

Briefing Note – Confirmation

C-544-1.1

CONFIRMATION OF NOTICE AND QUORUM

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

Prepared by: Dale Power, Secretariat Administrator

Briefing Note - Decision

APPROVAL OF AGENDA

Purpose: To approve the agenda for the meeting.

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

That:

- a) the agenda, as presented to the meeting at C-544-1.2, Appendix A be approved; and*
- b) the Chair be authorized to suspend the regular order of business.*

Prepared by: Dale Power – Secretariat Administrator

Appendices:

- Appendix A – 544th Council meeting agenda

C-544-1.2
Appendix A

Draft AGENDA

544th Meeting of the Council of Professional Engineers Ontario

Friday, November 19, 2021 / 9:30 am – 1:00 pm – Lunch 12:00 – 12:30 pm

Virtual Delivery

Friday, November 19 – 10:00 am to 1:00 pm				
10:00 a.m.	CALL TO ORDER – Formal Public Meeting Begins			
	ACKNOWLEDGEMENT OF ATTENDEES (COUNCIL, STAFF AND GUESTS)			
1. <u>OPENING</u>		Spokesperson/ Moved by	Type	Time
1.1	CONFIRMATION OF NOTICE AND QUORUM	Secretariat	Confirmation	10:00
1.2	APPROVAL OF AGENDA	Chair	Confirmation	10:05
1.3	DECLARATION OF CONFLICTS OF INTEREST: Do any Councillors have a conflict to disclose	Chair	Exception	10:10
2. <u>EXECUTIVE REPORTS</u>		Spokesperson/ Moved by	Type	Time
2.1	PRESIDENT'S REPORT	Chair	Information	10:15
2.2	CEO/REGISTRAR'S REPORT	CEO/Registrar Zuccon	Information	10:25
<u>STANDING ITEMS</u>		Spokesperson/ Moved by	Type	Time
2.3	2022 OPERATING BUDGET - Council to approve 2022 Operating Budget	Councillor Cutler	Approval	10:35
2.4	2022 CAPITAL BUDGET - Council to approve 2022 Capital Budget	Councillor Cutler	Approval	10:45
2.5	BORROWING RESOLUTION - Council to approve 2021 Borrowing Resolution	Councillor Cutler	Approval	10:55
2.6	SELECTION OF AUDIT FIRM FOR 2022 TO 2026	Councillor Cutler	Approval	11:00
<u>REGULATORY AND GOVERNANCE ITEMS</u>		Spokesperson/ Moved by	Type	Time

2.7	ENGINEERS CANADA DIRECTORS REPORT	Danny Chui	Information	11:05
2.8	2020-2022 STRATEGIC PLAN	Past President Sterling	Decision	11:10
2.9	GOVERNANCE ROADMAP UPDATE	GSI	Information	11:25
2.10	GOVERNANCE COMMITTEE UPDATE – <ul style="list-style-type: none"> • Audit and Finance Committee (AFC) • Governance and Nominating Committee (GNC) • Human Resources and Compensation Committee (HRCC) • Regulatory Policy and Legislation Committee (RPLC) 	Committee Chairs	Information	11:30
2.11	GOVERNANCE – PREFERRED APPROACH TO AGENDAS AND MINUTES	Councillor Arenja	Decision	11:35
2.12	30 BY 30 TASK FORCE UPDATE	President Bellini	Information	11:40
2.13	STAND DOWN OF THE 30 BY 30 TASK FORCE	President Bellini	Decision	11:45
2.14	ANTI-RACISM AND ANTI-DISCRIMINATION EXPLORATORY WORKING GROUP (AREWG) UPDATE	Working Group Chair	Decision	11:50
LUNCH (12:00 – 12:30)				
3.	<u>CONSENT AGENDA</u>	Spokesperson/ Moved by	Type	Time
	Council members may request that an item be removed from the consent agenda for discussion.			
3.1	MINUTES – 543 COUNCIL MEETING	Chair	Decision	12:30
Regulatory Items				
3.2	CONSULTING ENGINEER DESIGNATION APPLICATIONS	President-elect Colucci	Decision	
Governance Items				
3.3	STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LISTS FOR 2022	Councillor MacCumber	Decision	
3.4	CHANGES TO COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER	Councillor Chan	Decision	
3.5	APPROVAL BY THE ATTORNEY GENERAL OF RE-APPOINTMENTS TO DIC AND REC	President Bellini	Information	

3.6	PROCESS FOR APPOINTING ACTING COMMITTEE CHAIR	Councillor Arenja	Decision	
3.7	NEWLY ELECTED REC AND DIC CHAIR AND VICE CHAIR	Councillor Chan	Information	
Formal Public Meeting Ends – 1:00 pm				
5.	NEXT MEETINGS			
	Board Meetings and Plenaries			
	<ul style="list-style-type: none"> • January 28, 2022 – Plenary • February 18, 2022 – C-545 Council • April 8, 2022 – C-546 Council (Close-off) 			
	2021-22 Committee meetings			
	<ul style="list-style-type: none"> • Audit and Finance Committee (AFC) <ul style="list-style-type: none"> ○ • Governance and Nominating Committee (GNC) <ul style="list-style-type: none"> ○ January 10, 2022 ○ February 3, 2022 • Human Resources and Compensation Committee (HRCC) • Regulatory Policy and Legislation Committee (RPLC) <ul style="list-style-type: none"> ○ January 24, 2022 ○ March 14, 2022 			

Please note that in order to streamline the agenda, Committee reports are not included in the agenda package. Committee Chairs are asked to submit their written reports to the Secretariat for posting in the Diligent Boards Resource Centre. These reports can be discussed at the meeting if a Councillor asks to address a specific item contained within the written report. Reports submitted as of November 12th were as follows:

- **Audit and Finance Committee (AFC) Approved minutes**
 - June 14, 2021
 - July 6, 2021
 - September 1, 2021
- **Governance and Nominating Committee (GNC) Approved minutes**
 - October 5, 2021
- **Regulatory Policy and Legislation Committee (RPLC) Approved minutes**
 - June 16, 2021
 - July 8, 2021
 - August 30, 2021
- **RCC Report**
- **Stats**

Councillors Code of Conduct

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

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

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

[s. 2.4 of the Council Manual]

Briefing Note – Exception

C-544-1.3

CONFLICTS OF INTEREST

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

No motion required

Prepared by: Dale Power, Secretariat Administrator

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

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

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

If a Councillor wishes guidance on how to identify any conflicts of interest, the following 9-minute video can be referred to:

https://www.youtube.com/watch?v=fjebnky_j6M

Attached is the link to the “Eliminating Bias in the Registration Process Policy” which references Conflict of Interest.

<https://www.peo.on.ca/sites/default/files/2021-03/policy-eliminating-bias.pdf>

Briefing Note – Discussion

C-544-2.1

PRESIDENT'S REPORT

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

Motion(s) to consider:

none required

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

Briefing Note – Discussion

C-544-2.2

CEO/REGISTRAR'S REPORT

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

No motion required.

Prepared by: Dale Power, Secretariat Administrator

The CEO/Registrar's report is attached.

CEO/Registrar Update

Johnny Zuccon, P.Eng., FEC, CEO/Registrar
Prepared for PEO Council, November 19, 2021

Action Plan

Progress Report

Mandatory Continuing Professional Development

Work to implement mandatory continuing professional development (CPD) based on the current Practice Evaluation and Knowledge (PEAK) program is continuing in accordance with a detailed and evolving project plan. Staff are now beginning to scope out the details of potential changes to the regulation as well as some of the significant operational issues to be tackled over the coming months. This is happening even as ethics modules for 2021 and 2022 have reached the appropriate stages of development and implementation. Further progress on mandatory CPD based on PEAK will be reported to Council through the Regulatory Policy and Legislation Committee early in the new year.

Office of the Fairness Commissioner and Bill 27

In October 2021, the Ontario government tabled Bill 27, the *Working for Workers Act, 2021*. Schedule 3 to this act would amend the *Fair Access to Regulated Professions and Controlled Trades Act (FARPACTA)*, which is the legislation that empowers the Office of the Fairness Commissioner (OFC). The OFC, together with the Minister of Labour, Training and Skills Development (MLTSD), would have increased authority under the proposed FARPACTA amendments to limit the ability of regulators to require Canadian work experience for the purpose of licensure. There would also be powers to impose time limits for processing licence applications, as well as provisions to help streamline application processes during emergency situations, such as pandemics. PEO and numerous other regulators will be working closely with the MLTSD and with the OFC to help develop regulations to define the scope of these new requirements and delineate any exceptions (e.g., those related to public health and safety). At the same time, our own policy review of the purpose served by experience requirements more generally, as well a consideration of principled alternatives to the existing approach, is ongoing. Any progress will be reported to Council, through the Regulatory Policy and Legislation Committee, in due course.

Ontario Professional Engineers Awards Program

In line with the focus on our regulatory mandate, the Ontario Professional Engineers Awards program has been fully transitioned to the Ontario Society of Professional Engineers, beginning with the 2022 event.

Operations

Licensing

ARC and ERC Reviews

In September, the COVID-related accumulation of applications from graduates of a non-Canadian Engineering Accreditation Board engineering program requiring Academic Requirements Committee (ARC) review and assessment was approximately 2700 files. In early November, through the efforts of the ARC and staff, this accumulation had been reduced to just over 1400 accumulated files. Staff and ARC members continue to aim to eliminate the accumulation completely and achieve a steady state by end of April 2022.

As of early November, 87 Experience Requirements Committee (ERC) members (62% of the roster) have been participating in virtual interviews, and approximately 48 interviews were held each month over the last two months. As the ARC works through its accumulation, the files in queue for ERC interviews will also grow proportionately. The ERC and staff are working towards maximizing the number of interviews to the pre-COVID level of 80 interviews per month.

Information Discovery and Digitization Capacity Project

File digitization speeds continue to increase after the project ramped up over the summer. By early November, more than 4000 of the 21,000 paper-based in-process licence application files had been fully digitized.

Figure 1. Breakdown of P.Eng. licence applications received, January-October 2020 and 2021

Year	Applications Received Jan-Oct 2020							Applications Received Jan-Oct 2021							% Change
Gender	Female		Male		Not Stated		Totals	Female		Male		Not Stated		Totals	Totals
	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	
CEAB	601	21%	2234	79%	0	0%	2835	452	20%	1845	80%	4	0.2%	2301	-19%
Non-CEAB	398	16%	2137	84%	0	0%	2535	708	18%	3320	82%	11	0.3%	4039	59%
Totals	999	19%	4371	81%	0	0%	5370	1160	18%	5165	81%	15	0.2%	6340	18%

Figure 2. Breakdown of P.Eng. licence applications approved, January-October 2020 and 2021

Year	P.Eng. Licences Approved Jan-Oct 2020							P.Eng. Licences Approved Jan-Oct 2021							% Change
Gender	Female		Male		Not Stated		Totals	Female		Male		Not Stated		Totals	Totals
	(#)	(%)	(#)	(%)	(#)	(%)	(#)	(#)	(%)	(#)	(%)	(#)	(%)	(#)	
CEAB	312	19%	1293	81%	0	0%	1605	401	20%	1590	80%	1	0.1%	1992	24%
Non-CEAB	158	17%	751	83%	0	0%	909	162	16%	857	84%	0	0.0%	1019	12%
Totals	470	19%	2044	81%	0	0%	2514	563	19%	2447	81%	1	0.0%	3011	20%

Figure 3. Average process times for P.Eng. licence approvals, January-October 2020 and 2021

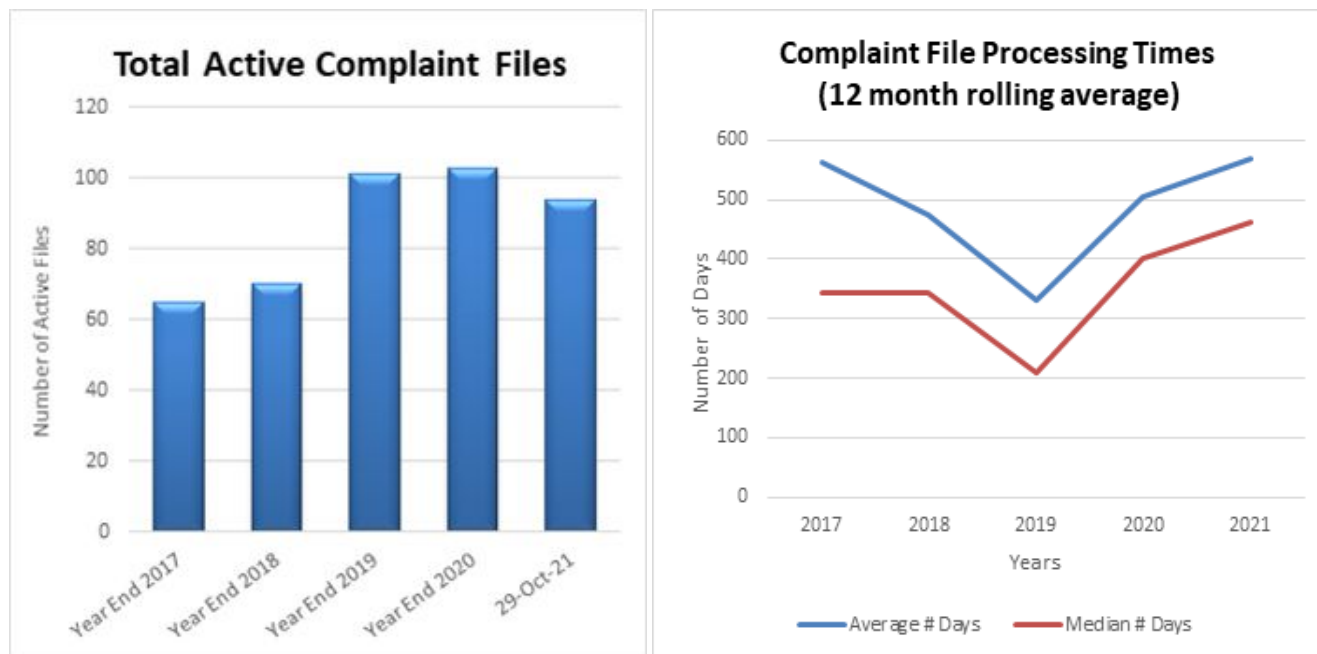
	P.Eng. Licences Approved Jan-Oct 2020		P.Eng. Licences Approved Jan-Oct 2021		% Change
	# Applicants	Average licensing time	# Applicants	Average licensing time	
CEAB applicants	1246	1260 days	1514	1284 days	1.9%
Non-CEAB applicants	550	1075 days	572	1137 days	5.8%
Confirmatory exam program	111	1726 days	91	1632 days	-5.4%
Specific exam program	60	2542 days	38	2378 days	-6.5%
Interprovincial Transfers	465	55 days	696	120 days	118%
Reinstatements	67	44 days	101	79 days	79.5%

Regulatory Compliance

Complaints

Complaint file processing times have trended upwards mainly due to COVID-related shutdowns that have increased the time for complainants, respondents and third parties to gather documents and respond to information requests.

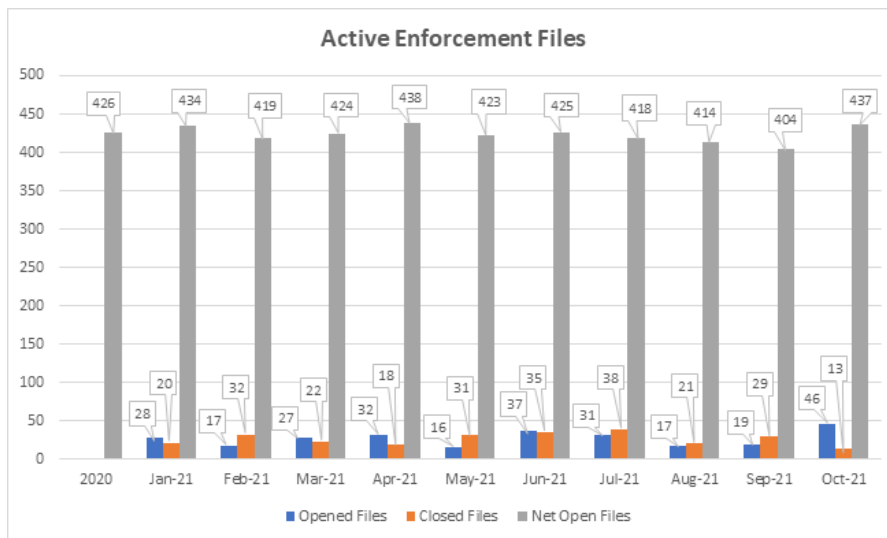
Figure 4. Complaints and Investigation Statistics (as at Oct. 29, 2021)



Enforcement

The net enforcement caseload for January to October 2021 has remained relatively stable after increasing by roughly 35% from April to October 2020 levels, however the number of newly reported matters is roughly 62% of the volume for the same period in 2020.

Figure 5. Active Enforcement Files



Governance

Council Elections

Desired attributes have been finalized and incorporated into the 2022 Council Elections Guide. These attributes relate to both individual councillors and Council as whole, and include those associated with general skillsets, industry experience, and equity, diversity and inclusion. To further support candidates and voters in the 2022 Council Elections, several pre-orientation online modules will be available in January that outline the role of Council, the sought-after characteristics of Council, and PEO's public protection mandate.

Human Resources

Diversity, Equity and Inclusion

Incorporating diversity, equity and inclusion best practices into PEO systems and operations continues to be a critical element in our journey to become a more modern regulator. Staff recently completed training on inclusive communications and leadership that was facilitated by the Canadian Centre for Diversity and Inclusion. The session focused on best practices that can be adopted for inclusive language in our workplace. We have also created a multicultural calendar that reflects the observances celebrated by various cultures and celebrates the rich diversity in our community.

Return-to-Office Plan

Our return to office plan for employees remains in place and is based on business needs and voluntary participation. This will continue subject to public health recommendations as we implement a hybrid work model to create a more resilient and flexible organization.

Finance

Update

For the nine months ending September 30, 2021, revenues earned were \$23.7M and expenses incurred were \$18.0M, resulting in an excess of revenue over expenses of \$5.7M, as shown in Figure 6. Despite higher than expected P.Eng. revenue and investment income, there was a decrease of \$132k in revenues compared to budget resulting from lower than expected revenues related to application, registration and examination fees. On the expense side, there were \$18.0M in total expenses for the nine months ending September 30, 2021, versus a budgeted spend of \$21.0 resulting in a favourable variance of \$3M. Expenses continue to trend lower due to pandemic-related restrictions.

As shown in Figure 7, PEO's cash reserves are \$9.6M with an investment portfolio of \$19.5M, representing an increase of \$250k for the nine months ending September 30, 2021.

Figure 6. Revenues and expenses as of September 30, 2021

	2021 Actual	2021 Budget	Variance Act vs Bud
Revenues	\$23,696,135	\$23,828,371	-\$132,236
Expenses	\$17,981,446	\$21,038,053	\$3,056,607
Excess of Rev over Exp	\$5,714,689	\$2,790,318	\$2,924,371

Figure 7. Assets and liabilities as of September 30, 2021

	2021 Actual	2020 Actual	Variance (Fav / Unfav)
Cash	\$9,623,384	\$8,590,748	\$1,032,636
Other current assets	\$1,062,719	\$945,865	\$116,854
Marketable securities	\$19,549,577	\$11,823,115	\$7,726,462
Capital assets	\$29,959,348	\$31,850,007	-\$1,890,659
Total assets	\$60,195,028	\$53,209,735	\$6,985,293
Current liabilities	\$14,048,083	\$13,988,781	-\$59,302
Long term debt	\$1,723,899	\$2,812,695	\$1,088,796
Employee future benefits	\$13,788,822	\$7,025,000	-\$6,763,822
Net assets	\$30,634,224	\$29,383,259	\$1,250,965
Total liabilities & net assets	\$60,195,028	\$53,209,735	\$6,985,293

Impact of COVID-19 on Remissions and Resignations

The data in Figures 8 and 9 show a year-over-year increase in the number of members seeking fee remission. In addition, we're seeing an increase in the number of resignations year-over-year. Despite this, as of September 30, 2021, the total number of P.Engs on our register has increased by 1423 to 85,965.

Figure 8. Remissions stats for 2021

Remission Type	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total	Monthly Ave.
Parental leave	18	20	19	11	11	14	15	19	18				145	16
Post grad	9	10	10	8	4	5	3	5	7				61	7
Unemployment	220	135	158	140	144	106	124	130	140				1297	144
Temporary health	3	4	6	4	4	3	4	3	1				32	4
Permanent health	4	4	3	3	6	2	4	3	2				31	3
Retired	105	99	74	73	95	64	53	79	68				710	79
Total	359	272	270	239	264	194	103	239	236				2276	253
Cumm. Total	359	631	901	1140	1404	1598	1801	2040	2276					
Resignations													667	74

Figure 9. Remissions stats for 2020

Remission Type	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Total	Monthly Ave.
Parental leave	20	13	9	18	14	15	12	10	13	14	14	14	166	14
Post grad	14	7	2	9	6	7	3	4	6	9	10	5	82	6
Unemployment	141	112	107	107	104	109	90	132	152	162	140	102	1458	122
Temporary health	5	4	1	4	2	1	2	3	2	4	2	0	30	3
Permanent health	3	4	4	2	2	3	3	5	2	4	2	2	36	3
Retired	85	93	88	34	59	68	49	67	80	73	75	73	844	70
Total	268	233	211	174	187	203	159	221	255	266	243	196	2616	219
Cumm. Total	268	501	712	886	1073	1276	1435	1656	1911	2177	2420	2616		
Resignations													685	57

Communications

Engineering Dimensions

Engineering Dimensions will be going fully digital. Our shift to fully digital aligns with our current modernization efforts and resolves concerns related to the current paper supply crisis. The change will take effect with the March/April 2022 issue.

Briefing Note – Decision

C-544-2.3

2022 OPERATING BUDGET

Purpose: To review and approve the draft 2022 operating budget.

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

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

Prepared by Chetan Mehta – Director, Finance

Moved by Lorne Cutler, P.Eng. – Chair, Finance Committee

1. Need for PEO Action

The Audit and Finance Committee (AFC) completed its second review of the draft 2022 operating and capital budgets (“2022 budgets”) on October 26, 2021 and recommended that these be presented to Council for approval. As the next step in the business planning cycle, Council needs to approve the draft 2022 operating budget as presented.

The key highlights of the 2022 draft operating budget are summarized in Table 1 below and compared to the 2021 forecast. Total revenues in 2022 are budgeted at \$34.8m and total expenses for sustaining regular day to day or core operations are budgeted at \$30.5m, resulting in an excess of revenues over expenses of \$4.3. In addition to these expenses, an additional spend of \$3.6m is budgeted for various projects and Council initiatives resulting in a surplus of \$700k. The details of special projects and Council initiatives may be seen in Page 7 of Appendix A.

Table 1 – Summary of key financials (in \$ millions and rounded to the nearest hundred thousand)

	2022 Budget	2021 Forecast	2021 Budget
Revenue	\$34.8	\$33.5	\$31.7
Expenses - core operations	\$30.5	\$26.1	\$30.2
Excess of revenue over expenses	\$4.3	\$7.4	\$1.5
Spend on projects and Council initiatives	\$3.6	1.9	\$1.4
Excess of revenue over expenses	\$0.7	\$5.5	\$0.01
Cash Reserve	\$29.9	\$29.4	\$20.5

Revenue

The 2022 budgeted revenue is planned to be \$34.8m representing an increase of \$1.3m or 4% over the 2021 forecasted revenue of \$33.5m. The main factors contributing to the increase are:

- An increase in the volume of applications, registrations, exams, and other fees aggregating to an increase of \$733k or 7.5%.
- An increase in P. Eng. revenues of \$466k or 2.3%. This is due to the expected increase in throughput for issuing licenses in 2022.
- An increase in 40 Sheppard revenues of \$103k or 4% due to the recovery of higher operating costs and slightly higher parking revenue.
- A marginal increase of \$25k or 3% in investment revenue due to the expected performance of the investment portfolio.

Expenses

The 2022 budgeted expenses for regular operations are planned to be \$30.5m which represents an increase of \$4.5m or 17% over 2021 forecasted expenses of \$26m. Some of the reasons contributing to this increase are:

- An increase in employee salaries and benefits and retiree and future benefits of \$2.8m or 19% over the 2021 forecast due to an increase in headcount; a 2.5% increase in staff salaries for merit increases and pension top-up contributions. After the increase, the FT headcount in 2022 will be 134 in comparison to the forecasted headcount of 118 in 2021.
- An increase of \$1.3m or 470% for Chapters due to higher allocations for operations in 2022; reinstatement of Chapter scholarships; expenses for various events such as CLC, RCC, etc.
- An increase of \$319k or 291% in Volunteer Business Expenses due to higher costs for meals, mileage, accommodation and travel related expenses for attending various events, committee meetings and conferences., etc.
- An increase of \$231k or 20% in the spend for Computers and telephone due to higher costs for various service maintenance contracts, software support contracts, and various IT initiatives to sustain operations.
- An increase of \$170k or 172% in the spend for Professional development due to higher spend on courses and training for staff and volunteers., etc.

The above are partially offset by:

- Reduction of \$270k or 15% in Purchased services primarily due to lower costs for the PPE (Professional Practice Exams) on account of remote writing of exams which are less expensive than the in-person version. These costs are partially offset by higher costs for P.Eng. seals, costs for meals/catering for various events such as the CLC (Chapter Leader Conference), Council workshop, Regional congresses, etc.
- Reduction of \$211k or 45% in spend on various IT Consultants
- Reduction of \$206k or 27% in Amortization largely due to fewer capital projects in 2022 and the full amortization of some old equipment.
- Reduction of \$121k or 6% in 40 Sheppard expenses largely due to a decrease in depreciation, amortization of leasing costs and mortgage interest expense.

2. Proposed Action / Recommendation

That Council approve the draft 2022 operating budget as presented.

3. Next Steps (if motion approved)

On receiving Council approval, the 2022 operating budget will be used for supporting PEO operations in 2022.

4. Peer Review & Process Followed

Process Followed	<p>The senior management team and staff began work on the 2022 operating and capital budgets in July. A draft copy of the 2022 operating and capital budgets along with the 2021 forecast was completed in August and distributed to the Audit and Finance Committee prior to its meeting on Sept 1, 2021.</p> <p>During this meeting, the Audit and Finance committee met with the Director of Finance and the CEO/Registrar to review the first draft of the 2022 operating and capital budgets. Key highlights of the budgets were reviewed, and questions put forward by the committee members were answered by staff.</p> <p>After discussion and inputs from staff, the Audit and Finance Committee concurred that the draft version of the 2022 operating and capital budgets be presented to Council for information and feedback at the Council meeting on September 24, 2021.</p> <p>The Audit and Finance Committee met again on Oct 26, 2021 to review the draft 2022 operating and capital budgets for revisions or updates. After extensive discussion and questions to staff, the committee members unanimously agreed that the draft 2022 operating and capital budgets be presented to Council for approval at its Nov 19, 2021 meeting.</p>
Council Identified Review	Council approve the 2022 budgets as presented.

5. Appendices

- **Appendix A** – 2022 Draft Operating Budget -
Projected Financial Statements 2022 to 2026
- **Appendix B** – 2022 Budget Assumptions

Professional Engineers Ontario - DRAFT 2022 OPERATING BUDGET

Variance Analysis - 2022 Budget Vs 2021 Forecast

DRAFT - Reviewed by AFC - Oct 26, 2021 - Rev 1

REF. NO	DESCRIPTION	2022 Bud	2021 Fcst	2021 Bud	2020 Act	Favourable (Unfavorable) / Variances			
						2022 Bud Vs 2021 Fcst	2021 Fcst Vs 2021 Bud		
		\$	\$	\$	\$	\$	%	\$	%
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	P. Eng. Revenue	20,718,085	20,252,552	18,818,601	19,192,091	465,533	2.3%	1,433,951	7.6%
2	Appln, regn, exam and other fees	10,502,680	9,770,000	9,608,885	8,069,121	732,680	7.5%	161,115	1.7%
3	40 Sheppard Revenue	2,623,502	2,520,983	2,568,052	2,433,586	102,519	4.1%	-47,069	(1.8)%
4	Investment income	825,000	800,000	550,000	839,194	25,000	3.1%	250,000	45.5%
5	Advertising income	125,000	120,000	125,000	105,359	5,000	4.2%	-5,000	(4.0)%
6	Chapter revenues	35,000	30,000	-	33,358	5,000	16.7%	30,000	-
7	TOTAL REVENUE	34,829,267	33,493,535	31,670,538	30,672,709	1,335,732	4.0%	1,822,997	5.8%
8	EXPENSES - CORE OPERATIONS								
9	Salaries and benefits / Retiree and staff future benefits	17,166,877	14,391,876	16,170,157	11,541,133	-2,775,001	(19.3)%	1,778,281	11.0%
10	Purchased services	1,566,704	1,837,027	2,462,174	958,697	270,323	14.7%	625,147	25.4%
11	40 Sheppard expenses	2,091,642	2,212,640	2,157,387	2,196,630	120,998	5.5%	-55,253	(2.6)%
12	Chapters	1,604,474	281,560	1,065,095	327,940	-1,322,914	(469.9)%	783,535	73.6%
13	Computers and telephone	1,416,939	1,186,069	1,235,155	1,137,393	-230,870	(19.5)%	49,086	4.0%
14	Engineers Canada	1,035,000	1,005,563	1,034,747	1,024,502	-29,437	(2.9)%	29,184	2.8%
15	Occupancy costs	967,321	819,553	1,018,882	846,019	-147,768	(18.0)%	199,329	19.6%
16	Legal (Corporate, Prosecution & Tribunal)	848,130	811,635	867,130	765,986	-36,495	(4.5)%	55,495	6.4%
17	Transaction fees	806,300	766,728	752,602	700,010	-39,572	(5.2)%	-14,126	(1.9)%
18	Amortization	573,490	779,941	820,191	1,152,613	206,451	26.5%	40,250	4.9%
19	Contract staff	566,713	598,730	563,658	502,825	32,017	5.3%	-35,072	(6.2)%
20	Volunteer expenses	428,336	109,544	444,085	109,056	-318,792	(291.0)%	334,541	75.3%
21	Professional development	268,700	98,900	228,700	109,858	-169,800	(171.7)%	129,800	56.8%
22	Consultants	263,000	474,155	289,120	454,680	211,155	44.5%	-185,035	(64.0)%
23	Postage and courier	238,707	214,973	352,398	210,455	-23,734	(11.0)%	137,425	39.0%
24	Recognition, grants and awards	159,795	104,074	202,525	31,772	-55,721	(53.5)%	98,451	48.6%
25	Insurance	156,077	150,326	143,710	143,100	-5,751	(3.8)%	-6,616	(4.6)%
26	Office supplies	133,550	101,050	124,150	57,673	-32,500	(32.2)%	23,100	18.6%
27	Advertising	90,250	55,100	130,250	45,243	-35,150	(63.8)%	75,150	57.7%
28	Staff expenses	87,759	19,578	62,265	18,857	-68,181	(348.3)%	42,687	68.6%
29	Printing & photocopying	70,000	64,000	89,000	64,677	-6,000	(9.4)%	25,000	28.1%
30	TOTAL EXPENSES - CORE OPERATIONS	30,539,764	26,083,022	30,213,381	22,399,119	-4,456,742	(17.1)%	4,130,359	13.7%
31	EXCESS OF REVENUE OVER EXPENSES BEFORE UNDERNOTED	4,289,503	7,410,513	1,457,157	8,273,590	-3,121,010	(42.1)%	5,953,356	408.6%
32	EXPENSES - NON CORE OPERATIONS								
33	Projects and Council initiatives (1)	3,637,000	1,882,380	1,442,000	388,086	-1,754,620	(93.2)%	-440,380	(30.5)%
34	EXCESS OF REVENUE OVER EXPENSES	652,503	5,528,133	15,157	7,885,504	-4,875,630	(88.2)%	5,512,976	36371.4%

(1) Note: Details of special projects is on Page 7

Professional Engineers Ontario - DRAFT 2022 OPERATING BUDGET**Variance Analysis - 2022 Budget Vs 2021 Forecast**

DRAFT - Reviewed by AFC - Oct 26, 2021 - Rev 1

Ref. No.	Variance Explanation
1	Increase due to growth in membership which is expected to pick up in comparison to 2021.
2	Increase due to expected increase in applications, registrations, examination and monies from other licences.
3	Increase in 40 Sheppard revenues due to recovery of higher operating costs.
4	Investment revenue expected to increase although fluctuations in market conditions could lead to lower yields.
5	A slight increase in advertising revenue is expected due to an expected improvement in market conditions.
6	Expected revenues from Chapters operations.
9	Increase in salaries and benefits due to hiring for new positions; filling current vacancies and merit increases in 2022.
10	Purchased Services spend is lower in 2022 primarily due to lower costs the PPE (Professional Practice Exams) due to remote writing the cost for which are lower than those for in-person writing. These costs are partially offset by higher costs for P.Eng. seals, costs for meals/catering for various events such as the CLC (Chapter Leader Conference), Council workshop, Regional congresses, etc.
11	Lower 40 Sheppard expenses due to decrease in depreciation, amortization of leasing costs and mortgage interest expense. This decrease is partially offset by an increase in janitorial costs; costs for repairs and maintenance and utility costs.
12	Higher spend for Chapters in 2022 due to an increase in Chapter scholarships, higher spend on various events such as RCC, CLC and higher allocation for Chapter operations.
13	Higher computers and telephone related costs for service maintenance contracts, software support contracts; teleconferencing and internet connectivity, mobile telephones and various other IT services to sustain operations.
14	This amount represents the allocation to Engineers Canada. The rate of \$10.21 paid per member remains unchanged.
15	Higher occupancy costs to reflect the increase in operating expenses.
16	Legal (corporate, prosecution and tribunal) expenses are expected to increase marginally due to higher spend on counsel for corporate and employment related matters and human rights challenges. There is a slight increase in costs for the enforcement and complaint committees as well. These costs are partially offset by lower spend on complaints investigations and discipline prosecution.
17	Transaction fees are expected to be higher in 2022 largely due to an expected increase in online payments resulting in higher transaction costs.
18	A decrease in amortization costs due to fewer capital projects being initiated and the completion of amortization of various prior year projects.
19	Reduced spend on contract staff in 2022.
20	Higher spend on volunteer expenses for travel, accommodation, mileage, and air/train fare, registrations etc. for attendance at various committee meetings and events.
21	Increase in training and professional development costs for staff and volunteer training and development.
22	Spend on IT and other consultants in 2022 for various initiatives to sustain and support operations. This includes spend on consultants for the PEAK program, Govt. liaison program, auditor, investment fund manager, etc.
23	Increase in postage and courier costs in 2022 for mailing licences and related correspondence.
24	Higher spend in 2022 due to the sponsorship of various events, spend on PR items for staff and volunteers.
25	Slight increase in insurance costs due to higher property and D&O premiums.
26	Expected spend on files, folders, binders and other office and meeting supplies.
27	Advertising costs are expected to increase in 2022 due to spend on advertising for staff recruitment and corporate communications.
28	Expected spend on staff business expenses for travel and accommodation for various events and meetings.
29	Printing and photocopying costs in 2022 are expected to increase marginally once the hybrid model is implemented and staff resume work at the office.

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

DRAFT - Reviewed by AFC - Oct 26, 2021 - Rev 1

	2020 ACTUAL	2021 FORECAST	2022 BUDGET	2023 PROJECTION	2024 PROJECTION	2025 PROJECTION	2026 PROJECTION
ASSETS							
CURRENT							
Cash	8,219,649	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000	8,000,000
Marketable securities at fair value	15,069,278	21,389,720	21,912,029	24,211,624	27,390,999	31,323,957	35,659,643
Cash & marketable securities	23,288,927	29,389,720	29,912,029	32,211,624	35,390,999	39,323,957	43,659,643
Accounts receivable	1,382,842	1,382,842	1,382,842	1,382,842	1,382,842	1,382,842	1,382,842
Prepaid expenses, deposits & other assets	726,887	647,162	571,921	496,680	421,467	346,226	270,985
	25,398,656	31,419,724	31,866,792	34,091,146	37,195,308	41,053,025	45,313,470
Capital assets	31,340,072	29,758,341	28,874,980	29,627,255	30,591,033	31,514,742	32,396,744
	56,738,728	61,178,065	60,741,772	63,718,402	67,786,341	72,567,767	77,710,214
LIABILITIES							
CURRENT							
Accounts payable and accrued liabilities	2,513,546	2,513,546	2,513,546	2,513,546	2,513,546	2,513,546	2,513,546
Fees in advance and deposits	11,573,230	11,573,230	11,573,230	11,573,230	11,573,230	11,573,230	11,573,230
Current portion of long term debt	1,088,796	1,088,796	1,088,796	362,904	-	-	-
	15,175,572	15,175,572	15,175,572	14,449,680	14,086,776	14,086,776	14,086,776
LONG TERM							
Long term debt	2,540,496	1,451,700	362,904	-	-	-	-
Employee future benefits	13,441,800	13,441,800	13,441,800	13,441,800	13,441,800	13,441,800	13,441,800
	15,982,296	14,893,500	13,804,704	13,441,800	13,441,800	13,441,800	13,441,800
Net Assets	25,580,860	31,108,993	31,761,496	35,826,922	40,257,765	45,039,191	50,181,638
	56,738,728	61,178,065	60,741,772	63,718,402	67,786,341	72,567,767	77,710,214

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

DRAFT - Reviewed by AFC - Oct 26, 2021 - Rev 1

	2021	2022	2023	2024	2025	2026
<u>Operating</u>	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
Excess of revenue over expenses - operations	5,528,133	652,503	4,065,425	4,430,843	4,781,426	5,142,447
Add (deduct) items not affecting cash						
Amortization	1,852,566	1,445,319	1,497,725	1,536,223	1,576,291	1,617,998
Amortization - other assets (leasing)	79,725	75,241	75,241	75,241	75,241	75,241
Total Operating	7,460,424	2,173,063	5,638,391	6,042,307	6,432,958	6,835,686
<u>Financing</u>						
Repayment of mortgage	-1,088,796	-1,088,796	-1,088,796	-362,932	-	-
Total Financing	-1,088,796	-1,088,796	-1,088,796	-362,932	-	-
<u>Investing</u>						
<u>Additions to Capital Assets:</u>						
Additions to Building (Recoverable)	-220,835	-561,958	-500,000	-500,000	-500,000	-500,000
Additions to other Capital Assets (F&F, IT, Phone, AV, etc.)	-50,000	0	-1,750,000	-2,000,000	-2,000,000	-2,000,000
Total Investing	-270,835	-561,958	-2,250,000	-2,500,000	-2,500,000	-2,500,000
Net Cash Increase/(Decrease) during the year	6,100,793	522,309	2,299,595	3,179,375	3,932,958	4,335,686
Cash, beginning of year	8,219,649	7,987,993	7,987,993	7,987,993	7,987,993	7,987,993
Cash, end of year	14,320,442	8,510,302	10,287,588	11,167,368	11,920,951	12,323,680
Cash/Investments, end of year	29,389,720	29,912,029	32,211,624	35,390,999	39,323,957	43,659,643
Comprised of:						
Cash	7,987,993	7,987,993	7,987,993	7,987,993	7,987,993	7,987,993
Investments	21,389,720	21,912,029	24,211,624	27,390,999	31,323,957	35,659,643
	29,377,713	29,900,022	32,199,618	35,378,992	39,311,950	43,647,635

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

DRAFT - Reviewed by AFC - Oct 26, 2021 - Rev 1

	2020	2021	2022	2023	2024	2025	2026
	ACTUAL	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
REVENUE							
P. Eng. Revenue	\$19,192,091	\$20,252,552	\$20,718,085	\$21,132,447	\$21,555,096	\$21,986,198	\$22,425,921
Appln, regn, exam and other fees	8,069,121	9,770,000	10,502,680	11,027,814	11,579,205	12,158,165	12,766,073
40 Sheppard Revenue	2,433,586	2,520,983	2,623,502	2,595,303	2,654,211	2,706,933	2,752,476
Investment income	839,194	800,000	825,000	841,500	858,330	875,497	893,007
Advertising income	105,359	120,000	125,000	125,938	126,882	127,834	128,792
Chapter revenues	33,358	30,000	35,000	35,700	36,414	37,142	37,885
	\$30,672,709	\$33,493,535	\$34,829,267	\$35,758,701	\$36,810,137	\$37,891,768	\$39,004,155
EXPENSES							
Salaries and benefits / Retiree and staff future benefits	11,541,133	14,391,876	17,166,877	17,510,215	17,860,419	18,217,627	18,581,980
40 Sheppard expenses	2,196,630	2,212,640	2,091,642	2,085,817	2,096,600	2,136,116	2,179,242
Purchased services	958,697	1,837,027	1,566,704	1,613,705	1,662,116	1,711,980	1,763,339
Amortization	1,152,613	779,941	573,490	590,695	608,416	626,668	645,468
Engineers Canada	1,024,502	1,005,563	1,035,000	1,066,050	1,098,032	1,130,972	1,164,902
Computers and telephone	1,137,393	1,186,069	1,416,939	1,459,447	1,503,231	1,548,328	1,594,777
Chapters	327,940	281,560	1,604,474	1,652,608	1,702,186	1,753,252	1,805,850
Occupancy costs	846,019	819,553	967,321	986,667	1,006,401	1,026,529	1,047,059
Legal (Corporate, Prosecution & Tribunal)	765,986	811,635	848,130	865,093	882,394	900,042	918,043
Transaction fees	700,010	766,728	806,300	830,489	855,404	881,066	907,498
Volunteer expenses	109,056	109,544	428,336	436,903	445,641	454,554	463,645
Contract staff	502,825	598,730	566,713	583,714	601,226	619,263	637,840
Postage and courier	210,455	214,973	238,707	245,868	253,244	260,842	268,667
Consultants	454,680	474,155	263,000	270,890	279,017	287,387	296,009
Recognition, grants and awards	31,772	104,074	159,795	164,589	169,527	174,612	179,851
Professional development	109,858	98,900	268,700	276,761	285,064	293,616	302,424
Office supplies	57,673	101,050	133,550	137,557	141,683	145,934	150,312
Insurance	143,100	150,326	156,077	160,759	165,582	170,550	175,666
Printing & photocopying	64,677	64,000	70,000	72,100	74,263	76,491	78,786
Staff expenses	18,857	19,578	87,759	90,392	93,104	95,897	98,774
Advertising	45,243	55,100	90,250	92,958	95,746	98,619	101,577
	22,399,119	26,083,022	30,539,764	31,193,276	31,879,294	32,610,342	33,361,708
EXCESS OF REVENUE OVER EXPENDITURE before undernoted	\$8,273,590	\$7,410,513	\$4,289,503	\$4,565,425	\$4,930,843	\$5,281,426	\$5,642,447
EXPENSES - NON CORE OPERATIONS	388,086	1,882,380	3,637,000	500,000	500,000	500,000	500,000
EXCESS OF REVENUE OVER EXPENDITURE	\$7,885,504	\$5,528,133	\$652,503	\$4,065,425	\$4,430,843	\$4,781,426	\$5,142,447

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

DRAFT - Reviewed by AFC - Oct 26, 2021 - Rev 1

Description	2021 FORECAST	2022 BUDGET	2023 PROJECTION	2024 PROJECTION	2025 PROJECTION	2026 PROJECTION
Rental income	852,368	866,661	872,177	908,119	922,534	930,692
Operating cost	1,779,895	1,966,653	1,951,444	1,985,959	2,032,568	2,080,483
Property tax	398,147	433,904	433,700	439,354	448,141	457,104
Parking income	154,950	158,400	158,400	158,400	158,400	158,400
Other space rent	109,176	116,319	116,385	117,919	119,941	119,941
TOTAL REVENUE	3,294,536	3,541,937	3,532,106	3,609,751	3,681,584	3,746,620
Less PEO Share of CAM & Tax	773,553	918,435	936,803	955,540	974,651	994,144
TOTAL REVENUE excluding PEO share of CAM & Tax	2,520,983	2,623,502	2,595,303	2,654,211	2,706,933	2,752,476
Utilities	495,926	557,020	568,161	579,524	591,115	602,937
Property taxes	425,386	433,904	442,582	451,433	460,462	469,671
Amortization	545,119	380,346	415,547	436,324	458,140	481,047
Payroll	260,749	265,963	271,282	276,708	282,242	287,887
Janitorial	212,254	224,951	227,890	232,447	237,096	241,838
Repairs and maintenance	149,589	267,082	262,726	267,981	273,340	278,807
Property management and advisory fees	50,000	50,000	50,000	50,000	50,000	50,000
Road and ground	22,547	29,238	15,599	15,911	16,229	16,553
Administration	27,612	45,186	46,089	47,011	47,951	48,910
Security	52,097	40,397	41,205	42,029	42,870	43,727
Insurance	30,577	32,376	33,024	33,684	34,358	35,045
TOTAL RECOVERABLE EXPENSES	2,271,856	2,326,463	2,374,105	2,433,052	2,493,803	2,556,422
Interest expense on note and loan payable	103,947	66,649	31,551	2,124	0	0
Amortization of building	388,293	388,293	388,293	388,293	388,293	388,293
Amortization of leasing costs	79,725	75,241	75,241	75,241	75,241	75,241
Amortization of non-recov cap	99,601	103,190	103,190	103,190	103,190	103,190
Other non-recoverable expenses	42,771	50,241	50,240	50,240	50,240	50,240
TOTAL OTHER EXPENSES	714,337	683,614	648,515	619,088	616,964	616,964
TOTAL EXPENSES	2,986,193	3,010,077	3,022,620	3,052,140	3,110,767	3,173,386
Less PEO Share of CAM & Tax	773,553	918,435	936,803	955,540	974,651	994,144
TOTAL EXPENSES excluding PEO share of CAM	2,212,640	2,091,642	2,085,817	2,096,600	2,136,116	2,179,242
NET INCOME	308,343	531,860	509,486	557,611	570,817	573,234

Professional Engineers Ontario
2021- 2025 Spend on projects and Council initiatives

DRAFT - Reviewed by AFC - Oct 26, 2021 - Rev 1

S. No	Projects and Council initiatives	2021 Budget	2021 Forecast	2022	2023	2024	2025
1	HR governance & restructuring related expenses (Note 1)	\$650,000	\$190,000	\$1,356,000	-	-	-
2	30 by 30 TF and other Council Initiatives	-	\$150,000	-	-	-	-
3	IT initiatives due to COVID	\$10,000	\$31,000	-	-	-	-
4	Digitize Paper Application files (Note 2)	\$100,000	\$321,000	\$570,000	-	-	-
5	Human Resources Information System	\$53,000	\$40,380	-	-	-	-
6	O365 migration	\$234,000	\$300,000	-	-	-	-
7	Aptify Enhancements	\$125,000	\$125,000	\$63,000	-	-	-
8	Chapter websites upgrade	\$75,000	\$3,000	-	-	-	-
9	Scoping of Portal Upgrade (Note 3)	\$75,000	\$20,000	\$75,000	-	-	-
10	Council Speaker Queuing App	\$20,000	-	-	-	-	-
11	Contractors for IT initiatives	\$100,000	\$507,000	\$698,000	-	-	-
12	Data quality and governance	-	\$7,500	\$62,000	-	-	-
13	Online application process (Note 4)	-	\$187,500	\$186,000	-	-	-
14	Records retention	-	-	\$72,000	-	-	-
15	Enhanced security	-	-	\$55,000	-	-	-
16	Various other initiatives (Note 5)	-	-	\$500,000	\$500,000	\$500,000	\$500,000
		\$1,442,000	\$1,882,380	\$3,637,000	\$500,000	\$500,000	\$500,000

Note:

- 1 For 2022, this spend includes an amount \$956k allocated for restructuring costs
- 2 These spend estimates may change as additional details on the project become available
- 3 This estimate is for hiring a consultant to scope how to upgrade and reengineer the portal.
- 4 Licensing Stabilization project which is part of the online application process.
- 5 For 2022, \$500k is the expected spend on the Centennial gala and Council Workshop



Professional Engineers
Ontario

C-544-2.3
Appendix B

Professional Engineers Ontario

2022 Operating and Capital Budget Assumptions

2022 Budget Assumptions

This document presents key assumptions for revenues, operating expenses and capital expenses related to PEO's 2022 operating and capital budgets.

A. General Assumptions

It is assumed that in 2022, PEO will continue with normal operations regardless of whether staff return to office, continue to work from home or work in a hybrid mode that allows for both working from home and the office. In line with previous years, Council-directed projects will be funded from the operating reserve

B. Capital Expenditure Assumptions

PEO's capital expenditures in 2022 are expected to be as indicated below:

Technology Projects

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

With plans to move to a hybrid workforce, PEO will need to reexamine all existing business services to determine the required technology to support this new working style. Investments to replace incompatible, ageing analog AV technology will be critical to a successful transformation. For a more proactive budgeting model, it will be assumed that a 5% technology contingency will be added to the yearly technology budget to cover unexpected costs

Building improvements – recoverable

Critical and key repairs and upgrades to common areas of the building per the recommendations by PEO's property manager, BGIS shall be undertaken in 2022.

Facilities

Funding will be made available for workplace changes necessary to accommodate a return to work option. Additional information will be provided once available.

C. Revenue Assumptions

Based on prior member statistics and current trends, the budget assumptions for the 2022 budget are:

1. Membership levels, fees, and dues

- All fees, including P.Eng. fees, EIT fees, application fees, registration fees, limited license fees and provisional license fees will continue to be billed per the current fee schedule in place.
- Net growth rate in the number of full-fee P.Eng. members is expected to be in the range of 1 to 1.5 per cent assuming the resumption of normal licensing operations.
- Net growth rate in the number of retirees and partial fee members is expected to be in the range of 1 per cent to 3 per cent.
- Miscellaneous revenue from enforcement-related activities, regulatory recoveries, and administrative fees will be factored in the 2022 budget.

2022 Budget Assumptions

2. Investment income

PEO's fund manager does not predict returns over a twelve-month cycle. Given the expected return to normality in 2022, returns of around 3 per cent can be expected.

3. Advertising income

Advertising revenue in 2022 is expected to be in the range of \$100k to \$120k. Ad revenue for the year ended December 31, 2020 was \$105k.

4. Rental income from 40 Sheppard

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

D. Expense Assumptions

1. Salaries

Based on the information available to date we would be looking at 2.5 percent merit increase for the 2022 budget. There will be more information provided by September of this year as this is when the 2022 increases are forecasted.

2. Benefits

Benefits include health, vision, and dental benefits. For the budget, a premium increase of 4.9 per cent has been assumed based on the information received from the benefits provider.

3. PEO pension plan

The pension plan contribution for 2022 will be based on the three - year mandatory funding valuation conducted by PEO's actuary, Buck Consultants. Based on the inputs provided by Buck Consultants, employer costs are projected to be no more 26.9% per cent of gross salary in comparison. RRSP contributions will be up to a max 5% of gross salary.

4. Statutory deductions

These include Canada Pension Plan (CPP), Employer Health Tax (EHT) and Employment Insurance (EI). For 2022, it is anticipated that CPP increases to 5.7% per cent. EHT remains at 1.95% per cent and EI is expected to remain unchanged at 2.5% per cent.

5. Other assumptions

- The non-labor / programs spending increase is assumed to be at the forecast inflation of 2.5 per cent and all programs will be subject to evaluation.
- Chapter spending may vary outside of the range of the forecasted inflation rate, depending on chapter business plans for 2022.
- The Engineers Canada assessment rate is expected to remain unchanged.
- It is expected that the nature and volume of complaint, discipline, and enforcement files, as well as claims against PEO will remain consistent with previous years.
- These assumptions may be revised as more information on the Covid-19 pandemic and data on various projects and spend items become available.

6. 40 Sheppard Expenses

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

Briefing Note – Decision

C-544-2.4

2022 CAPITAL BUDGET

Purpose: To review and approve the draft 2022 capital budget.

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

That Council approve the draft 2022 capital budget reviewed by the Audit and Finance Committee and presented to the meeting as C-544-2.4, Appendix A.

Prepared by Chetan Mehta – Director, Finance

Moved by Lorne Cutler, P.Eng. – Chair, Finance Committee

1. Need for PEO Action

In accordance with the Council approved PEO business planning cycle, the draft 2022 capital budget (Appendix A) is being presented to Council for its approval. The key highlights of the 2022 draft capital budget are summarized below.

The total capital budget of \$562k in 2022 is for various maintenance and improvement projects at 40 Sheppard. These are part of Common Area Maintenance (CAM) costs which are recoverable from the tenants and are recommended by BGIS, PEO's property manager. These planned improvements in 2022 include:

- \$350k for garage repairs
- \$80k for common area wall painting
- \$67k for replacing exterior windows
- \$40k for heat pumps; and
- \$25k for revamp of planters

2. Proposed Action / Recommendation

That Council approve the draft 2022 capital budget.

3. Next Steps (if motion approved)

On receiving Council approval, the 2022 capital budget will be used for supporting PEO operations in the coming year.

4. Peer Review & Process Followed

Process Followed	<p>The senior management team and staff began work on the operating and capital budgets for 2022 in July. A draft copy of the 2022 operating and capital budgets along with the 2021 forecast was completed in August and distributed to the Audit and Finance Committee prior to its meeting on Sept 1, 2021.</p> <p>During this meeting, the Audit and Finance committee met with the Director of Finance and the CEO/Registrar to review the first draft of the 2021 operating and capital budgets. Key highlights of the budgets were reviewed, and questions put forward by the Committee members were answered.</p>
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	<p>After discussion and inputs from staff, the Committee members unanimously concurred that the draft version of the 2022 operating and capital budgets be presented to Council for information and feedback at the Council meeting on September 24, 2021.</p> <p>The Audit and Finance Committee met again on Oct 26, 2021 to review the draft 2022 operating and capital budgets. After discussion and extensive questions to staff, the Committee members unanimously agreed that the draft 2022 operating and capital budgets be presented to Council for approval at its meeting on Nov 19, 2021.</p>
Council Identified Review	Council approve the draft 2022 budgets as presented.
Actual Motion Review	The Audit and Finance Committee met on October 26 th , 2021 to review the draft 2022 operating and capital budgets and recommended that these be presented to Council for approval at its meeting in Nov.

5. Appendices

- Appendix A – 2022 Draft Capital Budget

Professional Engineers Ontario

2022 Capital Budget - DRAFT

DRAFT - Reviewed by the AFC on Oct 26, 2021

C-544-2.4
Appendix A

S. No	Project	2021		2022
		Budget	Forecast	Budget
	40 Sheppard Ave - Recoverable expenses			
1	Parking Garage Structure Assessment	30,000	3,800	-
2	Parking Garage Repairs	-	26,200	-
3	Exterior Windows	66,958	-	66,958
4	Exterior Wall Survey	25,000	-	-
5	Exterior Water Drainage	22,385	-	-
6	Domestic Water Equipment	15,246	-	-
7	Terminal Packing Units - Heat Pumps 3	23,335	23,335	-
8	Fire Protection - Sprinkler Assessment	25,000	-	-
9	Software upgrade for Building Directory	12,000	-	-
10	BAS Controllers replacement	-	52,500	-
11	Lighting retrofit	-	85,000	-
12	Waterless urinals	-	30,000	-
13	Planters Revamp	-	-	25,000
14	Terminal Packing Units - Heat Pumps 4 @ 10K	-	-	40,000
15	Common Area Wall Painting	-	-	80,000
16	Garage repairs	-	-	350,000
	TOTAL 40 Sheppard recoverable expenses	219,924	220,835	561,958
	Facilities			
17	Covid related arrangements for return to work	250,000	50,000	-
	Total Facilities	250,000	50,000	-
	TOTAL Spend on Capital Assets	\$469,924	\$270,835	\$561,958

Briefing Note – Decision

C-544-2.5

BORROWING RESOLUTION POLICY

Purpose: To renew PEO's existing operating line of credit with Scotiabank until January 31, 2023.

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

That Council:

- a) approve the borrowing of money upon the credit of the association by way of:
 - i) an operating overdraft up to an amount not to exceed CAD\$250,000; and
 - ii) use of corporate credit cards with an aggregate limit not to exceed CAD\$120,000.
- b) in compliance with PEO's Internal Control Banking Policy, hereby confirms that this Borrowing Resolution is to expire on January 31, 2023.

Prepared by: Chetan Mehta – Director, Finance

Moved by: L. Cutler, P.Eng. – Chair, Audit and Finance Committee

1. Need for PEO Action

PEO's By-Law #1 – Section 47 states that:

"Council may from time to time borrow money upon the credit of the Association by obtaining loans or advances or by way of overdraft or otherwise"

PEO's Internal Control Banking Policy requires that "the borrowing resolution shall be reviewed and approved by Council on an annual basis".

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

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

These credit facilities expire on January 31, 2022, so this agenda item is being considered now. In order to renew the existing credit arrangement with the bank for another year, Council is asked to approve the borrowing resolution.

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

2. Proposed Action / Recommendation

The Audit and Finance Committee recommends that Council:

- a) Approve the borrowing of money upon the credit of the association by way of:
 - 1) An operating overdraft up to an amount not to exceed CAD\$250,000; and
 - 2) Use of corporate credit cards with an aggregate limit not to exceed CAD\$120,000.
- b) In compliance with PEO's Internal Control Banking Policy, confirm that this Borrowing Resolution is renewed to expire on January 31, 2023.

3. Next Steps (if motion approved)

If approved by Council, the President and the Registrar will sign the attached (Appendix A) Borrowing Resolution so that Scotiabank can renew the current credit facilities to January 31, 2023.

4. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> The borrowing resolution was developed by staff after considering PEO's working capital requirements.
Council Identified Review	N/A
Actual Motion Review	<ul style="list-style-type: none"> The borrowing resolution was unanimously approved by the Audit and Finance Committee in a meeting held on October 26, 2021.

5. Appendices

- Appendix A – Borrowing Resolution

ASSOCIATION OF PROFESSIONAL ENGINEERS OF ONTARIO (PEO)

BORROWING RESOLUTION

PEO's By-Law No. 1, section 47(a) states that:

The Council may from time to time: (a) borrow money upon the credit of the Association by obtaining loans or advances or by way of overdraft or otherwise;

Resolution

That Council:

- a) approve the borrowing of money upon the credit of the Association by way of:
 - i) establishing an operating overdraft up to an amount not to exceed CAD \$250,000;
and
 - ii) obtaining corporate Visa credit cards with an aggregate limit not to exceed CAD\$120,000.
- b) confirm that this Borrowing Resolution expires on January 31, 2023.

Certified this 19th day of November, 2021 to be a true, and a complete copy of section 47 of By-Law No. 1 of the Association and of a resolution passed by Council.

Signed by _____
Christian Bellini, P.Eng., FEC, President

Signed by _____
Johnny Zuccon, P. Eng., CEO/Registrar

Briefing Note – Decision

C-544-2.6

SELECTION OF AUDIT FIRM FOR 2022 TO 2026

Purpose: To select an audit firm for PEO for up to a period of five years (2022-2026 inclusive), where renewal of engagement occurs annually on the recommendation of the Audit and Finance Committee and Council, and is subject to the appointment by PEO members at the Annual General Meeting.

Motion to consider:

That Council retain Deloitte & Touche LLP as PEO's auditor for the period of 2022 to 2026, where renewal of each year's engagement occurs annually on the recommendation of the Audit and Finance Committee and Council, and is subject to appointment by PEO members at the Annual General Meeting.

Prepared by: Chetan Mehta – Director, Finance

Motion Sponsor: Lorne Cutler, P.Eng. – Chair, Audit and Finance Committee

1. Need for PEO Action

The current five-year audit agreement that PEO has with Deloitte expires in 2021. Consistent with the practice to go through a tendering process for audit services every five years, an RFP was issued to reputable accounting firms in early August 2021.

As the next step in this process, Council's approval of the Audit and Finance Committee's recommendation for PEO's auditor for the next five years from 2022 to 2026 is requested.

Although the term of the agreement is for five years, the auditor will have to be reappointed each year by the membership at the AGM, in accordance with Section 52 of By-law No 1 which states:

"The members at 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 made by the Audit and Finance Committee to appoint Deloitte LLP as PEO's auditor for the next five years from 2022 to 2026, subject to the appointment being confirmed each year for that year.

3. Peer Review & Process Followed

Process Followed	As part of a five-year cycle, an RFP for audit services was prepared and shared with the AFC for its inputs. The feedback provided by the committee members was incorporated in the RFP which was then issued to several leading audit firms on August 3, 2021 as well as being posted on the MERX and Bidding procurement portals.
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	Staff received seven proposals and conducted a comprehensive review of all the proposals and sent a report to the Audit and Finance Committee with the key highlights each proposal along with an assessment on the pros and cons of each proposal prior to the meeting of the committee on Oct 26, 2021. At this meeting, staff recommended to the committee that Deloitte LLP be appointed as PEO's auditor for the next five years. After questioning staff extensively, the Audit and Finance Committee members unanimously agreed with this recommendation.
Council Identified Review	-
Actual Motion Review	On Oct 26, 2021, the Audit and Finance Committee unanimously agreed that staff's recommendation below be presented to Council for approval: That Deloitte LLP be appointed as PEO's auditor for next five years from 2022 to 2026, subject to the appointment being confirmed each year for that calendar year by the PEO membership at its annual AGM.

4. Next Steps

Once the appointment of Deloitte LLP is approved by Council, members will be asked to approve the appointment at the next Annual General Meeting.

Briefing Note – Decision

C-544-2.7

ENGINEERS CANADA DIRECTORS REPORT

Purpose: To provide an update on the activities of Engineers Canada.

An update on the Engineers Canada activities that would be of interest to the mandate of PEO will be provided at the meeting.

Appendices:

Appendix A – November 2021 Update – English and French Versions



Engineers Canada directors update November 2021

Engineers Canada Board

The Engineers Canada Board convened virtually for their fall meetings in October. This included the CEO Group meetings, the Presidents' Group meeting, the First Timers Lunch, a Director development session, and the Board meeting. The Board, at its meeting, made a number of decisions, including: the approval of the committees' work plans; updates to two National Position Statements; the CEAB and CEQB volunteer recruitment and succession plans; revisions to the Accreditation Criteria and Procedures Report, including to the definition of "Engineering Design"; and Board policy updates. The Board also agreed that, commencing in 2022, its December Board meetings would be held virtually.

The HR Committee met later in October and confirmed chair assessment questionnaires and succession plans, to plan for the CEO assessment, and to receive information reports on employee engagement workplans and the Volunteer Management Program.

The Governance Committee also met in October and reviewed policy revisions, including: those passed at the Board meeting. They also reviewed the committee and task force chair assessment process, in accordance with recommendations that came out of the 2021 governance effectiveness survey. The committee also reviewed and considered the adoption of terms of reference for the proposed new Collaboration Task Force.

The FAR Committee reviewed and recommended to the Board the second version of the 2022 Budget, including the recommendation of the 2024 Per Capita Assessment fee. The Committee also reviewed

the CEO objectives regarding the long-term financial viability, and the TD reporting on APEGA member retention.

The CEO Group also met to discuss the topics for the 2022 regulatory research portfolio. The selected topics are energy engineering and multi-disciplinary practice.

Strategic Priorities

The first RFP for the 2022-2024 accreditation strategic priority Investigate and Validate the Purpose and Scope of Accreditation was posted. The RFP seeks a researcher who can support the benchmarking exercise to investigate professional accreditation systems in Canada as well as engineering accreditation systems outside of Canada. Submissions for the RFP closed on October 6.

Accreditation Board

The CEAB concluded delivery of the training session, Virtual Facilitation Skills for Visiting Team Chairs in support of the 2021/2022 virtual visits. The training sessions for HEIs and for visiting teams (program visitors, general visitors, vice-chairs) were recorded for on-demand viewing and are [available on our website](#). Virtual visits kicked off in October and will continue until February 2022.

On September 18, The CEAB held their business meeting. Highlights from the meeting include:

- Members elected Pemberton Cyrus CEAB Vice-Chair effective July 1, 2022.

- Engineering Deans Canada (EDC), the Qualifications Board, and the Canadian Federation of Engineering Students (CFES) made presentations.
- The first Accountability in Accreditation report on the transparency and effectiveness of the accreditation system was presented. This is one of the final deliverables for the 2019-2021 Strategic Priority #2: Accountability in Accreditation. The report will be posted to our website and shared with the Board and accreditation stakeholders.
- The Required Visit Materials Working Group's recommended changes to the materials that programs are required to submit for an accreditation review were approved. The final recommendations and the report from the recent consultation will be posted to our website and shared with all stakeholders in the coming weeks.
- Accreditation decisions were made for five programs including four reports and one request for extension of accreditation.

The CEAB also held a workshop on potential alternative input measures for the accreditation system (currently the Accreditation Unit or the AU). The CEAB's Policies and Procedures (P&P) Committee will take the ideas generated during the discussion to further its work on this subject.

The CEAB submitted our Washington Accord monitoring visit self-study report outlining the key aspects of the accreditation system and demonstrating how we meet the criteria for ongoing signatory status. Subsequently, a virtual briefing with the monitoring team took place on November 1, before observing the visits to the University of Ottawa (November 7-9) and Université de Moncton (November 14-16).

Qualifications Board

The CEQB Task Force on Software Engineering finalized its survey on software engineering practice areas for distribution. At the meeting, task force members indicated that, due to the survey's complexity, it would best be administered through direct interviews rather than a mass distribution online. In support of this, the CEQB Secretariat has engaged a consultant who will conduct interviews and draft 4-5 descriptions on software engineering practice areas.

As part of the development of the Guideline for Engineers and Engineering Firms on Indigenous Consultation and Engagement, the Indigenous-led consulting team from Urban Systems distributed a "what we heard" report based on the three regional gatherings that were held in August. This report would help attendees of the national gathering collectively build on this insight and bring an engineering perspective to the table. On October 2, they held a second, smaller gathering involving the Practice Committee, Indigenous Advisory Committee, and invited Indigenous guests.

Following this, the CEQB hosted the first of two national gatherings. Before engaging in talking circle discussions, participants heard from a panel comprised of three Indigenous experts who have worked extensively on development and operations of engineering projects:

- Krista Derrickson, Westbank First Nation
- Nalaine Morin, Tahltan Nation
- Elder Norman Meade, Métis Nation

Other workshop participants represented a variety of groups including regulators, CEQB, and the Engineers Canada Indigenous Advisory Committee. Workshop themes included how to build respectful, lasting relationships; how to navigate and align differing worldviews and expectations; and, how to produce a guideline that will be valuable to both engineers and

Indigenous communities. The following workshop, which took place on October 2, aimed at expanding on and deepening the conversation on topics covered in the first.

Engineers Canada also met with the Assembly of First Nation's Director of Infrastructure, Irving Leblanc, to discuss the work on the Canadian Engineering Qualifications Board (CEQB) Guideline for Engineers and Engineering Firms on Indigenous Consultation and Engagement.

At the CEQB's business meeting on September 19, several key motions were passed:

- Two syllabi were approved to be sent for consultation: the revised Materials Engineering Syllabus (formerly metallurgical) and the new Aerospace/Aeronautical Engineering Syllabus
- The draft General Direction for a Feasibility Study on Academic Assessment of Non-CEAB Applicants was approved for consultation
- The finalized General Direction on Workplace Gender Equity was approved under the revised title Guideline for Engineers and Engineering Firms on Equity for Women in the Workplace.

In addition to these approvals, the CEQB also approved the nomination of Frank Collins for its 2022-2023 Vice-Chair. His appointment will now be recommended to the Engineers Canada Board for voting at its December meeting.

National Admissions Officials Group

The National Admissions Officials Group (NAOG) convened for their annual fall meetings virtually in September. In addition to sharing successes and challenges in their own jurisdictions, the group also received updates from Engineers Canada on the CEQB, international mobility, the strategic priority to Strengthen Collaboration and Harmonization, and from EGBC regarding

virtual technical exams. A requirements gathering session for the new National Membership Database (NMDB) was also held with the solution provider, Run Straight Solutions. Finally, the group discussed future potential collaborative work on language benchmarking, and competency-based assessment (CBA).

National Practice Officials Group

The National Practice Officials Group met virtually for a one-hour touch-base meeting. The group shared updates on their activities including guideline development, and received updates from the CEQB on their work on the revised software engineering paper and the Guideline on workplace gender equity.

Regulatory research

On October 8, at Ontario Society of Professional Engineers' (OSPE) The Future of Engineering virtual conference, Engineers Canada's Beryl Strawczynski participated on a panel on Licensing – the Future of the P.Eng. in the Face of Emerging Technology. Retired Engineers Canada staff David Lapp presented in a panel called "The Engineering Profession and the Climate Crisis".

The final consultation on the regulatory [research draft paper on Autonomous Systems](#) was launched. This draft was informed by [feedback received on the general direction](#) from regulators in spring 2021. We are consulting with the regulators, via the CEOs, and will also discuss this with the National Practice Officials at their meeting in early November.

National Membership Database

Engineers Canada signed a contract with Run Straight Solutions to re-develop the National Membership Database (NMDB). We have been working with regulators and Run Straight to ensure that the new tool will meet regulator needs for inter-association applicants.

Equity, diversity, and inclusion

Engineers Canada met with the Society of Women Engineers (SWE) Global to discuss collaboration on women in engineering initiatives. With more than 40,000 members around the world, SWE describes itself as the world's largest advocate and catalyst for change for women in engineering.

On September 22, Engineers Canada hosted the 30 by 30 Post-Secondary Working Group meeting. The meeting featured a presentation from members of the University of Alberta's Engineering Faculty's Men's Allyship Working Group on their process, impact, and research.

Engineers Canada also hosted the Decolonizing and Indigenizing Engineering Education Network (DIEEN) meeting. Members discussed progress on decolonizing curriculum and the upcoming American Indian Science and Engineering Society (AISES) in Canada gathering scheduled for March 4-6, 2022.

On September 30, we commemorated the first annual National Day for Truth and Reconciliation through staff awareness, social media messaging, and an Indigenous awareness session with our Board Directors which featured the screening of the 4 Seasons film, 'Waniska' and a post-film discussion.

The Indigenous Advisory Committee discussed updates from the Canadian Engineering Qualifications Board (CEQB) Indigenous consultation and engagement guideline process, and revisions to "[A Guide to Acknowledging First Peoples and Traditional Land: Land Acknowledgements for Staff and Volunteers](#)", a guide for staff and volunteers to acknowledge Indigenous lands when they host meetings, public events, or conferences. The updated guide is scheduled to be published before the end of the year.

Engineers Canada participated in the Professional Engineers Ontario's 30 by 30

Annual Check-In, including presenting an update on national progress on 30 by 30.

The 30 by 30 Early Career Working Group met to discuss our summary and recommendations from the 30 by 30 scorecard discussions held with each regulator in spring 2021. We also shared our first draft of our updated 30 by 30 data analysis based on our latest [National Membership Report](#) data on female-identifying EITs, newly licensed engineers and students from the [Enrolment and Degrees Awarded report](#).

Outreach

Engineers Canada and DiscoverE met to discuss the evolution of Future City and the next Future City cycle. DiscoverE was formerly the National Engineers Week Foundation founded by the National Society of Professional Engineers (NSPE) in 1951 in the United States. Engineers Canada collaborates with DiscoverE on Future City Program.

Engineers Canada attended APEGA's Emerging Professionals Summit. Topics included: Requirements for registration; the multi-generational workplace; impacts of AI; personal resilience; mentoring; and interrupting bias in the workplace.

Engineers Canada met with the University of Toronto's Troost Institute for Leadership Education in Engineering (ILead) about their successful application for a Social Sciences and Humanities Research Council of Canada (SSHRC) grant for a social science study of engineering graduate career paths, looking particularly at career stratification by race or gender. The work builds upon previous ILead research: <https://tspace.library.utoronto.ca/handle/1807/96023>.

Finally, Engineers Canada participated in a group mentoring session with the Canadian Federation of Engineering Students (CFES)

national leadership team. The CFES is one of Engineers Canada's strategic partners.

International Mobility

An RFP was posted for a new mobility register system. The mobility register is available to all licensed Canadian engineers. Being listed on the mobility register signifies that individuals have met the standards of the International Engineers Alliance's (IEA's) International Professional Engineers Agreement and the APEC Engineers Agreement and are ready for international practice. Maintaining a register is one condition of Engineers Canada's membership in the IEA. We are upgrading the back-end tool that supports this register and are seeking a vendor to develop the tool.

Government Relations

Four professional engineers were elected to federal Parliament:

- Sukh Dhaliwal, Surrey-Newton (Liberal Party of Canada)
- Omar Alghabra, Mississauga Centre (Liberal Party of Canada)
- Marilyn Gladu, Sarnia-Lambton, (Conservative Party of Canada)
- Marc Garneau, Notre-Dame-de-Grâce-Westmount (Liberal Party of Canada)

Congratulations letters were sent to each of the four on behalf of Engineers Canada. The letters included our key policy priorities and an offer to meet. Engineer Omar Alghabra remains in cabinet as Minister of Transport.

We also sent congratulations letters to the Prime Minister, the Leader of the Official Opposition, and the Leader of the New Democratic Party. The letters included our key policy priorities and an offer to meet.

Engineers Canada published a National Issue Statement on "[Air Quality and Building Management: Reducing the Airborne Transmission of the COVID-19 Virus](#)". National

Issue Statements are the means to quickly respond to emerging issues. These statements provide background and detail on national issues affecting the engineering profession.

Engineers Canada's comments to Natural Resources Canada regarding their People-Centred Just Transition Discussion Paper have been submitted and [posted on our website](#).

National Membership Report

The [Engineers Canada 2021 National Membership Report](#) is now available. The report contains data spanning January 1 to December 31, 2020, and includes information on the growth of the engineering profession in Canada, sex representation in engineering, and the conversion from engineering student to professional engineer. Despite a small decrease in membership in the engineering profession last year, the number of female-identifying engineers continued to grow. In addition, good news includes that, for the first time, we exceeded 20 per cent newly licensed female-identifying engineers; essentially, we achieved 20 by 20, so to speak. Congratulations and thanks to those across Canada who have been working with us to achieve 30 by 30 since Engineers Canada adopted 30 by 30 as a nation-wide goal in 2015. We would also like to recognize APEGA, who first conceived of 30 by 30 in 2010 as a province-wide initiative.

Affinity programs

Engineers Canada participated in the annual Canada Life (formerly Great-West Life) Client Advisory Council virtual meeting. The agenda included: trends and what's happening in the market; updates on products, services and systems; a deep dive on plan member guidance and support; progress on Canada Life's digital roadmap; and strategies to help workplaces navigate new challenges in the next phase of the pandemic.

Briefing Note – Decision

2020-2022 STRATEGIC PLAN: ROADMAP TO TRANSFORMATION

Purpose:

To affirm Council's directions to the CEO/Registrar in a 2020-2022 Strategic Plan

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

That Council:

Affirm the direction of the 2020-2022 Strategic Plan as presented to the meeting at C-544-2.8, Appendix A.

Prepared by: David Smith, director, communications

Moved by: Marisa Sterling, P.Eng., FEC, Past President

1. Need for PEO Action

- The last strategic plan approved by Council expired in 2020.
- PEO is operating under transformational directions of Council but lacks an overall plan document to clearly communicate this work to the public. The transformational directions are rooted in the Action Plan, Governance Roadmap and other related decisions.
- Affirming the direction of the plan will provide an official document to clearly communicate critical elements of PEO's enterprise-wide transformation to stakeholders.

2. Proposed Action / Recommendation

- That Council approve the above motion. All known costs related to the implementation of the Plan have been included in the 2020 and 2021 operational budgets. Any future costs will be brought to Council either through the annual budget planning process or on an ad hoc basis.

3. Next Steps (if motion approved)

- The Strategic Plan will be distributed to PEO stakeholders and promoted through PEO's communication channels. Council will continue to be updated on the progress of implementation through the CEO/Registrar's Report at meetings of Council and reports from the four governance committees of Council
- The Plan details the foundational steps required to transition to the next generation strategic plan for 2023-2025, and therefore, work will begin in early 2022 with Council to define its longer-term vision and goals for a professional and modern regulator.
- The Plan will be reviewed by the four governance committees of Council to ensure alignment between the Plan and their annual workplans

4. Peer Review & Process Followed

Process Followed	<p>The plan was drafted by management to reflect the immediate strategic priorities previously determined by Council through various initiatives to establish the clarity of purpose that is fundamental to achieving PEO's change vision. They include:</p> <ul style="list-style-type: none"> • In 2018, Council voluntarily commissioned an external review of its regulatory performance. • In 2019 Council unanimously accepted the review's final report in its entirety. • In the fall of 2019, Council approved a three-year, high-level action plan to address the report's recommendations. It also approved an Activity Filter to help define PEO's clarity of purpose; agreed on PEO's change vision; and committed to enhancing its governance practices. • In 2019, the CEO/Registrar initiated an independent organizational review to address PEO's operational structure to ensure it has the appropriate capacity and agility to achieve our regulatory and governance objectives. • In March 2020, Council approved a two-year Governance Roadmap. • In November 2020, Council approved 11 tenets of its governance vision, in March 2021, approved 7 governance directions, and in April 2021, Council created four new governance committees. • In 2021, Council removed any barriers to implementing mandatory continuing professional development • In 2021, Council formed an anti-racism working group
Council Identified Review	<ul style="list-style-type: none"> • The draft Plan was reviewed with the President, Past-President and President-Elect for feedback on November 1, 2021
Actual Motion Review	<ul style="list-style-type: none"> • The draft motion was reviewed by the Past-President for feedback
Budget	<ul style="list-style-type: none"> • All known costs related to the implementation of the Plan have been included in the 2020 and 2021 operational budgets. Any future costs will be brought to Council either through the annual budget planning process, or on an ad hoc basis.

5. Appendices

- Appendix A – 2020-2022 Strategic Plan: Roadmap to Transformation



Professional Engineers
Ontario

ROADMAP to TRANSFORMATION CLARITY OF PURPOSE

2020»2022
STRATEGIC PLAN

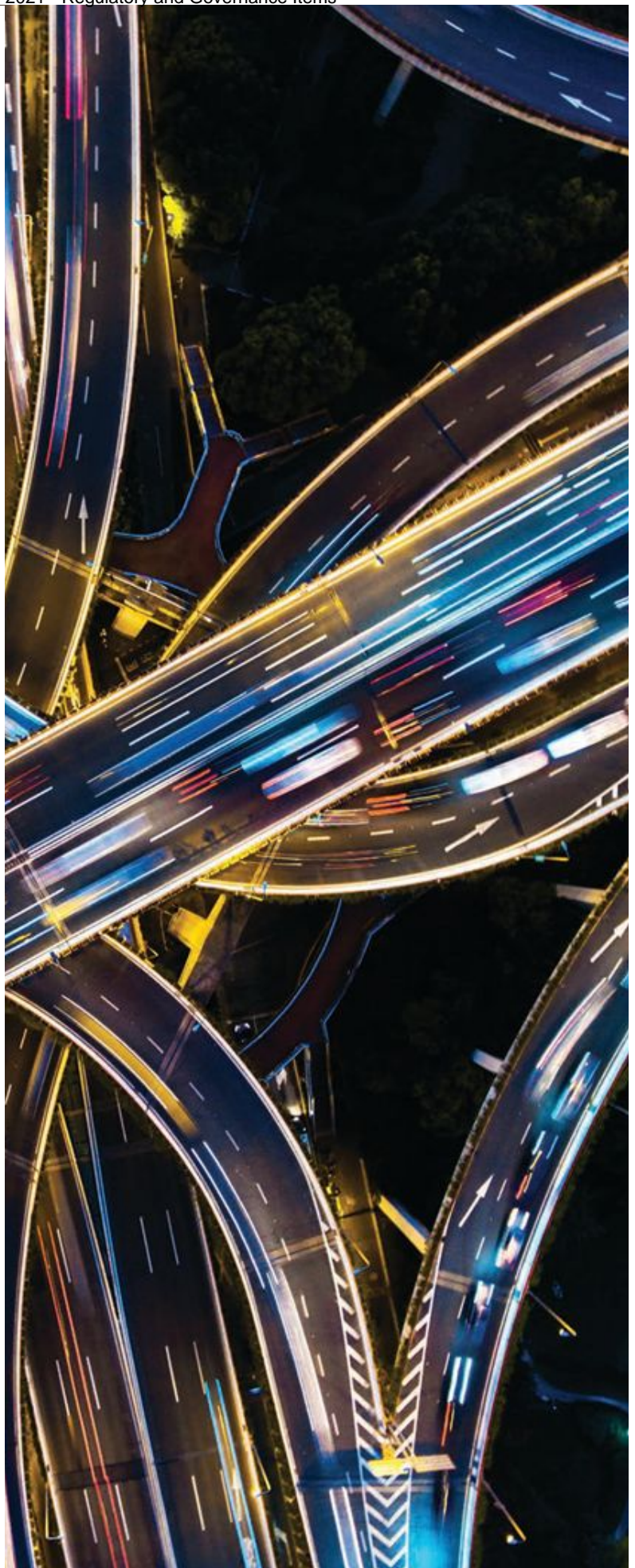
2020»2022 STRATEGIC PLAN

PEO has committed to completing an enterprise-wide transformation based on three transformational pillars.

This plan outlines the three transformational pillars and related strategic priorities required to establish the clarity of purpose that is fundamental to achieving our change vision: To become a professional, modern regulator that delivers on its statutory mandate and is supported by a governance culture that consistently makes decisions that serve and protect the public interest.

CONTENTS

- 3 » Company Overview
- 4 » Roadmap to Transformation
- 5 » Change Vision
- 6 » Transformational Pillars
- 7 » Strategic Priorities Roadmap



COMPANY OVERVIEW

MISSION STATEMENT

PEO's mission is to regulate and advance the practice of engineering to protect the public interest.

VISION STATEMENT

PEO's vision is to be the trusted leader in professional self-regulation.

CORE VALUES

PEO's core values are intended to inform the behaviour of its members, staff, and volunteer leaders.

- » Accountability
- » Respect
- » Integrity
- » Professionalism
- » Teamwork

SUMMARY

Established on June 14, 1922, PEO is the licensing and regulating body for professional engineering in the province. PEO operates under the authority of the *Professional Engineers Act* to serve and protect the public interest by setting and upholding high academic, experience and professional practice standards for the engineering profession. Individuals licensed by PEO are the only people permitted by law to undertake and assume responsibility for engineering work in Ontario.

2019

Action Plan & Activity Filter

Council approved a three-year action plan and activity filter to address all recommendations from the external regulatory performance review. This serves as one component of an overall strategy that also includes implementing the structural changes to PEO's operational organization required to produce the capacity and agility needed to achieve the objectives; and integrating the work of the governance advisor to assist Council in enhancing its governance capabilities.

2018

External Regulatory Performance Review

Council approved a motion to have an external regulatory performance review conducted to identify any gaps between PEO's current practices and the process, procedures and policies exhibited by the best regulators. This voluntary initiative was undertaken as part of Council's commitment to ensure that PEO is effectively fulfilling its mandate as set out in the *Professional Engineers Act*.

2020

Governance Roadmap

Council approved a two-year Governance Roadmap to be implemented over four phases that include: enhancing Council effectiveness through regulatory and governance mandates and policy; governance effectiveness of PEO committees' structure and mandates; Council selection and composition; and reviewing and improving the governance effectiveness of PEO chapters and volunteers.

2020–2022

Clarity of Purpose

The 2020–2022 *Strategic Plan: Roadmap to Transformation* outlines the three transformational pillars and related strategic initiatives, the results of which will provide the clarity needed to determine PEO's direction in 2023 and beyond. Work includes a focus on incorporating diversity and inclusion best practices into all PEO systems and operations. The planning and consultation process for the 2023–2025 Strategic Plan will begin in 2022.

2023–2025

Strategic Plan



CHANGE VISION

PEO aspires to become a **professional, modern regulator** that delivers on its statutory mandate and is supported by a governance culture that consistently makes decisions that **serve and protect the public interest**.



ENHANCED GOVERNANCE STRATEGIC PRIORITIES

- » Ensure appropriate governance and committees that adhere to PEO's strategic priorities and regulatory mandate
- » Decisions on non-governance, non-regulatory work
- » Board renewal (composition, competencies, evaluation)
- » Implement professionalized regulatory practices based on right-touch regulation principles



OPERATIONS STRATEGIC PRIORITIES

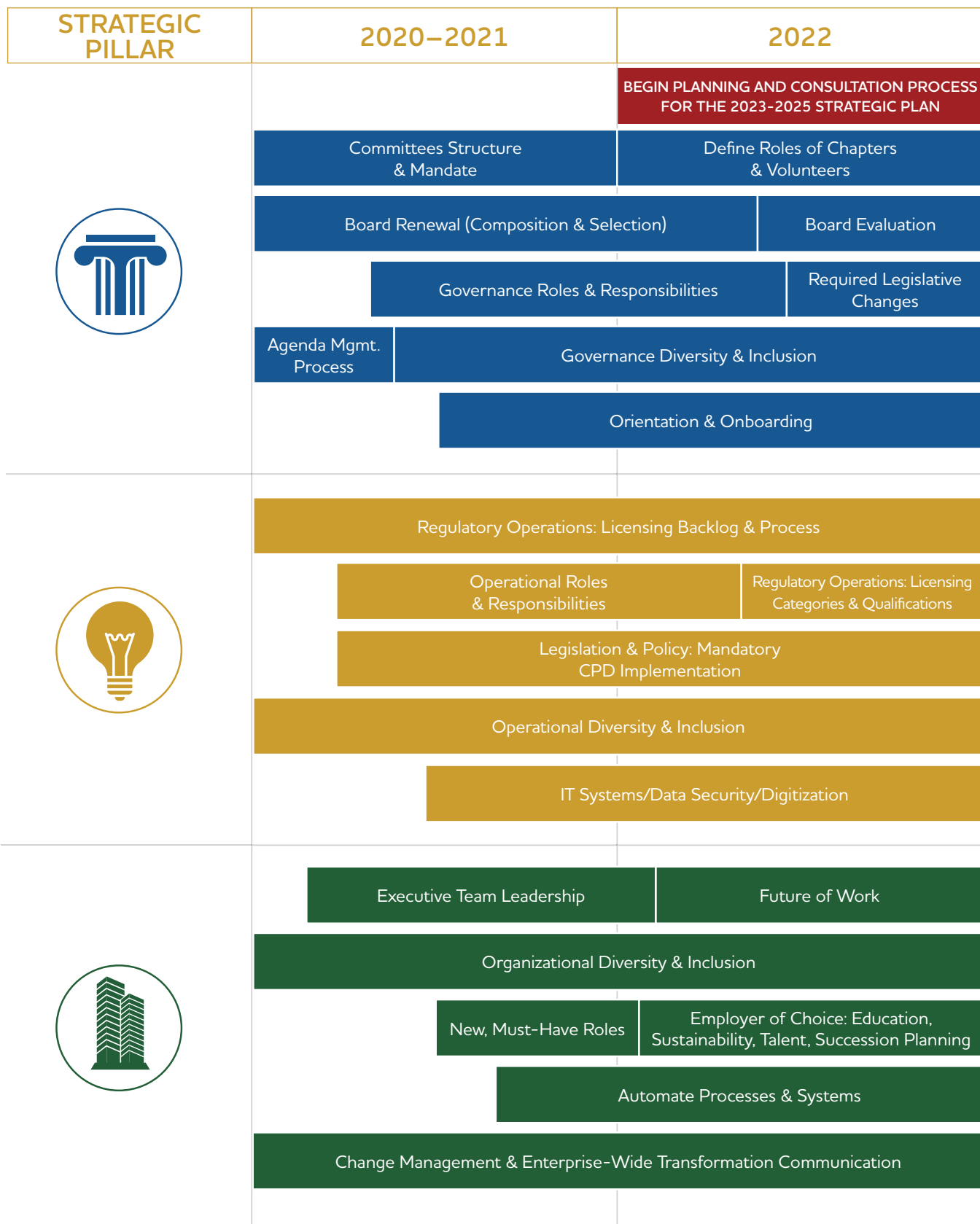
- » Review, simplify and modernize P.Eng. licensing process
- » Implementation of a mandatory CPD program
- » Incorporate diversity and inclusion best practices into all PEO systems and operations
- » Develop modern IT infrastructure and business practices to increase efficiency and maintain data security

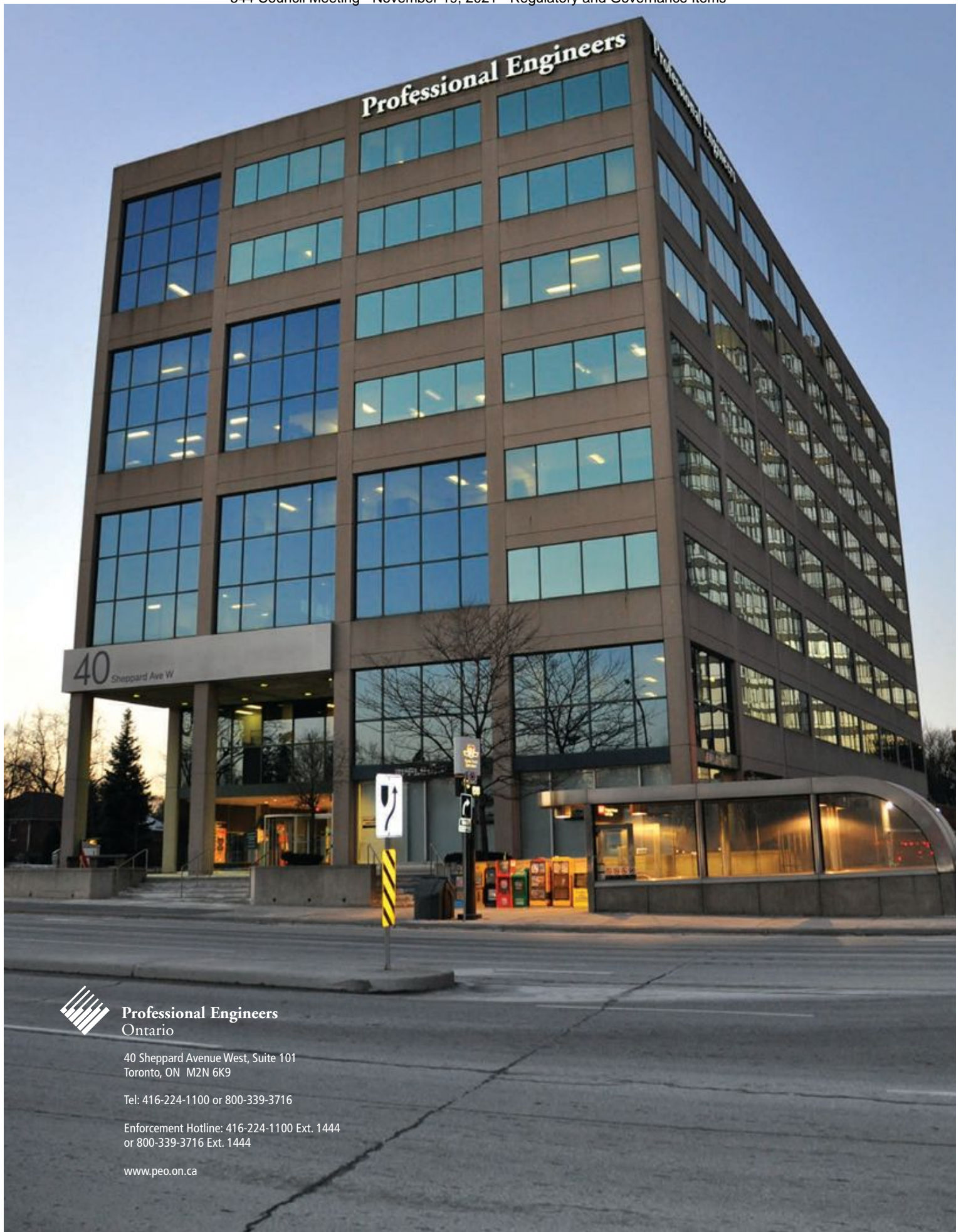


ORGANIZATION STRATEGIC PRIORITIES

- » Incorporate diversity and inclusion best practices into all PEO systems and operations
- » Future of work
- » Change management & enterprise-wide transformation communications

STRATEGIC PRIORITIES ROADMAP





**Professional Engineers
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Briefing Note – Information

C-544-2.9

PEO Governance Roadmap Status Update

Purpose: To provide Council with an update on the expected timeline for Phase 3 deliverables as part of the *Governance Roadmap Status Update at a Glance* document.

No motion required

Prepared by: Ralph Martin, Manager, Secretariat

1. Status Update

Governance Solutions Inc (GSI) have updated the expected timelines for Phase 3 of the *Governance Workplan Status Update* based on feedback from the Governance and Nominating Committee meetings held on October 5, 2021 and November 4, 2021; and the Council plenary on October 29, 2021.

Appendices – Appendix A – Governance Roadmap Status Update.

PEO Governance Workplan at a Glance (November 2021 Update)



Activities and Outputs PHASE 1: The PEO Council	Status	Activities and Outputs PHASE 3: Council Renewal	Status
Decide on scope of the Governance Workplan	✓	Conduct a review of PEO current practices in Council renewal compared to best practices: GSI Research Report Aug 2021	✓
Agreement on Governance Model: Governing board responsible for direction and control	✓	Councillors' Attributes Profile (industry experience, skills, diversity including gender, geography/region, visible; education; character): info package and pre-orientation only	✓
Agreement on the Role of Council with approval of associated Council Charter and Workplan	✓	Decide on optimal Council composition (size and mix of engineer and government)	Defer: April 2022
Agreement on Rules of Order: agreed to transition from Weinberg's to Nathan's Company Rules	✓	Review and decide how Council is chosen (elections versus appointments)	Defer: April 2022
Agreement on the Role of the CEO/Registrar with approval of associated Terms of Reference and Delegation of Authority	Delegation approved in principle	Review and decide how President is chosen, who is eligible	Defer: April 2022
Agreement on the Role of the President/Chair with approval of associated Terms of Reference	✓	Review the terms/tenure for Council members and the President to determine if change is warranted	Defer: April 2022
Board level governance level policies updated and approved based on the agreed model	Council yet to approve	Update any governance documents based any changes resulting from these decisions	Defer: April 2022
Revise Councillor submissions policy to reflect their governance role in the new model	✓	With GSI input and support PEO's HR Committee will work on an enhanced CEO evaluation and succession plan, and PEO's CEO will work on an enhanced management succession plan	GSI work completed early in Phase 2
Update orientation and education program based on decisions to date	✓	GSI will research and present CEO/Registrar evaluation methodologies to the HR Committee – Committee makes decision on which to adopt	GSI work completed early in Phase 2
Activities and Outputs PHASE 2: The PEO Committees	Status	PEO's HR Committee reviews CEO's succession plan for staff beyond the CEO	TBD: HRC
Agree in principle on a governance model for PEO's Committees, including criteria for Governance, Regulatory and Other Committees, and how committees are established in the future	✓	Develop revisions to PEO's Councillor Orientation program including a pre-nomination Orientation item/session for individuals interested in becoming Council members to incorporate any agreed changes	PEO Staff working on this
Agreement on the Role of the Governance Committees of Council: approval of 4 core Governance Committees and their associated Charters and Workplans)	✓	Updates any Council or staff education programs to reflect any Phase 3 changes	Defer: April 2022
Agreement on the Role of the Core Regulatory and Statutory Committees of PEO: approved as mandated by legislation only	✓	Activities and Outputs PHASE 4: Chapters, Volunteers and Others	Status
Review and decide on Councillors' role on Regulatory and Statutory Committees: Councillors will not serve on these (with 1 exception as legislated)	✓	Conduct Council Evaluation	1/22-2/22
Agreement on transition plans for committees	✓	Review & decide on roles, scope, mandates, membership, etc. of Chapters, Committee volunteers & other organs.	Dialogue started Oct.
Determination whether Regulatory Committee members should be appointed and/or elected.	✓	Document any structural changes to PEO's Chapters and Volunteers in Terms of Reference (charter documents)	2/22-4/22
Update Regulatory Committee Terms of Reference and workplans: approved to use Statutory Mandates only	✓	Update Volunteer Code of Conduct/Conflict of Interest and other Chapter and Volunteer related documents	2/22-4/22
Formalize "Other Committees" structure: who should serve; competencies and/or elections/appointments; update documentation after any changes; decide on transition plans	Deferred to Phase 4	Develop and implement new orientation program with respect to the roles and responsibilities of PEO's Chapters and committee volunteers	3/22-5/22
Update and deliver Council orientation end education programs to reflect any Phase 1 and 2 changes	✓	Update Council orientation program based on phase 3 and 4 decisions	3/22-5/22
		Develop Council Education Program	3/22-5/22

Briefing Note – Discussion

C-544-2.10

GOVERNANCE COMMITTEE UPDATE

Purpose: To inform Council of the recent activities of the four governance committees.

Motion(s) to consider:

none required

The reports submitted by the governance committees chairs are/will be included as appendices to this briefing note.

Appendices:

App A - Audit and Finance Committee (AFC) - attached

App B - Governance and Nominating Committee (GNC) - attached

App C - Human Resources and Compensation Committee (HRCC) – attached

App D - Regulatory Policy and Legislation Committee (RPLC) - attached

Audit and Finance Committee

Chair's Report: November 19, 2021 Council Meeting

Since the last Audit and Finance Committee (AFC) report to Council on September 24, 2021, the Committee met on October 26, 2021 to discuss several key items in preparation for future Council deliberation. These are summarized below.

2022 Budget Review

AFC has reviewed and approved for recommendation the draft 2022 budget. This proposed budget will be brought forward at the November 19th Council meeting for final approval. There have been some minor changes to the draft budget as previously seen by Council at the September 24th meeting to reflect further information provided by Staff. The budget format is similar to previous years. As PEO defines and become more focused on strategy, AFC will examine what modifications should be made to the future budgets to make sure it supports our strategic objectives.

Review of Auditor RFP

AFC reviewed the analysis provided by Staff with regards to the 7 bids received in respect of a selection of an Auditor for the next 5 years. AFC agreed with the Staff recommendation and this will be brought forward at the November 19th Council meeting for approval. While the motion to Council will approve the Auditor for the fiscal years 2022-2026, it should be noted that the Auditor must be approved on an annual basis by the general membership at PEO's AGM.

Motion

AFC will be bringing forward a motion with respect to the 2022 Borrowing Resolution at the November 19th Council meeting for approval.

Meeting – November 17, 2021

AFC will be holding a special meeting on November 17, 2021 to meet with Deloitte to discuss the 2021 audit. If possible we may also be meeting with our investment advisor to discuss our investment policies. Please note that this Committee summary was submitted before the November 17th meeting had taken place or the schedule fully set.

Committee Name: Governance & Nomination (GNC)		GNC Summary Report to Council – November 19, 2021				
<p>WHEN: 11/4/2021; Hybrid</p> <p>WHAT:</p> <p>1. Phase 4 Approach</p> <p>2. Operational Protocols – agenda, minutes, submissions</p> <p>3. Materials Availability & Transparency</p> <p>4. AGM Approach</p> <p>NEXT UP:</p> <p>GNC: 1/10/2022; Hybrid</p> <p>PLENARY: 1/28/2022; In Person</p>	#	WHAT	Items discussed	WHO (Assigned to)	WHEN (Next Steps)	Status
	1	Governance Roadmap - Phase 4 Approach	<ul style="list-style-type: none"> Framework, criteria, and potential outcomes for Group 3 (neither) category of the activity filter Framework/criteria include risks/liabilities; strategic purpose; costs/financial impact; governance and accountability. Potential outcomes are (green: continue; yellow: modify; red: discontinue) 	PEO Staff <ul style="list-style-type: none"> Staff to finalize framework based on GNC's feedback Staff to analyze by examining each of the activities and outputs from Group 3 through the framework and offering recommendations on outcomes and rationale for each. 	<ul style="list-style-type: none"> Staff to update GNC on 1/10/2022 Discussion at plenary on 1/28/2022 	Green
	2	Operational Protocols	<ul style="list-style-type: none"> GNC formally adopted the approach to agendas and minutes for the meetings of Council and the governance committees Governance Manual - some protocols will be included in the Manual and others will be available as resources to PEO staff to support their work with Council and committees. 	PEO Staff <ul style="list-style-type: none"> GNC recommendation to Council (agendas & minutes approach) Protocols: agenda, minutes, councilors submissions/communications Governance Manual 	<ul style="list-style-type: none"> Q1 2022- Protocols By AGM 2022 – Governance Manual 	Green
	3	Materials Availability & Transparency	<ul style="list-style-type: none"> Meetings and materials of governance committees are "works-in-progress" Recommendations to Council are not final decisions and risk being taken out of context if made available in a public forum Ultimate committee transparency is available through Council and the material it makes public once in final form 	PEO Staff <ul style="list-style-type: none"> GNC recommendation to Council (in line with best practices) is to amend the by-law to remove the requirement for committee meetings to be open to the public. 	<ul style="list-style-type: none"> Mid 2022 - It is anticipated that this change will be included with other governance related amendments to the by-law. 	Yellow
	4	AGM	<ul style="list-style-type: none"> Format options Business focus Member's submissions process Broader Communication Strategy 	PEO Staff <ul style="list-style-type: none"> Recommendations 	<ul style="list-style-type: none"> Staff to Update GNC (1/10/2022) GNC Recommendations at the Plenary (1/28/2022) 	Green

Human Resources and Compensation Committee [HRCC]

Chair's Report: November 19, 2021 Council # 544

Since the last **HRCC** report to Council on September 24, the Committee met on **October 13th** to discuss several key items. These are summarized below:

CEO / Registrar

1. General discussion regarding goals and objectives with CEO / Registrar following approval from the last Council meeting
2. Mid-year review has been scheduled for January.

PEO Employee Handbook– Section 4.2 Anti-Workplace Violence and Harassment Policy

1. Document to be refreshed by staff.

Next Meetings

1. December 2021 – doodle poll has been sent to firm up date
2. January 2022 – doodle poll has been sent to firm up date
3. March 2022 – doodle poll has been sent to firm up date

Regulatory Policy and Legislation Committee (RPLC)

Chair's Report: November 19, 2021 Council Meeting

Since the last RPLC report to Council on September 24, the Committee met on October 25 to discuss several key items. These are summarized below.

Regulation Changes - Use of Seal

The committee reviewed and recommended to Council a sealed regulation change relating to the use of seal. The regulation, which must be dealt with in camera to respect Cabinet confidentiality, reflects the policy intent that was previously approved by Council. It will be before Council in November.

Legislative Framework for Licensing

The committee received a presentation on this topic from Dan Abrahams, VP Policy and Legislation, to better inform future regulatory policy discussions and decisions. The presentation reviewed relevant sections of the *Professional Engineers Act*, Regulation 941, and Council's, Registrar's, and ARC/ERC's respective statutory roles in policymaking and operations.

Licensing Stabilization Policy Direction Report Back – P.Eng. Academic Qualifications

The Committee received a report back from staff on methods for assessment of academic qualification equivalency used across the country.

Role of Engineers in the Climate Crisis

The Committee considered a proposal from an RPLC member for PEO's adoption of Engineers Canada's Guidelines on *Sustainable Development and Environmental Stewardship for Professional Engineers* and *Principles of Climate Change Adaptation for Engineers*. The committee directed staff to report back at next meeting with the development process for Professional Practice guidelines and standards. There will also be an opportunity to discuss how regulatory policy items make it to Council and RPLC's role in that.

Briefing Note – Decision

C-544-2.11

GOVERNANCE – PREFERRED APPROACH TO AGENDAS AND MINUTES

Purpose: To consider an approach to the structure of agendas and minutes for public and *in camera* meetings of Council and Council governance committees.

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

That Council formally adopts the approach to agendas and minutes as summarized in the document titled “Agendas and Minutes Approach (Including *In Camera* Items)”, as presented at C-544-2.11, as Appendix A, and that Council requests that a by-law amendment be prepared for its consideration, in order to apply this approach to all meeting to which the by-law applies.

Prepared by: Dan Abrahams, LL.B., Vice-President, Legislation and Policy

Moved by: Arjan Arenja, P.Eng., Chair, Governance and Nominating Committee

1. Need for PEO Action

There has been a perceived lack of clarity about what Council and Council committee minutes should include, particularly in respect of *in camera* discussions. There also has been some discussion about how to note *in camera* items on the public agenda without revealing confidential information.

Council has received expert advice from external advisors and from staff regarding best practices for what minutes should include. The advice addresses both meetings held in public and those held *in camera*, as per the by-law. Council has also been advised on how to refer to specific *in camera* items on the publicly visible portion of the agenda.

An approach to minutes, *in camera* agendas and related items has been developed to reflect the advice received. This is an interim measure, pending a by-law amendment which would be brought to Council for consideration prior to the next AGM. The proposed approach is attached as Appendix A. It will apply to Council and its four governance committees. If enacted as a by-law, it could be extended to cover all meetings of committees of PEO.

2. Proposed Action / Recommendation

Council is asked to approve the motion set out above, and adopt the contents of Appendix A as its approach to minutes and agendas. Council is also asked to direct staff to prepare a by-law amendment, as described.

3. Next Steps (if motion approved)

Staff will develop a by-law amendment to be considered by Council, on the recommendation of the appropriate governance committee(s), prior to the 2022 AGM. It is anticipated that the proposed by-law amendment will affect all committees of PEO to which the by-laws apply.

4. Process Followed

**C-544-2.11
Appendix A**

The approach set out in the table in Appendix A applies the expert advice received from PEO's parliamentarian. This advice was also reviewed by senior staff. The advice and the approach were distributed to Councillors and were presented for discussion at the most recent Council plenary, in October 2021. Based on the input received, the proposed approach was considered by the Governance and Nominating Committee on November 4, 2021. The GNC has recommended its adoption, as well as the development of a by-law amendment to incorporate key elements.

5. Appendices

- Appendix A –Agendas and Minutes Approach (Including In Camera Items)

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

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

Briefing Note – Information

C-544-2.12

30 BY 30 METRICS

Purpose: to provide an annual report on the status and metrics for the 30 by 30 initiative to have 30% of newly licensed engineers be female by the year 2030.

No motion required

Prepared by: Tracey Caruana, P.Eng., 30 by 30 Staff Advisor

Spokesperson: President, Christian Bellini, P.Eng., FEC, Vice Chair and Council Liaison, PEO 30 by 30 Task Force

1. Status Update

The 30 by 30 initiative is a commitment to raising the percentage of newly licensed engineers in Ontario who are women to 30 per cent by 2030. The third annual report of 30 by 30 Metrics, including the 2020 metrics, is shown in Appendix A.

2. Background

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

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

The 30 by 30 Task Force was launched on June 2018 with a two-year term. An Action Plan was developed. A yearly check point was proposed to inform Council of the annual progress towards this goal. The first annual report was tabled at the November 15, 2019 Council meeting, using 2018 as the baseline year for metrics.

In March 2020, the Task Force was extended until the end of 2020 to facilitate PEO's inaugural 30 by 30 Annual Check-in with stakeholders. A further extension of the Task Force by one year to 31 December 2021 was approved at the September 2020 Council meeting, as well as additional funding, to compensate for delays in launching the 30 by 30 due to the pandemic and ensure the initiative's ongoing sustainability.

Appendices – Appendix A: 30 by 30 Metrics



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30 by 30 Metrics 2021 PEO Report

PEO's 30 by 30 Task Force

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

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

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

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30 by 30 PEO Metrics

- Data is based on year-end results for 2018, 2019 and 2020
- It is anticipated that this will be a yearly reporting to Council on the previous year's results
- 2021 data will be available in November 2022

LICENSING METRICS



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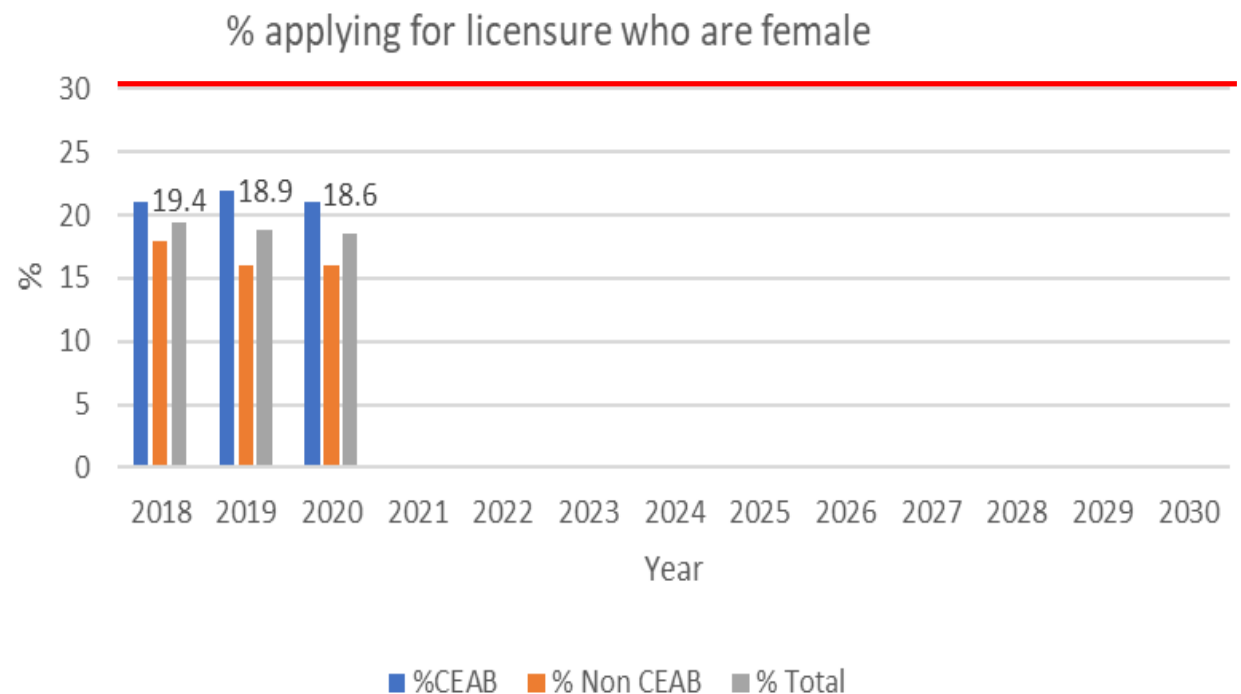


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Licensing Metrics

Percentage **applying**
for licensure who are
female

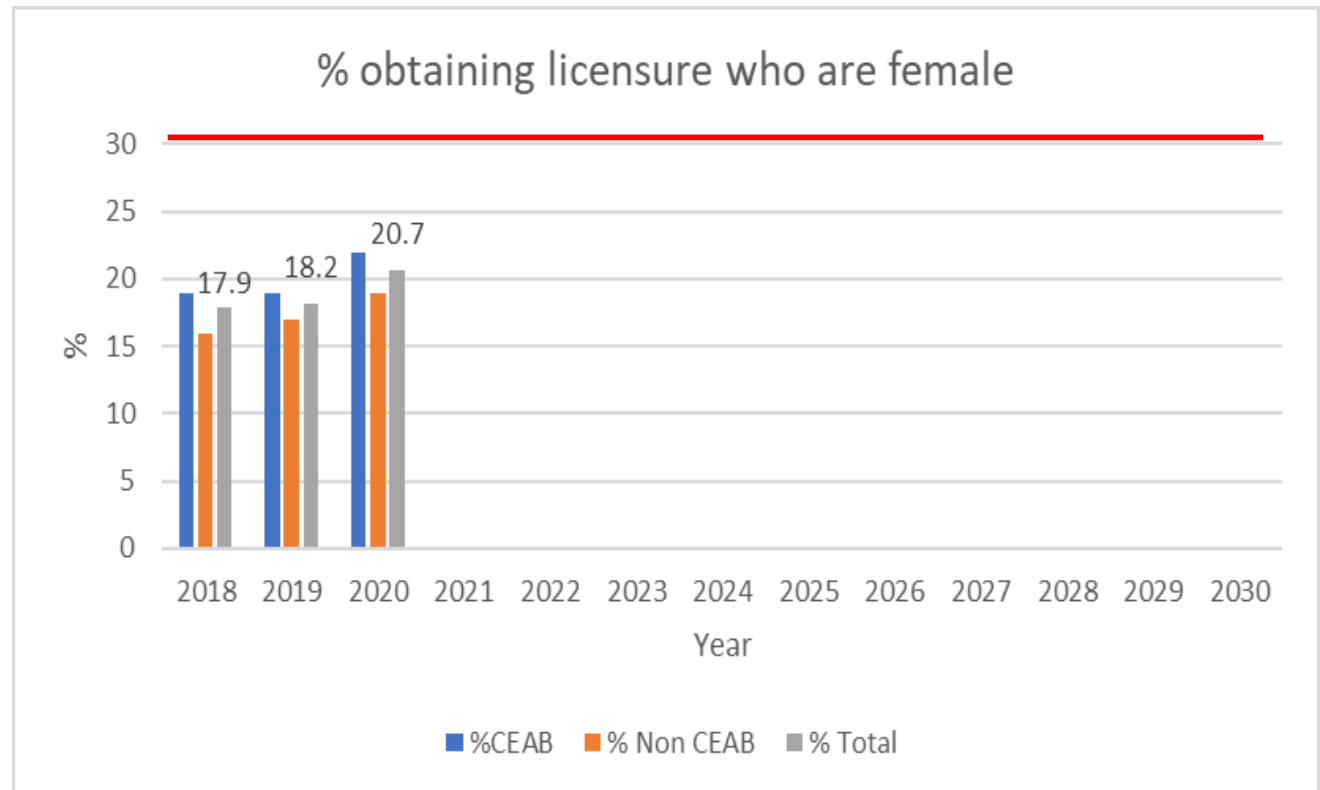
CEAB = Canadian
Engineering
Accreditation Board



Licensing Metrics

Percentage **obtaining**
licensure who are
female

CEAB = Canadian
Engineering
Accreditation Board



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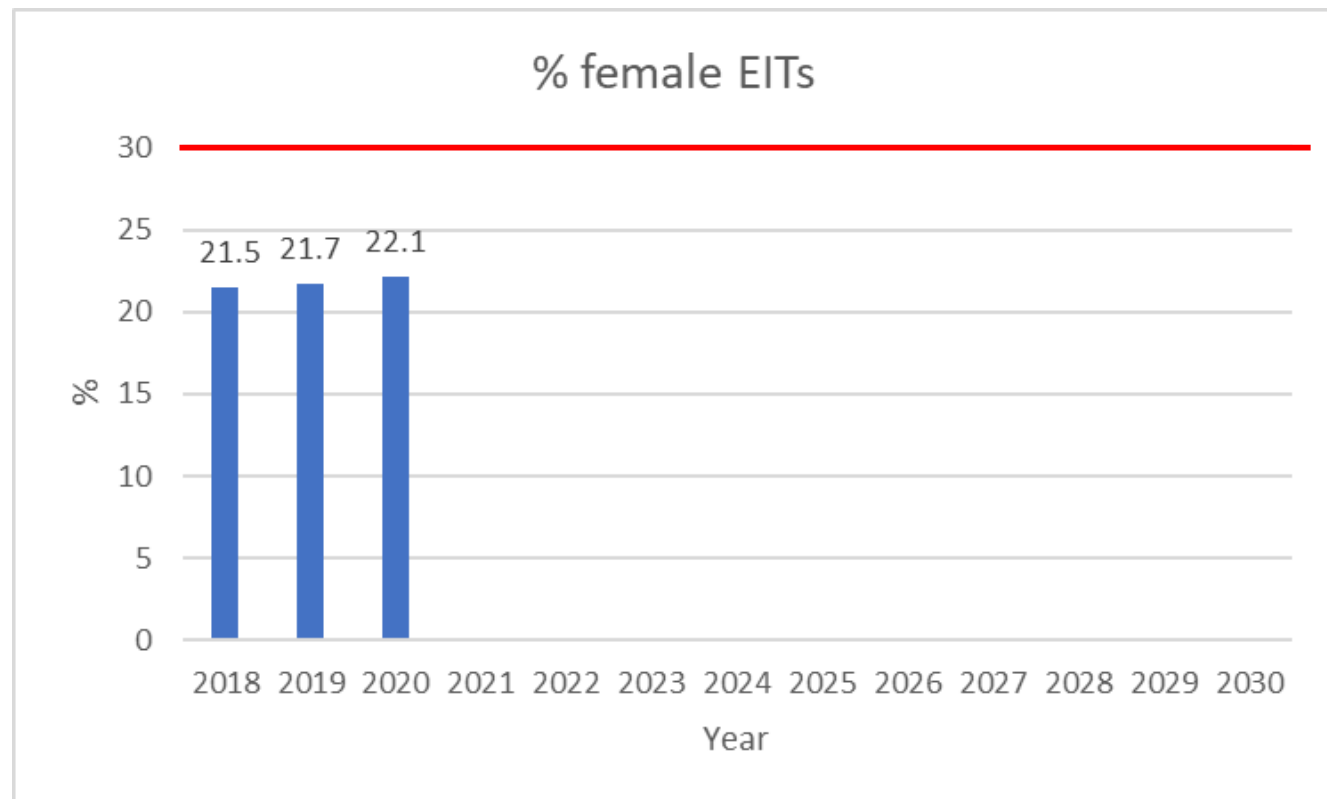
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EIT Metrics

Percentage

EITs

who are female



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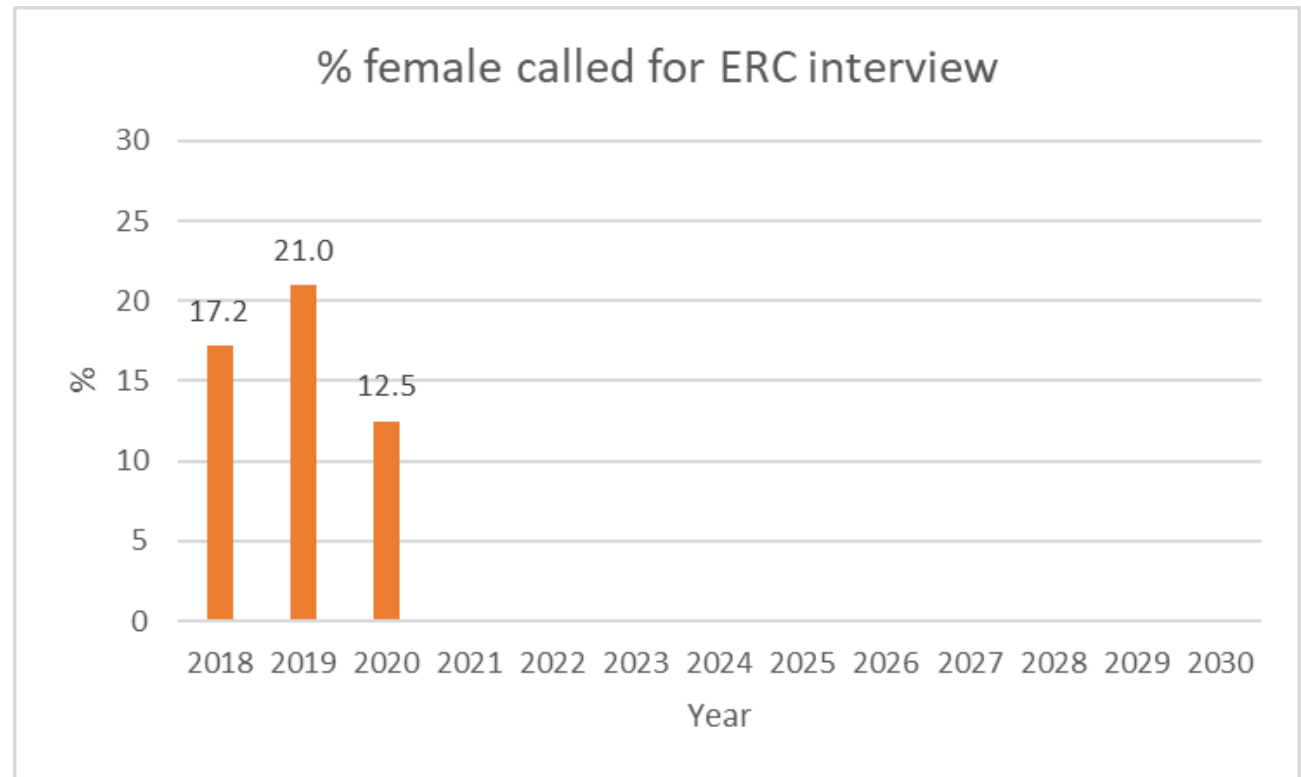
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ERC Interview Metrics

Percentage
being called for
ERC interviews
who are female



Note: 2020 had only 3 months of ERC interviews (January, February & March).

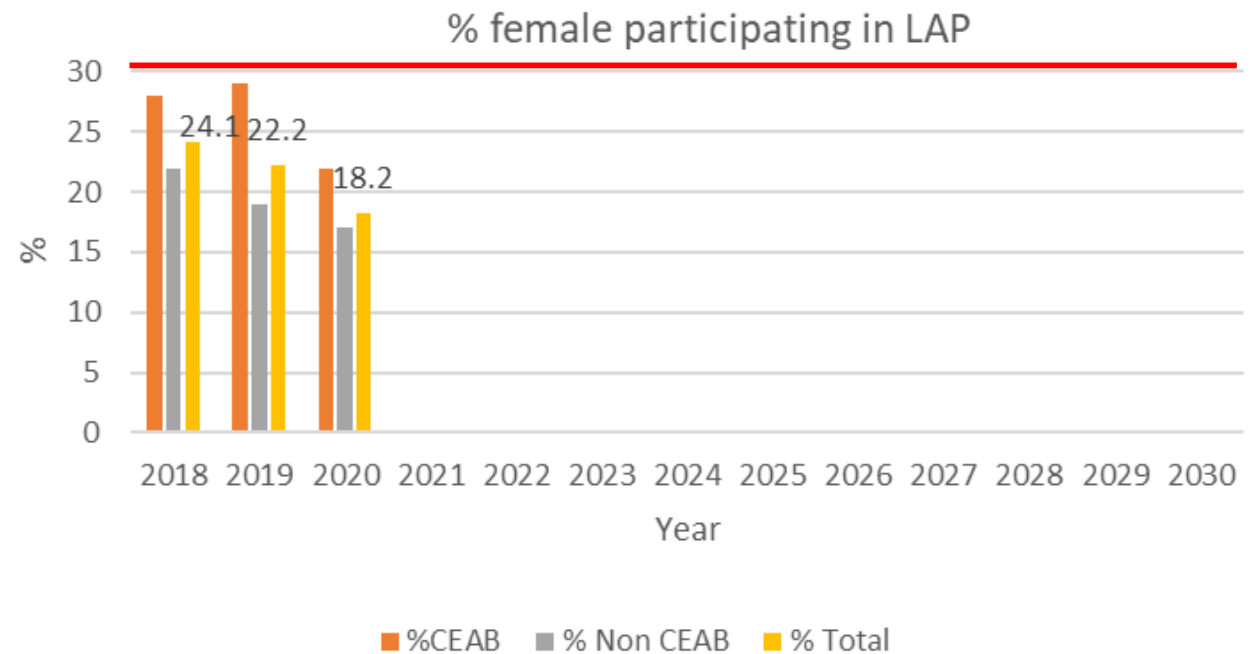
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LAP Metrics

Percentage EITs
participating in
Licensure Assistance
Program (LAP) who are
female

CEAB = Canadian
Engineering
Accreditation Board



Note: 2020 had less participants in LAP due to Covid-19 (4 chapters in 2020, 10 in 2019, 12 in 2018)

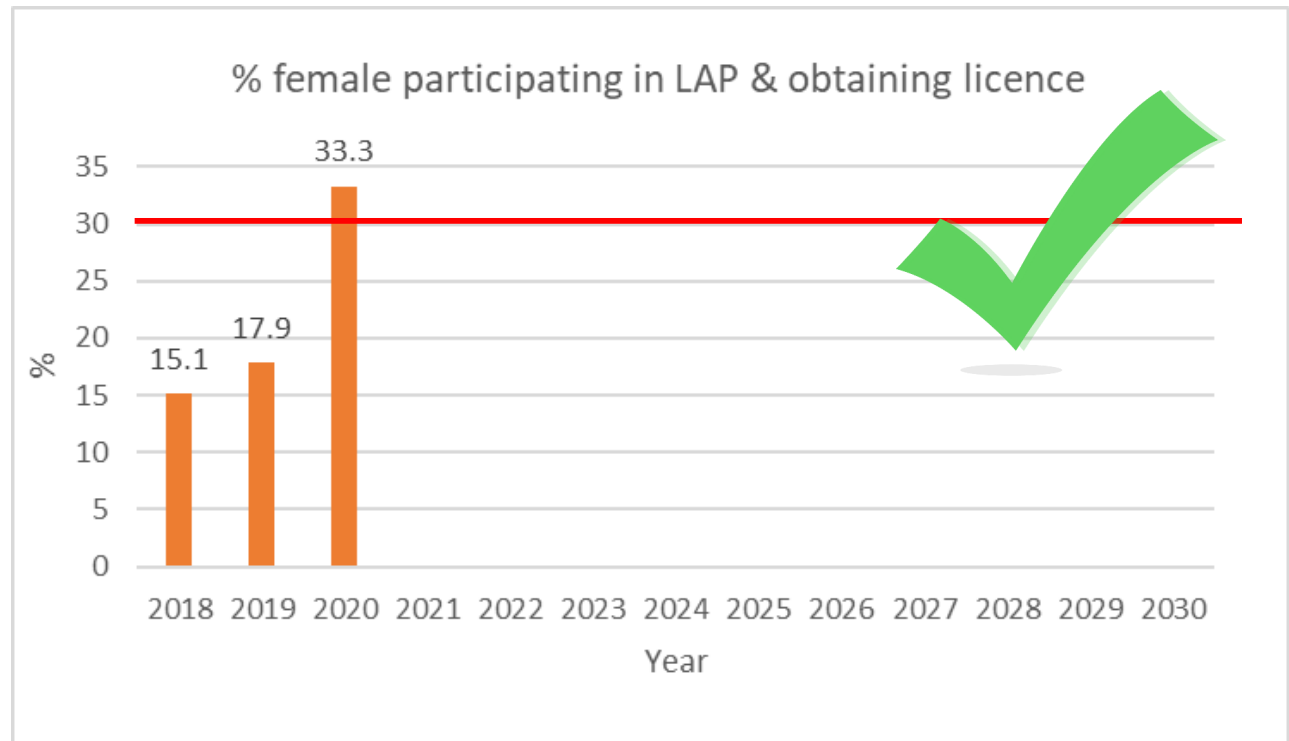
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LAP Metrics

Percentage EITs
participating in LAP
and obtaining licence
who are female



Note: this represents 1 female of 3 participants who obtained their P.Eng in 2020 and participated in LAP in previous years; in 2019, 5 females out of 28 obtained their P.Eng. since participating in the LAP; in 2018, 11 females out of 73 obtained their P.Eng. since participating in the LAP (metrics for each year are updated annually to reflect how many obtained licensure since the previous year).

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PEO INTERNAL METRICS



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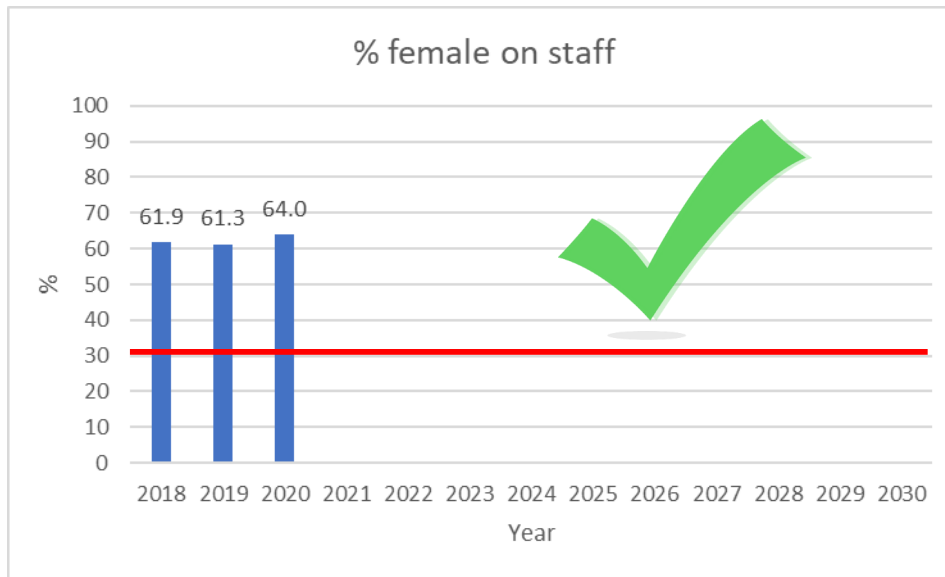
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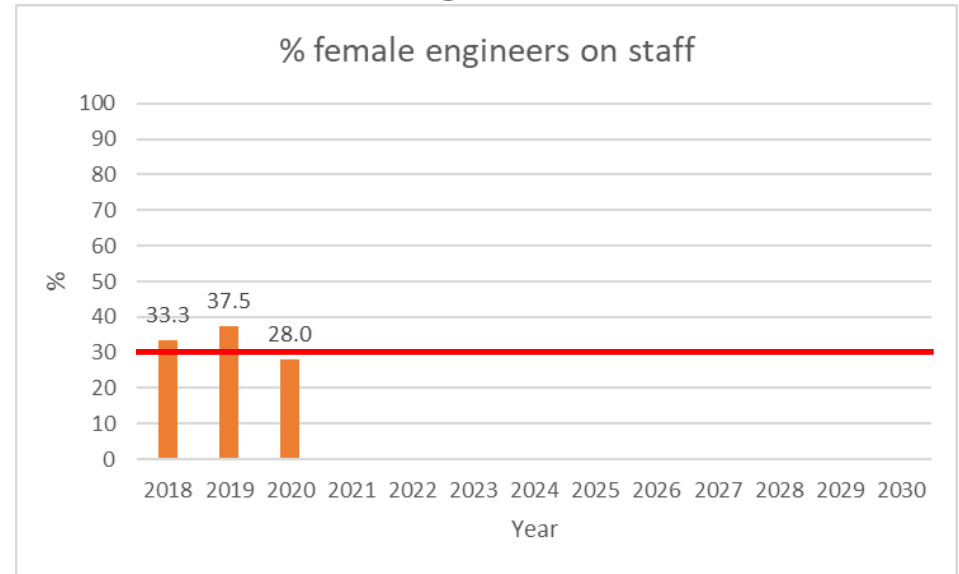
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PEO Staff Metrics

64% of total staff are female



28% of P.Eng. staff are female



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PEO LEADERSHIP METRICS

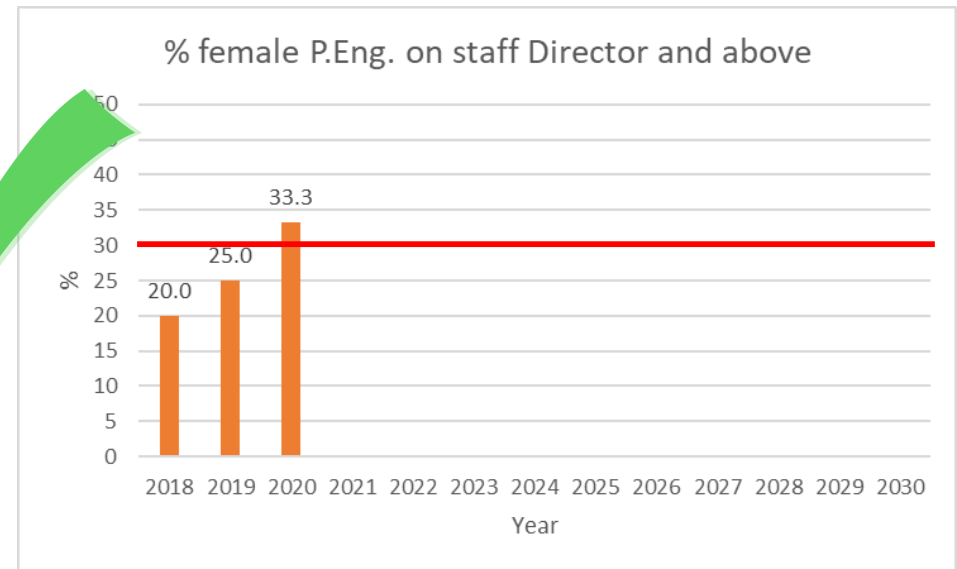
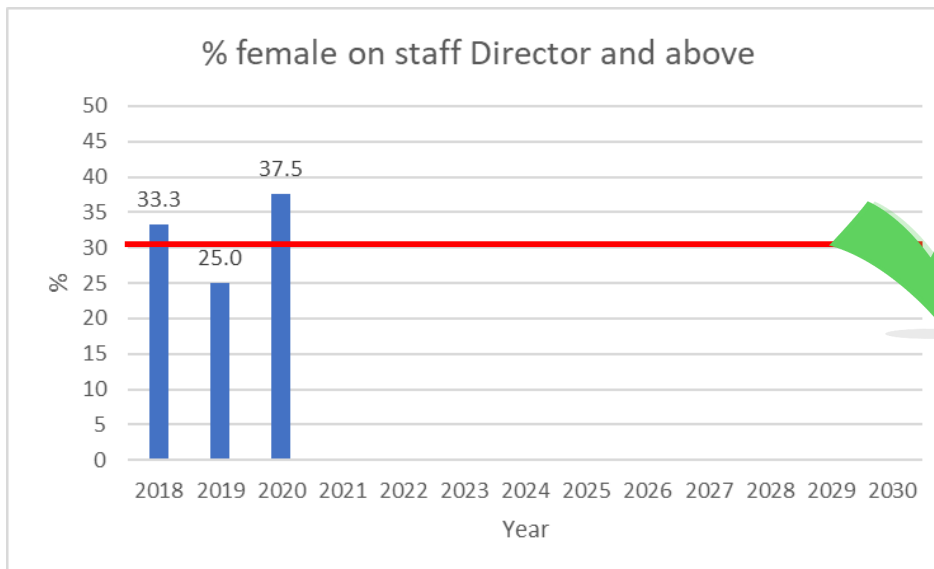


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PEO Staff Leadership

37.5% female staff Director and above (note: this represents 3 females out of 8 total in 2020 incl. P.Eng.)
33% female P.Eng. Director and above (note: this represents 1 female P.Eng. out of 3 total in 2020)



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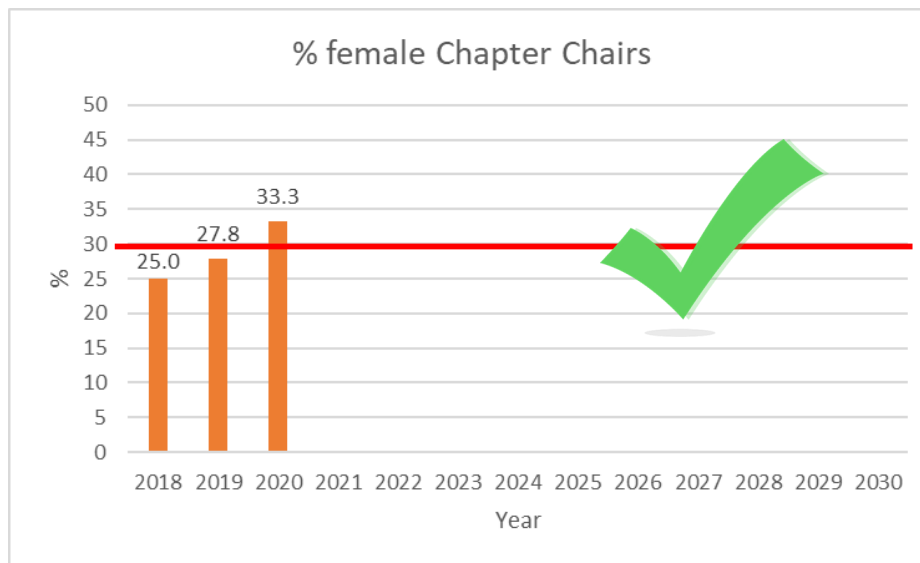
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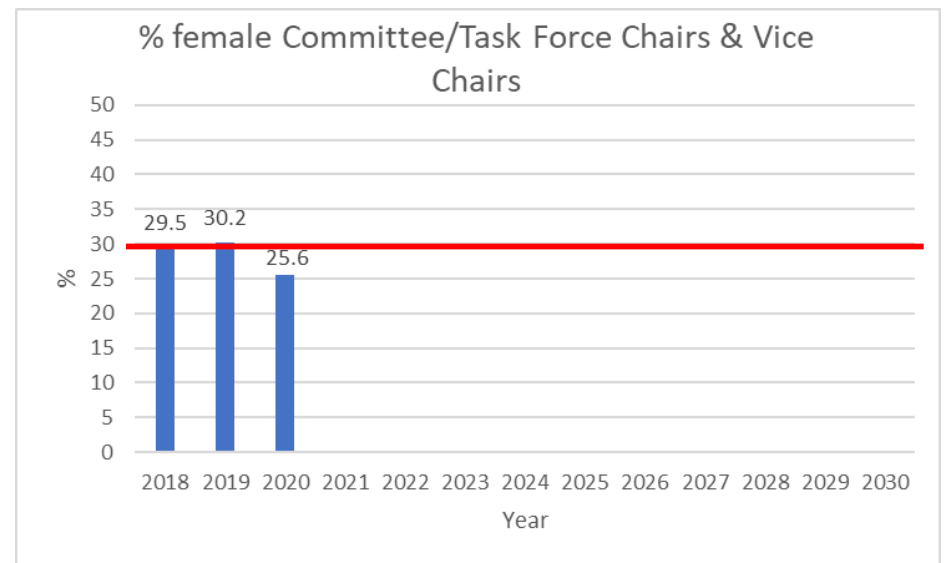
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PEO Volunteer Leadership

33% female Chapter Chairs



26% female Committee/Task Force Chairs & Vice chairs



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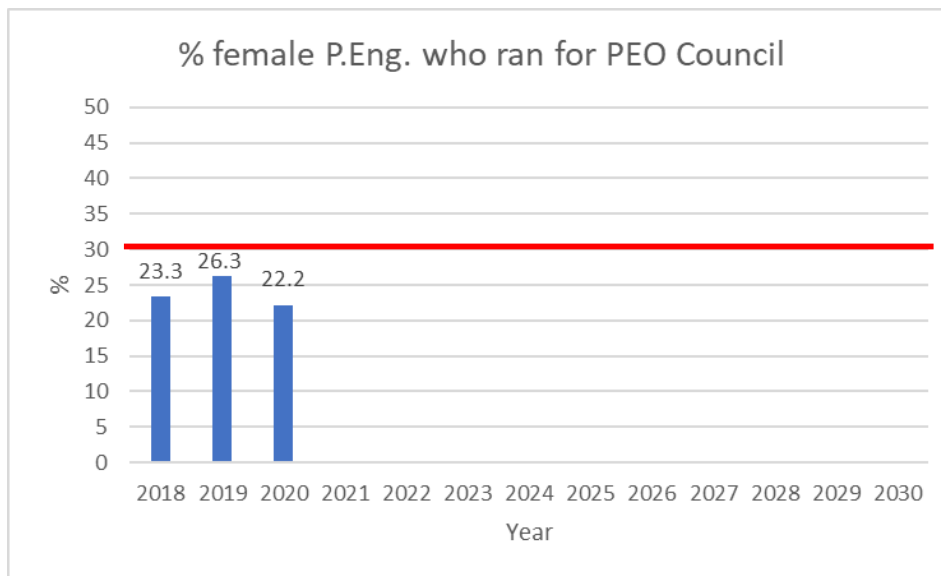
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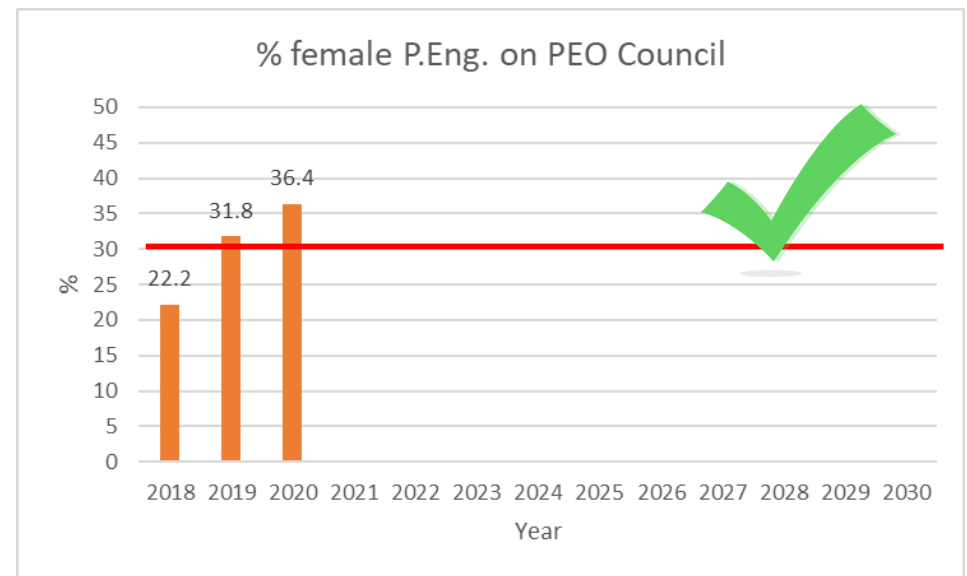
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PEO Council

22% female P.Eng. who ran for Council



36% female P.Eng. on PEO Council



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UNIVERSITY METRICS



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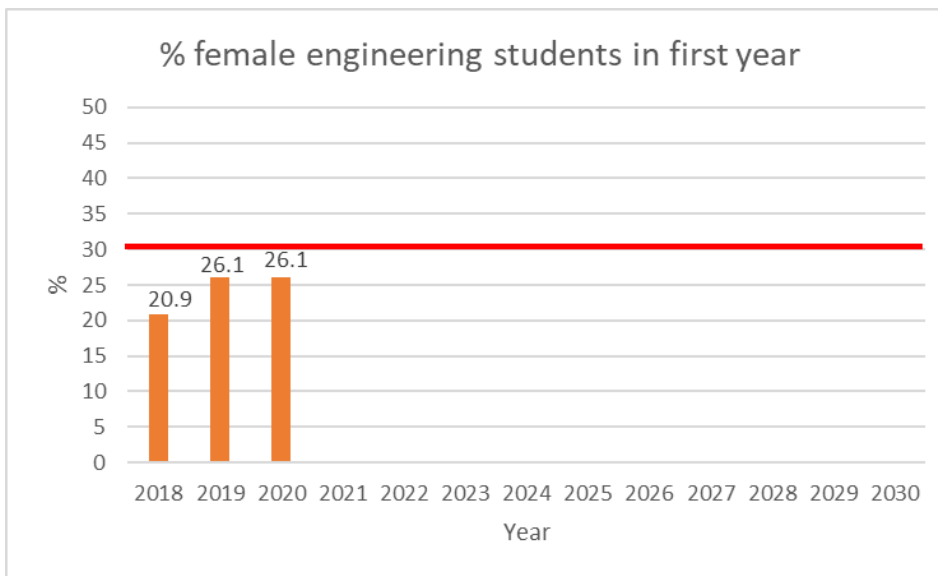
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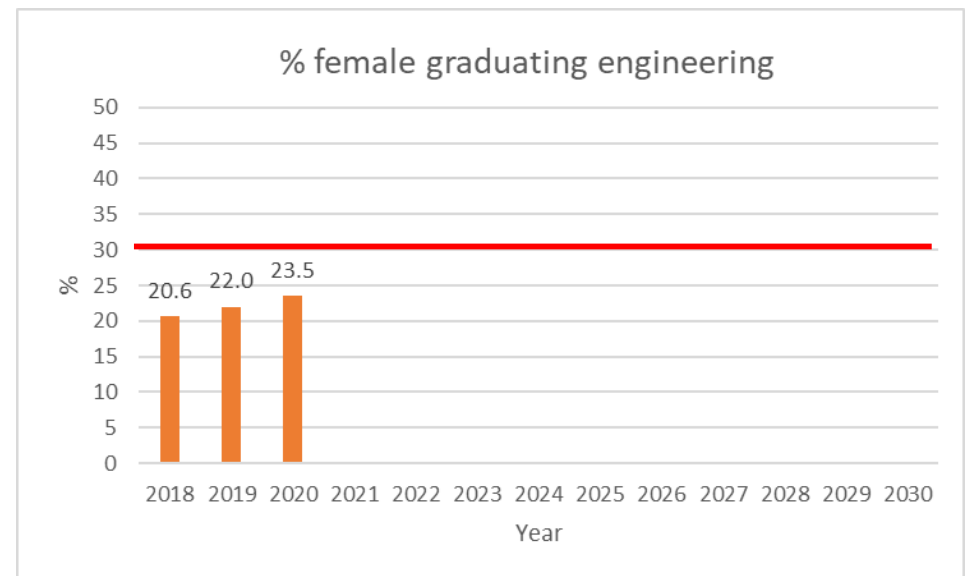
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Engineering students

26% female engineering students in first year



23.5% female engineering students graduating



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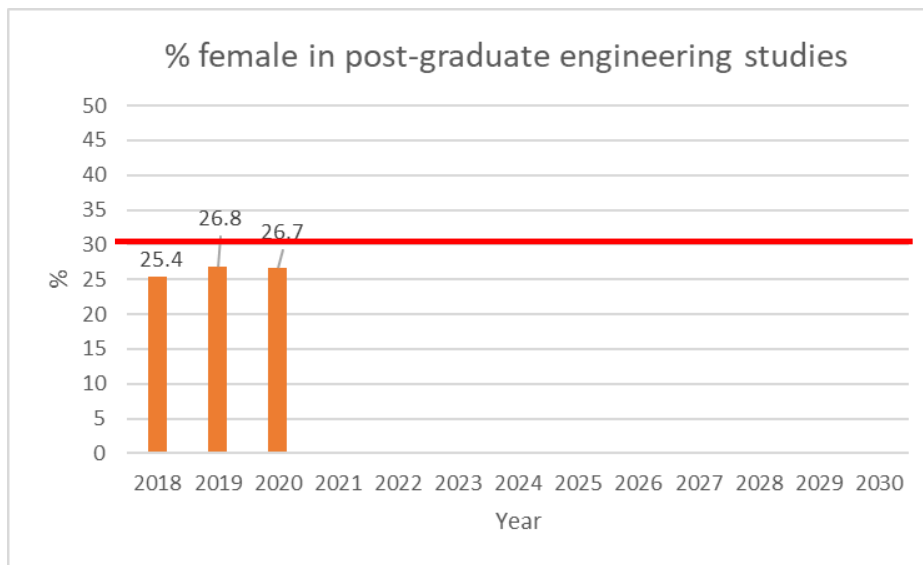
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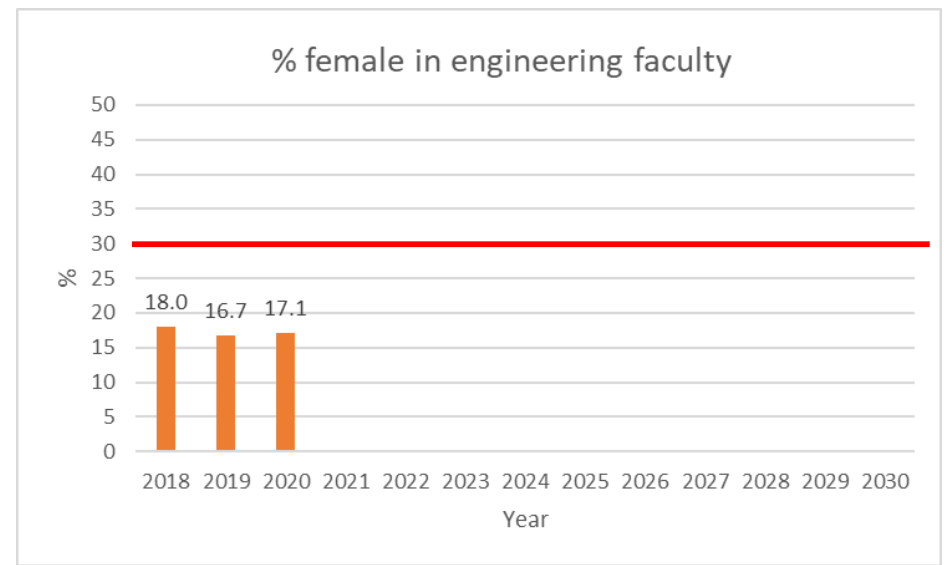
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Post-grad & Faculty

27% female in post-grad studies



17% female in engineering faculty



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EMPLOYER METRICS



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20

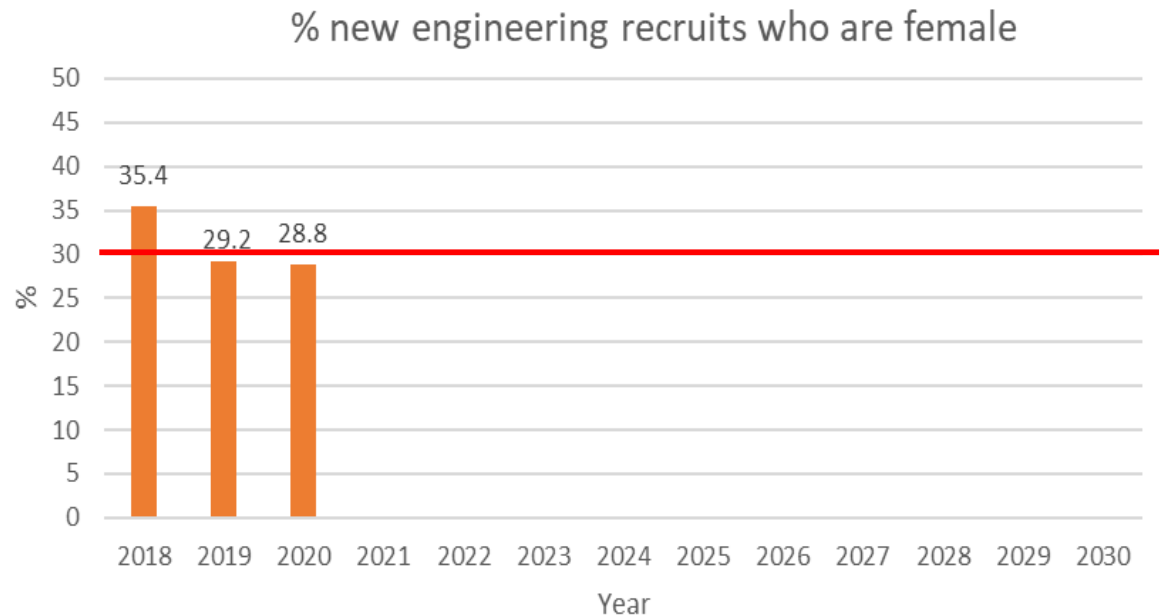
Employer Metrics

METRICS TO BE OBTAINED FROM EMPLOYERS WHO AGREE TO TRACK

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

Employer Metrics

Percentage
new engineering
recruits
who are female



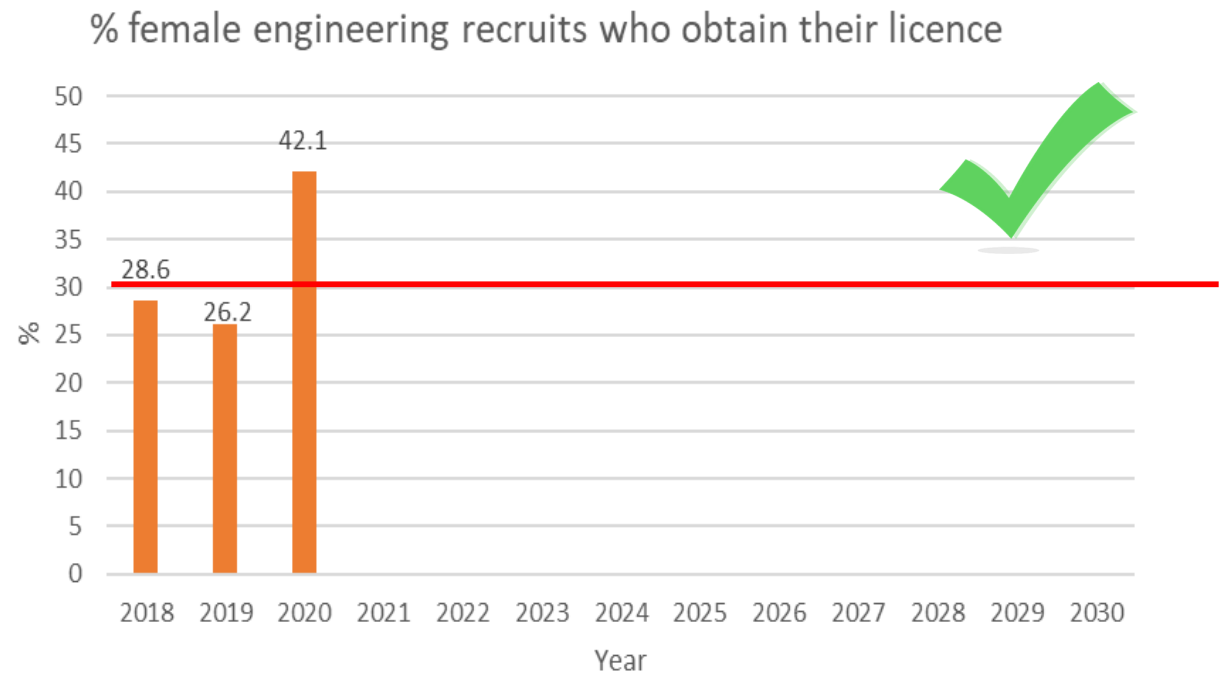
Note: this percentage includes two employers as of 2021; another eight employers have expressed an interest in the 30 by 30 and considering becoming a champion in the future.

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Employer Metrics

Percentage
engineering recruits
obtaining licensure
who are female



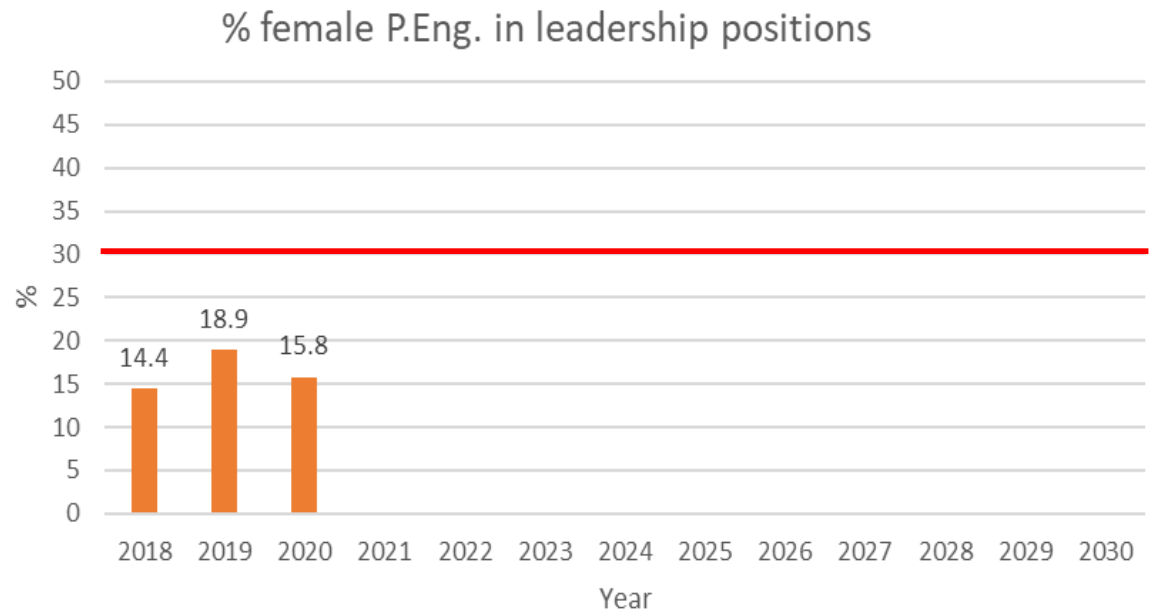
Note: this percentage includes two employers as of 2021; another eight employers have expressed an interest in the 30 by 30 and considering becoming a champion in the future.

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Employer Metrics

Percentage
Engineers in
leadership positions
who are female



Note: this percentage includes two employers as of 2021; another eight employers have expressed an interest in the 30 by 30 and considering becoming a champion in the future.

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PEO 30 by 30 Task Force

ACTIVITIES SINCE PEO's 30 BY 30 ANNUAL CHECK-IN, SEPT. 2020

- ✓ PEO Chapter Hosted 30 by 30 Employer Awareness Sessions: Western Region and East Central Region
- ✓ Increased engagement with PEO Chapters
- ✓ Expanded reach with employers across Ontario
- ✓ Contract with U of T's Rotman School of Business to conduct a gender audit research study on PEO's licensing process and internal operations
- ✓ PEO's 30 by 30 Task Force Staff Advisor participated as a Guest speaker at Engineers Canada's 30 by 30 Virtual Conference (June 2021)
- ✓ Attendance at Engineers Canada's 30 by 30 Early Career and Industry Working Group Teleconference Meetings by PEO's 30 by 30 Task Force Staff Advisor
- ✓ Hosted PEO's inaugural 30 by 30 Annual Check-In on September 28th, 2021 with key stakeholder groups – approximately 50 in attendance representing universities, engineering employers and PEO leadership



PEO 30 by 30 Task Force & Staff

FUTURE ACTIVITIES FOR 2021 Q4 TO 2022 Q1/Q2

- ✓ Oversee the Rotman Gender Audit Research Study on PEO's licensing process and internal operations
- ✓ Continue Chapter Hosted 30 by 30 Employer Awareness Sessions: West Central Region, Eastern Region, Northern Region
- ✓ Chapter Hosted 30 by 30 Action Planning Sessions with Employers
- ✓ Participate in guest speaking engagements at Engineering Student and other 30 by 30 related events
- ✓ Identify and obtain formal endorsement from Employer 30 by 30 Champions
- ✓ Host annual check in/progress reporting in 2022



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Conclusion

30 by 30 PEO Metrics

- Still work in progress, but increase in 2020 of women graduating from undergraduate engineering programs and women obtaining licensure
- More work to be done, especially with engagement of employer stakeholder group and strengthening of the LAP program with chapters
- 10 year commitment and reporting

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Briefing Note – Decision

C-544-2.13

STAND DOWN OF THE 30 BY 30 TASK FORCE

Purpose: To stand down the 30 by 30 Task Force as of 31 December 2021.

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

1. **That the 30 by 30 Task Force be stood down effective 31 December 2021, with Council's thanks, as per the Terms of Reference.**

Prepared by: Tracey Caruana, P.Eng., Manager, Engineering Intern Programs and 30 by 30 Task Force Staff Advisor

Moved by: President, Christian Bellini, P.Eng., FEC, Vice Chair and Council Liaison, PEO 30 by 30 Task Force

1. Need for PEO Action

The 30 by 30 initiative is a commitment to raising the percentage of newly licensed engineers in Ontario who are women to 30 per cent by 2030. The 30 by 30 Task Force was formed by PEO in 2018 to show visible leadership in addressing the underrepresentation of women licensed in the profession by formally endorsing the 30 by 30 initiative with Engineers Canada and committing to undertaking an action plan to resolve this inequity.

The 30 by 30 Task Force was launched in June 2018 with a two-year term. At the March 2020 Council meeting, Council approved the extension of the Task Force until the end of 2020. In addition, Council approved 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, with funding of \$5,000 per year. The metrics gathered from the annual meetings will feed into the annual reporting to PEO Council, at its November meeting each year. A further extension of the Task Force by one year to 31 December 2021 was approved at the September 2020 Council meeting, as well as additional funding, to compensate for delays in launching the 30 by 30 due to the pandemic and to ensure the initiative's ongoing sustainability.

As per the revised Terms of Reference (Appendix B), the official end of term for the 30 by 30 Task Force is scheduled for 31 December 2021.

Since the start, 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 goal, and creating awareness and action planning amongst stakeholder groups. The annual check-in is key to the success in sustaining the 30 by 30 and tracking progress over the next 10 years towards achieving the 30% goal. These check-ins will continue until 2030 where metrics gathered from the yearly September meeting will feed into the annual reporting to PEO Council at its November meeting. After 2021, PEO staff will continue to organize the annual check-ins.

In addition, as part of the PEO 30 by 30 Action Plan, the 30 by 30 Task Force requested that PEO move forward with participating in a gender audit research study of its existing licensing process and internal operations, to examine the existing process for potential gender biases

and any unintentional barriers that may impede women from getting licensed. The study was initiated by PEO's 30 by 30 Task Force under its term; however, it will be overseen by PEO staff throughout the remainder of 2021 and throughout 2022. The gender audit study of PEO's licensure process was approved at the June 2021 Council meeting.

Accomplishments by the Task Force are included in Appendix A.

Council is being asked to officially stand down the 30 by 30 Task Force as of 31 December 2021, as per the Terms of Reference. Ownership of the 30 by 30 work will be transferred to the appropriate PEO staff and will be sustained until 2030 with the pre-approved budget of \$5,000 per year until 2030.

The Chair of PEO's 30 by 30 Task Force will continue as PEO's 30 by 30 Champion until a successor is approved by Council.

2. Proposed Action / Recommendation

It is recommended that Council approve the following motions:

1. *That the 30 by 30 Task Force be stood down effective 31 December 2021, with Council's thanks, as per the Terms of Reference.*

3. Next Steps (if motion approved)

The 30 by 30 Task Force will operate until 31 December 2021 after which it will be stood down. The work accomplished by the Task Force will be transferred to PEO's 30 by 30 Task Force Staff Advisor. The budget of \$5000 approved by Council at the March 2020 meeting will be incorporated into the EIT Program budget and used towards the Annual Check-in meetings.

Going forward, the metrics will continue to be collected by PEO and presented each September until 2030, at the Annual Check-in to key stakeholders. PEO will continue to reach out to employers to collect the metrics and work with them in becoming a 30 by 30 Champion. These metrics will feed into the annual reporting to PEO Council at its November meeting each year. PEO will also continue to oversee the 30 by 30 Gender Audit Study initiated by the Task Force.

In addition, PEO will continue to collaborate with Engineers Canada on this initiative by attending necessary meetings with Engineers Canada's 30 by 30 Working Groups.

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

	Operating	Capital	Explanation
Current to Year End	\$10,000	\$	Funded from Surplus Fund (Council discretionary funds) as approved by Council, September 2020
2022 until 2030	\$5,000 maximum	\$	As approved at the March 2020 Council Meeting. (Note that the \$5,000 budget will be incorporated into the EIT budget each year).

5. 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 August 2020 – revised 30 by 30 Task Force Terms of Reference submitted to the Advisory Committee on Volunteers (ACV) for peer review on August 27, 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> <p>The revised 30 by 30 Terms of Reference was approved at the 532nd meeting of Council on March 20, 2020.</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 27, 2020. ACV approved the submission to Council to revise the Terms of Reference on August 27, 2020.</p> <p>The revised 30 by 30 Terms of Reference was approved at the 536th meeting of Council on September 25, 2020.</p>
Actual Motion Review	<p>February 2, 2018 – 516th Council Meeting</p> <p><i>That Council:</i></p> <p style="padding-left: 40px;"><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 style="padding-left: 40px;"><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>

	<p>March 20, 2020 – 532nd Council Meeting</p> <ol style="list-style-type: none"> 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. <p>March 20, 2020 – 536th Council Meeting</p> <p><i>That Council approves the extension of the 30 by 30 Task Force by one additional year to 31 December 2021 with funding in the amount of \$10,000.</i></p> <p>June 25, 2021 – 542nd Council Meeting</p> <ol style="list-style-type: none"> 1. That Council approves a gender audit of PEO's licensure process conducted by University of Toronto's Rotman School of Management.
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6. Appendices

- Appendix A – Final Report and Accomplishments of the 30 by 30 Task Force
- Appendix B – 30 by 30 Task Force Terms of Reference



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Engineers Canada 30 by 30 Initiative

PEO 30 by 30 Action Plan Final Report

November 19, 2021



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PEO 30 by 30 Task Force Members

- **Helen Wojcinski P. Eng., FEC, FCAE, MBA, CMC**, President, Wojcinski & Associates Ltd; Chair, PEO 30 by 30 Task Force; PEO 30 by 30 Champion, Engineers Canada; and Former Member, Engineers Canada's Equitable Participation in Engineering Committee
- **Christian Bellini P. Eng., FEC**, Principal, Blackwell Structural Engineers; Vice Chair, PEO 30 by 30 Task Force; PEO Council Liaison, PEO 30 by 30 Task Force; PEO President; and Former Engineers Canada Board Director
- **Bob Dony, PhD, P.Eng., CEng, FIEE, FEC**, Associate Professor, School of Engineering, University of Guelph; Member, PEO 30 by 30 Task Force; and Former PEO President; CEAB Chair
- **Lola Mireya Hidalgo, P.Eng., PMP**, Construction Contracts Engineer, Ministry of Transportation Ontario; Member, PEO 30 by 30 Task Force; and Former PEO Councilor



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30 by 30 Action Plan – PEO's Actions

- In keeping with PEO's mandate, PEO's actions in the plan are primarily centred on internal operations, for example:
 - **Conduct gender audit** on licensing process for **unconscious bias** towards women applicants
 - Target women graduates to pursue licensure through PEO programs such as the Licensure Assistance Program (LAP), EIT annual work experience reviews, Engineering Intern (EIT) and Student Program (SMP), International Engineering Graduate Bridging programs
 - Feature practising women engineers in PEO publications (e.g. Engineering Dimensions) – role models are critical
 - Encourage women engineers to serve on and assume leadership roles on PEO committees, task forces, chapter executives, external board appointments
 - Actively recruit women engineers by PEO's Search Committees to run for PEO council
 - **Track the progress** being made in reaching the 30% goal and provide **annual reports to PEO Council**



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30 by 30 Task Force Activities 2019 to 2021



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Engagement of PEO

- **PEO Committees**

- PEO 30 by 30 ERC Awareness Session February 22, 2019
- PEO 30 by 30 Licensing Committee Awareness Session March 14, 2019
- PEO 30 by 30 ARC Awareness Session March 15, 2019

- **PEO Council**

- PEO Council Plenary Presentation February 7, 2019
 - Inaugural annual reporting of metrics – November 15, 2019
 - PEO and Universities of baseline 2018 metrics
 - Inaugural annual reporting of metrics – November 20, 2020
 - PEO, Universities, Employers 2018 & 2019 metrics
 - Inaugural annual reporting of metrics – November 19, 2021
 - PEO, Universities, Employers 2018, 2019 & 2020 metrics
- Annually to November 2030



Engagement of PEO

- **PEO Chapters 2019**

- PEO 30 by 30 Regional Councillors Committee Awareness Session April 6, 2019
- PEO 30 by 30 Chapter Leads Awareness Session April 11, 2019
- PEO Volunteer Leadership Conference (VLC) May 3, 2019
- PEO 30 by 30 Action Planning Session October 17, 2019
- PEO Chapter Leaders Conference (CLC) November 16, 2019

- **PEO Chapters 2020**

- PEO 30 by 30 Chapter Leads Awareness Session Update June 22, 2020
- PEO 30 by 30 East Central Region Members Engagement Webinar September 16, 2020
- PEO 30 by 30 Chapter Leads Awareness Session Debrief Meeting October 27, 2020



Engagement of PEO

- **PEO Chapters 2021**

- PEO 30 by 30 Chapter Leads Awareness Session Debrief Meetings
 - January 14, 2021
 - March 11, 2021
 - May 25, 2021
 - June 28, 2021
 - August 24, 2021
 - (scheduled for)* December 1, 2021
- PEO Western Region 30 by 30 Awareness Session
 - May 22, 2021
- PEO East Central Region 30 by 30 Awareness Session
 - September 9, 2021
- PEO Northern and Eastern Region 30 by 30 Awareness Session
 - November 9, 2021



Engagement of Employers

- **Employers of Engineers**

Over 40 firms from a variety of industries (hydro, bioengineering, defence, automotive, mining, consulting engineering, transportation, energy) and government (provincial, municipal)

- PEO 30 by 30 Employers Awareness Session May 11, 2019
 - Keynote Address: Jennifer Graham-Harkness, MTO Chief Engineer
 - MTO Engineering Development Program
- PEO 30 by 30 Employers Action Planning Session November 28, 2019
 - Keynote Address: Dr. Kang, U of T Rotman School of Management
 - Research-based Best Practices for Employers on gender inclusion
- 2020 PEO 30 by 30 Annual Check-In September 28, 2020
- 2021 PEO 30 by 30 Annual Check-In September 28, 2021
- Annually to September 2030



Engagement of Universities

- **Universities and Engineering Student Leadership**

Engineering Deans of Ontario, Academic and Administrative 30 by 30 Champions, Representatives from Faculties of Engineering, ESSCO Student Leadership, Engineering Students

- | | |
|--|------------------|
| – PEO 30 by 30 Universities Awareness Session | June 9, 2019 |
| – EDO (formerly CODE) meeting – PEO 30 by 30 Awareness | June 24, 2019 |
| – Canadian Federation of Engineering Students Conference | November 2, 2019 |
| – EDO (formerly CODE) meeting – Formal Endorsement of 30 by 30 | November 8, 2019 |
| – PEO 30 by 30 Universities and ESSCO Action Planning Session | December 5, 2019 |
| – EDO meeting – PEO 30 by 30 Update/Feedback | June 5, 2020 |



Engagement of Other Stakeholders

- **Women-in-Engineering Groups**

Other Stakeholders which includes internationally and domestically educated women

- PEO 30 by 30 Women-in-Engineering Groups Awareness Session March 7, 2019
- PEO 30 by 30 Women Groups Awareness Session Update June 29, 2020



Speaking Engagements

- | | |
|---|-------------------|
| • WIE IEEE International Women's Day – Humber College | March 6, 2019 |
| • CLEAR Regional Symposium – Joint Presentation with Engineers Canada | March 21, 2019 |
| • SWE Event – Panelist | June 22, 2019 |
| • Canadian Federation of Engineering Students Conference | November 3, 2019 |
| • Waterloo University "What's Next" Conference | November 9, 2019 |
| • York University – WIE Retention Workshop | November 10, 2019 |
| • ONWIE Summit | November 22, 2019 |
| • SWE Conference – Panelist | November 23, 2019 |
| • Hydro One EDI Committee – 30 by 30 Presentation | February 18, 2020 |
| • Engineers Canada's 30 by 30 Virtual Conference | June 9, 2021 |



Other 30 by 30 Actions

- Increased engagement with PEO Chapters
- Expanded reach through PEO Chapters with employers across Ontario
- Signed contract with U of T's Rotman School of Business to conduct a gender audit research study on PEO's licensing process and internal operations
- Attendance at Engineers Canada's 30 by 30 Early Career and Industry Working Group Teleconference Meetings by PEO's 30 by 30 Task Force Staff Advisor
- Participation in Engineers Canada's Gender Based Analysis (GBA) survey
- Contributed to Engineers Canada's national 30 by 30 Score Card



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30 by 30 Task Force Next Steps



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Proposed Next Steps for Q4 2021

- Continue Chapter Hosted 30 by 30 Employer Awareness Sessions Nov./Dec. 2021
 - West Central Region, Eastern Region, Northern Region
- PEO Gender Audit Research Study to commence Nov./Dec. 2021
- Annual Reporting of Metrics to PEO Council November 19, 2021
 - 2018 Baseline, 2019 and 2020 metrics
- PEO Chapter Hosted 30 by 30 Action Planning Sessions Nov./Dec. 2021
 - Prepare Chapters for Action Planning sessions with Task Force support
- Task Force standing down December 2021
 - Transferring ownership to PEO staff, Chapters & key stakeholders
- Task Force Chair to continue as Engineers Canada's PEO 30 by 30 Champion Ongoing
 - Until a successor has been approved by PEO Council



Proposed Next Steps for 2022

- Hold Chapter Hosted 30 by 30 Action Planning Sessions with Employers 2022 Q1 – Q3
- Continue to expand engagement with employers – Action Planning 2022 Q1 – Q3
- Follow Up with Employer Champions/Participants 2022 Q2 – Q3
 - Interest in becoming a PEO Employer 30 by 30 Champion
 - 2018 Baseline metrics, 2019, 2020 & 2021 – aggregated and unattributed
- Invite Stakeholders to PEO's Annual 30 by 30 Check-In September 2022
 - 2018 Baseline, 2019, 2020 & 2021 metrics
- Identify and obtain formal endorsement from Employer 30 by 30 Champions 2022 Q3 – Q4
- Continue to participate in guest speaking engagements at Engineering Student and other 30 by 30 related events 2022 Q1 – Q4
- Oversee the Rotman Gender Audit Research Study on PEO's licensing process and internal operations 2022 Q1 – Q4
- Annual Reporting of Metrics to PEO Council November 2022
 - 2018 Baseline, 2019, 2020 and 2021 metrics



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Task Force's Final Good News Story

Percentage of newly licensed engineers in Ontario who were women in:

2018 base line – 17.9%

2020 – 20.7%

Ontario is the largest regulator in Canada – our numbers matter. For the first time, the national percentage of newly licensed engineers who were women surpassed 20%; in 2020, it was 20.6%!



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Terms of Reference

30 by 30 Task Force

Issue Date:
Approved by: Council

Review Date: September 25, 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. \$10,000 for 2021.
Operational year time frame	Task Force start - June 2018. The Task Force is to be stood down 31 December 2021.
Committee advisor	Tracey Caruana, Manager, Engineering Intern Programs
Committee Support	Corporate Services Administrator

Briefing Note – Decision

C-544-2.14

ANTI-RACISM & ANTI-DISCRIMINATION EXPLORATORY WORKING GROUP (AREWG)

Purpose: To continue the AREWG to assist Council in fulfilling its public interest duties by exploring and making recommendations regarding matters related to racism, and other equity and human rights affairs.

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

1. That Council continues the AREWG as presently established and tasks it to develop recommendations further to its mandate for next steps.
2. That the AREWG's mandate, until any further Council decision, is to assist Council in fulfilling its public interest duties by exploring and making recommendations regarding matters related to racism, and other equity and human rights affairs, relevant to PEO's function as a regulator, employer, and organization.
3. That Council approves the mandate document attached as C-544-2.14, **Appendix A**.
4. That the AREWG is to proceed to Phase 3 of its work, with possible next steps as shown in C-544-2.14, **Appendix B**.
5. That Council tasks the AREWG to recommend to Council, before the 2022 AGM, any appropriate changes to Appendix A to coincide with PEO's governance transformation and journey to becoming a modern inclusive regulator that is a trusted leader in professional self-regulation.
6. That new AREWG members or Chairs shall be appointed based on merit. Recognizing the AREWG's mandate, merit in this context means a demonstrated interest in, understanding of, and/or commitment to anti-racism and equity, with value placed on the lived experiences of candidates who are members of equity-seeking groups.

Moved by: Lisa MacCumber, P.Eng.

Seconded by: Qadira Jackson, BA, BSW, LL.B.

1. Need for PEO action

As acknowledged by previously approved Council motions, the problem of widespread systemic racism has been a major focus of international public attention, particularly in the past two years. As a regulator in the public interest, PEO is required to identify and address any such concerns as they relate to its mandate and activities. To this end, in November 2020, Council approved the creation of the AREWG.

For **Phase 1** of the AREWG's work, Council required it to explore and report to Council regarding:

- a) What potential vulnerabilities exist for PEO in relation to systemic racism and discrimination, in all major areas of PEO's operations and its role as regulator of the practice of professional engineering and governor of the engineering profession;
- b) What best practice methodologies are available to identify, study and produce recommendations on how to address any issues of systemic racism and/or discrimination that exist;

- c) What options are preferred and recommended, based on the Working Group's (and consultant's) understanding of PEO and the environment in which it operates;
- d) What mechanisms (e.g., a further working group, additional consultants, surveys, interviews, focus groups, etc.) are required in order to oversee and pursue the recommended options; and
- e) Any other foundational or background information that Council needs in order to address these issues.

The AREWG completed Phase 1 and engaged Council in further discussions between May 2021 and June 2021. In June 2021, Council formally accepted and confirmed a decision to make public and circulate the Report prepared in AREWG's Phase 1. Council also continued the AREWG with its current membership and tasked it, with the allocation of appropriate people and financial resources, to develop recommendations for the next steps. This commenced the AREWG's Phase 2, during which staff recruited again, via a Request for Proposals (RFP), a qualified consultant skilled in equity, diversity, and inclusion, to support the AREWG's work.

In its present recommendations to proceed to Phase 3, the AREWG has leveraged Council's feedback during Phase 2. The above-noted motions accommodate an expanded scope regarding equity affairs.

Phase 3 is primarily about working towards establishing an anti-racism and equity code ("**ARE Code**") that articulates policy principles, the PEO's commitment, and expectations for the profession and the organization regarding anti-racism and equity.

More specifically, Phase 3 will focus primarily on:

- a) developing an ARE Code for Council's approval at the policy level, which addresses systemic racism and equity issues in keeping with Ontario's public policy direction and the primacy of these matters per human rights laws;
- b) consultations with a fair cross-section of stakeholders regarding the above-noted ARE Code; and
- c) collaboration – among the AREWG, the CEO/Registrar or their delegates, and relevant PEO committees – towards developing for Council's approval appropriate accountability mechanisms and sustainability measures relevant to the AREWG's mandate.

As a regulator in the public interest, PEO must appropriately engage relevant stakeholders as it articulates an ARE Code and evolves its function as a regulator accordingly.

PEO's governance transformation and strategic plans contemplate conducting public consultations throughout 2022. The AREWG's recommended next steps (see **Appendix B**) align well with PEO's wider transformation and strategic timelines. The AREWG aims to collaborate with the CEO/Registrar and PEO's transformation team towards proposing a final draft of an integrated timeline, as may be needed.

2. The public policy environment re racism and equity issues

To help orient Council as it approaches the present public interest decision, the AREWG has attached relevant reference materials as **Appendix C**. These include salient excerpts from PEO's own existing guidelines, and policy approaches/strategies of the Ontario government and certain relevant public bodies.

PROPOSED Mandate
Anti-Racism and Anti-Discrimination Exploratory Working Group

Issue Date: November 19, 2021
Approved by Council: November 19, 2021

Review Date: N/A
Review by: N/A

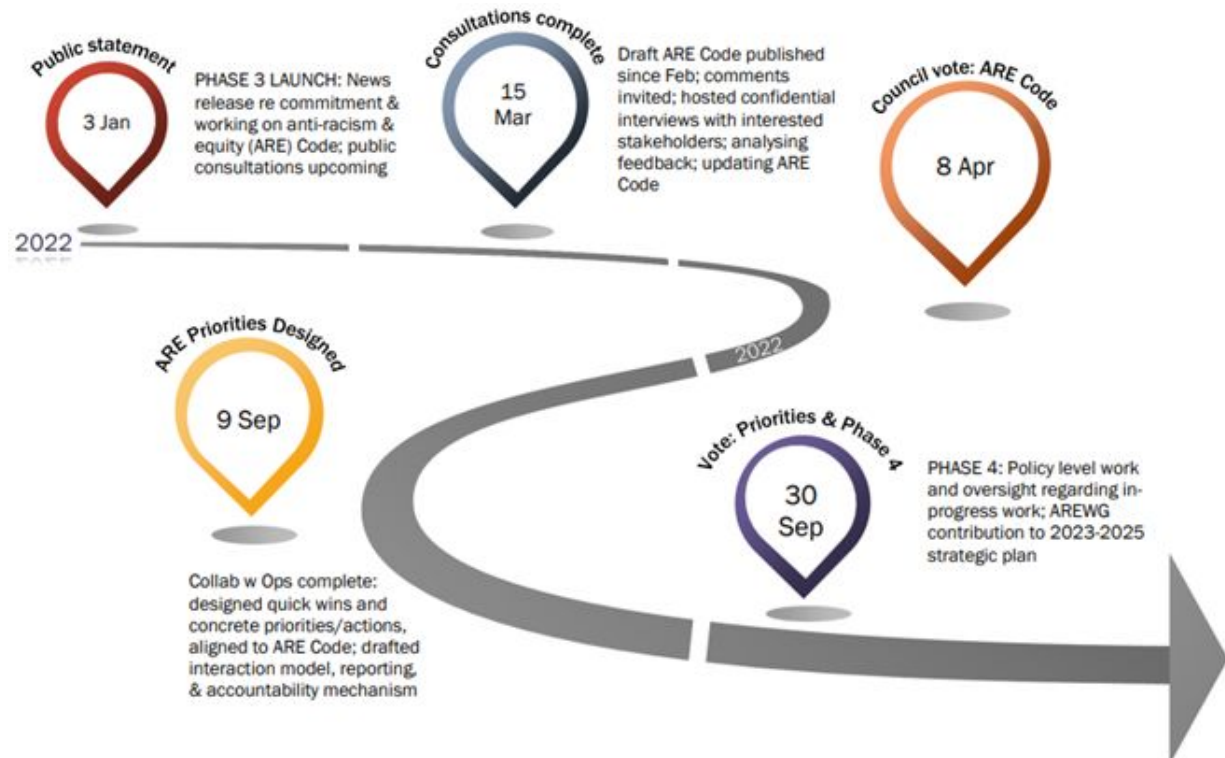
I. Mandate

The mandate of the AREWG is to assist Council in fulfilling its public interest duties by exploring and making recommendations regarding matters related to racism, and other equity and human rights affairs, relevant to PEO's function as a regulator, employer, and organization.

II. Duties and Responsibilities

1. The AREWG will explore and recommend options for Council's approval to help fulfill Council's role as a governing board, ensuring policy, direction, and control in relation to the AREWG's mandate. These options may include:
 - a) A policy Code that addresses systemic racism and related equity issues in keeping with Ontario's public policy direction and the primacy of these matters per human rights laws.
 - b) Consultations with a fair cross-section of stakeholders relevant to the AREWG's mandate.
 - c) Contributions to Council's function regarding strategy development, review, and/or approval, using the lens of the AREWG's mandate.
 - d) Public reporting requirements regarding PEO's commitment and progress relevant to the AREWG's mandate.
 - e) Accountability mechanisms to help Council ensure effectiveness of the regulator regarding the AREWG's mandate.
 - f) Periodic reassessments to help ensure up-to-date recommendations and decisions.
2. In performing its responsibilities, the AREWG will collaborate appropriately with the CEO/Registrar or their delegates, and other relevant PEO Committees. In particular, the AREWG will work in conjunction with the HRCC, the RPLC, and the GNC to help achieve coherence in PEO's journey to becoming a modern inclusive regulator and a trusted leader in professional self-regulation.

DRAFT Timeline: AREWG Next Steps



EXCERPTS RE PUBLIC POLICY ENVIRONMENT**C.1. Excerpts from PEO's Guideline on Human Rights in Professional Practice (2009)**

These excerpts (emphasis added) provide assurance that the AREWG's recommendations are in keeping with PEO's aspirations, and that they help to meet PEO's human rights obligations.

"Professional Engineers Ontario aims to promote a workplace free of harassment and discrimination, and to encourage its members to create such an environment in their own workplaces... PEO will hear complaints against members who are accused of employment-related harassment and discrimination as defined in the Ontario Human Rights Code... In instances **where ... infringements of human rights are found to have occurred**, the responsible professional engineers **may be considered to be guilty of professional misconduct, in accordance with section 72(2)(j) of Regulation 941/90 made under the Professional Engineers Act, and may be subject to disciplinary action.**

The Ontario Human Rights Code sets out requirements to provide for equal rights and opportunities... This philosophy is expressed in paragraph two of the preamble to the Code, which states: "And whereas **it is public policy in Ontario** to recognize the dignity and worth of every person and **to provide for equal rights and opportunities without discrimination** that is contrary to law..." This means employers have a responsibility to provide a working environment that is free from harassment and discrimination. **Employers could be held liable by a court or tribunal if they or their managers do not act to put an end to discrimination** or harassment in the workplace.

To fulfill this responsibility, **employers are expected to take appropriate actions and wherever possible should:**

- educate... • inform... • take proactive steps to prevent...
- establish a process and disciplinary procedure... • ... **establish a hiring procedure that complies with the Ontario Human Rights Code, and instruct anyone who may be involved in hiring**, so that discrimination does not occur in the procedure; • **develop and implement an organizational policy**... • hold managers and supervisors accountable... • encourage all ... • encourage employees who feel that they have been harassed or discriminated against to come forward; • **regularly review the effectiveness** of the education, policy and procedures in preventing harassment and discrimination, and revise those that are not working effectively; • provide a knowledgeable, helpful person to consult with employees, to whom employees can comfortably bring their concerns; • investigate

complaints promptly, impartially and in a dignified manner; • implement suitable remedial action... and • undertake not to engage in reprisal actions...

Documentation, like other aspects of running an operation, is **important for analyzing effectiveness**, as well as for **reducing exposure to liability**. To ensure that policies are effective and are being applied, **regular audits** (at least annually) should be carried out...

Like many other aspects of an organization, there needs to be some statement of what is expected ... Developing it should involve as many of the people expected to implement the policy as is practical...

...where a claim is serious, hiring an outside investigator may convey a message of fairness and professionalism to both the complainant and the alleged perpetrator... Care should be exercised to ensure the process is confidential...

Indirect discrimination occurs when a requirement, qualification or factor ... which, on its face, is not directly discriminatory has, when imposed, a greater negative effect on individuals protected by the Code than on others. One example would be a requirement that a person have 10 years Canadian experience as a condition of hire. Such a requirement may discriminate against people newly arrived in this jurisdiction and may therefore be discriminatory on the basis of race, place of origin, citizenship or possibly ethnic origin...

The main advantage of an active, ongoing, vigorously applied policy against harassment and discrimination is **a cooperative and more productive workforce**. Although policy implementation may be difficult initially, the effort involved will be rewarded by more cooperation, less absenteeism, **more productivity, and a more successful organization.**"

Professional engineer employees should also be proactive in preventing harassment and discrimination ... This means that in all aspects of their employment, **professional engineers should:** • **be proactive in understanding human rights issues**; • become familiar with applicable legislation, such as the Ontario Human Rights Code; • **avoid** collusion in acts of harassment and discrimination – not only active collusion, but also

collusion through silence or denial; and • follow appropriate complaint procedures when reporting claims of harassment or discrimination.

C.2. Excerpts regarding Ontario's Public Policy Environment

These excerpts (emphasis added) demonstrate relevant aspects of Ontario's public policy environment, in which PEO must demonstrate leadership in protecting the public interest.

Re Ontario's Anti-racism Act (2017), and Anti-racism Directorate (ARD):¹ "Advancing racial equity and enabling real, lasting change **requires a solid policy, research and accountability framework** through which **to examine government policy, legislation, programs and services.** To that end, the **Anti-Racism Act, 2017** ("Anti-Racism Act") was passed, and an **Anti-Racism Strategic Plan** (Plan) was released. The Anti-Racism Act requires Ontario's **Anti-Racism Directorate (ARD)** to assist the **Minister Responsible for Anti-Racism** in carrying out the Minister's duties under the Act...

Created strategies for populations experiencing the most critical forms of systemic racism. Specific strategies were implemented to **focus on impacts to Black, Indigenous and racialized populations...**

Bringing together community leaders and organizations with **expertise and lived experience** was an important step...

The next phase of work will focus on **policy development, data collection** and analysis, **strategic partnerships** with public and private organizations, **public awareness** building, and implementing more **measurable actions...**

Tackling racism, hate and discrimination in all its forms is essential, but we cannot have a one size fits-all approach. **Population-specific strategies recognize the disparities faced by racialized communities in social, economic and health outcomes.** Efforts have also been made to identify and address any disparities and systemic barriers in the Ontario Public Service, one of Ontario's largest employers...

A focus on Anti-Black Racism Strategy. Ontario's Anti-Black Racism Strategy (ABRS) was released... The ABRS focuses on five objectives: [including]... 1. Lead long-term change across systems, taking a collaborative government approach. 2. Build system capacity and

competency and make sure the right tools are in place to change the system within government and its institutions. 3. Partner with 'early adopter' public sector organizations that serve a high percentage of Black Ontarians to identify strategies that could be applied on a wider scale across the province to identify, monitor and address systemic racism. 4. Increase Black community engagement and capacity by facilitating stronger government-community relationships and access to government decision-making processes. 5. **Increase public awareness and understanding of anti-Black racism and its devastating impacts...**

Indigenous-focused anti-racism... **Acknowledging historical and continued impacts of colonization, and affirming the Ontario Government's commitment to reconciliation,** Ontario collaborates with First Nations, Inuit and Métis partners to specifically target anti-Indigenous racism... Responding to the Truth and Reconciliation Commission... Major progress on reconciliation commitments is ongoing and extends across ministries and government initiatives...

Ontario Public Service Anti-Racism Strategy... With over 66,000 staff, the Ontario Public Service (OPS) is one of the largest employers in the province. The OPS Anti-Racism Policy was established in 2018 and commits the organization to **create equitable human resources policies, procedures and practices** for all employees, including Indigenous, Black and racialized employees, through: • Identifying and removing systemic racism barriers in human resource policies, programs and practices. • Making sure that the diversity of the senior leadership reflects the Ontario labour force by 2025. • Ensure all staff have a foundational awareness and understanding of systemic racism, and the skills to address it...

Excerpts from Ontario's Anti-racism Strategic Plan:² ... **Research shows** Ontario's Indigenous and Black populations are **experiencing especially critical forms of**

¹ Excerpts from Annual progress report 2020: Ontario's Anti-Racism Strategic Plan. Online at: [Annual progress report 2020: Ontario's Anti-Racism Strategic Plan | Ontario.ca](https://files.ontario.ca/ar-2001_ard_report_tagged_final-s.pdf)

² Online at: https://files.ontario.ca/ar-2001_ard_report_tagged_final-s.pdf

systemic racism and inequitable outcomes. It is essential we address these disproportionalities, and the following three population-specific anti-racism initiatives are a start to this work... Anti-Black Racism Strategy: **The intergenerational impact of slavery and a long history of overt and ongoing systemic racism** continues to shape poorer outcomes for Black people today. This is **confirmed by numerous reports and years of research and consultation** with community partners who have identified key areas of action to address anti-Black racism.... **A targeted approach is urgently needed in order to change these consequences...**

Indigenous focused anti-racism strategy... In response to the Truth and Reconciliation Commission, the province released The Journey Together: Ontario's Commitment to Reconciliation with Indigenous Peoples (2016). It **sets out Ontario's commitment to address the ongoing impacts of Canada's legacy of residential schools and other devastating colonial policies, remove barriers, support Indigenous culture and reconcile relationships with Indigenous peoples.**

Excerpts from the OPS' Anti-racism Policy Progress Report:³ Launched in 2017, the OPS Inclusion and Diversity Blueprint includes a priority for setting a corporate goal to diversify senior leadership in the OPS, so it is more representative of the Ontario labour force. Effective April 2018, the **OPS Anti-Racism Policy commits the OPS to lead by example** through the development and implementation of an evidence-based OPS-wide anti-racism approach that includes the Systemic Racism Barrier Identification and Removal, Systemic Organizational Change Planning and Equity Review, Senior Leadership Diversification and Anti-Racism Competency and Capacity (ARCC) Building Program...

The implementation of the OPS Anti-Racism Policy is guided by the following principles: Systemic focus... Whole-of-government, collective impact approach... **Targeted universalism: Everyone benefits from**

government's removal of systemic racism barriers faced by the most disadvantaged communities. Reducing barriers and disparities leads to a better Ontario for everyone. Distinctness and **intersectionality** of racism: We acknowledge racism is experienced differently by various racialized groups, and within groups along intersectional lines, including gender identity, creed, class, sexual orientation, ability, history of colonization and any other social or personal attributes. **Inclusive process:** Indigenous and racialized people **must be meaningfully engaged. Their perspectives and guidance inform the strategy and government decision-making...**

There has been a longstanding call for change by public servants, particularly Indigenous, Black and racialized OPS employees. These calls have been **supported by key stakeholders, who have consistently reported a difference related to hiring practices, learning and development opportunities** and the workplace discrimination and harassment complaint management process.

As Ontario continues to grow and change, the OPS must strive to increasingly reflect the public we serve...

A diverse workforce is critical to adopting innovative ideas and approaches to solving problems...

Diversifying the OPS **requires examining our policies, practices and systems and using data to take concrete, measurable actions** that will reduce systemic barriers and eliminate discrimination and harassment ...

With more than 14.5 million residents speaking over 200 languages, **Ontario has the most culturally diverse population in Canada.** Ontario is home to the largest population of Indigenous people in the country. By 2036, racialized people will account for an estimated 48 per cent of Ontario's population.

[The AREWG proposes next steps to help prepare PEO to lead in this future Ontario.]

C.3. Excerpts regarding risks, oversight, and public interest frameworks

These excerpts (emphasis added) illustrate some risks if public sector organizations are perceived as lacking requisite performance in their public interest duties.

³ <https://www.ontario.ca/page/ontario-public-service-anti-racism-policy-progress-report>

Example 1: Class Action Lawsuit. August 2021: “Black federal employees involved in a **proposed class-action lawsuit** launched last December **against the federal government** alleging years of discrimination and **seeking some \$2.5 billion in damages**... Since then, the proposed class-action lawsuit has **become one step closer to reality after a motion was filed for it to be certified.**” September 2021: “A proposed class-action lawsuit from Black civil servants **has reached 1,000 plaintiffs**”⁴

Example 2: Imposition of a Superintendent to oversee professional regulators: “British Columbians want and deserve to know that decisions made about natural resources and the environment are science-based and **in the public interest,**” said George Heyman, Minister of Environment and Climate Change Strategy. “**The new superintendent’s office will bring independent oversight and help restore public trust** in qualified professionals by ensuring transparent and consistent best practices regarding qualifications, continuing education and potential conflicts of interest...”

The superintendent’s office will have the **power to issue guidelines and directives to regulators to ensure compliance and enforcement of best practices and high professional and ethical standards.**

Staff will be able to **investigate potential breaches of whistleblower protections and administer penalties.**”⁵

Example 3: OHRC powers.⁶ *The Chief Commissioner of the OHRC is now Patricia DeGuire, who co-authored the AREWG’s Phase 1 report and recommendations.*

About the OHRC: “The OHRC is an arms-length agency, **with a promotion, monitoring and enforcement role, which includes targeted legal action.**

Under the Human Rights Code, the OHRC is mandated to prevent discrimination and harassment on the basis of race, sex, disability and age, to name a few of the 17 protected grounds...”

The OHRC Chief Commissioner’s powers include, among other things...

“(c) to undertake, direct and encourage research into discriminatory practices and to make recommendations designed to prevent and eliminate such discriminatory practices;

(d) to examine and review any statute or regulation, and any program or policy made by or under a statute, and make recommendations on any provision, program or policy that in its opinion is inconsistent with the intent of this Act;

(e) to **initiate reviews and inquiries into** incidents of tension or conflict, or **conditions that lead or may lead to incidents of tension or conflict, in a community, institution, industry** or sector of the economy, and to make recommendations, and encourage and **co-ordinate plans, programs and activities**, to reduce or prevent such incidents or sources of tension or conflict;

(i) to make applications to the Tribunal under section 35;

(j) to **report to the people of Ontario** on the state of human rights in Ontario and on its affairs;

31 (1) The Commission **may conduct an inquiry** under this section for the purpose of carrying out its functions under this **Act if the Commission believes it is in the public interest to do so...**

(4) A person conducting an inquiry under this section **may, without warrant, enter any lands or any building, structure or premises** where the person has reason to believe there may be documents, things or information relevant to the inquiry. 2006, c. 30, s. 4...”

Example 4: OFC powers.⁷ *The Fairness Commissioner’s powers include, among other things...*

About the OFC: the OFC “assesses the registration practices of certain regulated professions and trades to make sure they are transparent, objective, impartial and

⁴ [Black civil servants want discrimination addressed by federal campaigns \(yahoo.com\)](https://www.cbc.ca/news/politics/black-civil-servants-want-discrimination-addressed-by-federal-campaigns-vahoo-com)

⁵ <https://news.gov.bc.ca/releases/2019ENV0075-001265>

⁶ See: http://www.ohrc.on.ca/en/news_centre/ohrc-statement-ontario%E2%80%99s-new-anti-racism-directorate and <https://www.ontario.ca/laws/statute/90h19>

⁷ See:

<https://www.fairnesscommissioner.ca/en/About/Pages/Mandate.aspx> and <https://www.ontario.ca/laws/statute/06f31>

fair for anyone applying to practice his or her profession in Ontario.”

“...26 (1) If the Fairness Commissioner concludes that a regulated profession has contravened Part III or VI or the regulations, the Fairness Commissioner **may make such orders requiring compliance** with Part III or VI or the **regulations as he or she considers appropriate and the order may require the regulated profession to do or to refrain from doing such things** as are specified in the order. 2006, c. 31, s. 26 (1).

Exception. (2) No order under subsection (1) shall require a regulated profession to make, amend or revoke any regulation that it has the authority to make under the Act that governs the regulated profession, but **the Fairness Commissioner may,**

- (a) recommend to the regulated profession that it make, amend or revoke the regulation; and
- (b) **recommend to the minister responsible** for the regulated profession that the minister exercise any power or powers that the minister has to request or require the profession to make, amend or revoke the regulation. 2006, c. 31, s. 26 (2).

[The AREWG understands that an OFC compliance order would have significant impact regarding public confidence and related ministerial actions.]

Briefing Note – Decision

C-544-3.0
CONSENT AGENDA

Purpose: To approve the items contained in the consent agenda

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

That the consent agenda be approved.

Prepared by: 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 Dale Power (416-224-1100, extension 1130 or dpower@peo.on.ca) if there are any required revisions prior to the meeting so that the minutes, when presented, may be considered within the consent agenda.

The following items are contained in the consent agenda:

- 3.1 Minutes – 543rd Council meeting – September 24, 2021
- 3.2 Consulting Engineer Designation Applications
- 3.3 Statutory and Regulatory Committees' Membership Lists for 2022
- 3.4 Changes to the Committees and Task Forces Membership Roster
- 3.5 Approval by the Attorney General of Re-Appointments to DIC and REC
- 3.6 Process for Appointing Acting Committee Chair
- 3.7 Newly Elected REC and DIC Chair and Vice Chair

Briefing Note - Decision

C-544-3.1

OPEN SESSION MINUTES – 543rd Council Meeting – September 24, 2021

Purpose: To record that the minutes of the open session of the 542nd meeting of Council accurately reflects the business transacted at those meetings.

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

That the minutes of the 543rd meeting of Council, held September 24, 2021, as presented to the meeting at C-544-3.1, Appendix A, accurately reflect the business transacted at that meeting.

Prepared by: Dale Power, Secretariat Administrator

1. Need for PEO Action

In accordance with best business practices, Council should record that minutes of an open session of a meeting of Council accurately reflect the business transacted at a meeting.

2. Current Policy

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

3. Appendices

- Appendix A - Minutes – 543rd Council open session meeting – September 24, 2021

Minutes

C-544-3.1
Appendix A

The 543rd MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held via ZOOM Videoconference on Friday, September 24, 2021, at 10:00 a.m.

- Present:**
- C. Bellini, P.Eng., President and Council Chair
 - M. Sterling, P.Eng., Past President
 - N. Colucci, P.Eng., President-elect
 - M. Spink, P.Eng., Vice President Elected
 - C. Chiddle, P.Eng., Eastern Region Councillor/Vice President Appointed
 - P. Broad, P.Eng., Western Region Councillor
 - R. Brunet, P.Eng., Lieutenant Governor-in-Council Appointee
 - T. Bruyere, P.Eng., Lieutenant Governor-in-Council Appointee
 - C. Chahine, P.Eng., East Central Region Councillor
 - M. Chan, P.Eng., Councillor-at-Large
 - J. Chisholm, P.Eng., West Central Region Councillor
 - L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee
 - Q. C. Jackson Kouakou, Barrister and Solicitor, Lieutenant Governor-in-Council Appointee
 - L. MacCumber, P.Eng., West Central Region Councillor
 - S. MacFarlane, P.Eng., Western Region Councillor
 - L. Notash, P.Eng., Councillor-at-Large
 - P. Quinn, P.Eng., Councillor-at-Large
 - L. Roberge, P.Eng., North Region Councillor
 - S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee
 - R. Subramanian, P.Eng., Northern Region Councillor
 - S. Sung, Lieutenant Governor-in-Council Appointee
 - R. Walker, P.Eng., Eastern Region Councillor
- Regrets:**
- A. Arenja, P.Eng., Lieutenant Governor-in-Council Appointee
 - P. Cushman, P.Eng., East Central Region Councillor
 - A. Dryland, CET, Lieutenant Governor-in-Council Appointee
- Staff:**
- J. Zuccon, P.Eng., CEO and Registrar
 - D. Abrahams, VP Legislation and Policy
 - L. Latham, VP Regulatory Operations/Deputy Registrar
 - L. Maier, VP Governance/Interim VP Organizational Effectiveness
 - L. Holden, Director, Human Resources
 - C. Mehta, Director, Finance
 - D. Smith, Director, Communications
 - J. Chau, P.Eng., Manager, Government Liaison Programs
 - C. Knox, P.Eng., Manager, Enforcement, Regulatory Compliance
 - R. Martin, Manager, Secretariat
 - J. Max, Manager, Policy
 - E. Chor, Research Analyst, Secretariat
 - D. Power, Secretariat Administrator

M. Feres, Supervisor, Council Operations
B. St. Jean, Senior Executive Assistant
N. Axworthy, Editor, Engineering Dimensions

Guests: D.A. Brown, Governance Solutions Inc.
D.L. Brown, Governance Solutions Inc.
H. Brown, CEO, Brown & Cohen
D. Chui, P.Eng., PEO Director, Engineers Canada
R. DeRooy, Governance Solutions Inc.
N. Hill, P.Eng., PEO Director, Engineers Canada
L. Lukinuk, Parliamentary Services
B. Matthews, Consulting Engineers of Ontario
D. McComiskey, Governance Solutions Inc.
S. Perruzza, Ontario Society for Professional Engineers
K. Reid, P.Eng., PEO Director, Engineers Canada

Council convened at 10:00 a.m. on Friday, September 24, 2021.

CALL TO ORDER

Notice having been given and a quorum being present, President Bellini called the meeting to order at 10:00 a.m.

12358

APPROVAL OF AGENDA

Moved by Councillor Spink, seconded by Councillor Schelske:

That:

- a) The agenda, as presented to the meeting at C-543-1, Appendix A, be approved as presented; and**
- b) The Chair be authorized to suspend the regular order of business.**

CARRIED

A request was made to remove the open session minutes from the consent agenda.

In response to a query regarding a change to the current practice of approving the in-camera portion of the agenda in open session the Chair advised that this has been referred to the Governance and Nominating Committee (GNC) for consideration and recommendation(s).

President Bellini provided an overview of how the agenda was prepared and how he, as Chair, intended to manage discussion to be as productive and respectful as possible. He noted that as Council continues to move towards a higher level of oversight in becoming a governing type board, the agenda has been structured to assist in moving in that direction.

12359

There were no conflicts of interest declared.

CONFLICTS OF INTEREST

12360

PRESIDENT'S REPORT

President Bellini advised that since Council's last meeting in June, focus has been on getting the four governance committees up and running. To that end, each Committee met twice over the summer:

- Audit & Finance on July 6 and September 1
- Governance & Nominating on August 9 and September 9
- Human Resources & Compensation on July 15 and September 2
- Regulatory Policy & Legislation on July 8 and August 30

President Bellini advised that he has attended most of these meetings and expects that in the inaugural year the workplans will continue to be refined over time. Committee meeting minutes that are final are found in the Resource Centre on Diligent Boards in this meeting's Reports folder.

The first plenary session for the 2021/22 Council year was held in August. Plenaries provide an informal forum for discussing items that will eventually come before Council for decision allowing the appropriate governance committee the opportunity to incorporate councillors' input into the final product. There was Council wide discussion at the August plenary on Council composition with a lot of frank input. It is important to get good alignment among Councillors on such transformative ideas before they are presented at Council for decision. President Bellini stated that good progress has been made on the change project in the past year and he looks forward to the completion of the last parts of the governance work during this Council year in a form that has broad Council support.

President Bellini advised that he had opportunity to attend meetings of the Anti-Racism and Anti-Discrimination Exploratory Working Group (AREWG) with good progress being made.

Events attended included:

- September 9 - East Central Region 30 by 30 Employer Awareness Session
- September 14 – Annual General Meeting of the Association of Consulting Engineering Companies (ACEC), formally known as Consulting Engineers Ontario
- September 16 – virtual APEGA Summit Awards Gala

Past President Sterling noted that it was Gender Equality week which is relevant to PEO as a regulator noting that with the 30 x 30 goal there is not women's equality in engineering among licensed professionals. She also congratulated Councillor Chisholm, West

Central Regional Councillor, who demonstrated great leadership with the Chapters in his region and other regions across Ontario to bring together information on how the engineering regulators across Canada are addressing climate change.

12361

CEO/REGISTRAR'S REPORT

CEO/Registrar Zuccon advised that his report was included in the meeting package. He informed Council that a COVID-19 policy is currently in progress regarding the return of activities at 40 Sheppard Avenue West and that he would provide greater detail at the November Council meeting.

L. Latham provided an update on the COVID-related licence application accumulation. The current state is that there are approximately 2,700 files that have been referred to the Academics and Requirement Committee (ARC) for review/assessment, approximately 1,000 of which require ARC confirmation of staff recommendations. These numbers fluctuate weekly. As previously reported, it took approximately a year to adapt the entire previously paper-based process to fully electronic. This was achieved in February 2021. While the committee has been able to work through an unprecedented number of files on a newly built platform over the summer, the current accumulation represents approximately 9 to 10 months of backlog at this time. L. Latham advised that over the summer a plan has been developed to eliminate the backlog. The approach has involved three main thrusts:

- Extensive analysis carried out on the accumulation itself and the process
- ARC/ERC engaged in developing a response/plan within the constraints of existing process
- Continuing to address system limitations to enhance throughput under current licensing protocols, continuing to refine, and fix, the IT solution that enables ARC to access their files. A number of adjustments have been made to various steps on the staff side of the process
- The objective and operational priority that licensing is working towards is the elimination of the ARC accumulation, including new monthly incoming applications requiring ARC, by the end of April 2022. While there is currently every indication that ARC may exceed its target, confirmation has not yet been received as it depends on the commitment and output of each ARC member. The ARC members providing reviews in the primary disciplines of mechanical, electrical, and civil will be the most burdened.

The intention, once committee targets and process times are confirmed, is to communicate timeline information to every applicant impacted by the backlog.

L. Latham shared a graph showing how long it will take to eliminate ARC accumulation as well as expected new monthly volumes at two different assessment rates. She then responded to questions.

12362
2022 OPERATING BUDGET

In accordance with the Council approved PEO business planning cycle, the draft operating budget was presented to Council for its review and input. Council's feedback at the September 24th meeting will be incorporated into the final 2022 operating budget to be presented to Council for approval on November 19, 2021.

Total revenues in 2022 are budgeted at \$34.8m and total expenses for sustaining regular day to day or core operations are budgeted at \$31.2m, resulting in an excess of revenues over expenses of \$3.6m. In addition to these expenses, an additional spend of \$3.2m is budgeted for various projects and Council initiatives. Highlights of the draft 2021-22 operating budget were included in the briefing note.

Councillor Cutler discussed the review process for the Audit and Finance Committee. The committee met in June and August and were generally supportive of the budget that was presented, however; one of the key concerns included the need for a breakdown of the budget by the two core areas of regulatory compliance and licensing. Finance staff are working on providing this information. Other key issues related to the salaries and benefits lines regarding staffing requirements and whether the target is realistic and achievable. There were concerns that the amount allocated for staff and volunteer training may be insufficient given the need for continuous learning. There was also discussion on the budgeted amount for chapters as recommended by the Regional Councillors Committee (RCC) which is significantly higher than previous years even when COVID-19 is factored in.

The following suggestions were made and noted.

Legislated committees such as ARC should be adequately funded to meet its mandate. A request was made to include a budgeted amount in the 2022 operating budget for technology support so that volunteers can continue to work remotely during the pandemic and that this be included as an annual budget item going forward. This will be discussed by the Audit and Finance Committee.

There appears to be equity issues related to how PEO accesses volunteers for legislated responsibilities since only certain individuals have the economic ability to freely volunteer their time. The Chair responded that the role of Council is to provide direction to staff that adequate resources are made available to both volunteers and

12363
2022 CAPITAL BUDGET

staff. CEO/Registrar Zuccon advised that he has made a note regarding the oversight of funds towards strategic initiatives.

In accordance with the Council approved PEO business planning cycle, the draft capital budget was presented to Council for its review and input. Council's feedback at the September 24th meeting will be incorporated into the final 2022 capital budget which will be presented at the November 2021 Council meeting for approval. The key highlights of the 2022 draft capital budget are summarized below.

The total capital budget of \$562k in 2022 is for various maintenance and improvement projects at 40 Sheppard Avenue West. These are part of Common Area Maintenance (CAM) costs which are recoverable from the tenants and are recommended by BGIS, the building management company hired by PEO. These planned improvements in 2022 include:

- \$350k for garage repairs
- \$80k for common area wall painting
- \$67k for replacing exterior windows
- \$40k for heat pumps; and
- \$25k for revamp of planters

Councillor Cutler advised that since PEO has gone to a cloud-based computer system, computer expenses are now included in the operating budget, therefore capital budget items strictly relate to 40 Sheppard Avenue West. C. Mehta added that expense items in the capital budget are for the upkeep and maintenance of the building based on professional property management advice from BGIS.

C. Mehta, in response to a query, confirmed that expense items not incurred in 2021 will be carried over to the following year. It is the expectation that the money for items budgeted in 2021 will be spent with the exception of exterior window replacement which will be deferred to 2022.

C. Mehta, in response to a query, confirmed that the capital budget includes an 8-to-10-year projection based on advice from BGIS and that figures are adjusted annually following inspections, etc.

There was a suggestion that it would be helpful to have this information included in the briefing note being presented to Council in November.

12364
ENGINEERS CANADA DIRECTORS
REPORT

D. Chui referred to the July and September updates that were included in the meeting package and highlighted some of the items.

He advised that the next Engineers Canada meeting was scheduled for September 29 to October 1, 2021.

A request was made that in future, acronyms be defined.

When asked if there was an update on the climate change file of Engineers Canada D. Chui advised that he would investigate this and would provide further information for the next meeting.

N. Hill referred to Engineers Canada's strategic plan noting that one of the items is to investigate and validate the purpose and scope of accreditation which could be of interest to PEO. ~~Which she feels is important to PEO and one of the main priorities of the strategic plan.~~ She also advised that Engineers Canada has issued two research RFP's: the first is for a consultant to investigate the Canadian engineering education system; and the second is a review of K-12 STEM education in Canada. Expressions of Interest at due by October 7th.

N. Hill referred to a very good webinar related to the complaints and discipline experiences of other regulators and is available to all Engineers Canada members. The link will be shared with the chairs of the Discipline and Complaints Committees and with others who are interested.

12365

GOVERNANCE COMMITTEE UPDATES

Audit and Finance Committee (AFC)

Councillor Cutler, Audit and Finance Committee Chair advised that the key focus of the committee was getting the 2022 draft budget before Council. The most recent meeting was held on September 1st at which time the draft budget was approved. The committee also discussed the establishment of the Pension Sub Committee. It is the expectation that this sub committee will be dealing with pension issues on an ongoing basis. The Terms of Reference for that sub committee were provided at the September meeting and approved. While no Councillors are members, the sub committee will report back to AFC. There was a discussion around annual fee increases tied to the cost of living. It was decided that looking at fee increases in isolation of the other operations would be premature until a more robust strategic plan is in place and updated projections for demographics are received to see how membership could change in the coming years. An RFP was issued earlier in the summer for a new auditor. Seven firms submitted proposals which are currently under review by staff. Recommendations will be presented to AFC at its November meeting.

Councillor Cutler advised that the committee is reviewing the format of its meeting minutes in recognition of the need to standardize minutes across committees.

Governance and Nominating Committee (GNC)

President Bellini reported on behalf of GNC Chair Councillor Arenja. He advised that GNC has been given stewardship of the Governance Roadmap. Since the last Council meeting the committee met on August 9th and September 9th and the August 9th minutes were included in the reports section of Diligent Boards. There was a presentation from governance consultants GSI at the August 9th GNC meeting which was the subject of the plenary session on August 25th.

The committee, on September 9, discussed the feedback received from Council at the August plenary session regarding the Phase 3 Council composition. This feedback has been taken seriously by GNC and is informing the committee's way forward.

GNC also considered the question that was raised at the August 25th plenary session regarding a process for filling the position of chair in the event the chair is not available or steps down and Council has not had the opportunity to meet and appoint a new chair. Several suggestions coming out of the plenary session were discussed, appointing vice-chairs who would be available to fill that role as required or having the committee appoint an acting chair among its own members until Council meets and appoints a permanent chair. GNC opted to select the latter option.

It was suggested that, as part of Councillor orientation, now and moving forward, a session with PEO's D&O insurance provider be arranged to build understanding amongst Councillors the following;

- what their personal risk is,
- what their coverage & type is (A or B),
- potential claims scenarios,
- process to follow if a Councillor(s) is served (who at PEO to contact, etc.)

Human Resources and Compensation Committee (HRCC)

President Bellini reported on behalf of Chair Luc Roberge. He advised that HRCC has met once since the last update made to Council at the August 25th plenary session. The committee acknowledged the contribution made by Councillor Quinn as committee chair who subsequently stepped down. The committee, within its members, held an election to replace Councillor Quinn as chair with Councillor Roberge being elected as interim chair subject to Council approval at the September 24 meeting. Councillor

MacFarlane was elected as vice-chair subject to Council approval at its September meeting.

The HRCC reviewed the goals and objectives for the CEO/Registrar for the upcoming year which will be presented later in the meeting for approval. An agenda item at the next meeting will be how to initiate the process to be followed during the review of an issue that comes up under anti-workplace and violence harassment policy.

Regulatory Policy and Legislation Committee (RPLC)

Councillor MacCumber, RPLC Chair, advised that the Committee has had two meetings, the first an orientation meeting and a second meeting on August 30. The next meeting is scheduled in October.

The role of RPLC is to support Council by recommending directions on the policy changes and risk mitigation strategies. The committee intends to be clear on policy related changes. The role of staff includes helping councillors to identify risks that may lead to policy change.

One of the committee's main topics of discussion to date has been the licencing stabilization project and where Council will be asked to make decisions at a future Council meeting. Staff made a presentation regarding academic qualification policy directions to assist in stabilizing the licensing process. The main regulator policy drivers were the external regulatory review (2019) and the Action Plan approved by Council.

The committee expects to bring a couple of items forward to the November Council meeting for decision.

In response to a query regarding the transition plan for dealing with policy work in progress prior to the establishment of RPLC CEO/Registrar Zuccon advised that staff and committees have been instructed to bring forward any outstanding legislative policy work to RPLC.

**12366
ELECTION OF HRCC CHAIR**

In August 2021, Councillor Pat Quinn resigned as Chair of the Human Resources and Compensation Committee (HRCC). With the position vacant, Council is responsible for appointing a new Chair of the HRCC

Those wishing to put their name forward for the Chair of the Human Resources and Compensation Committee for the 2021-22 term submitted their names before the meeting. In addition, at the meeting, the Chair asked for additional nominations. There were none.

Moved by Councillor Schelske, seconded by Councillor Subramanian:

That Luc Roberge be appointed the Human Resources and Compensation Committee Chair for the 2021-2022 Council year or until their successor is appointed.

CARRIED

12367

GOVERNANCE ROADMAP UPDATE

David Brown provided an overview of GSI's advisory role in PEO's governance renewal project over the past two years, including the development of a 4-phase workplan over four years. D. Brown then highlighted the work done in phases one and two noting that Council is now in phase three which is Council composition and selection. He advised that GSI undertook comparator research from nine other self-regulating professions across Canada along with alternatives, pros and cons in areas related to Council composition and selection which Council explored at the August 25th plenary session. There was no clear consensus to change the vast majority of the current practices so for the time being, Council size, mix, selection, officers and terms will remain unchanged. More discussion, research and/or consultation will be sought before any recommended changes are presented to Council.

David Brown advised that one governance practice that did receive consensus support from Council was moving forward with a Councillor profile as a tool to inform interested candidates on the collective qualities and attributes that contribute to an effective Council as well as the responsibilities of being part of a governing council. This information is also useful to regulated members so that they can make informed decisions as to who is best suited to govern a modern, self-regulating profession. the profile can also be used post election to match new councillors to the governance committee they fit best with and build capacity. He noted that this tool would not be used for selection or to recommend some candidates over others.

David Brown advised that Phase 4 will be considering how chapters, volunteers and other committees (non-regulatory, non-governance committees) can best help with PEO's governance, including the role chapters play in getting interest at the grassroots level.

The GSI presentation was followed by discussion.

President Bellini noted that GSI's role is not to inform Council on how to be a great engineering regulator but about good governance. GSI is a facilitator, providing research and advice for Council to use in forging its way forward.

David Brown confirmed that part of GSI's role was to provide a parliamentarian.

David Brown advised that GSI will be presenting GNC with a facilitation design for phase 4 in preparation for the October 29th plenary session. There was a suggestion that as part of the precursor to phase 4 this plan include widespread stakeholder consultation to include volunteers, current and past Council members, sister organizations and organizations that PEO is aligned with such as the Municipal Engineers Association, Consulting Engineers Ontario, OSPE, etc.

**12368
ANTI-RACISM AND ANTI-
DISCRIMINATION EXPLORATORY
WORKING GROUP (AREWG) REPORT**

Councillor MacCumber provided a report on behalf of AREWG Chair Councillor Cushman who was unable to attend. She advised that following staff's RFP in July and selection of a consultant to assist the working group, a kick-off meeting was held on September 1, in addition to some subsequent meetings. The group discussed expectations and Council's upcoming timelines. To allow ample time for Councillors to digest matters, AREWG will deliver a substantive presentation at the November Council meeting regarding recommended next steps.

PEO is undergoing extraordinary transformation. Council's role is to provide ample support, direction, and mechanisms to ensure good outcomes. Council does not have all the needed expertise or time to develop anti-racism and equity policy directions. It is commonplace and good practice for Boards to retain the supports they need. The need for external support is even greater when dealing with a sensitive subject matter like racism. Having an external advisor provides the opportunity for stakeholders to participate in the process on an anonymized basis. This protects both stakeholders and Council.

The consultant chosen through staff's procurement process is Shashu Clacken of CN Consulting. This organization was selected based on merit, experience, and as being the most fit for the purpose.

The AREWG discussed the need to achieve coherence between PEO's transformation initiatives. The improvements needed for anti-racism and equity obligations will be in tandem with other PEO improvements in order to become a trusted and inclusive leader in professional self-regulation.

The AREWG discussed PEO's strategic plan 2020-2022 as clarified by the CEO/Registrar's team. It is vital for PEO to stay the course. The AREWG commends CEO/Registrar Zuccon for articulating diversity and inclusion throughout the strategic plan. His team will do important work and Council must do its part by setting policy and direction at the Council level regarding diversity, equity, and

inclusion. The AREWG will offer Council further recommendations that coincide with PEO's broader transformation.

The AREWG discussed the importance of consultations with PEO's stakeholders. This was part of the Phase 1 recommendations. The Phase 1 report, on Council's request, was a risk assessment, with recommendations on how to further study and mitigate risks identified. What is done next is also up to Council. The Phase 1 report made no findings of fact. It only identified systemic racism *risks*, based on various evidentiary pieces. These pieces included: the Cayton Report; the Ontario Fairness Commissioner's evaluation; organizational documents and policies; and consistent themes reported from a balanced cross-section of interviewees (at every level of the organization; across relevant committees; at relevant external organizations; and in the wider communities impacted). The question for Council now isn't whether the reported information is *true*, but whether we have a duty to take steps to protect the organization.

Recommendations:

- 1) the AREWG continues exploring the Phase 1 recommendations and evaluate what might be workable and when;
- 2) further to the initial discussion which took place at the June 2021 plenary, Council engages in additional plenary discussion of this subject in October to consider feedback about the best way forward, and
- 3) Council defers to November 2021 any decision about integrating anti-racism recommendations to fit with PEO's transformation roadmap.

In conclusion Council was thanked for its leadership in shepherding the engineering profession through historic times.

The Chair clarified that the Phase 1 report was to identify areas of risk. The next step of the process is to dig deeper and find ways to mitigate risk. As this is a staged process, AREWG will be presenting recommendations to Council at its November meeting regarding next steps.

**12369
RECOMMENDATIONS ON 2021 AGM
SUBMISSIONS**

At the 2021 Association of Professional Engineers of Ontario Annual General Meeting, in accordance with Council policy, and as permitted by the by-laws, a number of members presented written submissions and made verbal presentations on issues related to the business and activities of the Association. Motions were then proposed in respect of the submissions. Five such motions were made and debated. Each passed with a significant margin. The

complete submissions and motions were provided in the agenda package.

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

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

Staff's analysis and proposed response to the five motions passed at the AGM were included in the briefing note. While each of the motions had a different focus, there is a certain amount of repetition which was noted where appropriate.

In the view of staff, none of the motions raise any significant legal concerns. No specific Council action is required with respect to the motions at the present time, but in all instances Council committees might wish to consider the points raised in the motions and submissions at the appropriate committee's discretion.

The briefing note identified the relevant governance committee(s) to review and consider each motion. The Chair confirmed that since the governance committees are not decision-making bodies, any recommendations will be brought before Council for approval. He also noted that it would be up to the committees to determine how much time they would need to consider the submissions.

Suggestions/Feedback:

- Information session for Councillors on active listening
- When considering motion #2 regarding a recommendation that PEO focus its agenda on the development and implementation of regulatory policy and systems, the governance committees reviewing this should consider ways to balance governance and advocating for the public interest through regulations, legislation and standards.

- Motions 1 and 3 refer to “peer review”; however, it was suggested that “member review” would be more appropriate. PEO’s peers are other regulators.
- The professional Standards Committee (PSC) does do a complete peer review process in which members are contacted via email and invited to comment on any guideline or standard that is being proposed. Relevant ministries are also asked to comment, i.e., Municipal Affairs, Environment, Transportation, etc.

12370
MINUTES – 542 COUNCIL MEETING

It was noted that the C-542 minutes included comments attributed to Councillors which was not typically the best practice.

President Bellini added that the Governance and Nominating committee (GNC) has been tasked to discuss and provide recommendations to Council regarding standardization of minutes across the organization noting that there are benefits to having a common format.

Past President Sterling referred to page 9 of the June 25, 2021 minutes noting that the minutes did not include her question regarding the implications of the leadership structure of Vice-President positions vis-a-vis the position of Director of Human Resources.

Moved by Councillor Schelske, seconded by Councillor Walker:

That the minutes of the 542nd meeting of Council, held June 25, 2021, as presented to the meeting at C-543-3.1, Appendix A, and amended, accurately reflect the business transacted at that meeting.

CARRIED

12371
CONSULTING ENGINEER DESIGNATION APPLICATIONS

Moved by Councillor Schelske, seconded by Councillor Walker:

1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as set out in, C-543-3.2, Appendix A, Section 1.

2. That Council approve the applications for redesignation as Consulting Engineer as set out in C-543-3.2, Appendix A, Section 2.

3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as set out in C-543-3.2, Appendix A, Section 3.

CARRIED

12372

**CHANGES TO THE 2021 COMMITTEE
AND TASK FORCES MEMBERSHIP
ROSTER**

Moved by Councillor Schelske, seconded by Walker:

**That Council approve changes to the 2021 PEO Committees and
Task Forces Membership Roster as set out at C-543-3.3, Appendix
A.**

CARRIED

Moved by Councillor Spink, seconded by Councillor Broad:

That Council move in-camera.

CARRIED

There being no further business, the meeting concluded.

These minutes consist of 15 pages and minutes 12358 to 12372 inclusive.

C. Bellini, P.Eng., Chair

R. Martin, Manager, Secretariat

Briefing Note – Decision

CONSULTING ENGINEER DESIGNATION APPLICATIONS

Purpose: Pursuant to subsection 61(2) of Regulation 941 under the *Professional Engineers Act*, the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC makes the following recommendations.

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

1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as set out in C-544-3.2, Appendix A, Section 1.
2. That Council approve the applications for redesignation as Consulting Engineer as set out in C-544-3.2, Appendix A, Section 2.
3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as set out in C-544-3.2, Appendix A, Section 3.

Prepared by: Cliff Knox, P.Eng, Division Manager, Licensing & Registration; and Imelda Suarez, Staff Support

Moved by: Nick Colucci, P.Eng.

1. Need for PEO Action

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

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

Examinations

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

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

Designation Requirements

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

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

meet one or more of the criteria are grounds for denying the application for redesignation.

Permission to Use the Title

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

2. Next Steps (if motion approved)

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

3. Peer Review & Process Followed

Process Followed	All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on October 28, 2021.
Council Identified Review	Not applicable. Required by Regulation.
Actual Motion Review	As stated under above process.

4. Appendices

- Appendix A – Report of the Consulting Engineer Designation Committee
- Appendix B – Legal Implications

<p>C-544-3.2 Appendix A</p>

To the 544th Meeting of the Council of
Professional Engineers Ontario

REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE

Chair: Steve van der Woerd, P.Eng.

- 1. The Committee has reviewed the following applications for DESIGNATION and recommends to Council that these 5 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	Naqui, Syed (Zaigham)	The NB Partnership Engineers Inc.	3-71 Marycroft Ave, Woodbridge ON, L4L 5Y6	100153551
1.2	Petrisca, Darian	HOMES Water Inc.	570 Wingrove Cres, Oakville ON, L6L 4R6	100119979
1.3	Taghipoor, Yousef	Hytco Energy Inc.	349 Fairlawn Ave, Toronto ON, M5M 1T5	100100776
1.4	Taylor, Steven	BT Engineering Inc.	201-100 Craig Henry Dr, Ottawa ON, K2G 5W3	45854809
1.5	Yang, Qin Ze	Lesmile Engineering Inc.	2 Malabar Pl, North York ON, M3B 1A5	100198326

- 2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 34 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	Aly, Mohsen	M.H.D Engineering Inc.	303-9040 Leslie St, Richmond Hill ON, L4B 3M4	100020281
2.2	Angelis, Robert De	Condeland Engineering Limited	200 - 350 Creditstone Rd, Concord ON, L4K 3Z2	10885408
2.3	Balsdon, Jason	ResEnv Consulting Limited	14336 County Road 21, Colborne ON, K0K1S0	2173201
2.4	Bauman, Troy	Robinson Consultants Inc.	111-911 Golf Links Rd, Hamilton ON, L9K 1H9	90352980
2.5	Berry, Frank	F.R. Berry & Associates	660 Inverness Ave, London ON, N6H 5R4	3546017
2.6	Wayne Boyd	WK Boyd Consulting Inc	67 Amelynn Cres, Woodbridge ON, L4H 1P4	4819017
2.7	Demaiter, Leon	DEI & Associates Inc.	55 Northland Rd, Waterloo ON, N2V 1Y8	11144508
2.8	Dhillon, Paramjit	PNJ Engineering Inc.	1-21 Rodinea Rd, Vaughan ON, L6A 1R3	11437506
2.9	Diosady, Levente	University of Toronto	200 College St, Toronto ON, M5S 3E5	11660016
2.10	Eissa, Osama	IES Associates	3191 Wyandotte St E, Windsor ON, N8Y 4Y6	90452756
2.11	Fournier, Bernard	Avi Eng International Corporation	272-8171 Yonge St, Thornhill ON, L3T 2C6	14759500
2.12	Gayowsky, Stephen	RTG Systems Inc.	201-3518 Mainway Dr, Burlington ON, L7M 1A8	90545245
2.13	Graziani, Walter	Comcor Environmental Limited	12-320 Pinebush Rd, Cambridge ON, N1T 1Z6	17084518
2.14	Harvey, Timothy	Pinestone Engineering Limited	1-110 Kimberley Ave, Bracebridge ON, P1L 1Z8	90418559
2.15	Husson, Donald (Paul)	Husson Limited	200 Cachet Woods Court, Markham ON, L4B 4C6	90377938
2.16	Jacenko, Sergej	Framatome Canada Ltd	2091 Highway 21, Kincardine ON, N2Z 2X4	100050653
2.17	Kelterborn, Larry	LDK Advisory Inc.	712 Robson Rd, Waterdown ON, L8B 1H1	23291016
2.18	Kirchhefer, Siegfried	S. A. Kirchhefer Limited	364 Lloyd St, Sudbury ON, P3B 1P3	23938012
2.19	Kirtz, Raymond	Triton Engineering Services Limited	14-105 Queen Street W, Fergus ON, N1M1S6	23992506
2.20	Lapas, Richard	Lapas Consulting Engineers Limited	227 Bridgeland Ave, Toronto ON, M6A 1Y7	25608258

2.21	Lucente, Rocco	R. Lucente Engineering Inc.	302-180 Eugenie Street W, Windsor ON, N8X 2X6	27563014
2.22	Miles, John	Atkinson Engineering Inc.	786 King St E, Hamilton ON, L8M 1A6	31662505
2.23	Mozaffar, Tanweer	RDZ Engineers Ltd.	30 Pennsylvania Ave, Unit-17A, Vaughan ON, L4K 4A5	100035724
2.24	Neumann, Mike	Planmac Engineering Inc.	400-80 North Queen St, Etobicoke ON, M8Z 2C9	90454737
2.25	Opresnik, Mark	Opresnik Engineering Consultants Inc	3082A Bloor St W, Toronto ON, M8X 1C8	90430448
2.26	Pasqualoni, Renato	Thurber Engineering Ltd.	103 - 2010 Winston Park Dr, Oakville ON, L6H 5R7	35632751
2.27	Poulos, Nickolas	Poulos & Chung Limited	535 Bur Oak Ave, Markham ON, L6C 2S5	37240017
2.28	Rymell, Robert	RBS Consulting Engineering Group Inc.	2798 Shering Cres, Innisfil ON, L9S 1H1	40244501
2.29	Sims, John (Derek)	IBI Group Professional Services (Canada) Inc	55 St. Clair Ave W, 7th Fl, Toronto ON, M4V 2Y7	42547604
2.30	Skrabek, Bryan	Kontzamanis Graumann Smith MacMillan Inc	1001 William Street, Suite 301A, Thunder Bay ON, P7B 6M1	42831503
2.31	Stevens, Robert	Howe Gastmeier Chapnik Limited	203-2000 Argentia Rd, Plaza 1, Mississauga ON, L5N 1P7	90394032
2.32	Tari, Dominic	Jablonsky, Ast & Partners Consulting Engineers	400-3 Concorde Gate, Toronto ON, M3C 3N7	45667011
2.33	Visocchi, Michael	Visco Engineering Inc.	6725 South Service Rd, Windsor ON, N8N 2M1	48217400
2.34	Walsom, Daniel	XCG Consulting Limited	820 Trillium Dr, Kitchener ON, N2R 1K4	90406752

3. The Committee recommends to Council that the following **1 FIRM** be granted **PERMISSION TO USE THE TITLE “CONSULTING ENGINEERS”** (or variations thereof), having met the requirements pursuant to Section 68 of O.Reg.941:

#	Company Name	Address	Designated Consulting Engineer(s)
3.1	Alma Engineering Inc.	315-550 Highway 7, Richmond Hill ON, L4B 3Z4	Abdoreza Ghazizahedi, P.Eng.

C-544-3.2
Appendix B

CONSULTING ENGINEER DESIGNATION APPLICATIONS

Legal Implications/Authority

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

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

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

Briefing Note – Decision

C-544-3.3

STATUTORY AND REGULATORY COMMITTEE MEMBERSHIP LISTS

Purpose: To re-appoint members to PEO's statutory and regulatory committees.

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

That Council approve re-appointment of members to PEO's statutory and regulatory committees per Schedule A for a one-year term effective January 1, 2022.

Prepared by: Viktoria Aleksandrova – Committee Coordinator

Moved by: Councillor MacCumber – Chair, Regulatory Policy and Legislation Committee

1. Need for PEO Action

Subsections 19.1(1), 23(1), 25(1), 27(1) of the *Professional Engineers Act* and 12(1), 30(1), 40(1), 41(1), 62(1) of the *Regulations 941/90* of the Act require that the appointment of members to the following committees respectively is approved by Council:

- Registration Committee
- Complaints Committee
- Complaints Review Councillor
- Discipline Committee
- Central Election and Search Committee
- Fees Mediation Committee
- Academic Requirements Committee
- Experience Requirements Committee; and
- Consulting Engineer Designation Committee.

In accordance with the *Committees and Task Forces Policy*, the appointment of members to regulatory and other committees is for a one-year term and their re-appointment is to be annually approved by Council.

2. Proposed action

All non-council members of the above committees (listed alphabetically in Schedule A) are recommended for re-appointment for a one-year term effective January 1, 2022.

The following members of the Discipline Committee are not recommended for re-appointment by the committee chair: Sean O'Brien, P.Eng. and Brian Ross, P.Eng.

3. Next Steps

The names of the approved members will be posted on the respective committee websites. Those resigned will receive *Thank you* certificates in accordance with the protocol.

Appendix A – Schedule A Statutory and Regulatory Committees Membership Lists

C-544-3.3
Appendix A

Schedule A

Statutory and Regulatory Committee Membership Lists

Committee/position or membership category	PEO# (if applicable)	Start/End date
Academic Requirements Committee (ARC)		
1. Ramesh Subramanian (Chair)	100111514	2013 - AGM 2022
2. Waguih H. ElMaraghy (Vice Chair)	13015011	1989-94, 1998 - Dec 31, 2022
3. Sanjiwan D. Bhole	100010404	2004 - Dec 31, 2022
4. Yehoudith (Judith) Dimitriu	11624608	1992 - Dec 31, 2022
5. Bob Dony	90242579	1998 - Dec 31, 2022
6. Amir Fam	90498650	2010 - Dec 31, 2022
7. Roydon Fraser	90286626	1998 - Dec 31, 2022
8. Michael Hulley	90335084	2017 - Dec 31, 2022
9. Ross L. Judd	22645014	Pre-1984 - Dec 31, 2022
10. Meilan Liu	90534199	2010 - Dec 31, 2022
11. Joseph (Joe) Lostracco	27410505	2014 - Dec 31, 2022
12. Ian Marsland	100046501	2016 - Dec 31, 2022
13. Magdi Emile Mohareb	100106510	2010 - Dec 31, 2022
14. Girgis (George) Nakhla	90476540	2003 - Dec 31, 2022
15. Leila Notash	90440074	2003 - AGM 2022
16. Remon Pop-Iliev	90462789	2005 - Dec 31, 2022
17. Amin S. Rizkalla	100064899	2010 - Dec 31, 2022
18. Medhat Shehata	90457193	2014 - Dec 31, 2022
19. Shamim A. Sheikh	41959016	2002 - Dec 31, 2022
20. Juri Silmberg	42373019	Pre-1984 - Dec 31, 2022
21. J. Allen Stewart	44514107	2014 - Dec 31, 2022
22. Barna Szabados	45314507	2000 - Dec 31, 2022
23. Tze-Wei (John) Yeow	100051638	2010 - Dec 31, 2022
24. Malgorzata S. Zywno	52089406	1993 - Dec 31, 2022
Central Election and Search Committee (CESC)		
1. Penultimate Past President Hill (Chair)	19667450	2019 - June 2022
2. Past President Sterling	90376419	2020 - June 2023
3. President Bellini	90417239	2021 - June 2024
4. Leila Azimian	100190037	2021 - June 2022
5. Oliver Xiao	100505413	2021 - June 2022
Complaints Committee (COC)		

Committee/position or membership category	PEO# (if applicable)	Start/End date
1. Peter Frise (Chair) <i>[appointed per s.23(1)2]</i>	15099500	1997 - Dec 31, 2022
2. Nicholas Sylvestre-Williams (Vice Chair) <i>[appointed per s.23(1)2]</i>	100075118	2017 - Dec 31, 2022
3. Councillor MacCumber (Council Liaison)	90535840	2018 - AGM 2022
<i>Members appointed per s.23(1)1.ii</i>		
4. Bryce Chandler, LL.B, LL.M	N/a	Feb 19, 2021 - Feb 18, 2024
5. Albert Conforzi, LL.B	N/a	May 4, 2021 - May 3, 2024
<i>Members appointed per s.23(1)2.</i>		
6. Storer Boone	90559733	2020 - Dec 31, 2022
7. Tony Cecutti	7249501	2000 - Dec 31, 2022
8. Karen Dennison	11210010	2020 - Dec 31, 2022
9. Stephen Georgas	15812019	2021 - Dec 31, 2022
10. Marianne Lee	100055836	2021 - Dec 31, 2022
11. David Moncur	32325011	2002 - Dec 31, 2022
12. M. Jane Phillips	36584019	1986/93, 1995 - Dec 31, 2022
13. Chris Roney	90305111	1998 - Dec 31, 2022
14. Robert Shirer	42151506	2021 - Dec 31, 2022
15. Keith Stephen	100076869	2017 - Dec 31, 2022
16. David Uren	90529868	2017 - Dec 31, 2022
17. Alex Voronov	100021770	2020 - Dec 31, 2022
18. Mark Winterton	50603307	2021 - Dec 31, 2022
19. Wai-Man (Fanny) Wong	90444357	2021 - Dec 31, 2022
Complaints Review Councillor (CRC)		
1. Fiona Wang, LL.M.	N/a	2019 - May 31, 2022
Consulting Engineer Designation Committee (CEDC)		
1. Steven van der Woerd (Southern) (Chair)	47705090	2015 - Dec 31, 2022
2. Andrew Lawton (Eastern) (Vice Chair)	25914508	2019 - Dec 31, 2022
3. Gordon Debbert	90258534	2017 - Dec 31, 2022
4. Santosh Gupta	17604018	2020 - Dec 31, 2022
5. Richard Kamo	22834014	2017 - Dec 31, 2022
6. Adrian Pierorazio	90468281	2019 - Dec 31, 2022
7. Donald Plenderleith	90382706	2019 - Dec 31, 2022
8. Matt Weaver	100123955	2021 - Dec 31, 2022
<i>Christian Bellini (Observer)</i>	90417239	2016
<i>Eastern subcommittee</i>		
Andrew Lawton (Chair)	25914508	2012 - Dec 31, 2022
Donald Plenderleith	90382706	2016 - Dec 31, 2022
Andrew John Robinson	39304019	1991 - Dec 31, 2022
<i>Northern subcommittee</i>		

Committee/position or membership category	PEO# (if applicable)	Start/End date
Richard Kamo (Chair)	22834014	2016 - Dec 31, 2022
Donald Christopher Redmond	90269283	2001 - Dec 31, 2022
Matt Weaver	100123955	2019 - Dec 31, 2022
<i>Southern subcommittee</i>		
Steven van der Woerd (Chair)	47705090	2015 - Dec 31, 2022
Adrian Pierorazio	90468281	2015 - Dec 31, 2022
<i>Toronto subcommittee</i>		
Michael Rosenblitt (Chair)	39681507	2019 - Dec 31, 2022
Douglas Barker	2383016	1994 - Dec 31, 2022
Levente Laszlo Diosady	11660016	2007 - Dec 31, 2022
Denis Dixon	11695012	2000 - Dec 31, 2022
Santosh Gupta	17604018	2016 - Dec 31, 2022
Eric Nejat	33717505	1995 - Dec 31, 2022
Edward Poon	37092012	2019 - Dec 31, 2022
Terry Sedore	100008863	2019 - Dec 31, 2022
Joseph Yeremian	51505014	2019 - Dec 31, 2022
<i>Western subcommittee</i>		
Gordon Debbert (Chair)	90258534	2017 - Dec 31, 2022
H. Richard Patterson	35851500	1995 - Dec 31, 2022
Robert Brian Pula	37643012	<2003 - Dec 31, 2022
Discipline Committee (DIC)		
1. Rob Willson (Chair) <i>[appointed per s.27(1)2.ii]</i>	50320019	2011 - Dec 31, 2022
2. Warren Turnbull (Vice Chair) <i>[appointed per s.27(1)4]</i>	47263017	2015 - Dec 31, 2022
<i>Member appointed per s.27(1)1</i>		
3. Councillor Chan	7494016	2016 - AGM 2022
<i>Members appointed per s.27.(1)2.i</i>		
4. LGA Councillor Cutler	10249506	2019 - AGM 2022
<i>Members appointed per s.27(1)2.ii</i>		
5. Paul Ballantyne	2150019	2010 - Nov 14, 2022
6. Rishi Kumar	24963001	2004 - Nov 14, 2022
7. Charles McDermott	30195408	2018 - April 18, 2024
8. Glenn Richardson	90265463	1997 - April 18, 2024
<i>Member appointed per s.27(1)3.i</i>		
9. LGA Councillor Jackson	N/a	2017/18, 2020 - AGM 2022
<i>Members appointed per s.27(1)3.ii</i>		
10. David N. Germain, J.D.	N/a	2013 - Oct 13, 2024
11. Eric Bruce, J.D.	N/a	2019 - May 31, 2022
12. Alisa Chaplick, LL.B.	N/a	2019 - May 31, 2022

Committee/position or membership category	PEO# (if applicable)	Start/End date
13. Reena Goyal, J.D.	N/a	2019 - May 31, 2022
<i>Members appointed per s.27(1)4</i>		
14. James Amson	857011	2011 - Dec 31, 2022
15. Aubrey Friedman	15078314	2004 - Dec 31, 2022
16. Tim Kirkby	23955016	2016 - Dec 31, 2022
17. Jag Mohan	32231508	1990 - Dec 31, 2022
18. Michael Rosenblitt	39681507	2018 - Dec 31, 2022
19. Virendra (Vinni) Sahni	40363012	2004/10, 2018 - Dec 31, 2022
20. Tommy Sin	100071632	2018 - Dec 31, 2022
21. Albert Sweetnam	45219508	2002 - Dec 31, 2022
22. Gary Thompson	90326109	2018 - Dec 31, 2022
23. John Tyrrell	90375114	2018 - Dec 31, 2022
24. Michael Wesa	49511017	1992 - Dec 31, 2022
Experience Requirements Committee (ERC)		
1. Andrew Cornel (Chair)	90273657	2015 - Dec 31, 2022
2. Reda Fayek (Vice Chair)	90458761	2006 - Dec 31, 2022
3. Samuel Abd el Malek	100049934	2007 - Dec 31, 2022
4. Mokhtar Aboelezz	100043124	2018 - Dec 31, 2022
5. Ali Afshar	100047488	2006 - Dec 31, 2022
6. Shah Alamgir	100101530	2012 - Dec 31, 2022
7. Obrad Aleksic	100217114	2019 - Dec 31, 2022
8. Hisham Alkabie	100079422	2018 - Dec 31, 2022
9. Ilir Angjeli	100135645	2018 - Dec 31, 2022
10. George Apostol	90269911	2000 - Dec 31, 2022
11. Nanjappan Ardhanarisamy	100044998	2014 - Dec 31, 2022
12. Behrouz (Bruce) Atrie	90425893	2004 - Dec 31, 2022
13. Magdy Milad Attia	90455031	2009 - Dec 31, 2022
14. Afshin Azadmanesh Samimi	100133212	2013 - Dec 31, 2022
15. Arshad Azhar	100060931	2005 - Dec 31, 2022
16. Naeim Azizi Tavakkoli	100150911	2013 - Dec 31, 2022
17. Devinder Bahra	1868017	2004 - Dec 31, 2022
18. Steven Bailey	100152637	2013 - Dec 31, 2022
19. Mark Bendix	90190539	2003 - Dec 31, 2022
20. Duncan Blachford	3992013	2012 - Dec 31, 2022
21. Spiridon Bot	100041676	2006 - Dec 31, 2022
22. Mohamed Boutazakhti	100113285	2008 - Dec 31, 2022
23. Albena Bukurova	100159235	2016 - Dec 31, 2022
24. Ruben Burga	6067508	2012 - Dec 31, 2022

Committee/position or membership category	PEO# (if applicable)	Start/End date
25. Betty Anne Butcher	6288500	1996 - Dec 31, 2022
26. Jeremy Carkner	100070842	2012 - Dec 31, 2022
27. Pellegrino V. Castaldo	7155013	2013 - Dec 31, 2022
28. Raju Chander	90527862	2006 - Dec 31, 2022
29. V. George Chelvanayagam	90189754	2004 - Dec 31, 2022
30. Jim Chisholm	100034317	2019 - AGM 2022
31. Dan Cosmin	100050483	2006 - Dec 31, 2022
32. Michael Dang	100024660	2000 - Dec 31, 2022
33. Farid Danial	90324724	2005 - Dec 31, 2022
34. Charles De la Riviere	10935013	2002 - Dec 31, 2022
35. Savio DeSouza	90443466	2015 - Dec 31, 2022
36. Milorad Dimitrijevic	90535170	2006 - Dec 31, 2022
37. Afshin Ebtekar	100052319	2004 - Dec 31, 2022
38. S. Jalal Emami	90555715	2005 - Dec 31, 2022
39. Hassan Erfanirad	100050648	2005 - Dec 31, 2022
40. Rabiz Foda	90424862	2000 - Dec 31, 2022
41. Shaun Gao	100224657	2018 - Dec 31, 2022
42. Dalila Giusti	16267304	2001 - Dec 31, 2022
43. Branislav Gojkovic	90533639	2004 - Dec 31, 2022
44. Mohinder Grover	17429010	1999 - Dec 31, 2022
45. Liang Guo	100082800	2014 - Dec 31, 2022
46. Ravi Gupta	17602012	1992 - Dec 31, 2022
47. Santosh Gupta	17604018	2000 - Dec 31, 2022
48. Mohamed Hamed	90441585	2016 - Dec 31, 2022
49. Faiz Hammadi	100065051	2005 - Dec 31, 2022
50. Md Akhtar Hossain	100090939	2013 - Dec 31, 2022
51. Magued Ibrahim	90443029	2004 - Dec 31, 2022
52. Shawky Ibrahim	90447145	2004 - Dec 31, 2022
53. Gordon Ip	90430513	2016 - Dec 31, 2022
54. William Jackson	21604012	1996 - Dec 31, 2022
55. Peter Jarrett	21881016	1998 - Dec 31, 2022
56. Ayvun E. Jeganathan	100054499	2005 - Dec 31, 2022
57. Jega Jeganathan	100123302	2014 - Dec 31, 2022
58. Torben Jensen	90286881	2016 - Dec 31, 2022
59. David A. Kahn	100073355	2009 - Dec 31, 2022
60. Witold Kellerman	23227507	2016 - Dec 31, 2022
61. Vyjayanthi Keshavamurthy	100158715	2014 - Dec 31, 2022
62. Mohammad Khalid	100046549	2013 - Dec 31, 2022

Committee/position or membership category	PEO# (if applicable)	Start/End date
63. Nazli Khan	100060718	2014 - Dec 31, 2022
64. Saleemullah Khan	100050749	2006 - Dec 31, 2022
65. David Kiguel	23706013	2004 - Dec 31, 2022
66. Vitali Kovaltchouk	100180156	2015 - Dec 31, 2022
67. Berta Krichker	24730806	1998 - Dec 31, 2022
68. Rishi Kumar	24963001	2004 - Dec 31, 2022
69. C. LeRoy Lees	26302018	1999 - Dec 31, 2022
70. Kam Leong	90185166	2019 - Dec 31, 2022
71. Dexter Lestage	100040070	2005 - Dec 31, 2022
72. Guo Min (Galen) Li	100066022	2006 - Dec 31, 2022
73. John Lill	90268962	2010 - Dec 31, 2022
74. Andrew Luk	100123911	2019 - Dec 31, 2022
75. Wayne Mac Culloch	100157196	2018 - Dec 31, 2022
76. Bosko Madic	90415431	2005 - Dec 31, 2022
77. Yogaranee (Ranee) Mahalingam	28596302	2006 - Dec 31, 2022
78. Nazmy Markos	100089117	2007 - Dec 31, 2022
79. Alexei Martchenko	100049632	2005 - Dec 31, 2022
80. Daniel Martis	100078613	2016 - Dec 31, 2022
81. James McConnach	30058010	2001 - Dec 31, 2022
82. Florin Merauta	100074904	2014 - Dec 31, 2022
83. Huirong Min	100026189	2013 - Dec 31, 2022
84. Cameran Mirza	31976012	1998 - Dec 31, 2022
85. Jiteshkumar Modi	100055556	2004 - Dec 31, 2022
86. Gerald Monforton	90240185	2018 - Dec 31, 2022
87. Zoran Mrdja	90553165	2005 - Dec 31, 2022
88. Muhammad Mudassar	100055238	2008 - Dec 31, 2022
89. Anis Muhammad	100043867	2005 - Dec 31, 2022
90. Mirsad Mulaosmanovic	90422320	2019 - Dec 31, 2022
91. Thamir (Tom) Murad	90515453	2004 - Dec 31, 2022
92. Mohamed Mushantat	1100223837	2019 - Dec 31, 2022
93. Eric Nejat	33717505	2016 - Dec 31, 2022
94. Franz Newland	100182182	2015 - Dec 31, 2022
95. Catalin Gabriel Onea	100057841	2005 - Dec 31, 2022
96. Mario A. Orbegoza	100037650	2004 - Dec 31, 2022
97. Daniel R. Ospina	100132513	2013 - Dec 31, 2022
98. Tibor Palinko	35208305	2002 - Dec 31, 2022
99. Efeng (Michael) Pan	100145089	2013 - Dec 31, 2022
100. Anthony Paz	35975010	1998 - Dec 31, 2022

Committee/position or membership category	PEO# (if applicable)	Start/End date
101. Edward Poon	37092012	2019 - Dec 31, 2022
102. Saverio Pota	37187408	2015 - Dec 31, 2022
103. Eugene J. Puritch	100014010	2007 - Dec 31, 2022
104. Majid Rahimi-Chatri	100085295	2008 - Dec 31, 2022
105. Touraj Rahnamoun	90521055	2015 - Dec 31, 2022
106. Julija Rakocevic	100016351	2013 - Dec 31, 2022
107. Venkatasubramanian Raman	90442369	2006 - Dec 31, 2022
108. Mario R. Ramirez-Roldan	38045506	2010 - Dec 31, 2022
109. Comondore (Ravi) Ravindran	90336926	2001 - Dec 31, 2022
110. Farzad Rayegani	100047142	2002 - Dec 31, 2022
111. Shiraz Yusuf Rehmani	90416744	2013 - Dec 31, 2022
112. Amin Rizkalla	100064899	2005 - Dec 31, 2022
113. Ghaus M. Rizvi	100054588	2013 - Dec 31, 2022
114. Titus Rusu	100051157	2013 - Dec 31, 2022
115. Lionel Ryan	40213506	2018 - Dec 31, 2022
116. Saeid Safadel	100054542	2004 - Dec 31, 2022
117. Magdy S. Samaan	100072062	2008 - Dec 31, 2022
118. William S. Sanabria Nunez	100118239	2010 - Dec 31, 2022
119. George S. Semaan	90303454	2005 - Dec 31, 2022
120. Tahir Shafiq	90327636	1995 - Dec 31, 2022
121. Urmish Shah	100054393	2008 - Dec 31, 2022
122. Abdul Waheed Shaikh	100055080	2012 - Dec 31, 2022
123. Sat Sharma	41817800	2015 - Dec 31, 2022
124. Duncan Sidey	100078959	2006 - Dec 31, 2022
125. Frank Sigouin-Allan	100045347	2001 - Dec 31, 2022
126. Ferdo Simov	100013442	2004 - Dec 31, 2022
127. John M. Smith	100144264	2005 - Dec 31, 2022
128. Zeljko Sucevic	100016118	2018 - Dec 31, 2022
129. Saleh Tadros	45415502	2000 - Dec 31, 2022
130. Sasa (Sasha) Tasic	100058898	2005 - Dec 31, 2022
131. Mihir Thakkar	100074450	2009 - Dec 31, 2022
132. Uthayakaren Thuraiajah	90503442	2015 - Dec 31, 2022
133. William Van-Heyst	90507443	2012 - Dec 31, 2022
134. Julio Vilar	90376765	2016 - Dec 31, 2022
135. Cathy Wang	100168896	2018 - Dec 31, 2022
136. Feng Xia (Iris) Wang	100162868	2016 - Dec 31, 2022
137. Jianguo Wang	100103150	2010 - Dec 31, 2022
138. Mingchun (David) Wang	100026333	2008 - Dec 31, 2022

Committee/position or membership category	PEO# (if applicable)	Start/End date
139. Michael Wong	50752609	2018 - Dec 31, 2022
140. Yu Song (Matthew) Xie	90390923	2000 - Dec 31, 2022
141. Shigong (George) Yin	100061845	2004 - Dec 31, 2022
142. Sufang (Sarah) Zhang	100057102	2005 - Dec 31, 2022

Fees Mediation Committee (FMC)

1. Kathryn G. Sutherland (Chair)	26071456	2006 - Dec 31, 2022
2. Gordon Danson	10462505	2006 - Dec 31, 2022
3. Billy Haklander	100090282	2018 - Dec 31, 2022
4. Peter F. Scott	41285503	1989 - Dec 31, 2022
5. Jude Tremblay	90290297	2018 - Dec 31, 2022
6. Paul Walters	48766018	2018 - Dec 31, 2022

Professional Standards Committee (PSC)

1. Neil Kennedy (Chair)	23375504	2015 - Dec 31, 2022
2. Councillor MacCumber (Council Liaison)	90535840	2018 - AGM 2022
3. Renee Frigault	90555459	2021 - Dec 31, 2022
4. Saleha Hussain	90466814	2021 - Dec 31, 2022
5. Al Lightstone	26870014	2021 - Dec 31, 2022
6. James Lowe	27497015	2018 - Dec 31, 2022
7. Peter Cornelius Rusch	100073940	2019 - Dec 31, 2022

Acoustic Service subcommittee

Al Lightstone (Chair)	26870014	2021 - Dec 31, 2022
Lucas Arnold	100150186	2021 - Dec 31, 2022
Trevor Copeland	100198447	2021 - Dec 31, 2022
John Emeljanow	90283599	2021 - Dec 31, 2022
Dalila Giusti	16267304	2021 - Dec 31, 2022
Sheeba Paul	90434689	2021 - Dec 31, 2022
Scott Penton	100011556	2021 - Dec 31, 2022
Nicholas Sylvestre-Williams	100075118	2021 - Dec 31, 2022

Coordinating Licensed Professionals Subcommittee

Wai-Man (Fanny) Wong (Chair)	90444357	2017 - Dec 31, 2022
Mark Bendix	90190539	2017 - Dec 31, 2022
Eric Czerniak	90484551	2017 - Dec 31, 2022
Majid Haji-Alikhani	100140674	2017 - Dec 31, 2022
Neil Kennedy	23375504	2020 - Dec 31, 2022
Gerry Conway (OAA member)	N/a	2019
Walter Derhak (OAA member)	N/a	2019
Colm Murphy (OAA member)	N/a	2019
David Sin (OAA member)	N/a	2020

Committee/position or membership category	PEO# (if applicable)	Start/End date
<i>ESDM Reports Subcommittee</i>		
Neil Kennedy (Chair)	23375504	2019 - Dec 31, 2022
Sadie Bachynski	100135636	2017 - Dec 31, 2022
Linda Drisdelle	12193603	2017 - Dec 31, 2022
Al Lightstone	26870014	2017 - Dec 31, 2022
Ravi Mahabir	100082680	2017 - Dec 31, 2022
Nicholas Sylvestre-Williams	100075118	2017 - Dec 31, 2022
Tony Van Der Vooren	90304411	2017 - Dec 31, 2022
<i>Pre-Start Health and Safety Review Guideline Subcommittee</i>		
Jim Lowe (Chair)	27497015	2020 - Dec 31, 2022
Nino Balbaa	90383407	2020 - Dec 31, 2022
Grant Elligsen	100142898	2020 - Dec 31, 2022
Renee Frigault	90555459	2020 - Dec 31, 2022
Danny Marmora	90435058	2020 - Dec 31, 2022
Raj Nellore	100058500	2020 - Dec 31, 2022
Tom Norton	34309559	2020 - Dec 31, 2022
<i>Structural Engineering Assessment Guideline Subcommittee</i>		
L. Brian Ross (Chair)	39761010	2013 - Dec 31, 2022
Norm Becker	3020013	2013 - Dec 31, 2022
Donald R. Ireland	21353503	2013 - Dec 31, 2022
Neil A. Kennedy	23375504	2013 - Dec 31, 2022
Will Teron	90492604	2013 - Dec 31, 2022
<i>The Use of Professional Engineer Seal Subcommittee</i>		
L. Brian Ross (Chair)	39761010	2017 - Dec 31, 2022
Dan Gartenburg	100140303	2017 - Dec 31, 2022
Nasir Qureshi	100075927	2017 - Dec 31, 2022
Peter Cornelius Rusch	100073940	2017 - Dec 31, 2022
Registration Committee (REC)		
1. Simon Sukstorf (Chair) [appointed per s. 19.1(1)2]	44970507	2014 - Dec 31, 2022
2. Paul Ballantyne (Vice Chair) [appointed per s. 19.1(1)2]	2150019	2016 - Dec 31, 2022
3. Councillor Chan (Council Liaison)	7494016	2017 – AGM 2022
<i>Member appointed per s. 19.1(1)1.ii</i>		
4. Alisa Chaplick, LL.B.	N/a	2020 - May 31, 2022
<i>Members appointed per s. 19.1(1)2</i>		
5. Bogdan Damjanovic	90420456	2006 - Dec 31, 2022
6. Joseph Khatamay	100013436	2004 - Dec 31, 2022
7. Charles McDermott	30195408	2016 - Dec 31, 2022

Committee/position or membership category	PEO# (if applicable)	Start/End date
8. Geoffrey Pond	100169901	2020 - Dec 31, 2022
9. Asif Rashid	100070068	2020 - Dec 31, 2022
10. Virendra Sahni	40363012	2004 - Dec 31, 2022

Briefing Note – Decision

C-544-3.4

CHANGES TO THE 2021 COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER

Purpose: To approve the in-year changes to the *2021 PEO Committees and Task Forces Membership Roster*.

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

That Council approve changes to the *2021 PEO Committees and Task Forces Membership Roster* as presented to the meeting at C-544-3.4, Appendix A.

Prepared by: Viktoria Aleksandrova – Committee Coordinator

Moved by: Councillor Chan, 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.

The *2021 PEO Committees and Task Forces Membership Roster* was approved by Council on November 20, 2020. *Appendix A* sets out the in-year changes to the roster since the last Council meeting that require Council's approval at this time.

2. Proposed Action / Recommendation

Approve the in-year changes to the *2021 PEO Committees and Task Forces Membership Roster*.

3. Next Steps (if motion approved)

- The 2021 Roster will be updated accordingly, resigned members will receive digital *Certificates of Appreciation* in accordance with the protocol.
- PEO will notify the Attorney General of a resignation of the member recently approved by the AG.

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

N/a

5. Peer Review & Process Followed

Process Followed	Committees and Task Forces Policy – Role of Council Item 4: Approve the annual roster of committee members.
Actual Motion Review	

6. Appendix

- Appendix A – Changes to the *2021 PEO Committees and Task Forces Membership Roster*.

**Changes to the 2021 PEO Committees and
Task Forces Membership Roster**

544th Council Meeting

Committee and Task Force Resignations/Retirements:

First/Last Name	Service Dates	Committee / Task Force
Juwairia Obaid, P.Eng.	2019 - Oct 13, 2021	Equity and Diversity Committee (EDC)
Vera Straka, P.Eng.	2011 - Dec 31, 2021	Equity and Diversity Committee (EDC)
Stella Ball, BA, BEd, LLB, LLM	2013 – Nov 2, 2021 2013 – Oct 25, 2021	Discipline Committee (DIC) Registration Committee (REC)
Barna Szabados, P.Eng.	2014 – Sept 22, 2021	Licensing Committee (LIC)
Dale Kerr, P.Eng.	2015 – Sept 28, 2021	Professional Standards Committee (PSC)
Donna Serrati, P.Eng.	2019 – Dec 14, 2021	Professional Standards Committee (PSC)

Briefing Note – Information

UPDATE: APPROVAL BY THE ATTORNEY GENERAL OR RE-APPOINTMENTS TO DIC and REC

Purpose: To inform Council of the the Attorney General's approval of the re-appointments made by Council in September to the Discipline (DIC) and Registration (REC) committees.

No motion required

Prepared by: Viktoria Aleksandrova – Committee Coordinator

1. Status Update

This is to confirm that pursuant to subsections 19.1(1)1ii and 27(1)3ii of the *Professional Engineers Act*, the re-appointments made by Council in September were approved by the Attorney General for a period of three years effective October 13, 2021, as follows:

NAME	CITY	Committee(s)
Stella Ball*, BA, BEd, LLB, LLM	Toronto, ON	Discipline Committee Registration Committee
David Germain, J.D.	Toronto, ON	Discipline Committee

*See the note below.

2. Background

Under subsections 19.1(1) and 27(1) of the *Professional Engineers Act*, all appointments to the Registration and Discipline committees are made by Council, but some are subject to the approval of the Attorney General.

That is the case for any appointments made pursuant to s.19.1(1)1ii and s.27(1)3ii ("a person who is...neither a member of the Council nor a member of the Association, and approved by the Attorney General." Appointments made by Council are conditional on the AG's approving them.

On September 24th, Council re-appointed the two individuals listed above for three-year terms, effective as of the date on which the AG's approval is obtained, and by extension, authorized the Council Chair to seek the Attorney General's approval.

Following the conditional re-appointments by Council, a request was sent on behalf of the Council Chair to the AG seeking the required approval. Such approval was obtained on October 13, 2021. Both the above committee members and respective chairs were notified of the approved re-appointments.

Note: Stella Ball, BA, BEd, LLB, LLM has since resigned from both positions, effective October 25th (REC) and November 2nd (DIC).

Briefing Note – Decision

C-544-3.6

PROCESS FOR APPOINTING ACTING COMMITTEE CHAIR

Purpose: To approve a process by which governance committees appoint acting Chairs, as needed.

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

That Council approve a process whereby a governance committee may appoint an acting chair from among its members, for that meeting only, to manage those occasions when the Council-approved committee Chair is not available due to resignation or any circumstance that causes absence from the meeting.

Prepared by: Meg Feres, Supervisor, Council Operations
Approved by: Liz Maier, Vice-President (VP), Governance and
 Acting VP, Organizational Effectiveness
Moved by: Councillor Arenja, P.Eng.

Need for PEO Action

At Council's plenary session on August 25, 2021, it was noted that from time to time there may be occasions when a Council-appointed Chair of a governance committee is not available to chair a particular meeting. This may be due to: i/ resignation, and the committee is meeting before Council appoints a new Chair; or ii/ any circumstance that causes the Chair's absence. Council requested that the Governance and Nominating Committee (GNC) recommend a process to follow on these occasions to ensure that there is a consistent approach across committees.

At its meeting on September 9, 2021, the GNC endorsed an approach whereby at the beginning of a meeting, a governance committee may appoint an acting chair from among its members for that meeting only; and agreed to make this recommendation to Council for a decision. At the September 24, 2021 Council meeting, President Bellini (on behalf of GNC Chair, Councillor Arenja) advised Council of this recommendation in a verbal report.

Briefing Note – Information

C-544-3.7

NEWLY ELECTED CHAIR AND VICE CHAIR OF THE REGISTRATION AND DISCIPLINE COMMITTEES

Purpose: To inform Council of the results of elections of Chair and Vice Chair of the Registration Committee and Discipline Committee.

No motion required

Prepared by: Viktoria Aleksandrova – Committee Coordinator

1. Status Update

This is to inform Council that the following members were elected as a chair and vice chair of the committees listed below:

First/Last Name	Term	Committee / Task Force
Simon Sukstorf, P.Eng.	1-year term	Registration Committee (REC) Chair
Paul Ballantyne, P.Eng.	1-year term	Registration Committee (REC) Vice Chair
Rob Wilson, P.Eng.	2-year term	Discipline Committee (DIC) Chair
Warren Turnbull, P.Eng.	2-year term	Discipline Committee (DIC) Vice Chair

2. Background

Pursuant to subsection 19.1(3) of the Professional Engineers Act, “the Registration Committee shall name one of its members as chair, and another as vice-chair, of the Registration Committee.” The election of the chair and vice chair took place on October 29, 2021.

Pursuant to subsection 27(3) of the Professional Engineers Act, “the Discipline Committee shall name one of its members as chair, and another as vice-chair, of the Discipline Committee.” The election of the chair and vice chair took place on November 2, 2021.