of the 30 by 30 Task Force and 30 by 30 PEO Action Plan is related to Strategic Objective 8 in the 2018-2020 Strategic Plan.

5. Financial Impact on PEO Budgets (for five years)

No additional 2020 funding is requested, hence there is no impact to this year's PEO budget. Budget to hold annual check in meeting after 2020 until 2030 not to exceed \$5,000.

	Operating	Capital	Explanation
Current to Year End	\$10,000	\$	Funded from Surplus Fund (Council discretionary funds) as approved by Council February 2, 2018
2 nd Year until 2030	\$5,000 maximum	\$	Task Force stood down as per Terms of Reference; Funding from PEO operations allocated for annual check in meeting to be organized by PEO staff

4. Peer Review & Process Followed

Process Followed	<p>Terms of Reference:</p> <ul style="list-style-type: none"> February 2020 – revised 30 by 30 Task Force Terms of Reference submitted to the Advisory Committee on Volunteers (ACV) for peer review on February 25, 2020 meeting
-------------------------	--

Council Identified Review	<p>The original 30 by 30 Terms of Reference was approved at the 516th meeting of Council on February 2, 2018.</p> <p>In accordance with the Committee and Task Force Policy – Reference Guide (Sections 2.5 and 3.2), the revised 30 by 30 Terms of Reference was submitted to the Advisory Committee on Volunteers (ACV) for peer review on August 9, 2018.</p> <p>The revised 30 by 30 Terms of Reference was approved at the 520th meeting of Council on September 21, 2018.</p> <p>In accordance with the Committee and Task Force Policy – Reference Guide (Sections 2.5 and 3.2), the revised 30 by 30 Terms of Reference was submitted to the Advisory Committee on Volunteers (ACV) for peer review on February 25, 2020. ACV approved the submission to Council to revise the Terms of Reference on March 2, 2020.</p>
Actual Motion Review	<p>February 2, 2018 – 516th Council Meeting</p> <p><i>That Council:</i></p> <p><i>a) approve the 30 by 30 Terms of Reference as presented to the meeting and amended at C-516-2.13, Appendix A, and</i></p> <p><i>b) approve a \$20,000 annual budget for the two-year term of the Task Force.</i></p> <p>September 21, 2018 – 520th Council Meeting</p> <p><i>1. That Council approves the revised 30 by 30 Task Force Terms of Reference as presented to the meeting at C-520-2.10, Appendix A.</i></p> <p><i>2. That Council approves the 30 by 30 PEO Action Plan as presented to the meeting at C520-2.10, Appendix C</i></p>

5. Appendices

- Appendix A – 30 by 30 Task Force Terms of Reference
- Appendix B – 30 by 30 Task Force Terms of Reference revised 2020

Terms of Reference 30 by 30 Task Force

Issue Date:
Approved by: Council

Review Date: Sept 21, 2018
Review by: Council

Legislated and other Mandate approved by Council	For PEO to show visible leadership in addressing the underrepresentation of women licensed in the profession by formally endorsing the 30 by 30 initiative with Engineers Canada and committing to undertaking an action plan to resolve this inequity.
Key Duties and Responsibilities	<p>Develop a detailed complementary action plan to the one developed by OSPE to engage and inform PEO licence holders, volunteers, key stakeholders and staff on the 30 by 30 initiative, identify the appropriate owners of PEO's actions in the plan, and provide direction to the Registrar and volunteer leadership, as appropriate. This to include:</p> <ol style="list-style-type: none">1. Plan Development<ol style="list-style-type: none">a. Develop a detailed action plan that complements OSPE's plan.b. Present the action plan to PEO Council for approval.2. Coordinate<ol style="list-style-type: none">a. Coordinate PEO's 30 by 30 initiatives by providing direction to the Registrar and volunteer leadership to ensure implementation of the joint action plan and that ownership of PEO's responsibilities are appropriately assigned.b. Monitor the progress on uptake in implementing the action plan.3. Inform/Educate<ol style="list-style-type: none">a. Communicate the 30 by 30 action plan to PEO licence holders, volunteers, key stakeholders and staff.b. Provide an annual update to PEO licence holders, volunteers, key stakeholders and staff on the progress of the 30 by 30 initiative launch in the PEO Annual Report.
Constituency, Number & Qualifications of Committee/Task Force Members	The task force shall consist of four (4) members including the PEO President (2017-2018); a member of the Executive Committee (2017-2018); a currently serving Councillor (2017-2018); and the Ontario representative on the Engineers Canada Equitable Participation in the Profession Committee (2017-2018).

Qualifications and election of the Chair	The Chair is to be elected from among the members of the task force in accordance with Wainberg's Society Meetings, By-Law No. 1, section 25(4) and Committee and Task Force Policy
Qualifications and election of the Vice Chair(s)	The Vice Chair is to be elected from among the members of the task force in accordance with Wainberg's Society Meetings, By-Law No. 1, section 25(4) and Committee and Task Force Policy
Duties of Vice Chair(s)	To act in the absence of the Chair.
Term Limits for Committee Chair and Vice-Chair	If applicable.
Term Limits for Committee Members	If applicable
Quorum	In accordance with Wainberg's Society Meetings and By-Law No. 1, section 25(1), quorum for the purpose of having the meeting's decisions be considered binding is at least 50 per cent of the task force's membership present at the meeting.
Meeting Frequency & Time Commitment	The task force will meet at the call of the Chair.
Budget	\$20,000 annually for the two-year term of the Task Force.
Operational year time frame	In accordance with the motion passed at the September 2017 Council meeting, the Task Force is to be stood down two-years from the initial appointment of members.
Committee advisor	Jeannette Chau, Manager, Government Liaison Programs
Committee Support	Sylvia Millstein, Corporate Services Administrator

Terms of Reference ***30 by 30 Task Force***

Issue Date:
Approved by: Council

Review Date: March 20, 2020
Review by: Council

Legislated and other Mandate approved by Council	For PEO to show visible leadership in addressing the underrepresentation of women licensed in the profession by formally endorsing the 30 by 30 initiative with Engineers Canada and committing to undertaking an action plan to resolve this inequity.
Key Duties and Responsibilities	<p>Develop a detailed complementary action plan to the one developed by OSPE to engage and inform PEO licence holders, volunteers, key stakeholders and staff on the 30 by 30 initiative, identify the appropriate owners of PEO's actions in the plan, and provide direction to the Registrar and volunteer leadership, as appropriate. This to include:</p> <ol style="list-style-type: none"> 1. Plan Development <ol style="list-style-type: none"> a. Develop a detailed action plan that complements OSPE's plan. b. Present the action plan to PEO Council for approval. 2. Coordinate <ol style="list-style-type: none"> a. Coordinate PEO's 30 by 30 initiatives by providing direction to the Registrar and volunteer leadership to ensure implementation of the joint action plan and that ownership of PEO's responsibilities are appropriately assigned. b. Monitor the progress on uptake in implementing the action plan. 3. Inform/Educate <ol style="list-style-type: none"> a. Communicate the 30 by 30 action plan to PEO licence holders, volunteers, key stakeholders and staff. b. Provide an annual update to PEO licence holders, volunteers, key stakeholders and staff on the progress of the 30 by 30 initiative launch in the PEO Annual Report.
Constituency, Number & Qualifications of Committee/Task Force Members	The task force shall consist of four (4) members including the PEO President (2017-2018); a member of the Executive Committee (2017-2018); a currently serving Councillor (2017-2018); and the Ontario representative on the Engineers Canada Equitable Participation in the Profession Committee (2017-2018).

Qualifications and election of the Chair	The Chair is to be elected from among the members of the task force in accordance with Wainberg's Society Meetings, By-Law No. 1, section 25(4) and Committee and Task Force Policy
Qualifications and election of the Vice Chair(s)	The Vice Chair is to be elected from among the members of the task force in accordance with Wainberg's Society Meetings, By-Law No. 1, section 25(4) and Committee and Task Force Policy
Duties of Vice Chair(s)	To act in the absence of the Chair.
Term Limits for Committee Chair and Vice-Chair	If applicable.
Term Limits for Committee Members	If applicable
Quorum	In accordance with Wainberg's Society Meetings and By-Law No. 1, section 25(1), quorum for the purpose of having the meeting's decisions be considered binding is at least 50 per cent of the task force's membership present at the meeting.
Meeting Frequency & Time Commitment	The task force will meet at the call of the Chair.
Budget	\$20,000 annually for the two-year term of the Task Force, prorated by number of months of operation in a given budget year.
Operational year time frame	Task Force start - June 2018. The Task Force is to be stood down 31 December 2020.
Committee advisor	Jeannette Chau, Manager, Government Liaison Programs
Committee Support	Sylvia Millstein, Corporate Services Administrator

VOLUNTEER COMPLIANCE TRAINING – UPDATE AND RECOMMENDATIONS

Purpose: To update Council on the status of mandatory Volunteer Compliance Training and to propose a protocol regarding who will be required to take the training and when they will be required to take it in the future.

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

That Council approve the recommended protocol requiring all current and prospective PEO volunteers, including representatives from other organizations, to complete mandatory volunteer compliance training prior to: becoming candidates for PEO Council and chapter board elections; serving on PEO committees/task forces and chapter committees; and representing PEO on external boards and advisory groups.

Prepared by: Viktoria Aleksandrova, Committee Coordinator

Moved by: President-elect Sterling, P.Eng.

1. Need for PEO Action

Pursuant to the *Accessibility for Ontarians with Disabilities Act* (AODA) and other legislation, the Government of Ontario mandates that volunteers, as well as staff, complete certain types of training. The intent of the training is to educate individuals on their rights and responsibilities as well as their duties so that they may perform their work safely and in compliance with the law.

To adhere to this government requirement, PEO organized mandatory online compliance training courses for all PEO volunteers. Training was delivered in collaboration with an external vendor.

These courses were required to be completed by PEO volunteers by December 31, 2019:

- AODA Customer Service (condensed);
- Understanding Human Rights (AODA edition); and
- Workplace Violence and Harassment Training for Employees (Ontario – Bills 168 and 132).

Information about the mandatory training required was first communicated to all PEO volunteers via e-blast in February 2019 and reminders from the service provider were subsequently provided throughout the year.

In January 2020, all non-compliant volunteers received a letter notifying them that they were suspended from PEO's volunteer roster and were not eligible to participate in any PEO meetings/events in an official volunteer capacity. To continue volunteering with PEO, they must complete the mandatory training by February 15, 2020. Failure to do so would result in permanent removal from their volunteer position(s).

The average compliance rate as of February 25, 2020 is 87%, distributed as follows:

Volunteer type	Compliant		Non-compliant	
Chapter*	504	82%	111	18%
Committee/Task Force*	363	95%	19	5%
Total**	854	87%	127	13%

*Data presented separately for each group although some volunteers may serve on a chapter and a committee/task force

**Includes volunteers who completed required training but resigned during the year (i.e. not current volunteers)

Non-compliant volunteers have now been removed from their volunteer positions. They have been notified that should they complete the mandatory compliance training, they may (re-)apply for any available volunteer positions and may be reinstated to their previous volunteer positions and/or

approved for new positions, pending confirmation by the respective committee/chapter chair and subject to the availability of the position(s).

In addition to the training that has already been administered, there is need for protocol to clearly indicate when and how prospective PEO volunteers must fulfil the mandatory volunteer compliance training requirement.

2. Proposed Action / Recommendation

That Council approve a protocol which requires all current and prospective PEO volunteers, including representatives from other organizations who are serving as members on PEO committees or task forces, to complete mandatory volunteer compliance training prior to:

- becoming candidates for PEO Council and chapter board elections;
- serving on PEO committees/task forces and chapter committees; and
- representing PEO on external boards and advisory groups.

This measure will eliminate the risk of interruption in the work of a committee, chapter, task force, etc. All those chosen to serve will have completed the required training before they assume office.

PEO reserves the right to amend the existing training modules and/or to add related training modules to those currently being administered, should a legal requirement to do so arise. Depending on the nature and the extent of the change to the training modules, further Council approval may be required.

3. Next Steps (if motion approved)

The CEO/Registrar will implement progressive changes to ensure volunteers complete the mandatory training prior to their serving in any capacity with PEO. These changes include:

1. Requiring potential candidates for PEO Council and chapter board elections to complete the volunteer compliance training prior to submitting their nomination forms.
2. Requiring all applicants for volunteer positions to complete the volunteer compliance training as part of the volunteer application process.
3. Requiring all PEO appointees to external boards and advisory groups to complete the volunteer compliance training before assuming office or, where that is not possible, as soon as practicable after that.
4. Requiring all representatives of other organizations who sit on PEO committees and task forces to complete the mandatory training.

No one required to complete the mandatory training will be charged a fee for doing so.

4. Policy or Program contribution to the Strategic Plan

The motion is related to Objective 9 in the 2018-2020 Strategic Plan.

5. Financial Impact on PEO Budgets (for five years)

The cost of the training will be submitted to Council when available.

6. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none">• In February 2019, PEO volunteers were informed via e-blast regarding the requirement to complete volunteer compliance training before December 31, 2019.• In January 2020, non-complaint volunteers were notified that they were suspended from their current volunteer positions pending completion of the mandatory volunteer training requirement.
-------------------------	--

	<ul style="list-style-type: none"> • In March 2020, the remaining non-compliant volunteers were permanently removed from their volunteer positions as per earlier notification.
Peer Review	<ul style="list-style-type: none"> • The proposed recommendations were presented to the Human Resources Committee (HRC) at its meeting on March 4, 2020. The Briefing Note was amended based on the feedback received from the HRC.

7. Appendices

- Appendix A – Final Mandatory Compliance Volunteer List

Mandatory Volunteer Compliance Training

The following names are of all volunteers who have completed the Ontario government-mandated health & safety/accessibility training requirement as of February 25, 2020. If you have completed the training and cannot find your name on the list, please contact volunteering@peo.on.ca as soon as possible.

PEO number	First name	Last name
100049934	Samuel	Abd El Malek
100052805	Mohamed	Abdalla
100508713	Amr	Abdelaal
100500360	Babak	Abedashtiany
100501902	Ayodeji	Abiola
100043124	Mokhtar	Aboelezz
100231065	Olusola	Abolade
100223747	Sana	Abou Shaaban
90543703	Mazen	Abu Omar
100229673	Rihab	Abu-Khater
199604	Joseph	Adams
100189724	Aiham	Adawi
100529829	Mathew	Adekunle
100072829	Vivender	Adunuri
100112495	Maria Fernanda	Affonso
100047488	Ali	Afshar
100507781	Hasan	Ahmad
100143566	Mir Haris	Ahmadzai
100224714	Kristin	Aikman
100101530	Md. Shah	Alamgir
100145806	Lotfieh	Albarazi
100217114	Obrad	Aleksic
100148977	Abel	Aleman Chavez
n/a	Hamza Farhat	Ali
100079422	Hisham	Alkabie
100150834	Auday	Al-Salihi
100230650	Feras	Alsheet
100089312	Muhammad	Amin

n/a	Ravi	Amin
857011	James	Amson
100505236	Jade	Anema
100135645	Ilir	Angjeli
90269911	Gheorghe	Apostol
100044998	Nanjappan	Ardhanarisamy
90387333	Arjan	Arenja
100052197	Rainer	Arocena
100055931	John	Arvanitis
100117774	Narayana Pillai	Asogan
90425893	Behrouz	Atrie
90455031	Magdy	Attia
90226952	Sandra	Ausma
100025977	Oscar	Avila
1723501	George	Ayer
100515478	Sara	Ayub
100133212	Afshin	Azadmanesh Samimi
100060931	Arshad	Azhar
100150911	Naeim	Azizi Tavakkoli
100135636	Sadie	Bachynski
100215227	Steven	Back
90338013	Benjamin	Baer
100507457	Aakash	Bagchi
100226734	Praneet	Bagga
1868017	Devinder	Bahra
100073776	Shirin	Bahrami
100152637	Steven	Bailey
100512312	Eva	Bako
n/a	Bala	Balasingam
n/a	Stella	Ball
2150019	Paul	Ballantyne
100154367	Gary	Bankay
100137792	Souheila	Bardakji
2396505	Roger	Barker
2383016	Douglas	Barker
2617017	Raymond	Barton



100136610	Hafiz	Bashir
100206687	Salman	Basit
100501996	Mohan	Basnet
100515408	Marianne	Baucas
3020013	Norbert	Becker
90547639	Bozena	Bednarska
100061307	Michael	Bell
90417239	Christian	Bellini
90190539	Mark	Bendix
90234311	Annette	Bergeron
3632502	Larry	Betuzzi
3706017	Ishwar	Bhatia
100154132	Axar	Bhavsar
100101484	Satyendrakumar	Bhavsar
100010404	Sanjiwan	Bhole
90406489	Nigel	Birch
100159500	Shiva	Bissoon
3992013	Duncan	Blachford
100106973	Maziyar	Bolour
100010580	Guy	Boone
90414319	Brian	Borowy
100041676	Spiridon	Bot
100113285	Mohamed	Boutazakhti
n/a	Peter	Braund
90353020	Robert	Bressan
90344227	Peter	Broad
90338856	David	Brown
n/a	Eric	Bruce
90441684	Robert	Brunet
100159270	Jeffrey	Bueckert
100159235	Albena	Bukurova
100154735	Andrea	Bulanda
100217481	Michael	Burdett
6067508	Ruben	Burga
n/a	Monica	Burgers
6288500	Betty Anne	Butcher



100191037	Jocque	Butler
100523289	Jinghan	Cao
100070842	Jeremy	Carkner
n/a	Annalise	Carreira
100179305	Samuel	Carriere
100191684	Matthew	Carson
100207192	David	Carter
7155013	Pellegrino	Castaldo
7157605	Danny	Castellan
7249501	Anthony	Cecutti
100511106	Jason	Chan
7494016	Kwok-Wai	Chan
7401045	Chiu	Chan
90527862	Raju	Chander
n/a	Alisa	Chaplick
100209271	Deepansh	Chaudhary
90189754	Velichore	Chelvanayagam
100528580	Sheng Di	Chen
100048753	Jun Zheng	Chen
n/a	Hangzhou	Chen
100019100	Sylvie	Chiddle
100516874	Allison	Chin
90342833	Michelle	Chin
100034317	Jim	Chisholm
90230715	Michael	Chisholm
100118700	Brett	Chmiel
8134504	Richard	Chmura
100173972	Damien	Ch'ng
100227893	Yung Chi	Cho
100047111	Raymond	Chokelal
8167017	Thomas	Chong
100185751	Md	Choudhury
100232235	Alice	Chow
100050066	Manzoor	Chowdhury
100526612	Ancy	Christudas Padma Madhu
8338501	Che-Wing	Chui



8627507	Ronald	Clarkin
100507153	Brandon	Cole
9063017	George	Comrie
90273657	Andrei	Cornel
100050483	Dan	Cosmin
100014883	Tihamer	Csiba
10249506	Lorne	Cutler
90484551	Ireneusz	Czerniak
90399684	Humberto	Da Silva
90365578	Darlene	Daigle
100081423	Manish	Dalal
90420456	Bogdan	Damjanovic
100024660	Michael	Dang
90324724	Farid	Danial
10462505	Gordon	Danson
10528503	Tapan	Das
90414798	Firdosh	Datoo
100073967	Christopher	Davidson
10789014	James	Dawes
10882017	Derek	D'Costa
90240276	Ingrid	de Buda
100075494	Benjamin	de Haan
10935013	Joseph	de la Riviere
100108326	Leemark	De Leon
90443466	Savio	De Souza
90258534	Gordon	Debbert
100186335	Danielle	Demers
90246364	Daniel	Demers
100161074	Andrew	Demeter
90404674	David	Dengler
100539353	Jeffrey	Denomme
n/a	Shauna	Deorajh
100055925	Pankaj	Dhawan
100200224	Cherisse	Diaram
100225755	Fereydoon	Diba
100544362	Joshua	DiCerbo



100500464	Jacob	Dick
90535170	Milorad	Dimitrijevic
11624608	Yehoudith	Dimitriu
100162986	George	Dimitrov
11660016	Levente	Diosady
90540691	Julie	Dixon
11695012	Denis	Dixon
11891116	Vincenzo	Donato
100514562	Weiyu	Dong
100185877	Jie	Dong
90242579	Robert	Dony
11970506	Hitesh	Doshi
100224491	Aaron	Doxtator
100197294	Aurora	Dranga
100111002	Ioan	Dranga
12166013	Lawrence	Drebert
12193603	Linda	Drisdelle
12528014	John	Dunne
100052319	Afshin	Ebtekar
12831715	Marta	Ecsedi
12835013	Charles	Eddie
100200637	Mohammad	Eghtesadi
100202334	Shahandeh	Ehtemam
100197800	Jaafar	El Annan
100183288	Ayman	El Ansary
100054152	Wafik	El Sunbaty
100224193	Nadwa	Elbadri
13079017	Kamal	Elguindi
100165682	Maha	Elia
13015011	Waguih	ElMaraghy
100205502	Hanan	El-Sayed
90555715	Seyed	Emami
100504771	Leila	Emami Taba
100203125	Tabot	Eneme
100050648	Hassan	Erfanirad
90279522	Ammanuel	Eyasu



100194699	Diana	Facchini
100500253	Mahboobeh	Fahimian
90498650	Amir	Fam
100529780	Nima	Farhang Khoei
n/a	Muhammad	Farooqui
13816012	Stephen	Favell
90458761	Reda	Fayek
100198966	Kenji	Ferguson
100010301	Roy	Fernandes
100211755	Mayelin	Fernandez Perez
14140503	David	Filer
100228898	Helder	Fleury Pinheiro
90409707	David	Flynn
90424862	Rabiz	Foda
100191560	Mitchell	Fong
100111701	Georgia	Fotopoulos
90295023	Lawrence	Frankum
90431248	Lorraine	Fraser
90286626	Roydon	Fraser
100187803	Cassandra	Frengopoulos
15073018	Jerry	Fridrich
15078314	Aubrey	Friedman
15099500	Peter	Frise
15150014	John	Frostiak
100190930	Rajendra	Gadhvi
100520331	Katherine	Gaffney
100123610	Matthew	Gagliardi
15364607	Gil	Galang
90402884	Peter	Gallo
100076880	Nilima	Gandhi
100116808	Ammori	Ganem Mohamed
100224657	Lunshan	Gao
100140303	Daniel	Gartenburg
15812019	Michael	Georgas
n/a	David	Germain
n/a	Behnaz	Ghaedi



100208094	Azadeh	Ghaffari
100133010	Nabil	Ghariani
100192415	Keyvan	Ghazaie Alamdari
100509889	Seyed	Ghiaasiaan
100227456	Mahsa	Gholami
100523537	Shane	Ghouralal
15962012	Joseph	Gibbons
100130744	Ranjit	Gill
100187563	James	Gillett
16155509	Gordon	Gillett
90411075	Ashesh	Giri
16267304	Dalila	Giusti
16352015	John	Glover
90404393	Julian	Glowacki
90533639	Branislav	Gojkovic
90557372	Desmond	Gomes
90532474	Anthony	Gomez
n/a	Reena	Goyal
100219546	Shinta	Gragossian
16917403	Edward	Grandy
16917304	Donald	Grandy
100175702	Ryan	Grant
100058261	David	Grant
17010307	Robert	Gravelle
100534829	Thomas	Gregan
100204154	Carston	Gregory
100509526	Margaret	Grierson
90426438	Thomas	Grimminck
17429010	Mohinder	Grover
100511848	Garth	Grunerud
100178437	Jason	Gubbels
100106876	Eduard	Guerra
100050316	Niveen	Guindy
100082800	Liang	Guo
100204188	Amit	Gupta
17604018	Santosh	Gupta



17602012	Ravi	Gupta
100208267	Arash	Habibollahi
100212890	Ellen	Hachborn
100535381	Habib	Haidar
100087186	Syed	Haider
100501649	Colin	Haines
100140674	Majid	Haji-Alikhani
100090282	William	Haklander
90441585	Mohamed	Hamed
18078014	Douglas	Hamilton
100065051	Faiz	Hammadi
100172088	Wen Jing	Han
100214057	Yakoob	Hana
100198134	Jason	Hanna
100009244	Kazi	Haque
18506709	Douglas	Harris
100061784	Kellie	Harrison
18771014	Robert	Hatfield
18952317	Mark	Haynes
90287541	John	Hazel
90540550	Yahya	Hematy
19328509	Paul	Henshaw
100081060	Ryan	Heppler
100517113	Ryan	Herbrand
100012474	Andrew	Herbst
100125753	Lola	Hidalgo Salgado
100165800	Victoria	Hilborn
19667450	Nancy	Hill
100211203	Jason	Hinds
100053721	Kiran	Hirpara
90272212	Michael	Hoffman
100509592	Andre	Hollingsworth
90472630	Edna	Hon
90388000	Raymond	Hong
100128095	Mohammad-Ali	Horriyat
100512960	Ashley	Hosier



100128336	Fazlae	Hossain
100090939	Md.	Hossain
20500013	Gary	Houghton
90354317	Graham	Houze
90457250	William	Hrinivich
100155576	Kevin	Hughes
100208186	Sanja	Hulec
90335084	Michael	Hulley
100209671	Stephen	Hynes
90447145	Shawky	Ibrahim
90443029	Magued	Ibrahim
90416991	Aleksandar	Ilic
100151922	Alfred	Inacio
100128416	Jorge	Inestroza
100134819	Christopher	Ing
21301015	Peter	Inman
90430513	Gordon	Ip
21356118	John	Ireland
21353503	Donald	Ireland
100132110	David	Jackowski
21604012	William	Jackson
n/a	Qadira	Jackson kouakou
100178489	Samuel	Jacob
100228296	Amaneh	Jadidi Mardkheh
90321506	John	Jamieson
90389776	Henry	Jansen
100186563	Basel	Jarrad
21881016	Peter	Jarrett
21966502	Craig	Jeffrey
100123302	Jeganaesan	Jeganathan
100054499	Ayvun	Jeganathan
90286881	Torben	Jensen
100515654	Maranda	Jessup
100202779	Aneesh	John
100541479	Cecil	Johnson
100024878	Roger	Jones



90500927	Thomas	Jones
100518542	Rachel	Jorritsma
22645014	Ross	Judd
100050112	Wanda	Juricic
22728505	Erika	Kadar
100073355	David	Kahn
100536426	Rashin	Kaja Hussain
22834014	H	Kamo
100202345	Ali	Karimi
100500273	Hermain	Kazmi
100135799	Lindsay	Keats
100182483	Jessica	Kellerman
23227507	Witold	Kellermann
23375504	Neil	Kennedy
23472509	Dale	Kerr
100044570	Wayne	Kershaw
100158715	Vyjayanthi	Keshavamurthy
100036692	Ahmad	Khadra
100502829	Ravikesh	Khadtare
100046549	Mohammad	Khalid
100213070	Javeed	Khan
100206447	Akram	Khan
100185852	Jawid	Khan
100060718	Nazli	Khan
100060040	Sardar	Khan
100050749	Saleemullah	Khan
100013436	Djamal	Khatamay
100511047	Saurabh	Khona
23706013	David	Kiguel
100173482	Matthew	Kirby
23955016	Tim	Kirkby
100118009	Artemy	Kirnichansky
24068504	Clarence	Klassen
100124462	Christina	Klein
100195118	Amir	Komeili Zadeh
100224139	Sahar	Kooshmand



100114260	Robyn	Korenic
100180156	Vitali	Kovaltchouk
24666018	Georg	Kralik
24730806	Berta	Krichker
24963001	Rishi	Kumar
100062353	Samer	Kurmush
100114638	Jennifer	Ladanchuk
100514063	Chi Yeung	Lam
25341504	Amity	Lam
100041647	Lin	Lan
100515838	Amy	Langford
100156210	Andrea	LaPlante
90407115	Philip	Lasek
25775016	Stephen	Lauridsen
25914508	Andrew	Lawton
100531320	Jody	Lee
100151040	Annabelle	Lee
100136887	Andy	Lee
100077398	Erica	Lee
100045985	Tao	Lee
26081208	Norbert	Lee
26302018	Charles	Lees
100536437	Jeremy	Leong
100182102	Lai leng	Leong
90185166	Kam	Leong
100040070	Dexter	Lestage
100168886	Damien	Letendre
100506303	Quoc-Viet	Le-The
100073278	Andriy	Levytskyy
100202934	Xiao Kun	Li
100066022	Guo Min	Li
100178865	Jiaming	Liang
90268962	John	Lill
100056447	Marcia	Lim
90387655	Coellen	Linkie
27008010	Raymond	Linseman

90534199	Meilan	Liu
27410505	Joseph	Lostracco
90283995	Keith	Loucks
100047479	Lisa	Loverly
27497015	James	Lowe
90441932	Paulino	Lozada
100230026	Guillermo	Lozza Oliveros
100500114	Jennifer	Lu
100209389	Stefan	Lucic
27572809	Douglas	Luckett
100123911	Andrew	Luk
27701010	Lawrence	Lupton
90475336	Nanda	Lwin
100157196	Wayne	Mac Culloch
90535840	Lisa	MacCumber
27997501	Murray	MacDonald
28259018	Brenden	MacKinnon
90415431	Bosko	Madic
90524257	Narayanapillai	Madusuthanan
100082680	Ravi	Mahabir
28596302	Yogarane	Mahalingam
100162143	Indra	Maharjan
100108971	Parisa	Mahdian-Jajani
90251232	Gary	Mahony
90285594	Gajananda	Mailvaganam
100110762	Jennifer	Main
100216205	Sarah	Majlesi
100159283	Zahra	Majlesi
n/a	Andrew	Maksymowsky
100530072	Jashanpreet	Malhi
100175516	Amin	Mali
100057543	Utpal	Mangla
100529714	Amit	Maniyar
28921013	Sucha	Mann
90471236	Mehri	Mansouri-Jajani
100089117	Nazmy	Markos



100046501	Ian	Marsland
100049632	Alexei	Martchenko
90546037	Roy	Martin
29297603	Michael	Martin
90285958	Roberto	Martini
100078613	Daniel	Martis
29538501	Michael	Mastronardi
100511586	Danil	Matachniouk
100542663	Nikitha	Mathew
90229253	Olavi	Matikainen
29650017	Luc	Matteau
100181875	Nermen	Maximous Mansour
90418617	Sean	McCann
30034508	George	McCluskey
30058010	James	McConnach
30195408	Charles	McDermott
30233019	Donald	McDonald
100132197	Stacey	McGuire
30604011	Ronald	McKay
90276999	Peter	McKenna
30922017	Kenneth	McMartin
100530669	Katharine	McNair
100504425	Pavan	Mehta
100520055	Cesar	Membreno-Hanon
100229478	Raymundo	Mendez Polanco
100074904	Florin	Merauta
100503558	Cody	Merrill
31432503	Gregory	Merrill
100201604	Anthony	Mestwarp
100026189	Huirong	Min
100210969	Margarita	Minceva
100118076	Matthew	Minnick
31976012	Cameran	Mirza
100055556	Jiteshkumar	Modi
100507819	Tarek	Mohamed
100539106	Hossein	Mohammadi



32231508	Jagannathan	Mohan
100106510	Magdi	Mohareb
100163898	Allison	Mokracki
100535356	Koushawn	Monajemi
32325011	David	Moncur
90240185	Gerald	Monforton
32352015	Nicholas	Monsour
100053667	Vassili	Mordatch
100147114	Raymond	Morgan
100119522	Karin	Morin-Strom
90295395	Richard	Morrow
100217496	Daryoush	Mortazavi
n/a	Mahamat	Moustapha
100061353	Richard	Mraz
90553165	Zoran	Mrdja
100055238	Muhammad	Mudassar
100171769	Harald	Mueller-Scholten
100043867	Anis	Muhammad
90422320	Mirsad	Mulaosmanovic
90515453	Thamir	Murad
100226532	Jared	Murphy
100223837	Mohamed	Mushantat
100186473	Kaitlyn	Nagora
100080304	Sangeeta	Nagrare
90476540	Girgis	Nakhla
100154614	Larisse	Nana Kouadjo
n/a	Mohammad	Naqvi
100076331	Sohail	Naseer
100522556	Nikrooz	Naserifard
100134496	Ted	Naugler
n/a	Md	Nazmus Saadat
33714502	Jeffrey	Neilson
33717505	Eric	Nejat
100517625	Frank	Nelli
90281452	Brett	Nelson
33783515	Oscar	Nespoli



100100257	Dennis	Neville
100182182	Franz	Newland
100187035	Kar Leung	Ng
33905019	Alexander	Ng
100152258	Christopher	Norris
90440074	Leila	Notash
100192010	Juwairia	Obaid
34503110	Sean	O'Brien
100526287	Eugene	Ochieng
100200054	Huda	Oda
90302274	Francis	O'Donnell
34566018	Volker	Oettershagen
100130010	Iretomiwa	Olukiyesi
100522463	Nazanin	Omrani-Moghaddam
100057841	Catalin	Onea
100533859	Ogievamwen	Oni
100037650	Mario	Orbegozo
100197400	Renan	Orquiza
100132513	Daniel	Ospina
100212697	Raul	Pacheco De Moraes
100088308	Michael	Paciocco
100503842	Kishan	Pai
35208305	Tibor	Palinko
100145089	Efeng	Pan
100526865	Bhargav	Pandya
90523077	Ravinder	Panesar
100192564	Manraj	Pannu
100515252	Snehaben	Patel
35851500	Harry	Patterson
100145044	Biman	Paudel
100107671	Bhuwani	Paudel
35975010	Anthony	Paz
n/a	Angela	Peck
36146017	Harvey	Pellegrini
100135501	Johnny	Penaranda Velazco
36226017	Richard	Perchuk

36228013	Edward	Percival
100535063	Rafael	Perez Franco
100100722	Juan	Pernia Guerrero
90443755	David	Perrier
90334236	Vasilj	Petrovic
100152108	Nicholas	Pfeiffer
36584019	Mary	Phillips
100527745	Kateryna	Pidriiko
90468281	Adrian	Pierorazio
100202043	Marc	Pilon
90248436	Michael	Pinet
100536312	Amanda	Pinto
100205738	Michelle	Pinto
90382706	Donald	Plenderleith
100181716	Rishi	Poddar
n/a	Dimitri	Podikakis
36962306	Zlatko	Podrebarac
100132308	Mukesh	Pokharel
100169901	Geoffrey	Pond
100178505	Donna	Poon
37092012	Edward	Poon
90462789	Remon	Pop-Iliev
100099877	Krzysztof	Popiolek
37132016	Andrew	Poray
100208303	Winifredo	Porcalla
37170503	Anne	Poschmann
37187408	Saverio	Pota
100538908	Hanieh	Pourmand
100529326	Lokmanee	Proag
100228273	Vedbhashinee	Proag
37643012	Robert	Pula
100014010	Eugene	Puritch
100529562	Ryan	Quinlan
100136290	Stephen	Quinlan
100075927	Muhammad	Qureshi
100139262	Bozo	Radenovic



100085295	Majid	Rahimi-Chatri
90521055	Touraj	Rahnamoun
100016351	Julija	Rakocevic
90442369	Venkatasubramanian	Raman
38045506	Mario	Ramirez-Roldan
n/a	Navdeep	Randev
100530297	Vanessa	Raponi
100070068	Asif	Rashid
100530602	Afifa	Rathore
90336926	Comondore	Ravindran
100047142	Farzad	Rayegani
100121685	Syed	Raza
90269283	Donald	Redmond
100159863	Saif	Rehman
90416744	Shiraz	Rehmani
100008770	Kelly	Reid
100053492	Fransiscus	Reijmers
38631016	Sally	Remedios
100025724	Boris	Replete
100524355	Aleksandr	Reydmann
100177996	Amalia	Rey-McIntyre
100183756	Adeilton	Ribeiro
90265463	Glenn	Richardson
100526913	Javier	Rico Paez
38940508	Philip	Riegle
100199965	Dawn	Riekenbrauck
100064899	Amin	Rizkalla
100054588	Ghaus	Rizvi
39122304	Luc	Roberge
90555780	Serge	Robert
n/a	Kathleen	Robichaud
100500623	Hugh	Robinson
39314018	David	Robinson
39304019	Andrew	Robinson
100201567	Elizabeth	Rodgers
90305111	Christopher	Roney



39681507	Michael	Rosenblitt
39687017	John	Rosenthal
39761010	Leonard	Ross
39984505	Peter	Rozitis
90378340	Karl	Rueb
100516485	Gilles	Rumfels
100073940	Peter	Rusch
n/a	Nadine	Rush
100051157	Marcel	Rusu
40213506	Lionel	Ryan
100117828	Behshad	Sabah
100189944	Zahra	Sadeghigivi
100539845	Arash	Sadeghipour
100535147	Jagvir	Sadora
90549981	Changiz	Sadr
100054542	Saeid	Safadel
100534321	Anatoliy	Safaraliyev
100045556	Fred	Saghezchi
40363012	Virendra	Sahni
100189150	Jagjit	Saini
100201583	Muna	Salim
100072062	Magdy	Samaan
100118239	William	Sanabria Nunez
40628901	Suzanne	Santyr
100530054	Evan	Saunders
90269077	Pasquale	Scanga
40935017	Scott	Schelske
100046422	Angela	Scott
41285503	Peter	Scott
100008863	Terry	Sedore
90303454	George	Semaan
100137016	Uditha	Senaratne
100205097	Hosseini	Sepiani
90453218	Donna	Serrati
100043380	Rohan	Service
41636804	Giovanni	Severino

90327636	Tahir	Shafiq
100540025	Kevin	Shah
100206470	Abhishek	Shah
100130204	Shaileshkumar	Shah
100108684	Imtiaz	Shah
100054393	Urmish	Shah
100019017	Rakesh	Shah
100055080	Abdul	Shaikh
100533057	Thamer	Shamoun
90305335	Pappur	Shankar
100541137	Anil	Sharma
41817800	Sat	Sharma
100211230	Stephan	Shatara
90457193	Medhat	Shehata
41959016	Shamim	Sheikh
100203418	Nicholas	Shelton
90299348	Liza	Sheppard
100191068	Bilal	Sherazi
100170023	Jingmiao	Shi
100545476	Ekaterina	Shilina
100053759	Rakesh	Shreewastav
100224809	Bhavin	Shukla
100203108	Manojkumar	Shukla
100502525	Alain	Shyaka
100187026	Tian You	Si Tu
100078959	Duncan	Sidey
100045347	Francis	Sigouin-Allan
100136862	Rene	Siguenza
42373019	Juri	Silmborg
42426015	John	Simmonds
100013442	Ferdo	Simov
100071632	Tommy	Sin
100144264	Arthur	Sinclair
100170060	Karanjeet	Singh
100081547	Gordana	Slepcev
43261015	John	Smith



100503736	Darcy	Snyder
100232660	Stanislav	Spektor
90392713	Marilyn	Spink
43985118	Gerard	St. Denis
90367301	John	St. Marseille
100150794	Steven	Stang
100507186	Jean-Paul	Stephan
100076869	Keith	Stephen
90376419	Marisa	Sterling
n/a	Valerie	Sterling
44514107	John	Stewart
90341611	Virginia	Story
44759116	Vera	Straka
100056923	Darryl	Stroszka
100213693	Senthilkumar	Subramani
100111514	Ramesh	Subramanian
100016118	Zeljko	Sucevic
44970507	Simon	Sukstorf
100156274	Venkatraman	Sundar
n/a	Sherlock	Sung
45061504	Brian	Surgenor
26071456	Kathryn	Sutherland
n/a	John	Swaigen
45219508	Albert	Sweetnam
100075118	Nicholas	Sylvestre-Williams
45314507	Barna	Szabados
45415502	Saleh	Tadros
90349051	Lui	Tai
100202928	James	Tait
45471307	Noubar	Takessian
45490018	Anthony	Tam
100100330	Radwan	Tamr
100058898	Sasa	Tasic
100164339	Rana	Tehrani Yekta
100216131	Lorena	Tere
90492604	William	Teron

100074450	Mihir	Thakkar
100201837	Karthiga	Thevaseelan
100528855	Teresa	Thibodeau
90344250	Sally	Thompson
90326109	Gary	Thompson
100197321	Stephanie	Thomson
90503442	Uthayakaren	Thurairajah
100144961	Yuxin	Tian
100117806	Elmer	Ting
100051115	Susana	Toma
100166008	Basim	Toma
100058889	Keivan	Torabi
46821252	Donald	Town
90290297	Jude	Tremblay
100120232	Cesar	Trillo
47090014	Seimer	Tsang
47098603	Gabriel	Tse
100218915	Yiu Sing	Tsui
47263017	Warren	Turnbull
47306501	John	Turner
90375114	John	Tyrrell
90396912	David	Unrau
90529868	David	Uren
100200965	Robert	Vairo
100079383	Zohreh	Vakili
90304411	Antoon	Van Der Vooren
47705090	Johan	Van Der Woerd
100011000	Derek	Van Ee
90425059	Joseph	Van Meter
100223367	Samuel	Vandaiyar
100043225	Jonathan	VanderSteen
90507443	William	Van-Heyst
100186757	Emma	Vanier
90377292	Edgar	Vargas
47990312	William	Veitch
100202364	Alieda	Velasco



100090004	Jonathan	Velasco
48010508	Richard	Vender
100166531	Darren	Verasammy
100159245	Lauren	Verwegen
100135885	Lisa	Vespi
48140305	John	Vieth
90376765	Julio	Vilar
100217705	Prasath	Vinayagamoorthy
100021770	Alexander	Voronov
100137697	Oday	Wade'e
90440652	Randall	Walker
100114120	Stephen	Wall
48766018	Paul	Walters
100168896	Yan	Wang
100162868	Feng Xia	Wang
100148475	Yan	Wang
100132297	Pin Jing	Wang
100132178	Zhi Gang	Wang
100103150	Jianguo	Wang
100026333	Mingchun	Wang
n/a	Fiona	Wang
100161282	Lija	Ward
49002504	Leon	Wasser
49192503	Michael	Wearing
100123955	Matthew	Weaver
100071591	Julie	Wedzinga
100226155	Yuanyang	Wei
100158222	Michelle	Welch
49511017	Michael	Wesa
100161072	Zachary	White
100136366	Leanne	Whiteley-Lagace
100186910	Vasanth	Wijeyakulasuriya
50320019	Robert	Willson
100171060	Elizabeth	Wilson
50456011	John	Wilson
100055128	Andrea	Winter

90228032	Helen	Wojcinski
100218866	Angela	Wojtyla
90444357	Wai-Man	Wong
50752609	Michael	Wong
90417742	David	Wood
49227119	Kathryn	Woodcock
90411489	David	Woodill
51154508	Gregory	Wowchuk
100505413	Xiang	Xiao
90390923	Yu Song	Xie
n/a	Chengcheng	Xu
100102819	Kaoru	Yajima
100539523	Xu	Yan
100215269	Man	Yang
n/a	Shawn	Yanni
100214020	Anton	Yatsenko
100051638	Tze	Yeow
51505014	Joseph	Yeremian
100215773	Hongyuan	Yin
100061845	Shigong	Yin
51562502	Panchadcharam	Yogeswaran
100523379	Ahmad	Younes
90435348	Craig	Young
100218414	Silva	Yousif
100085172	Peter	Zandbergen
51867018	Otto	Zander
100543186	Weiyu	Zhang
100078499	Peng	Zhang
100057102	Sufang	Zhang
100516255	Yang	Zhao
100514786	Heng	Zhong
90479239	Zheng	Zhu
100226746	.	Zoya Misbah
90216334	Richard	Zytner
52089406	Malgorzata	Zywno

ENFORCEMENT POLICY MEMORANDA

Purpose: For Council to receive two policy documents prepared by the Enforcement Committee.

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

That Council receive as information items the following documents prepared by the Enforcement Committee:

1. **Memorandum on Job Title Enforcement (presented at C-532-3.8, Appendix A)**
2. **Position on Split Registration (presented at C-532-3.8, Appendix B)**

Prepared by: Cliff Knox, Manager, Enforcement

Moved by: Councillor Olukiyesi

1. **Need for PEO Action**

In accordance with best practices for governance, Council may receive documents prepared by standing committees as advice to better inform its policy decisions.

2. **Proposed Action / Recommendation**

The requested action is to receive the documents. There are no explicit financial, legal or policy implications arising from this action.

3. **Next Steps (if motion approved)**

Although the documents make general recommendations on policy direction, no specific action is proposed at this time. It is Council's prerogative to determine whether this information should be applied to develop specific policy recommendations.

4. **Policy or Program contribution to the Strategic Plan**

The committee has taken the initiative to act on Strategic Objective #2 – Heighten delivery and awareness of PEO's enforcement efforts. The submitted memoranda were part of the committee's 2019 Work Plan to contribute to this strategic objective.

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

None.

6. **Peer Review & Process Followed**

Not Applicable.

7. **Appendices**

- Appendix A – Memorandum on Job Title Enforcement
- Appendix B – Position on Split Registration

MEMORANDUM

This memorandum deals with the following four questions which relate to gaps in enforcement under the *Professional Engineers Act*:

1. Is there an adequate mechanism to hold employers accountable for assigning restricted job titles to unlicensed employees.
2. Is there an adequate mechanism to address improper use of the title “consulting engineer”.
3. Is there an adequate mechanism to address improper use of “consulting engineers” by companies without “permission to use”.
4. Are there loopholes in the sections as written that would prevent PEO from taking action against an offender.

OPINION

After reviewing the provisions of the *Professional Engineers Act*, we are of the view that, for the reasons below:

1. The mechanism to hold employers accountable for assigning restricted job titles to unlicensed employees in the course of the unlicensed employees’ employment appears to be adequate, although it is not clear that an employer necessarily violates s. 12, 40, and 41 as a primary offender, merely through the actions of its employees having done so. The ENF Committee recommends that PEO obtain a legal opinion that the employer is a primary offender under s. 12, 40 and 41 of the *Professional Engineers Act* along with the employee for the restricted title infraction.
2. The mechanism to address improper use of the title “consulting engineer” by unlicensed individuals is adequate. PEO enforcement staff has successfully relied upon s. 40(2)(a.1) which relates to the unauthorised use of the term “engineer” in order to prosecute individuals holding themselves out as, and using the title, “consulting engineer”. There is a minor gap in

the mechanism, however, insofar as improper title usage by licensed individuals in the employment of companies holding a Certificate of Authorisation is concerned. In particular, the enforcement mechanisms do not apply in situations where an employer holding a valid Certificate of Authorisation has a duly licensed employee using the title “consulting engineer” without that duly licensed employee first having obtained Council’s permission to do so pursuant to s. 67 of O. Reg. 941. PEO has recourse against the licensed employee however through discipline proceedings. Discipline should be sufficient in this situation where enforcement is inapplicable.

3. The mechanisms for addressing the use of “consulting engineers” by unauthorized companies appear to be acceptable, but there is no adequate method of dealing with unauthorized use by certificate of authorization holders.
4. There are loopholes in the sections as written.

An employer, as a primary offender, would be held accountable for assigning restricted job titles to an unlicensed employee under s. 12(1) and s. 40 if the employee held himself or herself out **to the public** under that title. Since the purpose of the *Professional Engineers Act* is to protect the public, that protection is arguably unnecessary where unauthorised title usage is internal to the employer company. Nevertheless, public protection under the *Act* is warranted in situations where a company employee engages in an unauthorised holding out of his or her professional engineer status to another company employee who relies on the former’s status in providing professional engineering services to the public. The *Act* itself could probably be interpreted sufficiently broadly to cover both public and private display of title usage, so that an amendment to the *Act* is probably not necessary. Nevertheless a statutory amendment would close the potential loophole.

At the same time, PEO might consider a statutory amendment making it an offense under s. 40 for unlicensed persons using the titles Limited Engineering Licence Holder and Provisional Licence Holder.

REASONS

(a) Restricted Job Titles

S. 12 of the Act creates a prohibition for any *person*, in this case, holding himself or herself out as engaging in the practice of professional engineering without a licence. The term “person”, as a matter of statutory interpretation, includes not only the individual employees but also corporations like the individuals’ employers. However, only natural persons, that is, human beings and not corporations, can be granted a licence to practise professional engineering pursuant to s. 14(1) of the *Professional Engineers Act*. Corporations, natural persons, and partnerships can be granted certificates of authorisation where they are offering, or are proposing to offer, engineering services to the public, pursuant to s. 15(1).

Merely assigning a restricted job title to an employee, with nothing more, is not an offence under s. 12. The employee to whom the restricted job title has been assigned must be holding himself or herself out as engaging in the practice of professional engineering. There is also probably no legal obligation on the employer to check the employee’s credentials to ensure he or she is a licensed professional engineer, although it is advisable to do so, unless it can be shown that the employer had reasonable grounds for suspecting the employee was not duly licensed.

An employer is legally vicariously liable for the actions of its employees carried out in the course of the employees’ employment, as a matter of law. The principle of employer vicarious liability suggests, even perhaps persuasively, that where an employee commits a title offense under s. 12, s. 40, or s. 41, the employer is an offender as well, in that the employer is

responsible for the conduct of its employees. The employer's culpability in the offence is more convincing where the employer authorised the title offence, encouraged it, or wilfully turned a blind eye to it.

To come to a contrary conclusion that a corporate employer is not an offender of a s. 12, s. 40, or s. 41 offence would create an inconsistency in reconciling the interpretation of s. 40(5) of the *Professional Engineers Act*, relating to the potential liability of directors and officers of an offending corporation, because the only s. 40(5) circumstance under which a corporation could otherwise violate s. 12, s. 40 or s. 41 would be in the contravention of s. 12(2), which is a far narrower interpretation of s. 40(5) than what the section says. If one accepts the principle of employer vicarious liability for the actions of employees, from a civil liability perspective, and the principle that the *Professional Engineers Act* constitutes a complete code insofar as title and practice offenses are concerned, then the only conclusion one can reach on the interpretation of the *Act* is that an employer is an offender under the sections mentioned for the title and practice offenses of its employees, where those offenses are committed in the course of employment.

In order to confirm and corroborate the ENF Committee's position on employer offenses, the Committee recommends that PEO obtain a legal opinion on this point, if it has not already done so. If legal counsel's conclusion on this point is contrary to the position of the ENF Committee, then PEO should consider a statutory amendment to the *Act* to make clear employer offenses.

Evidence of an employer's title offence is manifested in employee business cards, brochures, emails showing not only the employer's name, but also the employee's name, prohibited professional designation, and job title on the signature line, or website showing the employer's name or logo, and the employee's name and prohibited professional designation. It would not be enough for an employee simply to describe himself or herself on the

employee's personal LinkedIn page with the prohibited professional designation, without the employer's knowledge and permission.

(b) Consulting Engineer

The main issue here is the control of the registration of corporate and business names containing the words "consulting engineers". In theory, PEO's consent is required to register a name containing this term (or any similar term). In practice, both license holders and unlicensed persons can register such a name as review procedures at the Ministry of Government Services are often lax.

Enforcement of the prohibition against unauthorized companies has been difficult due to the overall delay in dealing with any name challenge. There have been no cases where PEO has lost a challenge where "consulting engineers" was a term used in the name. However, from a practical standpoint, dealing with professional engineers who inadvertently register such a name (or where they obtain permission to use, and then let it lapse) is a far more difficult issue. Given the current workload both in Enforcement and with the Ministry, it appeared to be a poor use of resources to take a hard line stance against such registrations, such as refusing to issue a certificate of authorization. Enforcement has recommended to CEDC (Consulting Engineers Designation Committee) that the matter should be left to the discipline process and the Committee has accepted this approach.

(c) Loopholes

No Public Display of Holding Out

The prohibition against an individual holding himself or herself out as engaging in the practice of professional engineering unless licensed to do so is most likely confined to situations of public display, in the interest of protecting the public. Where the individual's job title is confined to internal display within the employer's organization, so that the interest of the general public is unaffected, there probably is no offence committed under s. 12(1) or s. 40.

However, where a company employee innocently relying on a fellow employee's unauthorised holding out or unauthorised title use acts, or fails to act, to the detriment not only of the company employer but also the public, a persuasive case can be made that there has been a violation of s. 12(1) or s. 40. Accordingly s. 12(1) and s. 40 should be construed broadly enough to encompass both public and internal holding out and title usage, in the interest of public protection. A legislative change to the Act is probably not required, and the offence sections should be read broadly from a statutory interpretation standpoint to capture both public and private title usage and holding out.

Where an employee commits a s. 12, s. 40, or s. 41 title offence, in the course of his or her employment, the employee's employer most likely commits the same offence, and is therefore an offender along with the employee, as a matter of law, for the reasons given above. An employer is responsible for the actions of its employees. If that were not the case, the directors or officers a corporation could not be found guilty of an offence under s. 40(5) for having committed a s. 12(1) or s. 40 offence by an employee, under any circumstances, because the corporation itself would never be guilty of that offence. In other words s. 40(5) would be rendered meaningless insofar as s. 12(1) and s. 40 offences are concerned if corporations were not responsible for offences committed by their employees in the course of employment.

There may be situations where an offence is committed by an individual in a relationship that is not employer-employee, but rather in one as a consultant or as an outside contractor. The company with whom the outside contractor has contracted may not necessarily be responsible for the commission of the outside contractor's title offences, as a matter of law. The terms of the contract between a company and outside contractor may be a clue to the existence or extent of the former's responsibility, if any, but it is most likely neither conclusive nor clear. A compelling clue to the company's responsibility for outside contractor title offences is any demonstration by the company that it counselled, aided or abetted the outside contractor in the commission of the title offenses, or at least turned a blind eye to them.

In the case of the company counselling, aiding or abetting an outside contractor to commit a title offence, the company may be found to have committed the offense, not as primary offender as an employer would be, but as a party to the offence pursuant to s. 77 of the *Provincial Offences Act*.

The provisions of the *Provincial Offences Act* apply to provincial legislation like the *Professional Engineers Act*. S. 77 of the *Provincial Offences Act* provides that parties to an offence are those persons who actually commit the offence, and those who aid or abet the person committing the offence to do so. Therefore, while the company which retained the services of the outside contractor may not necessarily be a primary offender regarding the outside contractor's title offence, as an employer would be regarding its employee's title offence, it may nevertheless be a party to the offence by virtue of s. 77.

The ENF Committee recommends that the legal opinion consider this point as well.

Moreover, offenders whose licences are under suspension or whose licences have been revoked are captured by the legislation in its current form.

Offenders whose licences are under suspension do not violate s. 12 because they are still holders of a licence, albeit suspended. PEO therefore has jurisdiction over the members. The offenders' actions constitute professional misconduct as defined in s. 72(2) of Ontario Regulation 941, and therefore the offenders are subject to discipline proceedings.

Offenders whose licences are revoked are no longer licensees and are therefore offenders under s. 12(1) and s. 40 of the *Act*. The Ontario courts therefore have jurisdiction over offenders who are no longer licensees, from an enforcement proceedings standpoint.

Position on Separate Registrations for Engineering Practice and Professional Engineer Title

Subcommittee 2018-C of PEO Enforcement Committee

Peter Broad, P.Eng., Subcommittee Chair

Stephen Georgas, P.Eng., LLB

Gordon Ip, P.Eng.

Tyler Ing, P.Eng.

December 20, 2019

A recurring question regarding the regulation of the engineering profession relates to who should be licensed to practise engineering to ensure that the public is protected. This raises additional questions regarding ongoing professional development and continuing competency for licensed practitioners and whether an individual should hold a professional engineer's licence merely to use the title of "engineer".

The intent of this position paper is to look at the regulatory impact of having a split registration for practice and title, in terms of PEO's ability to effectively regulate a split registration model and to enforce the *Professional Engineers Act* ("the Act") with respect to violations relating to unlicensed practice or unauthorized use of title.

Conclusion

There is no compelling public interest need to provide a split registration at this time.

Recommendations

That PEO more formally define Non-Practising status in either the Act or General Regulation so that persons who are not in active practice are easily distinguished from fully active practitioners.

That PEO require Non-Practising licensees to submit an annual declaration that recognizes that the individual is not in active practice and is exempt from any voluntary or compulsory continuing professional development program (e.g., PEAK or similar programs).

That Non-Practising licensees must clearly indicate when using their designation that they are either "Retired" or "Non-Practising" during such time that they are not in active practice.

That PEO clearly define "Retired" status as a category of non-practising registration.

That PEO clarify that any licensee who is subject to fee remission must complete a Non-Practising declaration for the entirety of the period of the practitioner's fee remission.

Considerations

An advantage of split registration is that the scope of each registration is clearly defined as either a licence to practise engineering or registration to use the title of engineer, or both.

A disadvantage is the potential for a legislative change to the Act and an added administrative burden on PEO to manage the separate registrations. There are also some potential uncertainties that might arise from the implementation of split registrations.

The question of which type of registration is needed (practice or title) primarily arises when a practitioner is ready to retire or requires a temporary fee remission due to illness, employment or other need to take a leave from active practice.

Uncertainties Arising from Split Registration

An amendment to s. 12 of the PEA will likely be required to make specific reference to registration for practice and title, since the legislation makes no distinction between these as components of a licence.

As an alternative, PEO might amend the General Regulation (O. Reg. 941) without amending the PEA so that registration to use the title "professional engineer" becomes a limited licence, with no right to practice. This would be in accordance with both s. 12 and the preamble to s. 40(2) of the PEA.

Clause 40(2)(a) of the PEA may require an amendment since it's unclear whether the use of "professional engineer" by a retired engineer, or use of the French language equivalent, is as "an occupational or business designation"; a retired engineer may not be using the title in this manner, but simply as a professional title.

Similarly, Clause 40(2)(a.1) may require amendment to permit a retired engineer to use "engineer" or an abbreviation of the title since it may be reasonably apparent on the facts that the subject engineer is retired.

Where the registrant holds only a title registration, it may not be clear whether PEO has jurisdiction over that individual to launch a discipline action if the individual commits a practice infraction. PEO may only have recourse through enforcement for practice infractions by a title holder with no licence for practice.

There may also be uncertainty on the procedure and requirements for title registrant to obtain a practice licence. Does that registrant have to requalify for a licence as if he or she were a new applicant, or can a former licensee be grandfathered for reactivation or reinstatement of their licence?

Conversely, should PEO entertain requests to discontinue a licensee's title registration while maintaining his or her licence to practice and permit a partial fee remission. Can PEO simply refuse to do so, or is it bound to terminate the title registration and reduce the annual fee based on the registrant's request.

If a practitioner holds a practice licence but not a title registration, under what circumstances could PEO enforce title infractions committed by the licensee? Under a single registration system there is no ambiguity since a licensee has the right to use the reserved title.

Simplicity of Single Registration

The single registration system currently provided by PEO is administratively simpler, and the ambiguities associated with a split registration for practice and title system are readily addressed. PEO could easily implement a requirement for licensees to undertake in writing not to practice, or to refrain from using a reserved title, as may be applicable.

An undertaking by a licensee would be enforceable under PEO's discipline process since he or she would remain accountable under the Act. The licensee's conduct is not an enforcement matter. It would be within the jurisdiction of a discipline hearing to decide whether the licensee breached the terms of an undertaking with PEO.

An undertaking not to practice by a retired or non-practising engineer could be drafted to include limitations on title usage to satisfy PEO's concern.

Using an undertaking to manage practice restrictions and use of title is consistent with PEO's current licensing regime and maintains transparency regarding who is licensed to practice. This nevertheless achieves the objectives of a split registration regime and the practitioner's licence can still be considered a licence to practice and a title registration.

In effect, PEO already administers a split registration system. Amendment to the PEA and the General Regulation is not required, and the use of undertakings is transparent to the public.

COUNCILLORS ITEMS

- a) **Notices of Future Agenda Items**
- b) **Councillors' Questions**

Purpose: To provide Councillors with an opportunity to provide notice of items for inclusion on the next Council meeting agenda, and to ask questions.

No motion required

Prepared by: Dale Power, Secretariat Administrator

In Camera Session

In-camera sessions are closed to the public