

Briefing Note – Confirmation

C-556-1.1

CONFIRMATION OF NOTICE AND QUORUM

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

Prepared by: Eric Chor, Research Analyst

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-556-1.2, Appendix A be approved; and***
- b) the Chair be authorized to suspend the regular order of business.***

Prepared by: Eric Chor – Research Analyst

Appendices:

- Appendix A – 556th Council meeting agenda

**C-556-1.2
Appendix A**

Draft AGENDA

556th Meeting of the Council of Professional Engineers Ontario
Friday, March 31, 2023 / 9:00 am – 4:30 pm / Lunch 12:45 – 1:30 pm
In Person Meeting: PEO Offices, 40 Sheppard Avenue West, Toronto
Virtual Option: Zoom details are provided on PEO's website

Friday, March 31 – 9:00 am to 4:30 pm				
9:00 am	CALL TO ORDER – Formal Public Meeting Begins – Council Chambers			
	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	9:00
1.2	APPROVAL OF AGENDA	Chair	Confirmation	
1.3	DECLARATION OF CONFLICTS OF INTEREST	Chair	Exception	
2. <u>CONSENT AGENDA</u>		Spokesperson/ Moved by	Type	Time
2.1	MINUTES – 555 COUNCIL MEETING	Chair	Decision	9:10
	Governance Items			
2.2	CONSULTING ENGINEER DESIGNATION APPLICATIONS	Past President Bellini	Decision	
2.3	GOVERNANCE COMMITTEE REPORTS <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	
3. <u>EXECUTIVE REPORTS</u>		Spokesperson/ Moved by	Type	Time
3.1	PRESIDENT'S REPORT	Chair	Information	9:15
3.2	CEO/REGISTRAR'S REPORT	CEO/Registrar Quaglietta	Information	9:30

<u>STANDING ITEMS</u>		Spokesperson/ Moved by	Type	Time
3.3	ENGINEERS CANADA ANNUAL MEETING OF MEMBERS: DIRECTION TO PEO MEMBER REPRESENTATIVE	Councillor Walker	Decision	10:00
3.4	2022 AUDITED FINANCIAL STATEMENTS	Councillor Cutler (AFC Chair)	Decision	
3.5	RECOMMENDATION OF THE APPOINTMENT OF AUDITORS FOR 2023	Councillor Cutler (AFC Chair)	Decision	
<u>REGULATORY AND GOVERNANCE ITEMS</u>		Spokesperson/ Moved by	Type	Time
3.6	GOVERNANCE ROADMAP – PHASE 4: RISK ASSESSMENT PROCESS <ul style="list-style-type: none"> ○ 3.6a Order of Honour Review ○ 3.6b Chapter Activities in “Neither” Category 	Councillor Arenja (GNC Chair)	Decision Decision	10:45
BREAK (11:10 – 11:20)				
3.7	ELIMINATION OF CANADIAN EXPERIENCE REQUIREMENT	Councillor Chiddle (RPLC Chair)	Decision	11:20
3.8	GOVERNANCE MANUAL: INCORPORATING CHARTERS/PROTOCOLS AND MAKING OTHER CHANGES	Councillor Arenja (GNC Chair)	Decision	
3.9	IMPLEMENTATION OF GOVERNANCE DIRECTIONS RE: NON-GOVERNANCE COMMITTEES	Councillor Arenja (GNC Chair)	Information/ Discussion	
LUNCH (12:45 – 1:30)				
3.10	NOTICE OF MOTION/COUNCILLOR ITEMS PROPOSED PURSUANT TO S.7.4 OF THE 2022-2023 SPECIAL RULES <ul style="list-style-type: none"> ○ 3.10a: Supporting Evolutionary Improvements to FARPACTA Admissions ○ 3.10b: Repealing the <i>Entering PEO Office</i> Protocols 	President-elect Fraser Vice-President Wowchuk	Decision Decision	1:30
3.11	ENGINEERS CANADA DIRECTORS REPORT	EC Directors	Information	
Formal Public Meeting Ends BREAK (2:30 – 2:45)				

4. <u>IN-CAMERA</u>		Spokesperson/ Moved by	Type	Time
4.1	DECLARATION OF CONFLICTS OF INTEREST	Chair	Exception	2:45
Consent Agenda				
4.2	IN-CAMERA MINUTES – 550, 551, and 555 COUNCIL MEETINGS	Chair	Decision	
Governance Items				
4.3	RECOMMENDATION OF SHORTLISTED CANDIDATES FOR THE CANADIAN ENGINEERING QUALIFICATIONS BOARD (CEQB)	G. Nikolov	Decision	
Regulatory Items				
4.4	PARTICIPATION IN ENGINEERS CANADA-SPONSORED HOME AND AUTO INSURANCE PROGRAM	President Colucci	Decision	
4.5	REPORT FROM TRIBUNALS	N. Brown	Information	
4.6	LEGAL UPDATE	D. Abrahams	Information	
Governance Items				
4.7	COUNCILLOR ITEMS Generative discussion		Discussion	3:10
Human Resources Items				
4.8	PEO'S ANTI-WORKPLACE VIOLENCE AND HARASSMENT POLICY: Council to receive violations, if any	Chair	Exception	
BREAK (3:25-3:30)				
4.9	In-Camera Dialogue with CEO/Registrar <ul style="list-style-type: none"> ○ CEO/Registrar Performance Review re: Bridge Goals 		Decision	3:30
4.10	In-Camera Dialogue without CEO/Registrar <ul style="list-style-type: none"> ○ Outgoing CEO/Registrar Performance Review 		Discussion	4:00
4:30 pm	ADJOURNMENT - Formal Council Meeting Ends			

5. NEXT MEETINGS

Annual General Meeting
 ○ **April 29, 2023**

Governance Committee Meetings

AFC April 20, 2023	GNC April 17 or 18, 2023 (TBD)	HRCC April 20, 2023	RPLC April 14, 2023
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Please note that in order to streamline the agenda, additional material for each Council meeting is provided in the Resource Centre area of Diligent Boards (navigate to the folder “Reports” and the sub-folders therein for the applicable year and Council meeting). The additional material includes committee reports, statistics, governance committee minutes, and the Council Decision Log; and can be discussed at the meeting if a Councillor asks to address a specific item. Material submitted/anticipated as of March 24th are as follows:

- Audit and Finance Committee (AFC)
 - October 18, 2022
- Governance and Nominating Committee (GNC) Approved minutes
 - February 6, 2023
- Regulatory Policy and Legislation Committee (RPLC) Approved minutes
 - February 10, 2023
- Stats
- Council Decision Log

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-556-1.3

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: Eric Chor, Research Analyst

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>

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: Eric Chor, Research Analyst

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

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

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

The following items are contained in the consent agenda:

- 2.1 Minutes – 555th Council Meeting – February 24, 2023
- 2.2 Consulting Engineer Designation Applications
- 2.3 Engineers Canada Directors Report
- 2.4 Governance Committee Reports
 - Audit and Finance Committee (AFC)
 - Governance and Nominating Committee (GNC)
 - Human Resources and Compensation Committee (HRCC)
 - Regulatory Policy and Legislation Committee (RPLC)

Briefing Note - Decision

C-556-2.1

OPEN SESSION MINUTES – 555th Council Meeting – February 24, 2023

Purpose: To record that the minutes of the open session of the 555th meeting of Council accurately reflects the business transacted at that meeting.

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

That the minutes of the 555th meeting of Council, held February 24, 2023, as presented to the meeting at C-556-2.1, 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 – 555th Council open session meeting – February 24, 2023

MINUTES

The 555th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at 40 Sheppard Avenue West, Toronto on Friday, February 24, 2023, at 9:00 a.m.

Present:

(In-Person)

N. Colucci, P.Eng., President and Council Chair
C. Bellini, P.Eng., Past President
R. Fraser, P.Eng., President-Elect
L. Cutler, P.Eng., Vice President Appointed/Lieutenant Governor-in-Council Appointee
V. Banday, P.Eng., Councillor-at-Large
C. Chahine, P.Eng., East Central Region Councillor
C. Chiddle, P.Eng. Councillor-at-Large
D. Kiguel, P.Eng., East Central Region Councillor
T. Kirkby, P.Eng., Eastern Region Councillor
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee
G. Nikolov, P.Eng., Lieutenant Governor-in-Council Appointee
L. Notash, P.Eng., Councillor-at-Large
L. Roberge, P.Eng., Northern Region Councillor
R. Walker, P.Eng., Eastern Region Councillor

Present

(Virtual):

G. Wowchuk, P.Eng., Vice President Elected
A. Arenja, P.Eng., Lieutenant Governor-in-Council Appointee
A. Dryland, CET, Lieutenant Governor-in-Council Appointee
V. Hilborn, P.Eng., Western Region Councillor
S. MacFarlane, P.Eng., Western Region Councillor
D. Montgomery, P.Eng., Northern Region Councillor
P. Shankar, P.Eng., West Central Region Councillor
S. Sung, Lieutenant Governor-in-Council Appointee

Regrets:

J. Chisholm, P.Eng., West Central Region Councillor
S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee

Staff

(In-Person):

J. Quaglietta, CEO/Registrar
D. Abrahams, Vice-President, Policy & Governance and Chief Legal Officer
L. Papagni, Director, Investigations and Prosecution
K. Praljak, Director, Communications
S. Rose, Director, Program Management
D. Smith, Director, External Relations
M. Solakhyan, Director, Governance
J. Vera, Director, Licensing
A. Anowar, Council and Committee Coordinator
E. Chor, Research Analyst, Secretariat
M. Feres, Supervisor, Council Operations



Staff

- (Virtual):** P. Buffone, Director, Human Resources
 C. Mehta, Director, Finance
 J. Max, Manager, Policy
 N. Axworthy, Editor, Engineering Dimensions

Guests

- (Virtual):** M. Barzallo, Compliance Analyst, Office of the Fairness Commissioner
 D. Campbell, Engineers Canada Director Candidate
 N. Hill, P.Eng., PEO Director, Engineers Canada
 W. Kershaw, Engineers Canada Director Candidate
 A. Lukinuk, Parliamentary Services

Guests

- (In-Person):** H. Brown, Brown & Cohen
 A. Elliot, Chief Elections Officer
 S. Perruzza, OSPE Chief Executive Officer
 M. Sterling, P.Eng., PEO Director, Engineers Canada

Council convened at 9:00 a.m. on Friday, February 24, 2023.

CALL TO ORDER

Notice having been given and a quorum being present, President Colucci called the meeting to order at 9:00 a.m. and made announcements applicable to the conduct of the meeting.

12512 – APPROVAL OF AGENDA

The Chair was advised that there are corrections to information provided in item 2.4, *“Changes to the 2023 Statutory and Regulatory Committees’ Membership Lists”* and thus requested that it be pulled from the Consent Agenda for separate discussion.

Moved by Councillor Chiddle, seconded by Councillor Nikolov:

That:

- a) The agenda, as presented to the meeting at C-555-1.2, Appendix A be approved as amended; and
- b) the Chair be authorized to suspend the regular order of business.

CARRIED
Recorded Vote

<u>For: 17</u>	<u>Against: 0</u>	<u>Abstain: 0</u>	<u>Absent/No Vote: 6</u>
V. Banday			A. Arenja
C. Bellini			C. Chahine
C. Chiddle			J. Chisholm
L. Cutler			S. Schelske
A. Dryland			P. Shankar
R. Fraser			G. Wowchuk
V. Hilborn			



- D. Kiguel
- T. Kirkby
- S. MacFarlane
- P. Mandel
- D. Montgomery
- G. Nikolov
- L. Notash
- L. Roberge
- S. Sung
- R. Walker

12513 – DECLARATION OF CONFLICTS OF INTEREST

There were no conflicts of interest declared.

12514 – CONSENT AGENDA

Item 2.1, Minutes of the 552nd Council meeting, were approved with the understanding that staff will undertake verification of all votes before filing for the corporate record.

Moved by Councillor Chiddle, seconded by Councillor Mandel:

That the consent agenda be approved, consisting of:

- 2.1 Minutes – 552nd Council meeting – November 25, 2022**
- 2.2 Engineers Canada Directors Report**
- 2.3 Governance Committee Reports**

CARRIED
Recorded Vote

<u>For: 19</u>	<u>Against: 0</u>	<u>Abstain: 0</u>	<u>Absent/No Vote: 4</u>
A. Arenja			J. Chisholm
V. Banday			S. Schelske
C. Bellini			P. Shankar
C. Chahine			G. Wowchuk
C. Chiddle			
L. Cutler			
A. Dryland			
R. Fraser			
V. Hilborn			
D. Kiguel			
T. Kirkby			
S. MacFarlane			
P. Mandel			
D. Montgomery			
G. Nikolov			



- L. Notash
 - L. Roberge
 - S. Sung
 - R. Walker
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12515 – CHANGES TO THE 2023 STATUTORY AND REGULATORY COMMITTEES’ MEMBERSHIP LISTS

Council was advised of corrections to the names of the Chair and Vice-Chair of the Consulting Engineer Designation Committee. There was a query regarding the status of the Chair and Vice-Chair appointments for the Experience Requirements Committee. Staff will follow-up to ensure information is provided in the next report on these committees’ membership lists.

Moved by Councillor Walker, seconded by Past-President Bellini:

That Council appoint chairs to the Academic Requirements Committee (ARC) and Consulting Engineers Designation Committee (CEDC) presented at C-555-2.4, Appendix A and as amended at the meeting.

**CARRIED
Recorded Vote**

<u>For: 19</u>	<u>Against: 0</u>	<u>Abstain: 1</u>	<u>Absent/No Vote: 3</u>
A. Arenja		G. Wowchuk	J. Chisholm
V. Banday			S. Schelske
C. Bellini			P. Shankar
C. Chahine			
C. Chiddle			
L. Cutler			
A. Dryland			
R. Fraser			
V. Hilborn			
D. Kiguel			
T. Kirkby			
S. MacFarlane			
P. Mandel			
D. Montgomery			
G. Nikolov			
L. Notash			
L. Roberge			
S. Sung			
R. Walker			

12516 - PRESIDENT'S REPORT

President Colucci acknowledged two recent retirements from Council and staff, Robert Brunet and Ralph Martin, and thanked them for their service to PEO.

Robert Brunet served on Council as a Lieutenant Governor appointee since 2020. During this time, he also volunteered on several Council committees, including Audit, Audit and Finance, as well as the volunteer expense appeal subcommittee.

Ralph Martin, PEO's former governance manager, worked at PEO for almost nine years, having joined in March 2014. He was an integral part of the Secretariat team, providing efficient and effective secretariat and governance support to Council and its various committees and task forces, including administering PEO's elections.

President Colucci provided an overview of events he recently attended as PEO president:

- December 5: Joined fellow engineering regulators for the Engineers Canada presidents' group presentation on the Collaboration & Harmonization Taskforce. The taskforce seeks to promote greater collaboration among engineering regulators and increased harmonization of regulatory practices across Canada.
- December 12: Engineers Canada Board meeting.
- January 20: Met with new CEO/Registrar Jennifer Quaglietta

With respect to accomplishments since the November meeting, President Colucci provided an update on Council's January 27 plenary session, including:

- The phase 4 governance roadmap, specifically the areas focused on the Order of Honour awards, as well as chapter and non-chapter activities within the Activity Filter's "neither" category.
- The PEAK mandatory Continuing Professional Development (CPD) program. It was noted that, as of February 15, 72 percent of PEO's almost 90,000 licence holders have started the program, with 65 percent of those completing the first two requirements by the deadline. Seventy-six percent have declared themselves as practising engineers.
- FARPACTA compliance project, including licensure improvement initiatives. There have been recent communications to licence holders, engineering partners and Engineers Canada and our sister regulators advising them of PEO's licensing changes coming in May.

Finally, President Colucci noted that voting for PEO's 2023 elections closed on February 21 and unofficial results are available. He congratulated the winners and all candidates for their campaigns.

In response to a question, it was noted that the 76 percent CPD data point relates to the PEAK account holders, which is roughly 70 percent of the total membership.

12517 – CEO/REGISTRAR'S REPORT

Registrar Quaglietta commented on her experiences during her first seven weeks at PEO and noted the success of the employee town hall held earlier in February.

Registrar Quaglietta presented a report that included updates related to the strategic plan; FARPACTA, including the key stages of the process rollout; mandatory continuing professional development (CPD)/PEAK program;



license application data; activities of the Complaints, Academic Requirements, and Experience Requirements committees; remissions and resignations; digital licence certificates; Information Discovery and Digitization project; revenue and expense financial data; human resources; and IT.

[Darla Campbell and Wayne Kershaw joined the meeting at 9:35 am]

There were questions and discussion related to retirement and resignation data and trends and their potential financial impact on revenues; licensing data points and year-to-year comparisons; the status of recruitment of members for the Academic Requirements Committee (ARC) in light of FARPACTA processes; operating expenses; additional staffing to assist with increased call and email volumes associated with CPD and FARPACTA; and recent and upcoming meetings with officials from the Attorney General’s office and the Office of the Fairness Commissioner. Staff will be closely monitoring membership trends in relation to the impact of FARPACTA and the CPD program. Staff noted questions for follow up and various suggestions related to the addition or presentation of information and data on material going forward.

12518 – NOMINATION OF PEO DIRECTOR TO ENGINEERS’ CANADA BOARD

Since President Colucci has put his name forward as a candidate, he passed the gavel to President-Elect Fraser to chair this portion of the meeting.

Council discussed the current process to nominate one PEO representative to serve on the Board of Directors of Engineers Canada. There was consensus agreement that there is a need to re-assess the current nominations process. It was noted that this activity is part of the Governance and Nominating Committee’s work plan.

President-Elect Fraser advised that there are five candidates: Darla Campbell, Nick Colucci, Lorne Cutler, Wayne Kershaw, and Tim Kirkby. Each candidate was invited to speak to their candidacy. Following candidates’ remarks, a secret-ballot election was held. At the conclusion of the election, it was announced that Tim Kirkby was the successful candidate.

Council ratified the election result in the motion below.

Moved by Councillor Mandel, seconded by Councillor Banday:

That Tim Kirkby, P.Eng., be nominated as a PEO Director to the Engineers Canada Board of Directors, for a three-year term effective as of the 2023 Engineers Canada Annual General Meeting.

**CARRIED
Recorded Vote**

For: 20

- A. Arenja
- V. Banday
- C. Bellini
- C. Chahine
- C. Chiddle
- L. Cutler
- A. Dryland
- R. Fraser
- V. Hilborn
- D. Kiguel

Against: 0

Abstain: 0

Absent/No Vote: 3

- J. Chisholm
- S. Schelske
- P. Shankar



- T. Kirkby
- S. MacFarlane
- P. Mandel
- D. Montgomery
- G. Nikolov
- L. Notash
- L. Roberge
- S. Sung
- R. Walker
- G. Wowchuk

[D. Campbell and W. Kershaw signed off at 10:30 am]

12519 – GOVERNANCE ROADMAP – PHASE 4: RISK ASSESSMENT PROCESS – ORDER OF HONOUR REVIEW

President Colucci resumed the role of meeting Chair.

Council reviewed the nomination and selection criteria for the Order of Honour, as proposed by the Awards Committee (AWC).

Moved by Councillor Arenja, seconded by Councillor Walker:

That, effective immediately, Council hereby approves the revised nomination and selection criteria for the Order of Honour, as proposed by AWC and as presented at C-555-3.4a, Appendix A.

That, effective immediately, Council hereby approves the change of the AWC name to the Order of Honour Selection Committee (OSC), as proposed by AWC.

There was discussion about aspects of the proposal including:

- Points system in relation to Chairs – there was agreement that points should be equally apportioned to all committee, task force, and working group Chairs.
- Equity, Diversity, and Inclusion (EDI) – there was agreement that this category should be expanded to include and recognize a broader scope of contributions in other societal areas/spheres.

A new motion was proposed to reflect the discussion points raised.

Moved by Councillor Banday, seconded by Vice President Wowchuk:

That Council refer the Order of Honour Review back to the Governance and Nominating Committee for further consideration and to report back to Council at the March 2023 meeting.

**CARRIED
Recorded Vote**

For: 20

- A. Arenja
- V. Banday
- C. Bellini
- C. Chahine
- C. Chiddle

Against: 0

Abstain: 0

Absent/No Vote: 3

- J. Chisholm
- S. Schelske
- P. Shankar



- L. Cutler
- A. Dryland
- R. Fraser
- V. Hilborn
- D. Kiguel
- T. Kirkby
- S. MacFarlane
- P. Mandel
- D. Montgomery
- G. Nikolov
- L. Notash
- L. Roberge
- S. Sung
- R. Walker
- G. Wowchuk

[P. Shankar joined the meeting at 10:40 am]

12520 – GOVERNANCE ROADMAP – PHASE 4: RISK ASSESSMENT PROCESS – NON-CHAPTER ACTIVITIES IN “NEITHER” CATEGORY

Council reviewed recommendations for PEO committee and task force activities which are neither governance nor regulatory, as identified in the Activity Filter Council approved in 2019. A risk management process has followed, including risk and mitigation assessment and consultations with PEO stakeholders. It was noted that feedback from Chairs of the affected committees was not solicited for this aspect of the risk assessment due to concerns related to conflict of interest.

There was discussion about the process followed as it relates to level of stakeholder engagement, the amount of information gathered and whether more should be sought from Chairs of the affected committees, and concern regarding unintended consequences.

It was acknowledged that there is a need for a clear strategy and process for meaningful engagements going forward, and to continue seeking the contributions of affected volunteers and stakeholders in another format.

A new motion was tabled.

Moved by Councillor Banday, seconded by Councillor Kirkby:

That Council refer the Governance Roadmap “Neither” recommendations back to the Governance and Nominating Committee for further consultation and to report back at a future Council meeting.

**DEFEATED
Recorded Vote**

For: 8

- V. Banday
- C. Chahine
- R. Fraser
- V. Hilborn

Against: 12

- A. Arenja
- C. Bellini
- C. Chiddle
- L. Cutler

Abstain: 0

Absent/No Vote: 3

- J. Chisholm
- S. Schelske
- P. Shankar



- | | |
|------------|---------------|
| D. Kiguel | A. Dryland |
| T. Kirkby | S. MacFarlane |
| L. Notash | P. Mandel |
| G. Wowchuk | D. Montgomery |
| | G. Nikolov |
| | L. Roberge |
| | S. Sung |
| | R. Walker |

Council then voted on the original motion.

Moved by Councillor Arenja, seconded by Councillor Nikolov:

That, effective immediately, Council hereby stands down the following committees and subcommittees:

- **Advisory Committee on Volunteers (ACV),**
- **Education Committee (EDU) and Education Conference Planning Subcommittee,**
- **Equity and Diversity Committee (EDC),**
- **External Honours Subcommittee (of the Awards Committee),**
- **Gala Advisory Committee (subcommittee of the Awards Committee),**
- **PEO-OAA Joint Liaison Committee (PEO-OAA JLC),**
- **PEO-OSPE Joint Relations Committee (PEO-OSPE JRC),**
- **Volunteer Leadership Conference Planning Committee (VLCPC).**

That Council approves to transfer the President’s Award (for non-engineers) to OSPE, renamed as the Engineering Ally Award.

That Council approves to suspend the following programs: V.G. Smith Award and S.E. Wolfe Thesis Award, until further review.

**CARRIED
Recorded Vote**

For: 13

- A. Arenja
- C. Bellini
- C. Chiddle
- L. Cutler
- A. Dryland
- V. Hilborn
- S. MacFarlane
- P. Mandel
- D. Montgomery
- G. Nikolov
- L. Roberge
- S. Sung
- R. Walker

Against: 5

- V. Bandy
- C. Chahine
- R. Fraser
- T. Kirkby
- G. Wowchuk

Abstain: 2

- D. Kiguel
- L. Notash

Absent/No Vote: 3

- J. Chisholm
- S. Schelske
- P. Shankar

12521 – COUNCIL REMUNERATION FRAMEWORK

Council received an update on the Governance and Nominating Committee's work to review research findings and set direction for further action regarding a framework for Council remuneration.

Moved by Councillor Arenja, seconded by Councillor Roberge:

That Council direct staff to undertake further broad exploration and study, including a variety of options and models based on those used by other regulators, on the *Council Remuneration Framework* with a report back to the GNC and ultimately Council for further consideration.

A friendly amendment was proposed to remove the phrase "*and models based on those used by other regulators*". There were no objections from the mover and seconder of the motion.

Council shared views on general principles and concepts on the matter of remuneration and how they might apply in the PEO context, including the variety of personal and work circumstances of current and potential volunteers.

Council voted on the amended motion.

That Council direct staff to undertake further broad exploration and study, including a variety of options, on the *Council Remuneration Framework* with a report back to the GNC and ultimately Council for further consideration.

CARRIED
Recorded Vote

For: 19

A. Arenja
V. Banday
C. Bellini
C. Chahine
C. Chiddle
L. Cutler
A. Dryland
R. Fraser
V. Hilborn
D. Kiguel
T. Kirkby
S. MacFarlane
P. Mandel
D. Montgomery
G. Nikolov
L. Notash
L. Roberge
S. Sung
R. Walker

Against: 1

G. Wowchuk

Abstain: 0**Absent/No Vote: 3**

J. Chisholm
S. Schelske
P. Shankar



[Allison Elliot joined the meeting at 11:35 am]

12522 – CEO/REGISTRAR’S GOALS

Council reviewed information regarding the CEO/Registrar’s bridge goals, as determined in consultation with the Human Resources and Compensation Committee (HRCC). These goals are meant to bridge a gap between the former CEO/Registrar and the current CEO/Registrar. The HRCC will be working with the CEO/Registrar to develop additional goals to be approved in the 2023-2024 Council term.

Moved by Councillor Roberge, seconded by Councillor Chahine:

That Council approve the CEO/Registrar goals as presented in C-555-3.6 Appendix A (Goals Review Form).

**CARRIED
Recorded Vote**

For: 19

- A. Arenja
- V. Bandy
- C. Chahine
- C. Chiddle
- L. Cutler
- A. Dryland
- R. Fraser
- V. Hilborn
- D. Kiguel
- T. Kirkby
- S. MacFarlane
- P. Mandel
- D. Montgomery
- G. Nikolov
- L. Notash
- L. Roberge
- S. Sung
- R. Walker
- G. Wowchuk

Against: 0

Abstain: 0

Absent/No Vote: 4

- C. Bellini
- J. Chisholm
- S. Schelske
- P. Shankar

12523 – CHIEF ELECTIONS OFFICER REPORT ON 2023 COUNCIL ELECTION

Council received a report from the Chief Elections Officer regarding the technical error in voting for the Councillor-at-Large (CAL) position in the 2023 Council elections. It was noted in the report that, in 2023, there were two (2) open positions for CAL. On January 14, one day after the voting period was opened, it was discovered that licence holders could only cast a vote for one CAL candidate instead of two. Council received information on a series of activities that followed, including:

- Suspension of voting for the period January 14-17;
- Extension of voting period by 3 days to February 21;



- Overview of communication and steps taken to investigate, mitigate, and correct the issue with the elections service provider; and
- No written documentation was found to instruct the elections service provider that there were two CAL positions for which licence holders could cast votes.

Council was informed that the Returning Officers are scheduled to meet with the service provider on February 28 to review processes used during the elections before signing off on and finalizing the results.

The following recommendations were made by the CEO:

1. All instructions to the elections service provider should be in writing.
2. Indicate the number of votes to be cast for each position on the PEO elections website, in the elections issue of *Engineering Dimensions*, and on the service providers' voting site.
3. Checklists: Should be provided for the initial meeting with Returning Officers so that they can confirm various data points; and to document all steps to be followed in the elections process.

Following the CEO's report, the floor was opened for Councillors' questions. With respect to the CAL issue, it was noted that during their meeting with the service provider on February 28, the Returning Officers will be requesting information on:

- detailed statistics on the votes that are not part of the preliminary Candidates' Report, including the number of abstentions and the total number of votes for each position; and
- how the recount was conducted for the CAL positions, given that the margins were close.

There were questions raised regarding security – both in terms of the software system and its capability to protect the integrity of votes cast and the communication of information such as ID keys and passwords. With respect to casting votes, the CEO noted that the service provider has assured that no voter may cast more votes than they are eligible for or change their votes. To confirm, the Returning Officers will receive a demonstration to this effect from the service provider on February 28.

[A. Elliot left the meeting at 12:25 pm]

12524 – COUNCIL ELECTIONS REVIEW PROCESS

Council received an update on the Governance and Nominating Committee's ongoing work to review PEO's elections and make recommendations aimed at reforming and modernizing them. Included in the update was information related to:

- The six principles that make up Elections Canada's Electoral Integrity Framework: accessibility, security, transparency, reliability, independence, and fairness and will be used to undergird PEO's review; and
- Eleven (11) recommendations and rationales that comprise the scope of the review.

There was discussion related to aspects of the review such as regional representation; clarifying for candidates the roles and expectations of each elected position; scope of eligibility criteria (how narrow or broad); historical statistics related to voter turnout and comparisons between paper and online voting; and reforming the Central Election and Search Committee.

Council expressed general satisfaction with the proposed approach and next steps. GNC will oversee the required work. Consultation with licence holders and others involved in the election process will be a priority. While each



recommendation focuses on a discrete issue, the approach will be holistic and grounded in the Electoral Integrity Framework principles.

[President Colucci left the meeting at 12:50 pm]

12524 – 30 BY 30 METRICS

In President Colucci’s absence, President-Elect Fraser assumed the role of Chair.

Council received 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. This yearly check point informs Council of the annual progress towards achieving the 30 by 30 goal. The first annual report was tabled at the November 15, 2019 Council meeting using 2018 as the baseline year for metrics. Current metrics include the baseline 2018 metrics as well as the 2019 to 2021 metrics collated to date.

12525 – ANTI-RACISM AND ANTI-DISCRIMINATION EXPLORATORY WORKING GROUP (AREWG) UPDATE

Past-President Bellini updated Council on the work underway to operationalize the AREWG Code approved by Council in 2022. The Code will be used as the lens through which PEO undertakes its regulatory activities. The Working Group is currently considering a shortlist of candidates for indigenous representation and interviews will be conducted in the next few weeks. Council will continue to receive regular updates on AREWG’s activities.

[Councillor Nikolov left the meeting at 1:45 pm]

12526 – PEO SUPPORT FOR RETOOLING THE RITUAL INITIATIVE

A request was made for Council to express its support for the “Retool the Iron Ring Ritual” initiative to update the *Ritual of the Calling of an Engineer* to reflect modern engineering practice, values, and inclusion, in keeping with the statement prepared by a group of engineering students, professors and practitioners across Canada, and supported by several other Provincial Regulatory Associations as well as numerous engineering graduates and engineers across Canada.

Moved by Councillor Hilborn, seconded by Councillor Chiddle:

That Council formally acknowledges and publicly supports the “Retool the Iron Ring Ritual” initiative and requests for the Corporation of the Seven Wardens to implement meaningful changes to the Ritual of the Calling of an Engineer ceremony in ways that reflect contemporary engineering practice, values, and inclusion.

**CARRIED
Recorded Vote**

For: 20

- A. Arenja
- V. Banday
- C. Bellini
- C. Chahine
- C. Chiddle
- L. Cutler
- A. Dryland
- R. Fraser
- V. Hilborn

Against: 0

Abstain: 0

Absent/No Vote: 3

- J. Chisholm
- G. Nikolov
- S. Schelske

D. Kiguel
T. Kirkby
S. MacFarlane
P. Mandel
D. Montgomery
L. Notash
L. Roberge
P. Shankar
S. Sung
R. Walker
G. Wowchuk

12527 – SUPPORTING EVOLUTIONARY IMPROVEMENTS TO FARPACTA ADMISSIONS

Since President-Elect Fraser is the spokesperson for this item, he passed the gavel to Past- President Bellini to chair this portion of the meeting.

Based on Council's November 2022 FARPACTA compliance decision to restrict eligibility to apply for P.Eng licensure only to those who have earned a Bachelor of Engineering degree (B.Eng), Council was requested to proactively identify and detail improvements to PEO's upcoming new FARPACTA admissions processes.

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

That ARC and ERC be asked to provide, capacity permitting, Council with demonstrations of, and principles and constraints behind, admissions models that maintain compliance with FARPACTA while removing barriers in the initial "P.Eng. only if you have B.Eng." admissions model.

There was discussion about aspects of the proposal, including:

- Staff and technical efforts should focus on implementing Council's November 2022 motion so that PEO is not exposed to the risk of non-compliance with FARPACTA by the July 1, 2023 deadline.
- There are acknowledged issues with the model being implemented and next steps have been identified to address them. This is the first phase of PEO's new licensing model, with more iterations to come in due time.
- Motion's intent is to get started on the next evolution of the model, resource capacity permitting, not to interfere with the current phase 1 direction.
- There is risk is not beginning work on the next phase of the licensing model.
- There is more information regarding the evolutionary improvements, including proposals to address the unintended consequences of the current solution, that should be made available to Council.

A new motion was proposed.

Moved by President-Elect Fraser, seconded by Councillor Hilborn:

That the original motion be deferred to the 2023 March Council meeting.

There was discussion related to the new motion, including:

- It appears that there would be no significant changes to staff and technical resources by deferring the motion to the next Council meeting.



- Deferral would provide the benefit of additional time for both Council and staff to review the existing and new material for potential inclusion in a future proposal regarding FARPACTA evolutionary improvements.

Council voted on the new motion as proposed.

That the original motion be deferred to the 2023 March Council meeting.

**CARRIED
Recorded Vote**

For: 12

V. Bandy
L. Cutler
R. Fraser
V. Hilborn
D. Kiguel
T. Kirkby
S. MacFarlane
P. Mandel
D. Montgomery
L. Notash
R. Walker
G. Wowchuk

Against: 6

A. Arenja
C. Chahine
C. Chiddle
A. Dryland
L. Roberge
S. Sung

Abstain: 0

Absent/No Vote: 5

J. Chisholm
N. Colucci
G. Nikolov
S. Schelske
P. Shankar

Moved by Councillor Chiddle, seconded by Councillor Roberge:

That Council move in-camera.

CARRIED

There being no further business the open session meeting concluded.

These minutes consist of 15 pages and minutes 12512 to 12527 inclusive.

N. Colucci, P.Eng., Chair

M. Solakhyan, Director, Governance

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-556-2.2, Appendix A, Section 1.**
- 2. That Council approve the applications for redesignation as Consulting Engineer as set out in C-556-2.2, 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-556-2.2, Appendix A, Section 3.**

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

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

1. Need for PEO Action

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

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 February 23, 2023.
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

To the 556th 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 13 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	Amirsadri, Sarang	Self Employed	23 Orlando Dr, St Catharines ON, L2N 6V5	100200131
1.2	Azimi, Gisele	University of Toronto	200 College St, Toronto ON, M5S 3E5	100150412
1.3	Bahuguna, Vittesh	Reinbold Engineering Group	901-145 Wellington St W, Toronto ON, M5J 1H8	100509663
1.4	Dabbour, Essam	Advantage Forensics	115-2770 Dufferin St, Toronto ON, M6B 3R7	100045945
1.5	Gilani, Syed	Self Employed	5 Aspen Place, London ON N6P 1C6	100045534
1.6	Jahns, Stephen	RC Spencer Associates Ltd	49 Raleigh St, Chatham ON, N7M 2M6	90422767
1.7	Moffatt, Michael	Read Jones Christoffersen Ltd	400-100 University Ave, Toronto ON, M5J 1V6	90468620
1.8	Montminy, Sylvain	Parsons Inc.	100-1223 North Michael St, Ottawa ON, K1J 7T2	90562505
1.9	Morsy, Mustafa	DEI Consulting Engineers	55 Northland Rd, Waterloo ON, N2V 1Y8	100229879
1.10	Sinclair, Scott	Chorley + Bisset Ltd.	800-201 Queens Ave, London ON, N6A 1J1	100214951
1.11	Smith, Aimee	Rowan Williams Davies & Irwin	600 Southgate Dr, Guelph ON, N1G 4P6	90556366
1.12	Weatherall, Cathrine	Girard Engineering	682 Peel St, Woodstock ON, N4S 1L3	100163329
1.13	Zandstra, Richard	G.L. Tiley & Associates Ltd.	46 Dundas St E, Flamborough ON, L9H 7K6	90461989

2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 32 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	Abo El Ella, Mostafa	Vale	Thompson MB, R8N 1P3	90409111
2.2	Abrera, Arturo	CDCD Engineering Ltd.	303 Cedar St, Sudbury ON, P3B 1M8	115014
2.3	Ali, Zakir	Niagara Engineering	18 Chessington St, St Catharines ON, L2S 3R4	604512
2.4	Almuina, Alvaro	EllSo Consulting Inc	36 Wendat Trail, Springwater ON, L9X 0V4	90323023
2.5	Bak, Jerzy	Piotrowski Consultants Ltd	1820 Bond St, North Bay ON, P1B 4V6	90335381
2.6	Bath, Honour	HSB Engineering Inc.	12 Tatra Cres, Brampton ON, L6Y 0K5	100126175
2.7	Bell, George	GK Bell & Associates	805 Ridge Rd, Stoney Creek ON, L8J 2Y3	3190501
2.8	Cameracci, Angelo	Urbex Engineering Limited	161 Rebecca St, Hamilton ON, L8R 1B9	6531107
2.9	Connor, Ryan	Colliers Project Leaders Inc.	202-485 Pinebush Rd, Cambridge ON, N1T 0A6	100051088
2.10	Davenport, Murray	MJ Davenport & Associates Ltd	PO Box 2452, Peterborough ON, K9J 0Y8	10575017
2.11	Doherty, Paul	Doherty Engineering Inc.	2727 Meadowpine Blvd, Mississauga ON, L5N 0N1	11808607
2.12	Gidamy, Mohamed (Hazem)	SSWA Inc.	211-15 Wertheim Court, Richmond Hill ON, L4B 3H7	16016016
2.13	Gordon, Robert	Chorley + Bisset Ltd.	800-201 Queens Ave, London ON, N6A 1J1	90224791
2.14	Hamalainen, John	John R. Hamalainen Engineering Ltd.	2166 Armstrong St, Sudbury ON, P3E 5G9	18019018
2.15	Hrycay, James	HRYCAY Consulting Engineers Inc.	1725 North Talbot Road, Oldcastle ON, N9G 0C2	20666509
2.16	Khan, Farid	Engtec Consulting Inc.	1-2447 Anson Dr, Mississauga ON, L5S 1G1	90541624
2.17	Ksander, Richard	Ksander & Associates	103-130 Hunter St W, Peterborough ON, K9H 2K8	24839508
2.18	Martens, Josef (Jeff)	MTE Consultants Inc.	520 Bingemans Centre Dr, Kitchener ON, N2B 3X9	29280203
2.19	Martinez, Jason	Go Engineering Inc.	PO Box 39, Dorchester ON, N0L 1G0	90406893
2.20	Nassar, Nabeel	Nassar Engineering	55 Ross Ave, Hamilton ON, L8W 2M9	100072587

2.21	Newman, Christopher	A-D Engineering Group Ltd.	75 Main St S, Newmarket ON, L3Y 3Y5	100149701
2.22	Ochrym, Alexander	Consultec Ltd.	1102-180 Bloor St W, Toronto ON, M5S 2V6	90384140
2.23	Poirier, Pierre	Poirier Electric Limited	3200 Electricity Dr, Windsor ON, N8W 5J1	36979011
2.24	Richardson, Ian	Geosyntec Consultants	295 Hagey Blvd, Waterloo ON, N2L 6R5	38854709
2.25	Rochon, Vincent	Roar Engineering Inc.	7565 Danbro Cres, Mississauga ON, L5N 6P9	39397708
2.26	Roti, Antonio	AFRY Canada Inc.	700-5250 Rue Ferrier, Montreal QC, H4P 1L3	100209264
2.27	Sabrah, Tamer	Master Peers Ltd.	8250 Lawson Rd, Milton ON, L9T 5C6	100154182
2.28	Salari, David	DENM Engineering Ltd	1100 Burloak Dr, Burlington ON, L7L 6B2	40416505
2.29	Slocombe, John	GM Blueplan Engineering Ltd	1260 2nd Ave E, Owen Sound ON, N4K 2J3	90360173
2.30	Spencer, Willis	WG Spencer Engineering Inc	No. 057722 Concession 11, Georgian Bluffs, Tara ON, N0H 2N0	43862754
2.31	Stark, Nicholas	H. H Angus and Associates Ltd.	1127 Leslie St, Toronto ON, M3C 2J6	44125508
2.32	Zand, Hossein	Globotech Inc.	4711 Yonge St, 10th Fl, North York ON, M2N 6K8	100024689

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

#	Company Name	Address	Designated Consulting Engineer(s)
3.1	Komri Systems Inc (o/a) Komri Engineering	166 Douglas St, Sudbury ON, P3E 1G1	Karim Omri, P.Eng.
3.2	Rockville Eng Inc	17-323 Coventry Rd, Ottawa ON, K1K 326	Chinedu Justin Enendu, P.Eng.

Legal Implications/Authority

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

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

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

GOVERNANCE COMMITTEE REPORTS

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

No motion required

Prepared by: Eric Chor, Research Analyst

The reports submitted by the governance committee chairs are included as appendices to this briefing note.

Appendices:

App A – Chair’s Year End Report – Audit and Finance Committee (AFC)

App B – Chair’s Year End Report – Governance and Nominating Committee (GNC)

App C – Chair’s Year End Report – Human Resources and Compensation Committee (HRCC)

App D – Chair’s Year End Report – Regulatory Policy and Legislation Committee (RPLC)



Audit & Finance Committee: Year-End Report on 2022-2023 Workplan

The Council of the Professional Engineers of Ontario (PEO) has established an Audit and Finance Committee (the “Committee”) to assist Council in fulfilling its oversight responsibilities by:

- Gaining reasonable assurance regarding the integrity of PEO’s financial reporting and financial management, including audits and controls
- Reviewing the financial information which will be provided to stakeholders
- Having principal oversight responsibility with respect to financial matters that are material to PEO’s activities, furthering and aligning with PEO’s strategic plan and priorities

Audit & Finance Committee	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Actions/Comments	Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J		
<i>Regular Meetings will be held quarterly, about two to three weeks before the PEO Council, so that Committee Reports and recommendations will be ready and circulated in enough time prior to each Council meeting.</i>														
	September			November			April			June				
Committee Responsibilities & Duties Related to Financial Reporting														
Recommend approval to the Council of PEO’s annual audited financial statements, after reviewing these with management							March/April							In Progress: At Mar 16 AFC meeting, recommended for Council approval at its Mar 31 meeting.

¹ Complete; Discontinued; In Progress; Pending Start



Audit & Finance Committee	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Actions/Comments	Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J		
and the external auditors to gain reasonable assurance that the statements are accurate, complete, and represent fairly PEO's financial position.														
Review PEO's quarterly financial statements with management to monitor significant material variances from PEO's approved budget and strategic plan.	September: Q2			November: Q3			March/April: Q4			June: Q1				Complete
Gain reasonable assurance regarding the integrity of PEO's financial statements and financial reporting							March/April							Complete



Audit & Finance Committee	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Actions/Comments	Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J		
process and PEO's systems of internal accounting and financial controls.														
Gain reasonable assurance that the Corporation complies with all applicable laws, regulations, rules, policies and other requirements of governments, and regulatory agencies relating to financial reporting and disclosure.							March/April							Complete
<i>Committee Responsibilities & Duties Related to Accounting Policies</i>														
Review with management and external auditors the appropriateness of PEO's accounting							March/April							Complete



Audit & Finance Committee	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Actions/Comments	Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J		
policies, reserves, key estimates and judgments, including changes or variations thereto and obtain reasonable assurance that they are presented fairly in accordance with generally accepted accounting principles and report thereon to the Council.														
<i>Committee Responsibilities & Duties Related to Controls</i>														
Gain reasonable assurance as to the effectiveness of internal controls as these relate to financial reporting and integrity.								April and as needed						Complete



Audit & Finance Committee	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Actions/Comments	Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J		
Review the plans of the external auditors to gain reasonable assurance that the combined evaluation and testing of controls is comprehensive, coordinated and cost-effective.	September													Complete: Presentation of 2022 Audit Plan
Review the expenses of the CEO / Registrar annually for reasonableness							April						[From Council-approved Expense Policy]	Pending: April AFC meeting
Receive regular reports from management, the external auditors and its legal department on all significant indications/ detection of fraud and the corrective	September			November			April			June			Ongoing: auditor's report in April	Complete



Audit & Finance Committee	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Actions/Comments	Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J		
activity undertaken in respect thereto.														
<i>Committee Responsibilities & Duties Related to Relationship with External Auditors</i>														
Recommend to the Council the nomination of the external auditors.										April (AGM)				In Progress: At Mar 16 AFC meeting, recommended for Council approval at its Mar 31 meeting.
Approve the remuneration and the terms of engagement of the external auditors.	September													Complete
Review any unresolved significant issues between management and the external auditor that could affect the financial reporting or internal controls	September			November			April			June				Complete: N/A



Audit & Finance Committee	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Actions/Comments	Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J		
of the Corporation.														
Oversee the work of the external auditors and the resolution of disagreements between management and the external auditors with respect to financial reporting.							March/April							Complete
<i>Committee Responsibilities & Duties Related to the Internal Audit Function</i>														
On an annual basis the Committee will satisfy itself that there are adequate internal controls in place and audits or tests of their effectiveness and that a reasonable process is in place							September							Complete



Audit & Finance Committee	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Actions/Comments	Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J		
to review or audit processes on a periodic basis.														
Annually the committee will discuss with PEO's senior financial officer and the external auditor about the adequacy of PEO's internal audit plans and ascertain whether additional resources are required to fulfill the necessary internal audit functions.		September												Complete
Consult with other Governance Committees on their needs to draw on internal audit resources		September												Pending start



Audit & Finance Committee	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Actions/Comments	Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J		
each year review and prioritize these and ensure priority areas are integrated into the internal audit plan.														
<i>Committee Responsibilities & Duties Related to the Risk Oversight</i>														
The committee will gain reasonable assurance that financial risk is being effectively managed. "Financial" risks include those that materially affect financial reporting and financial health of PEO, including litigation and pension plan risks.	September			November			April			June			Ongoing: November is main meeting for risk review	Complete. Financial impact of FARPACKTA and Mandatory CPD identified as potential key financial risks to monitor going forward.
<i>Committee Responsibilities & Duties Related to Finance and Investments</i>														



Audit & Finance Committee	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Actions/Comments	Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J		
Annually, review PEO's budget to gain reasonable confidence that there is sufficient funding to resource PEO's expected outputs, and that resource allocation aligns with agreed strategic priorities and goals, recommending the budget to Council for approval.	September: assumptions & preliminary			November: final										Complete: 2023 Operating and Capital budgets approved at Nov 25 Council meeting in FY 2022.
Oversee PEO's investments, including real estate, gaining reasonable assurance that risk tolerances and policies are reasonable,	September			November			April			June			Ongoing; appointments as needed	Complete: Reviewed at Sep 8 & Oct 18 meetings



Audit & Finance Committee	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Actions/Comments	Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J		
consistent with PEO's strategic plan, and being followed, confirming or reviewing appointments of investment managers for PEO based on staff's evaluations of performance against objectives.														
Oversee PEO's pension fund to gain reasonable assurance that the pension promise will be kept to beneficiaries on a sustainable basis.	September			November			April			June			Ongoing: schedule Actuarial review as needed	Complete
OVERALL: Report after each meeting to the next Council	September			November			April			June				Complete



Audit & Finance Committee	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Actions/Comments	Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J		
meeting, including a written summary report of key issues, deliberations and recommendations, and a verbal report delivered by the Chair.														
The Committee will review the sufficiency of this mandate annually, or sooner if deemed necessary, and propose changes to the Governance & Nominating Committee for their review and onward recommendation to Council for approval.							April							Pending start

Governance and Nominating Committee: Year-End Report on 2022-2023 Workplan

The Council of the Professional Engineers of Ontario (PEO) has established a Governance and Nominating Committee (the “Committee”) responsible to assist the Council in fulfilling its oversight responsibilities and gaining reasonable assurance as to the effectiveness of corporate governance, Council, committee and Council member effectiveness, Council renewal, nominations, and elections, and both Governance and Regulatory Committee appointments.

Governance and Nominating Committee		Q2 & Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
		May - Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
#	<i>Regular Meetings will be held four times a year, before each Council meeting, and about a week before the Council's Plenary sessions when recommendations or other Committee matters are on that agenda, so that Committee Reports and recommendations will be ready and circulated in enough time prior to each Council meeting.</i>													
1	Gain reasonable assurance regarding corporate governance processes, policies and principles of Council to assist Council in delivering effective governance practices.	A: Development of a work plan for 2022/2023 Council term (May 24 kickoff meeting) B: Comprehensive bylaw review to address Council's directions to develop by-law amendments:			D: Annual General Meeting: review and make recommendations re structure and format (e.g., member submissions)			E: Framework for Council remuneration: review research findings and set direction for further action F: Governance Roadmap: Ph 4 - Chapter and Non-Chapter “neither”						A: Complete Council informed June 24, 2022 B: Complete Council approved Sep 23, 2022 C: Complete Council approved Sep 23, 2022 (added in follow-

¹ Complete; Discontinued; In Progress; Pending Start



Governance and Nominating Committee	Q2 & Q3 2022			Q4 2022			Q1 2023			Q2 2023		Current Status ¹
	May - Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
	<ul style="list-style-type: none"> to govern the roles and functions of the governance committees to adopt the approach to agendas and minutes as presented to Council on Nov 19, 2021 to adopt the process for filling Councillor vacancies as approved by Council on April 18, 2022 <p>All recommendations will be brought to Council in September for consideration and approval (August 2022 meeting)</p>						<p>outputs – final report from RCC and staff with recommendations (updates in Aug & Oct; GNC Recs to Council in Feb)</p> <p>G: Conduct a holistic review of best practices related to appropriate governance controls vis-à-vis expectations for director conduct, forms of misconduct, and options available to a regulatory board to address director misconduct</p>					<p>up to GNC direction at Aug 15, 2022 meeting)</p> <p>D: In Progress Staff proceeding with further research & analysis on 5 approaches presented.</p> <p>E: In Progress Motion approved at February 24, 2023 Council Meeting that directs staff to undertake further broad exploration and study, and report back to GNC and ultimately Council.</p> <p>F: Complete Non-Chapter Activities portion approved at Feb</p>



Governance and Nominating Committee		Q2 & Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
		May - Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
		C: Develop Guideline on Attendance at Council and Governance Committee Meetings												<p>24, 2023 Council meeting.</p> <p>F: In Progress Order of Honour Review – recommended for approval at March 31 Council meeting. Chapter Activities to be considered at March 31 Council meeting.</p> <p>G: In Progress Research findings will be presented to the GNC at its April meeting.</p>
2	Co-ordinate and oversee Council-level policy development, including the maintenance of the Governance Manual, evaluate the effectiveness of, and monitor compliance with Council-level policies				A: Comprehensive review of the Council Manual to incorporate the five Charters approved (in principle) by Council in March			B: Review and revise Terms of Reference of non-governance committees to reflect Council's Mar 26, 2021						<p>A: In Progress Recommended for approval at March 31 Council meeting.</p> <p>B: In Progress Proposed ToR's for</p>



Professional Engineers Ontario

Governance and Nominating Committee		Q2 & Q3 2022			Q4 2022			Q1 2023			Q2 2023		Current Status ¹
		May - Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
	not otherwise assigned to another Committee.				2021: initial review and recommendations.			decisions made as part of the governance roadmap. <i>More than one meeting may be required to finalize this work</i>					ARC and ERC reviewed at Feb 6 GNC meeting; proposed ToR for new Advisory Committee considered at March 13 GNC meeting but not recommended for Council approval. All of the above to be discussed at March 31 Council meeting.
3	Review at least annually the Charters of the Council and Council Committees, and recommend to the Council any amendments (e.g., to duties, responsibilities, reporting) deemed necessary or advisable.				Please see #2 above								Please see #2 above
4	Evaluate and report at least annually to the Council on the overall performance of the Council, its committees, and its members, and the performance of the Council							2022-23 Strategic Plan Goal #3: Establishing metrics for governance performance, which include principles of			2022-23 Strategic Plan Goal #3: Establishing metrics for governance performance,		Pending start Deferred to 2023-2024 Work Plan



Governance and Nominating Committee		Q2 & Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
		May - Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
	Chair and Committee Chairs responsible for each committee.													
5	Oversee the development and implementation of an orientation plan specific to PEO for new Council and Committee members, and ongoing training/education plan for Council and Committee members.				A: Councillor Training Protocol									A: Complete Funds for Councillor training approved by Council at Nov 25 meeting via 2023 budget; Council advised of request process on Jan 17, 2023.
6	Implement a Council-approved process that is structured, transparent, and objective for actively recruiting, evaluating, and selecting qualified, diverse candidates for appointment to Committees.				Council Elections: Category/Priority 1: Issues relating to fair and transparent elections and increasing confidence in the process.			Council Elections: Present outcomes of review, best practices – make initial recommendations to Council					In Progress: Review begun at Jan 19 meeting continued at Feb 6 meeting. Council updated on approach at its Feb 24 meeting. Staff	



Professional Engineers Ontario

Governance and Nominating Committee		Q2 & Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
		May - Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
					Category/Priority 2: Other issues related to governance more generally, including a “board basics” orientation for candidates before nomination is accepted. Set direction for further action.								to continue work per GNC direction.	
7	Independently recruit, vet and recommend nominees to the Regulatory Committees, driven by needed competencies and attributes.												N/A this term	
8	Recommend to the Council candidates for appointment or re-appointment to Governance and any other applicable Committees and Council Positions.										Committee appointments to Council for the 2023/2024 term		In Progress: Expression of interest process and recommendations to Council as appropriate to be discussed at April GNC meeting. For Council	



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Governance and Nominating Committee		Q2 & Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
		May - Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
													appointments at May 5 meeting.	
9	Review the nomination processes on a regular basis and recommend improvements to the Council.							Engineers Canada Directors Nominations Process: bring draft recommendations to Council for approval					Pending start Deferred to 2023-2024 Work Plan.	
10	On a transitional basis, coordinate and steward the work of the CESC and the RESC.	A: Voting Procedures and Publicity Procedures for the 2023 Elections: review operational changes proposed by the Central Election and Search Committee and bring recommendations to the June Council meeting for approval.			B. Receive update from CESC Chair re: status of 2023 elections						C: Review CESC's 2023 Election Issues Report. If needed, make recommendations for updates to 2023 Election documents		A: Complete B: Complete C: In Progress On agenda for GNC's April meeting	
11	Encourage people to run for Council.				October – via CESC								Complete	
12	Support Council in the selection of the Chief Elections Officer.				October – via CESC								Complete	



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Governance and Nominating Committee		Q2 & Q3 2022			Q4 2022			Q1 2023			Q2 2023		Current Status ¹
		May - Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr		
13	Assist the Chief Elections Officer as required.							January – via CESC					Complete
14	Declare election results and receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council in accordance with PEO’s regulations.							January and February (via CESC)					Complete
15	Review and monitor PEO’s risks related to governance, the nomination and election process and the steps taken by management to mitigate those risks.												Pending start Deferred to 2023-2024 Work Plan
16	OVERALL: Report after each meeting to the next Council meeting, including a written summary report of key issues, deliberations and recommendations, and a verbal report delivered by the Chair.	Chair’s Report			Chair’s Report			Chair’s Report					Complete



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Governance and Nominating Committee		Q2 & Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
		May - Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Apr			
17	The Committee will review the sufficiency of this mandate annually, or sooner if deemed necessary, and recommend changes to Council for approval.				Please refer to #2 above									Pending start Deferred to 2023-2024 Work Plan

Human Resources and Compensation Committee: Year-End Report on 2022-2023 Workplan

The Council of the Professional Engineers of Ontario (PEO) has established a Human Resources and Compensation Committee (the “Committee”) to assist Council in fulfilling its oversight responsibilities by providing effective oversight on behalf of Council on PEO’s relationship with the CEO/Registrar, human resources policies and plans, including its compensation, benefits plans and Code of Conduct and making recommendations to Council.

HUMAN RESOURCES AND COMPENSATION COMMITTEE	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J	
<i>Regular Meetings will be held (amount TBD), about two to three weeks before the Council, so that Committee Reports and recommendations will be ready and circulated in enough time prior to each Council meeting.</i>													
	September			November			February			June			
<i>Committee Responsibilities & Duties Related to the CEO/Registrar’s Employment Relationship</i>													
Annually review and recommend to Council for approval PEO’s goals and objectives relevant to the performance and compensation of the CEO/Registrar.	June						February (Bridge Goals)						Complete June 24, 2022 and Feb 24, 2023 Council meetings

¹ Complete; Discontinued; In Progress; Pending Start



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HUMAN RESOURCES AND COMPENSATION COMMITTEE	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J	
Annually evaluate the performance of the CEO/Registrar in light of those goals and objectives.				Interim in Nov			End of year March						In Progress Discussed at Mar 21 HRCC meeting and recommended for approval at Mar 31 Council meeting
Recruitment of New CEO/Registrar. Members of the sub-committee will work in conjunction with the search committee to recruit a new CEO. Regular updates will be provided to the HRCC.	June, Sept												Complete Nov 10, 2022 special in camera Council meeting



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HUMAN RESOURCES AND COMPENSATION COMMITTEE	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J	
Annually review and recommend to Council for approval the remuneration, benefits, and perquisites for the CEO/Registrar.									March			April	In Progress (Outgoing CEO/Registrar) March 31, 2023 Council meeting
Annually and on a continuing basis, review and recommend to Council: terms of reference, development and succession plans for the CEO/Registrar.								February					Pending Start Carryover to 2023- 2024 workplan

Committee Responsibilities & Duties Related to the Human Resources Beyond the CEO/Registrar



Professional Engineers Ontario

HUMAN RESOURCES AND COMPENSATION COMMITTEE	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J	
In conjunction with the CEO/Registrar and the Director of Human Resources, review, report and recommend to the Council: policies for employee compensation, benefits and perquisites, significant human resource issues and ethics codes.	September			November			February			June			In Progress Developing a proposal for the necessary changes to the Workplace Anti-Violence and Harassment Policy (WVHP) as it relates to non-councillor volunteers
<i>Committee Responsibilities & Duties Related to Risk Oversight</i>													
Review and monitor PEO's major human resource risks and the steps taken by management to mitigate those risks.	September			November			February			June			As needed: November is main meeting for risk review In Progress Discussion continuing at April HRCC meeting



Professional Engineers Ontario

HUMAN RESOURCES AND COMPENSATION COMMITTEE	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J	
Oversee the effective implementation and use of a Safe Disclosure (“Whistleblower”) Protocol for staff members and others to safely report potential breaches of conduct of senior management to designated trusted third parties, protecting the anonymity of disclosers.				November									Complete Approved at Nov 25 Council meeting



Professional Engineers Ontario

HUMAN RESOURCES AND COMPENSATION COMMITTEE	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J	
OVERALL: Report after each meeting to the next Council meeting, including a written summary report of key issues, deliberations and recommendations, and a verbal report delivered by the Chair.	September			November			February			June			Complete



Professional Engineers Ontario

HUMAN RESOURCES AND COMPENSATION COMMITTEE	Q3 2022			Q4 2022			Q1 2023			Q2 2023			Current Status ¹
	J	A	S	O	N	D	J	F	M	A	M	J	
The Committee will review the sufficiency of this mandate annually, or sooner if deemed necessary, and propose changes to the Governance & Nominating Committee for their review and onward recommendation to Council for approval.							February						Pending Start For discussion at April HRCC meeting



Regulatory Policy & Legislation Committee: Year-End Report on Workplan 2022-2023 At a Glance

JULY 2022	AUGUST & SEPTEMBER 2022
<p>Receive FARPACTA briefing and finalize /approve RPLC Work Plan Status: Complete</p>	<p>FARPACTA Part 1: Status: Part 1 of motion passed at the November 14 meeting. Council approved on November 25, 2022.</p> <ul style="list-style-type: none"> - Review recommendations for policy directions on Academic equivalency qualifications and provide input/feedback. Make recommendations to be brought to Council in September for approval - Receive operational updates <p>Finalize transition decisions on current regulatory policy projects by non-governance committees. Status: Complete</p>
OCTOBER & NOVEMBER 2022	JANUARY & FEBRUARY 2023
<p>FARPACTA Part 2: Status: Part 2 of motion passed at the November 14 meeting. Council approved on November 25, 2022.</p> <ul style="list-style-type: none"> - Review recommendations for policy directions on Canadian Experience Requirements. Provide input/ feedback. Explore alternatives to the EIT program. - Make Recommendations to be brought to Council in November for approval - Receive operational updates <p>Status: Complete</p> <p>FARPACTA Part 3: Additional review of Parts 1 & 2, if needed Status: Complete (N/A)</p> <p>PSC Guidelines (if ready); review draft guideline for Council approval Status: In Progress. See January/February reference</p>	<p>FARPACTA Policy Direction – Regulation Changes</p> <ul style="list-style-type: none"> - Review recommendations for policy directions (Regulatory Impact Assessment for Regulation changes). Provide input/feedback - Make recommendations to be brought to Council in February for approval <p>Status: Not required</p> <p>PSC Guidelines (if ready); review draft guideline for Council approval Status: In Progress. At Feb 10 meeting, update provided on six (6) regulatory projects being undertaken by the Practice Standards Committee</p> <p>Regulatory Policy Development: Review and approve the proposed Regulatory Policy Development Framework. The new framework will bring PEO’s policymaking in line with the principles of right-touch regulation and will ensure effective oversight of PEO’s regulatory policy by RPLC/Council Status: In Progress. See March reference</p>
MARCH 2023	APRIL 2023
<p>PSC Guidelines (if ready); review draft guideline for Council approval Status: In Progress. See January/February reference</p> <p>Regulatory Risk Management Plan: Review recommendations for managing and mitigating regulatory risk for approval. Status: In Progress. Framework presented at Feb 10 meeting for feedback; second draft reviewed at Mar 10 meeting. Further development and stakeholder engagement to be undertaken.</p>	<p>Regulatory Risk Management Plan</p> <ul style="list-style-type: none"> - Introductory discussion

Regulatory Policy & Legislation Committee: Year-End Report on 2022-2023 Workplan¹

The Council of the Professional Engineers of Ontario (PEO) has established the Regulatory Policy & Legislation Committee (the "Committee") is to assist the Council in fulfilling its oversight responsibilities and gaining reasonable assurance as to:

1. The development, review and revisions of legislative changes, regulations, standards, guidelines, bylaws and policies related to PEO's regulatory mandate and protecting and serving the public
2. The identification of regulatory issues for addressing, monitoring, and reviewing policy proposals and providing regulatory impact analysis, providing policy coordination with the Attorney General as per Council's approved intents, and reviewing draft legislation for alignment between policy intent and legislative provisions

REGULATORY POLICY & LEGISLATION COMMITTEE ²	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Current Status ³
	J	A	S	O	N	D	J	F	M	A	M	J	
<i>Committee Responsibilities & Duties Related to Legislation and Regulatory Policy</i>													
Provide governance to PEO in the area of regulatory policy and legislation, including reviewing and recommending to Council any amendments,	A: July – Receive FARPACTA briefing ⁴ and finalize RPLC Work Plan			C: October (& November)- FARPACTA Part 2: Review recommendations for policy			January (& February) – E: FARPACTA Policy Direction – Regulation Changes			A meeting in April will be held as needed.			A: Complete B: Complete FARPACTA Part 1 – Complete. Approved at Council's Nov 25 meeting.

¹ While respecting the firm deadlines imposed by any relevant legislative proposals, it is understood that deadlines and deliverables require some leeway and flexibility to allow for committee feedback which may necessitate revisions at a later meeting.

² All governance committees use a standard committee work plan template that is tied to their charters as approved by Council. Committee responsibilities and duties outlined in this column come from the RPLC's charter. A simple one-page work plan is provided for ease of reference.

³ Complete; Discontinued; In Progress; Pending Start

⁴ As requested at the May meeting, a detailed FARPACTA compliance project is provided to the committee.



Professional Engineers Ontario

REGULATORY POLICY & LEGISLATION COMMITTEE ²	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Current Status ³
	J	A	S	O	N	D	J	F	M	A	M	J	
revisions or changes to regulatory policy, related bylaws, standards, guidelines, regulations or legislation to enhance effective regulation of the profession and protection of the public.	B: August (& September) – FARPACTA Part 1: -Review recommendations for policy directions on Academic equivalency qualifications and provide input/feedback . Make recommendations to be brought to Council in November for approval Receive operational updates.			directions on Canadian Experience Requirements and provide input/feedback. Explore alternatives to the EIT program. Make recommendations to be brought to Council in November for approval Receive operational updates D: FARPACTA Part 3: Additional review of Parts 1 & 2, if needed			Review recommendations for policy directions (Regulatory Impact Assessment for Regulation changes). Provide input/feedback -Make recommendations to be brought to Council in February for approval March (& April if needed)- F: FARPACTA Sealed Regulation Changes -Review sealed Regulation changes as matching policy intents approved at						C: Complete FARPACTA Part 2 - Complete. Approved at Council's Nov 25 meeting. D: Complete (N/A) E & F: Not Required



Professional Engineers Ontario

REGULATORY POLICY & LEGISLATION COMMITTEE ²	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Current Status ³
	J	A	S	O	N	D	J	F	M	A	M	J	
							previous Council meeting - Recommended Sealed Regulation to be brought to Council in April for approval Receive operational updates						
Monitor and evaluate applicable regulatory policy, relevant bylaws, standards, guidelines, regulations and legislation to gain reasonable assurance that PEO is complying, and to identify opportunities to enhance the effectiveness of regulatory policy.	Will be done in the context of the FARPACTA project												



Professional Engineers Ontario

REGULATORY POLICY & LEGISLATION COMMITTEE ²	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Current Status ³
	J	A	S	O	N	D	J	F	M	A	M	J	
Oversee and co-ordinate the stewardship of regulatory policy throughout PEO, including regulatory policy work of other committees, with a view to transitioning this work to this committee when practical.	September – A: Finalize transition decisions on current regulatory policy project work by non-governance committees			B: PSC Guidelines (if ready); review draft guideline for Council approval			C: PSC Guidelines (if ready) review draft guideline for Council approval			D: PSC Guidelines (if ready) review draft guideline for Council approval			A: Complete B, C & D: In Progress Feb 10 meeting, update provided on six (6) regulatory projects being undertaken by the PSC. They will be brought forward to the RPLC when the work is completed.
Act as a custodian for PEO Legislation, identifying PEO policies, rules and operational issues which touch on or affect PEO Legislation and will provide guidance as to which of these should be put into legislation.	Will be done in the context of the FARPACTA project												
Inform Council of relevant external Legislative initiatives and changes which may affect PEO Legislation.													As needed
Review all referred policy proposals that	Will be done in the context of the FARPACTA project												



Professional Engineers Ontario

REGULATORY POLICY & LEGISLATION COMMITTEE ²	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Current Status ³
	J	A	S	O	N	D	J	F	M	A	M	J	
involve authority from the Act, Regulations or By-laws and provide regulatory impact analysis and recommendations to Council.													
Review Ontario legislation that conflicts with the authority or provisions of the Professional Engineers Act or its Regulations and make recommendations for corrective actions.													Ongoing process
Committee Responsibilities & Duties Related to Risk Oversight													
Review and monitor PEO's risks related to regulatory policy and legislation and the steps taken by management to mitigate those risks.													March – A: Regulatory Risk Management Plan: Review recommendations for managing and mitigating regulatory In Progress Scheduled for discussion at April 14 RPLC meeting.



Professional Engineers Ontario

REGULATORY POLICY & LEGISLATION COMMITTEE ²	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Current Status ³	
	J	A	S	O	N	D	J	F	M	A	M	J		
													risk for approval	
Committee Responsibilities & Duties Related to Compliance														
Review PEO's regulatory policy and legislative procedures and policies to gain reasonable assurance of compliance with all legal and regulatory requirements and to investigate any non-adherence to those procedures and policies.							January – A: Regulatory Policy Development Review and approve the proposed Regulatory Policy Development Framework. The new framework will bring PEO's policymaking in line with the principles of right-touch regulation and will ensure effective oversight of PEO's regulatory policy by RPLC/Council							Ongoing process In Progress: Framework presented at Feb 10 meeting for feedback; second draft, Mar 10 meeting. On the agenda for the April meeting.
OVERALL: Report after each meeting to	August			October			January			March			Complete	



Professional Engineers Ontario

REGULATORY POLICY & LEGISLATION COMMITTEE ²	Q3 2022			Q4 2022			Q1 2022			Q2 2023			Current Status ³
	J	A	S	O	N	D	J	F	M	A	M	J	
the next Council meeting, including a written summary report of key issues, deliberations and recommendations, and a verbal report delivered by the Chair.													
Review the sufficiency of this mandate annually, or sooner if deemed necessary, and propose changes to the Governance & Nominating Committee for their review and onward recommendation to Council for approval.							March						Pending start Carryover to 2023-2024 workplan

Briefing Note – Discussion

C-556-3.1

PRESIDENT'S REPORT

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

Motion(s) to consider:

none required

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

Briefing Note – Discussion

C-556-3.2

CEO/REGISTRAR'S REPORT

Purpose: To present the CEO/Registrar's Report.

No motion required.

Prepared by: Dale Power, Secretariat Administrator

The CEO/Registrar's Report is attached as Appendix A.



Professional Engineers
Ontario

C-556-3.2
Appendix A

CEO/ REGISTRAR UPDATE

MARCH 31, 2023

CEO/REGISTRAR UPDATE

As March draws to a close, I am pleased to report on our accomplishments and progress this month, both as an organization and as a profession. The month started off with perhaps the biggest highlight of the year for engineers—the sixth annual P.Eng. Day, which marks the start of National Engineering Month (NEM). On

the eve of P.Eng. Day (February 28), I attended an OSPE-organized reception with numerous MPPs at Queen's Park. I would like to thank the staff at OSPE for inviting me to the reception, and I look forward to working with OSPE as they work to educate MPPs on the work of professional engineers and PEO's role to regulate the profession.



At the OSPE reception on February 28 at Queen's Park. From left to right: Jennifer; Baijul Shukla, OSPE's vice president, member experience and corporate strategy; Christian Bellini, P.Eng., FEC, PEO's past president; and Paola Cetares, OSPE's public affairs manager.

On P.Eng. Day, I was pleased to be invited by OSPE CEO Sandro Perruzza to deliver opening remarks at their kickoff NEM event, *The Future of the Engineering Degree*, at the Ontario Science Centre. OSPE President and Chair Marilyn Powers, PhD, P.Eng., led a panel discussion about the evolution of engineering education with three

deans of faculties of engineering and applied sciences and technology from McMaster, Lakehead, and Humber College. Ontario's engineering education programs are indeed innovative, and the deans had good ideas on how to incorporate more practical and innovative engineering principles into engineering curricula.



Delivering opening remarks at OSPE's NEM event at the Ontario Science Centre on March 1.



Celebrating P.Eng. Day at the Ontario Science Centre.



Professional Engineers Ontario staff gather for P.Eng. Day on March 1.

On March 2, as the president will also report, we met with Ontario Attorney General Doug Downey, LL.M., LL.B., at Queen's Park. PEO is responsible to the Ministry of the Attorney General, and since his appointment as attorney general in 2019, Minister Downey has been supportive of many PEO initiatives, including PEO's recent transition of our piloted continuing professional development program, PEAK, to a mandatory part of each licence holder's annual obligation as a regulated professional. Joining President Colucci

and me at the meeting were Dan Abrahams, LL.B., vice president, policy and governance and chief legal officer; David Smith, director, external relations; and Howard Brown, of Brown and Cohen, PEO's government relations consultant. I look forward to an open and positive working relationship with the Ministry of the Attorney General, and with the Government of Ontario as a whole, as PEO continues to build on its successes as the engineering regulator in the province.



At Queen's Park visiting the Attorney General. From left to right: PEO President Nick Colucci, P.Eng., FEC; Attorney General Doug Downey, LL.M., LL.B.; and Jennifer.



At Queen's Park with the Attorney General. From left to right: Dan Abrahams, LL.B.; Nick Colucci, P.Eng., FEC; Attorney General Doug Downey, LL.M., LL.B.; Jennifer; and David Smith.

The PEO staff team continues to prioritize the goals of our 2023-2025 strategic plan. This month, we have finalized an operating plan that lays out what we will do to meet our targets monthly, annually and by 2025. I look forward to providing Council with regular updates on our progress.

**JENNIFER QUAGLIETTA, P.ENG., MBA, ICD.D
CEO/REGISTRAR**

STRATEGIC PLAN

The four goals guiding PEO's focus for the next three years emphasize modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders. An operational plan has been developed that clearly outlines the projects and activities that PEO departments and individuals will undertake to ensure we reach our goals and objectives.

Monthly, annual and three-year operating plans will be consistently updated. Below is a three-year summary of PEO's 2023–2025 strategic plan.

See Appendix A for the Operational Plan: Status Report as of February 2023.


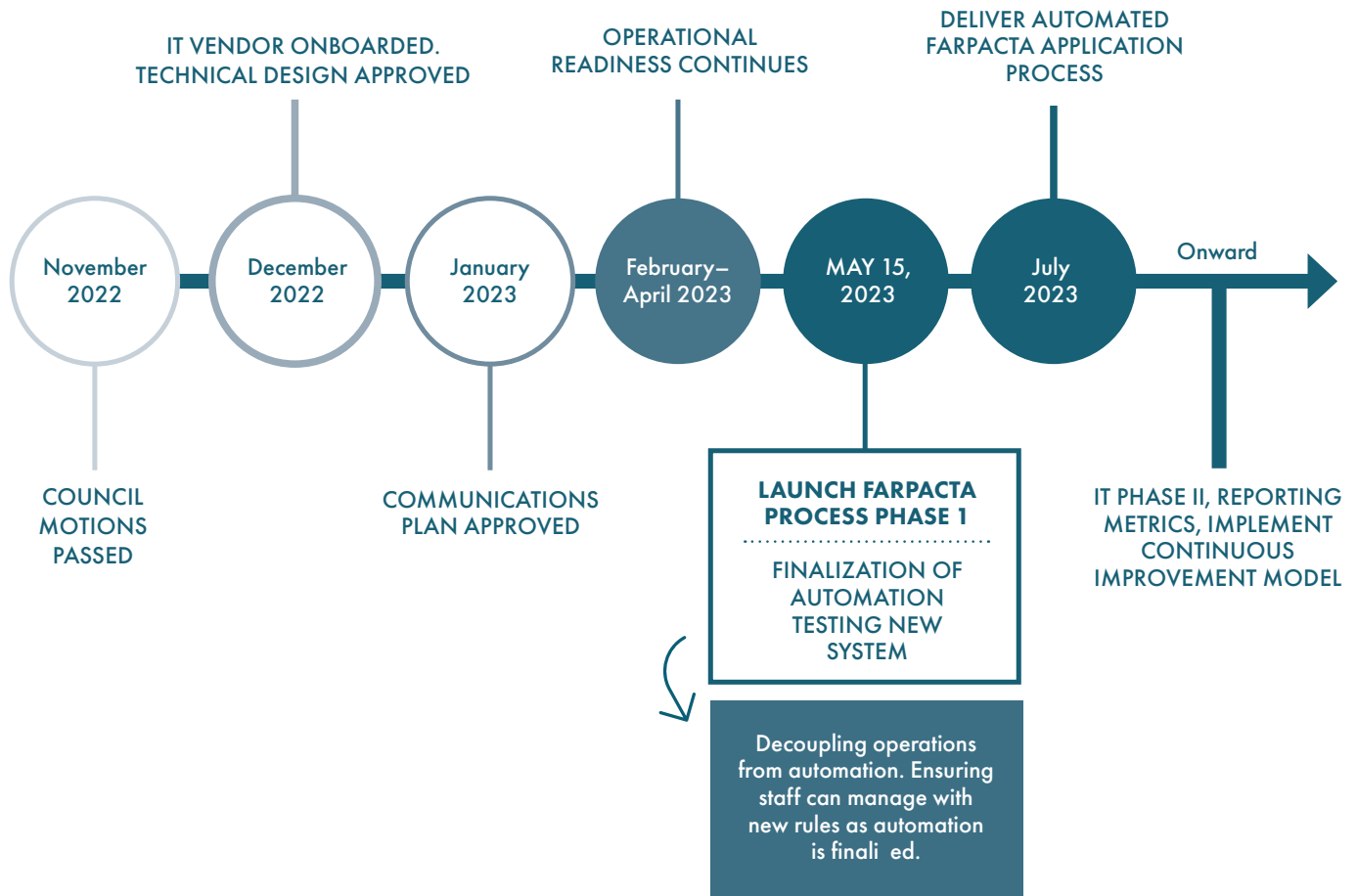
		STRATEGIC SUMMARY 2023–2025			
GOALS	SUB GOALS	ACTIVITIES	2023	2024	2025
1 Improve licensing processes	1.1 Create fair, transparent, accessible and efficient application process	1.1.0 Present FARPACTA policy/timeline			
		1.1.1 FARPACTA tech soln - Phase 1 & 2			
		1.1.2 FARPACTA process			
		1.1.3 Change management and communications			
	1.2 Review licensing processes; implement changes	1.1.4 Measure FARPACTA compliance			
		1.2.1 Implement mandatory CPD - Phase 1 (roll out, reminders)			
		1.2.2 Implement mandatory CPD - Phase 2 (business rules, sanctions)			
	1.3. Ensure licensing reflects EDI values	1.2.3 Implement mandatory CPD - Phase 3 (auditing)			
		1.3.1 EDI - Phase 1 (audit, supports)			
1.3.2 EDI - Phase 2 (best practices implementation)					
2 Optimize organizational performance	2.1 Update/develop standards, guidelines	2.1.1 Establish policy development framework/process			
		2.2.1 Digital transformation roadmap			
	2.2. Ensure adequate IT; data collection/mgt	2.2.2 Data governance model			
		2.3.1 Organizational EDI strategy			
		2.3.3 HR high performance team roadmap			
		2.3.4 Modernize payroll processes			
		2.3.5 Communications strategy (value, EDI)			
		2.3.6 Modernize budget processes			
		2.3.7 Review financial controls			
		2.3.8. Develop Customer Service Model			
3 Implement governance improvement program	3.1 Ensure councillor & ELT orientation	3.1.1 Review/revise board manual			
		3.1.2 Review/revise board orientation			
	3.2 Ensure cttee/council evidence for decision-making	3.2.1 Strategic plan reporting			
		3.2.3 RM framework			
	3.3 Establish metrics for governance performance	3.3.1 Review governance committee evaluations			
		3.3.2 Annual assessment council effectiveness			
4 Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.1 Establish Visioning taskforce, workplan			
		4.1.2 Council engagement session			
	4.2 Undertake research	4.1.3 Stakeholder engagement session(s)			
		4.2.1 Legislative/reg/legal review			
	4.3. Develop proposed vision for consultation	4.3.1 Draft new vision			
	4.3.2 Post vision consultation				

Table 1: Three-year summary of PEO's 2023–2025 strategic plan

FARPACTA PROCESS ROLLOUT



FARPACTA UPDATE

Multiple operational initiatives are now well underway to support the launch of the FARPACTA compliant application process on May 15, 2023. The Licensing department is positioning managers and staff to support the new workflows, including the use of a competency-based assessment as approved by Council in November 2022.

A plan to expedite processing of the existing application inventory is being finalized for roll out starting in April. Also in progress is an initiative to estimate application volumes and licences granted from the existing application inventory. Slides for a generative discussion on this topic are included in this update as Appendix B.

FARPACTA is, of course, a significant initiative for the government. We are partnering with the Office of the Fairness Commissioner and the Ministry of Labour, Training and Skills Development (which is responsible for FARPACTA) to develop some joint messaging, especially with respect to experience and the impact on internationally trained professionals.

Other stakeholder engagement and communications efforts related to FARPACTA are ongoing. A description of the evolving external relations function, which is linked to both communications and policy development, is also included in this report.

MANDATORY CONTINUING PROFESSIONAL DEVELOPMENT (PEAK PROGRAM) UPDATE

PEAK STATISTICS

Table 2 shows the total number of individuals who must complete the PEAK program in 2023 because they are PEO licence holders with either a professional engineer or limited licence. The table also shows the total number of those individuals who complied so far this year by completing the first two PEAK elements as well as individuals who have not yet started the PEAK program this year.

The table additionally describes these three totals according to where the individual resides; specifically, individuals who reside in Ontario, individuals who reside elsewhere in Canada and individuals who reside outside Canada.

Breakdown of individuals required to complete PEAK	Individuals required to complete PEAK in 2023	Individuals who have complied so far with PEAK in 2023	Individuals who have not started PEAK in 2023
Ontario residents	86% (74,398)	87%	83%
Other Canadian residents	10% (8,541)	9%	11%
International residents	4% (3,707)	4%	6%
Total	86,646	64,768	21,878

Table 2: Completion of the first two elements of PEAK as of March 9, 2023

Table 3 shows the PEAK statistics for January 31 and March 9. As of March 9, 68 per cent of all required individuals have complied so far this year by completing their first two PEAK elements and an additional 7 per cent are working towards compliance. This means that 75 per cent of all required—or almost 65,000 people—individuals have started the PEAK program this year, despite the lack of penalties this year for non-compliance. Furthermore, 90 per cent of those who started PEAK followed through to complete their first two

PEAK elements. (It also means that 25 per cent of all required individuals have not yet started the PEAK program this year, so we will be exploring how to reach those individuals to help ensure they are able to be compliant next year.) The data also show that 76 per cent of participating individuals (49,150) have declared as “practising” while 26 per cent of the participating individuals (15,618) have declared as “not practising.” Please look for our reports on compliance rates every quarter year.

INDIVIDUALS WHO	JANUARY 1–31, 2023	STATISTICS ON MARCH 9 (MARGINAL INCREASE FROM FEBRUARY 28)
Complied so far by completing the first 2 elements.	58%	68%
Are working towards compliance (started PEAK but not yet completed first 2 elements).	7%	7%
Have not yet started PEAK this year.	35%	25%
Declared as “Practising.”	77%	76%
Declared as “Not practising.”	23%	24%

Table 3: Completion of PEAK January to March 2023

PEAK CUSTOMER SERVICE

PEAK has highlighted challenges to our ability to assist stakeholders encountering issues with our initiatives. Since December 2022, PEO has received more than 9500 requests about the PEAK program, and the current backlog of requests is about 7000. PEAK customer service representatives address requests, which are submitted over the phone, via voice messages and by email. Response times vary from immediate resolution to two weeks and can take up to eight

weeks when the volume of requests spike over a very short time. PEO is committed to delivering customer service at a high service standard across the organization. Staff are exploring a range of options to this end and will prioritize solutions that reduce our response time. PEO also maintains an up-to-date PEAK web page at <https://peopeak.ca>, which is available 24/7 to both licence holders and the public, with extensive details about the program.

STAKEHOLDER RELATIONS

We have committed to serving both operational requirements and Council’s policymaking needs through enhanced, meaningful engagement with stakeholders.

Our new External Relations department was created, under the oversight of the vice president of policy and governance, to develop a strategic approach to stakeholder relations where regular, coordinated and meaningful engagement is maintained with government, co-regulatory bodies, licence holders and others. All of this will better inform PEO policies, practices and strategic initiatives.

Even since I became CEO/Registrar, staff have engaged on priority issues with a number of key stakeholders. These include the attorney general, the Ontario fairness commissioner, Engineers Canada, the Ontario Society of Professional Engineers, Black Engineers Canada, the Engineering Student Societies’ Council of Ontario and Engineering Deans Ontario. Such engagement initiatives are aimed at reinforcing the desirability of ongoing, two-way communication

with our stakeholders. They also serve to help us address any gaps or potential risks in our operations.

To illustrate, priority issues for external stakeholder engagement currently include assessing the impact of implementing a mandatory continuous professional development (CPD) requirement for licence holders. We have also signalled a willingness to discuss various aspects of our response to amendments to the Fair Access to Regulated Professions and Compulsory Trades Act (FARPACTA).

Converting our volunteer Practice Evaluation and Knowledge (PEAK) program into a mandatory CPD program comprised surveying licence holders on their expectations as well as conducting presentations to chapters, licence holders, industry and others on the new requirement and associated program elements.

Our FARPACTA-related work involves regular contact with many stakeholders, most notably the Office of the Fairness Commissioner

and the attorney general. We have used these vehicles to inform of our path to compliance and to ensure the changes to our licensing system meet both the spirit and intent of the amended legislation. Other key stakeholders that could be impacted by any impending changes to our licensing system, such as universities and colleges, newcomer and settlement agencies, engineering advocacy organizations, engineering interns, engineering students and employers of engineers, are being kept apprised of our progress as we continue to solicit feedback for our ongoing consideration.

In the coming months, we will be exploring more comprehensive and diverse forms of engagement as we move forward with various ongoing and strategic initiatives. This may include focus groups, surveys and advisory panels. Topics will include, for example, future refinements to the mandatory PEAK program, replacement options

for PEO's engineering intern program and emerging issues and matters related to regulatory policy.

The work of our External Relations function aims to align with that both operations and governance. Input received will be documented to support various deliberations on relevant matters by staff, Council governance committees and Council itself. Such work will also strengthen our communication efforts as the feedback collected will be shared with the Communications department so it can be addressed in broader messaging to all stakeholders as required.

Ultimately, our engagement efforts will help to ensure that PEO continuously delivers and communicates well considered and credible regulatory outcomes that align with its mandate of protecting the public interest while also maintaining public confidence in its regulatory role.

ARC REVIEWS

Staff continue to work with the volunteers on the Academic Requirements Committee (ARC), especially the chair, to manage the surge in new application files. The accumulation of applications requiring ARC review as of mid-March is over 1500 files. This is in part because of the need for discipline-specific assessments.

ERC REVIEWS

An average of 67 Experience Requirements Committee (ERC) recommendations have been made per month over the last six months. At this juncture, the time to clear the anticipated backlog for ERC matters is estimated to be approximately 11 months.

On behalf of PEO we would like to thank the Academic Requirements Committee and the Experience Requirements Committee members for all of their support and tireless efforts in carrying out their reviews of applicant academics and experience. Their work and effort is very much appreciated.

FINANCE

For the twelve months ending December 31, 2022, revenues earned were \$32.7 million, and expenses incurred were \$30.6 million, resulting in an excess of revenue over expenses of approximately \$2.1 million, as shown in Table 4. The increase in revenues in comparison to the prior year actuals for the same period by approximately \$0.2 million is largely attributable to an increase in P.Eng. application revenue, EIT fees and other revenues and partially offset by lower-than-expected investment income due to unfavourable market conditions.

On the expense side, there were \$30.6 million in total expenses for the twelve months ending December 31, 2022, versus a spend of \$26

million during the same period in the prior year, resulting in an unfavourable variance of \$4.6 million. The increase in expenses is mainly due to an increase in the spending on salaries and benefits, chapters, legal and special project expenses for various initiatives in the areas of IT, governance and the Anti-Racism & Anti-Discrimination Exploratory Working Group.

Table 5 shows cash reserves of approximately \$7.6 million and an investment portfolio of \$27.1 million as of December 31, 2022, in comparison to cash reserves of \$11.3 million and an investment portfolio of \$19.9 million, respectively as of December 31, 2021.

	2022 ACTUAL	2021 ACTUAL	VARIANCE (FAV / UNFAV)
TOTAL REVENUES	\$32,671,397	\$32,473,339	\$198,058
Operations expenses	\$27,137,022	\$24,390,863	-\$2,746,159
Special project exp	\$3,463,329	\$1,623,341	-\$1,839,988
TOTAL EXPENSES	\$30,600,351	\$26,014,204	-\$4,586,147
Excess of Rev over Exp	\$2,071,046	\$6,459,135	-\$4,388,089

Table 4: Revenues and expenses as of December 31, 2022

	2022 ACTUAL	2021 ACTUAL	VARIANCE (FAV / UNFAV)
Cash	\$7,585,346	\$11,319,333	-\$3,733,987
Other current assets	\$1,549,606	\$1,335,893	\$213,713
Marketable securities	\$27,117,590	\$19,885,232	\$7,232,358
Capital assets	\$28,423,601	\$29,689,774	-\$1,266,173
TOTAL ASSETS	\$64,676,143	\$62,230,232	\$2,445,911
Current liabilities	\$16,847,493	\$15,330,513	-\$1,516,980
Long term debt	\$362,904	\$1,451,700	\$1,088,796
Employee future benefits	\$13,260,100	\$10,960,300	-\$2,299,800
Net assets	\$34,205,646	\$34,487,719	-\$282,073
TOTAL LIABILITIES & NET ASSETS	\$64,676,143	\$62,230,232	\$2,445,911

Table 5: Assets and liabilities as of December 31, 2022

REMISSIONS AND RESIGNATIONS

The data in Tables 6 and 7 show the monthly breakdown of the number of members seeking fee remission in 2022 and 2021, respectively. In 2022, the average monthly number of members seeking remission as of December 31, 2022, is 229 in comparison to 245 for 2021.

However, overall, the number of P.Engs as of December 31, 2022, increased by 1,497 to 87,856 members in comparison to 86,359 members as of December 31, 2021.

As can be seen in Tables 6 and 7, there was an average of 113 resignations per month in 2022 versus 73 per month in 2021.

REMISSION TYPE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL	MONTHLY AVE.
Parental leave	14	10	20	13	21	13	8	17	15	10	18	12	171	14
Postgraduate	7	8	5	12	14	4	6	2	8	13	6	3	88	7
Unemployment	161	106	146	142	113	107	104	129	109	124	116	83	1440	120
Temporary health	7	4	3	5	5	7	4	0	2	1	2	5	45	4
Permanent health	2	1	9	4	3	1	2	9	3	3	5	3	45	4
Retired	84	99	88	51	80	76	47	93	90	56	93	101	958	80
Total	275	228	271	227	236	208	171	250	227	207	240	207	2747	229
Cumm. Total	275	503	774	1001	1237	1445	1616	1866	2093	2300	2540	2747		
Resignations	111	79	90	79	108	95	77	110	141	84	159	222	1355	113

Table 6: Remission and resignation stats for 2022

REMISSION TYPE	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEPT	OCT	NOV	DEC	TOTAL	MONTHLY AVE.
Parental leave	18	20	19	11	11	14	15	19	18	16	25	13	199	17
Postgraduate	9	10	10	8	4	5	3	5	7	8	6	4	79	7
Unemployment	220	135	158	140	144	106	124	130	140	125	127	94	1643	137
Temporary health	3	4	6	4	4	3	4	3	1	2	4	1	39	3
Permanent health	4	4	3	3	6	2	4	3	2	2	7	3	43	4
Retired	105	99	74	73	95	64	53	79	68	77	96	53	936	78
Total	359	272	270	239	264	194	203	239	236	230	265	168	2939	245
Cumm. Total	359	631	901	1140	1404	1598	1801	2040	2276	2506	2771	2939		
Resignations	61	86	86	98	90	61	58	69	58	66	86	57	876	73

Table 7: Remission and resignation stats for 2021

HUMAN RESOURCES

COMMUNICABLE DISEASE POLICY

As we continue to improve our hybrid model of work, a jurisdictional scan (including all engineering regulators across the country and a number of regulators operating within the province) was conducted to get a sense of what other regulatory boards have in place for a vaccine policy. Most regulatory boards across Canada have either removed or suspended their mandatory vaccine policy based on the direction from their relevant governments. We are in the process of

updating our current vaccine policy to a communicable disease policy to be launched in April. Health and safety are a priority for us, and we continue to build out our health and safety policies/standards. In place of the vaccine policy, we will roll out a communicable illness prevention policy that will highlight the procedures that can be implemented for various public and workplace health measures.

EMPLOYEE ENGAGEMENT PULSE SURVEY

In 2022, we conducted an employee engagement pulse survey. After reviewing the results of the survey, we held several focus groups in February 2023 to discuss the results and generate ideas to address the areas of opportunity with respect to engagement, learning and inclusion. An action plan was developed with a focus on the three core areas (engagement, learning and inclusion.) Staff will determine how to implement these initiatives within the organization.



HEADCOUNT

As of March 8th, PEO's headcount is 135 (full-time permanent employees, contract, and people on leave). HR has embarked on other vital initiatives connected to our commitment to being an employer of choice, including:

- Setting 2023 performance objectives and individual development plans across the organization
- Focus on employees' well-being and fostering workplace mental health best practices
- Continuing to promote a flexible work environment
- Focusing on employee engagement via our internal newsletter, in-house gatherings and in-person meetings
- Communicating our safe disclosure policy to all staff
- Plan a "Respect in the Workplace" session for the June townhall
- Researching vendors for the employee group discount program.

INTERNAL MOVES	JAN	FEB	MAR (UP TO MAR 8)	TOTAL
New Hires	3	4	1	8
Promotions	0	1	0	1
Contract to Permanent	0	0	1	1
Temporary to Contract	0	5	0	5
Voluntary exit	1	2	0	3
Involuntary exit	0	1	0	1
All	4	14	3	21

Table 8: PEO employee movement January to March 2023

INFORMATION TECHNOLOGY

As we continue the digital service delivery journey, IT has embarked on the Online Nominations project. This project will allow license holders to submit award nominations online. It will tentatively be launched in June 2023.

IT continues with implementation of digital license certificates and cybersecurity enhancements.

INFORMATION DISCOVERY AND DIGITIZATION CAPACITY PROJECT

Digitization of the 24,000 paper-based P.Eng. application files will be substantially complete by the end of March. This represents a significant milestone and achievement for this ambitious modernization initiative. As previously communicated, other paper-based application files will be digitized upon completion of the P.Eng. files. Because the digitization effort is progressing predictably, it is expected that all application files will be fully digitized by the end of Q2 2023. Project progress updates will now be provided in the future only as necessary.

APPENDIX A



Professional Engineers
Ontario

OPERATIONAL PLAN–STATUS REPORT AS OF FEBRUARY 2023

GOALS	SUB GOALS	ACTIVITIES	STATUS			
			NYS	<HALF	>HALF	DONE
1 Improve licensing processes	1.1 Create fair, transparent, accessible and efficient application process	1.1.0 Present FARPACTA policy/ appr				
		1.1.1 FARPACTA tech soln - Phase 1 & 2				
		1.1.2 FARPACTA process				
	1.2 Review licensing processes; implement changes	1.1.3 Change management and communications				
		1.1.4 Measure FARPACTA compliance				
	1.3. Ensure licensing reflects EDI values	1.2.1 Impl. mandatory CPD - Phase 1 (roll out, reminders)				
		1.3.1 EDI - Phase 1 (audit, supports)				
2 Optimize organizational performance	2.1 Update/ develop standards, guidelines	2.1.1 Establish policy development framework/process				
		2.1.2 Digital transformation roadmap				
		2.1.3 Organizational EDI strategy				
	2.2. Ensure adequate IT; data collection/ mgt	2.2.1 HR high performance team roadmap				
		2.2.2 Modernize payroll processes				
		2.2.3 Communications strategy (value, EDI)				
		2.2.4 Modernize budget processes				
		2.2.5 Review financial controls				
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.6 Develop Customer Service Model				
		2.3.7 Review financial controls				
2.3.8. Develop Customer Service Model						
3 Implement governance improvement program	3.1 Ensure councillor & ELT orientation	3.1.1 Review/ revise board manual				
		3.2.1 Strategic plan reporting				
	3.2 Ensure cttee/council evidence for decision-making	3.2.2 RM framework				
		3.2.3 RM framework				
4 Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.1 Establish Visioning taskforce, workplan				
		4.1.2 Council engagement session				
		4.1.3 Stakeholder engagement session(s)				

APPENDIX B

Slide 1 and 2



Summary



There will be a temporary decrease in applications starting in the second half of 2023 due to the 'front-end loading' effect of FARPACTA requirements;



The large inventory of applicants in the experience phase of assessment will continue to result in licences being issued **until** only applicants who are not gaining engineering experience remain; **and**

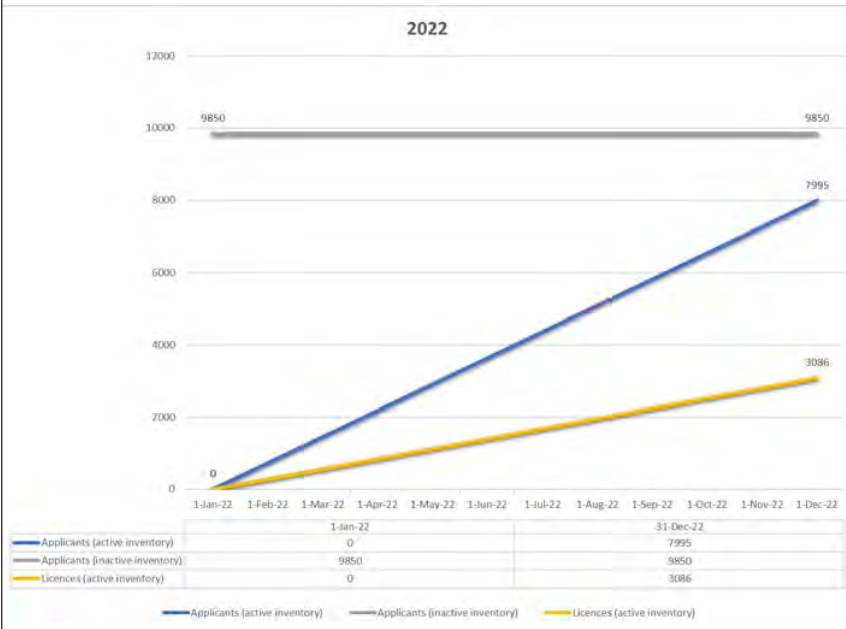


After 4-5 years a **steady state** will be reached at which time the **number of licences issued** annually will be **slightly less** than the number of applications received

APPENDIX B

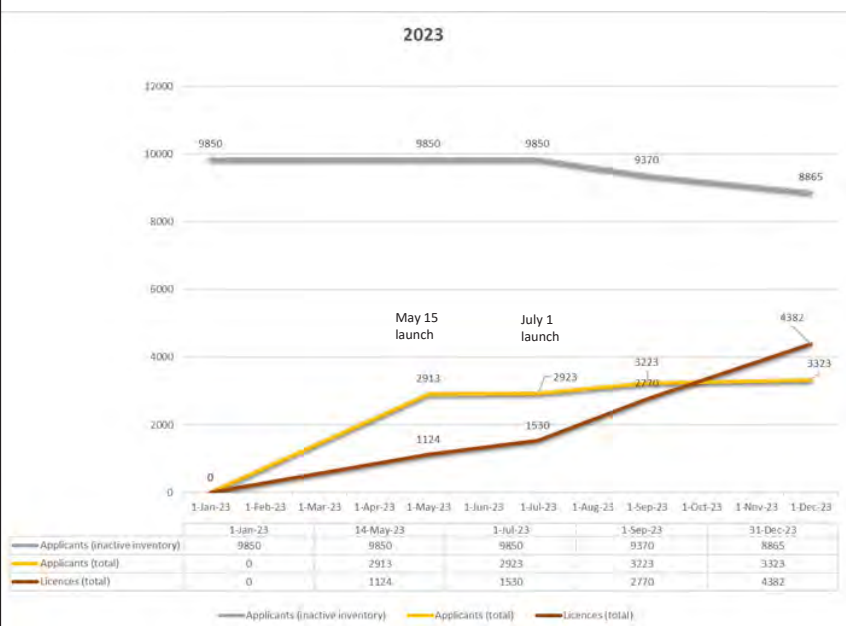
Slide 3 and 4

P.Eng. Applicants and Licences Issued 2022



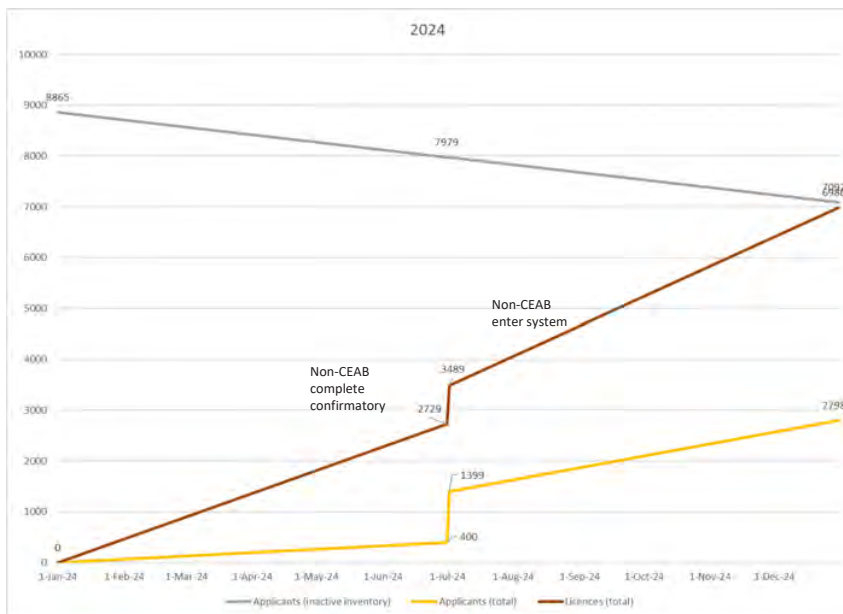
- There is an inactive inventory of 9,850 applicants who graduated 48+months ago whose experience is not yet eligible for assessment
- 7,995 new P.Eng. Applications were received
- 3,086 P.Eng. licences were issued

Estimate of P.Eng. Applicants and Licences Issued 2023



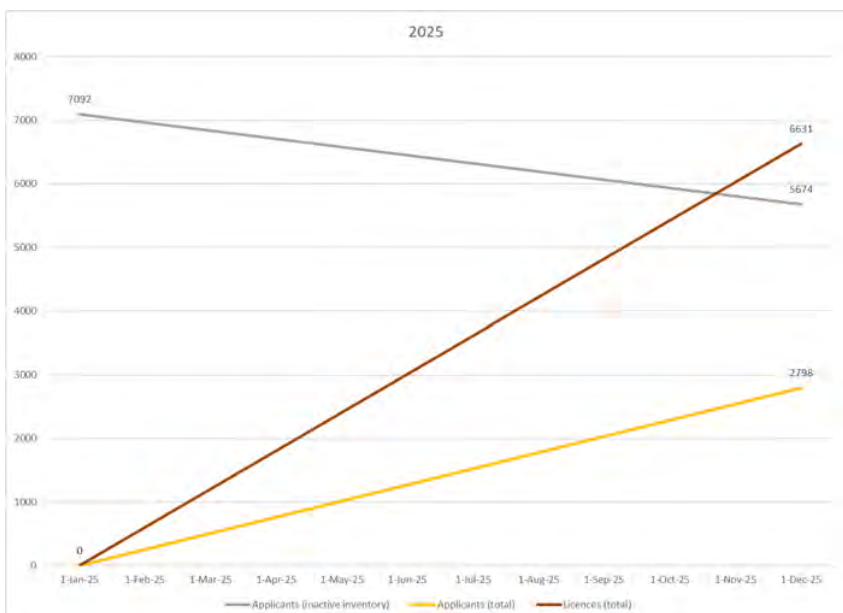
- An inventory management plan will begin processing the inactive applications;
- P.Eng. applications will start to decline on May 15 when FARPACTA is implemented; and
- After May 15, new P.Eng. applicants will receive decisions in 6 months

Estimate of P.Eng. Applicants and Licences Issued 2024



- A substantial reduction in inactive inventory as these applicants have their experience assessed;
- Non-CEAB applications are expected late 2024 after prospective applicants have completed confirmatory exams, resulting in a sharp increase in applications the second half of the year.

Estimate of P.Eng. Applicants and Licences Issued 2025

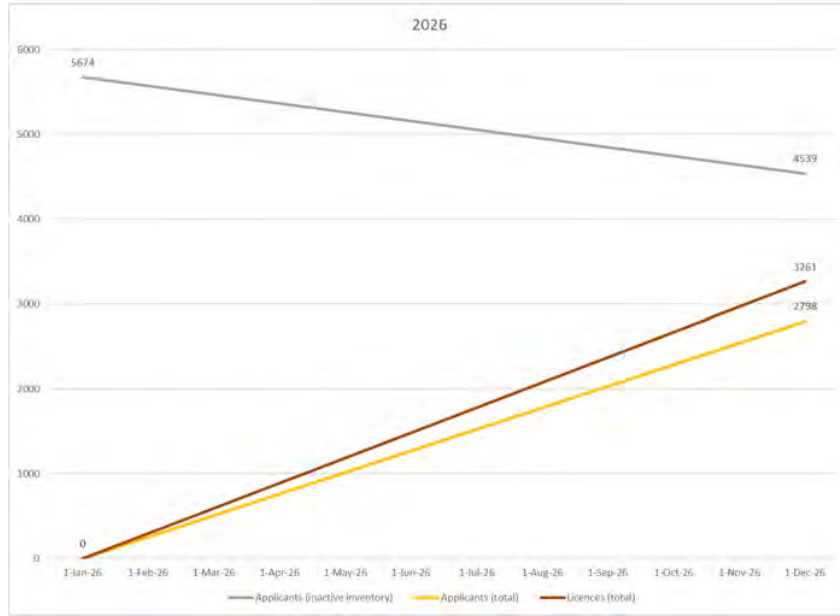


- Continuing reduction in inactive inventory;
- The active inventory from the pre-FARPACTA process will be substantially processed; and
- New applications will continue to be processed in 6 months.

APPENDIX B

Slide 7

Estimate of P.Eng. Applicants and Licences Issued 2026



- Diminished returns in the reduction of inactive inventory ; and
- Applications received and licences issued approaching a steady state

Briefing Note – Decision

C-556-3.3

ENGINEERS CANADA ANNUAL MEETING OF MEMBERS – DIRECTION FROM COUNCIL TO PEO'S MEMBER REPRESENTATIVE AND PROXY APPOINTMENT

Purpose:

1. To provide direction to PEO's Member Representative or their proxy regarding the anticipated motion at the 2023 EC AMM.
2. To appoint Jennifer Quaglietta, CEO/Registrar, as proxy holder to attend and vote for and on behalf of the PEO President at the Engineers Canada ("EC") Annual Meeting of Members ("AMM") on May 27, 2023.

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

1. That Council direct PEO's Member Representative or their proxy, to **[vote in favour of or vote against or abstain on]** the motion as outlined in C-556-3.3, Appendix A:

- (a) **THAT the term and definition of "2/3-60% Majority" in Section 1.1 of the Engineers Canada Bylaw be deleted and replaced with the following:**

"3/4 Majority" means a resolution passed by a minimum of three-quarters of the Members voting."

- (b) **AND THAT the references to "2/3-60% Majority" in Articles 2.1(m) and 3.4(2) of the Engineers Canada Bylaw be replaced with the term "3/4 Majority".**

[NB: Council also has the option of not directing the representative how to vote on the motion, in which case the representative would be free to vote or abstain based on the debate.]

2. That Council appoint Jennifer Quaglietta, CEO/Registrar, as proxy holder to vote for and on behalf of the PEO President at the Engineers Canada Annual Meeting of Members on May 27, 2023, and at any and all adjournments thereof, with full power of substitution in the premises.

Prepared by: Meg Feres, Supervisor, Council Operations

Moved by: Randy Walker, P.Eng.

1. Background

Bylaw Recommendation

A proposal has been submitted by Engineers Nova Scotia for an amendment to EC's "2/3-60% Majority" requirement for resolutions to pass at EC meetings of Members.

To see the briefing material for consideration by Members in respect of this item, please see **Appendix A**.

Proxy Appointment

President-Elect Roydon Fraser, who will hold the office of President as of PEO's Annual General Meeting (AGM) on April 29, 2023, has indicated that he will not be available to attend the EC AMM on May 27, 2023, due to a scheduling conflict.

Early in March, PEO staff contacted EC staff to inquire about the possibility of using a proxy for voting purposes in the event the PEO President is not in attendance at the AMM; and if EC's governing documents place any restrictions on who can cast PEO's vote as a member organization. Staff at EC replied that PEO's President is able to appoint a proxy; and that a formal delegation letter (see **Appendix B**) from the PEO on the proxy is required. The applicable excerpt from the EC bylaws, Section 3.4, is shown below.

3.4 Votes to Govern at Members' Meetings

Each Member present at a meeting shall have the right to exercise one vote. This vote shall be exercised by the current Chair/President of a Member.

- (1) A Member may, by means of a written proxy, appoint a proxy holder to attend and act at a specific meeting of Members, in the manner and to the extent authorized by the proxy.
- (2) All questions arising at a meeting of the Members shall require a resolution passed by at least a 2/3-60% Majority.
- (3) The Chair of any meeting of Members shall not have the right to vote thereat and, in case of an equality of votes the Chair of the meeting shall have no casting vote and such motion before the Members shall be deemed to be defeated.

In keeping with the first purpose of the Briefing Note, *“that Council direct PEO's Member Representative or their proxy, to [vote in favour of or vote against or abstain on] the motion as outlined in C-556-3.4, Appendix A”*, Council is also asked to appoint the proxy and authorize the President to sign the delegation letter.

2. Need for PEO Action

PEO is a member organization of Engineers Canada. PEO's President is the Member representative at Engineers Canada and votes at the Engineers Canada AMM. The PEO representative should have direction from PEO Council as to how to vote. Engineers Canada has indicated that Members share information regarding the recommendations with their respective Councils so that PEO's member representative may receive instructions and be prepared to cast a vote on the matter outlined above at the 2023 AMM.

3. Proposed Action / Recommendation

To provide direction to PEO's Member Representative or their proxy on an upcoming vote on a motion at the Engineers Canada Annual Meeting of Members on May 27, 2023.

4. Next Steps (if motion approved)

PEO's Member Representative or their proxy will vote at the Engineers Canada AMM on May 27, 2023 as per the direction approved by Council. If the Member Representative is not directed on the motion, they will vote based on the debate at the AMM.

5. Appendices

Appendix A – Briefing Note to Propose an Amendment to Section 1.1 of the Engineers Canada Bylaw

Appendix B – Engineers Canada Proxy Form



BRIEFING NOTE: For decision by the Members

Engineers Canada Bylaw amendment	
Purpose:	To propose an amendment to the “2/3-60% Majority” required for resolutions to pass at Engineers Canada meetings of Members
Motions to consider:	<p>(a) <i>THAT the term and definition of “2/3-60% Majority” in Section 1.1 of the Engineers Canada Bylaw be deleted and replaced with the following:</i></p> <p><i>“3/4 Majority” means a resolution passed by a minimum of three-quarters of the Members voting.”</i></p> <p>(b) <i>AND THAT the references to “2/3-60% Majority” in Articles 2.1(m) and 3.4(2) of the Engineers Canada Bylaw be replaced with the term “3/4 Majority”.</i></p>
Vote required to pass:	2/3-60% majority (the motion must be supported by a minimum of two-thirds of the Members voting, who represent a minimum of sixty per cent of represented Registrants)
Prepared by:	Pal Mann, P.Eng., CEO & Registrar, Engineers Nova Scotia Janet Bradshaw, P. Eng., CEO & Registrar, PEGNL Lia Daborn, CEO & Registrar, APEGNB Jim Landrigan, P.Eng., ED Engineers PEI
Presented by:	Denise Pothier, P.Eng., President, Engineers Nova Scotia

Problem/issue definition

Background

- Under the Engineers Canada Bylaw, “all questions arising at a meeting of Members require a resolution passed by at least a “2/3-60% Majority.” The term “2/3-60% Majority” is defined in Section 1.1, and requires that all Member resolutions must not only be supported by two-thirds of the Members voting, but that the two-thirds of Members supporting the motion must represent a minimum of sixty percent of Registrants¹. Unlike Engineers Canada Board meetings at which only specific votes require a “2/3 Majority” (see Engineers Canada Bylaw Sections 5.7 and 5.8), all votes at a meeting of Members – regardless of the question – require a “2/3-60% Majority” to pass.
- All four Atlantic Regulators believe that the “2/3-60% Majority” requirement to pass resolution on all questions arising at a meeting initially put in place does not reflect the intent of the Federation now and into the future.

¹ “Registrants” is defined within the Bylaw as an individual registered with a Member at December 31st, with the exception of applicants, students, and those registered solely as a geoscientist or geoscientist in training.



Discussion

- In the Articles of Continuance and the [Guiding Principles](#), the purpose of Engineers Canada is to **serve the collective interests of the Regulators**, to promote and maintain the interests, honour, and integrity of the Canadian engineering profession, and to do all such lawful things as are incidental to or conducive to the attainment of the foregoing, including to **serve the Regulators** and strengthen the profession by:
 - Accrediting undergraduate engineering programs.
 - Facilitating and fostering working relationships between and among the Regulators.
 - Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
 - Offering national programs.
 - Advocating to the federal government.
 - Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.
 - Managing risks and opportunities associated with mobility of work and practitioners internationally.
 - Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.
 - Promoting diversity and inclusivity in the profession that reflects Canadian society.
 - Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects
- Of these ten (10) “core purposes,” only one, “*Offering national programs*”, focuses on direct support of all ~300,000 individual Registrants across Canada. The other nine (9) focus on supporting the work of provincial and territorial Regulators equally. Engineers Canada’s prime business is focused on delivering outcomes for the Regulators that support the regulation of engineering, not on delivering outcomes for individual Registrants.
- To fund this service to all Regulators, Engineers Canada uses *per capita* funding proportional to provincial and territorial registration numbers, and affinity program funding generated by participating Regulators, in an **equitable** funding model. This revenue supports all Regulators **equally**; the functional and program needs of a small Regulator are identical to those of a larger Regulator, albeit at a reduced scale, and decisions made at the Members’ table affects all constituent associations of the Federation equally.
- In a national scan, the voting model described in the Engineers Canada Bylaw differs from the national voting schemes of several national federations of regulators. Voting at these forums is based on one vote per member, with no weighting of votes, or consideration of the size of constituent associations²:
 - Geoscientists Canada
 - Chartered Professional Accountants Canada
 - Federation of Law Societies of Canada
 - Canadian Dental Regulatory Authorities Federation
- Regulators do not, and should not, put the needs or wants of their Registrants ahead of effective regulation of the profession and the public interest. As a federation of 12 engineering Regulators, whose common purpose is to ensure competent, licensed, and ethical practice of engineering in the public interest, the two questions that drive this motion are:
 - a. Should Engineers Canada, as a federation of engineering Regulators, be governed by the will of a majority of Registrants, or by the will of a majority of Regulators?

² There is no equivalent national federation for the regulators of physicians and surgeons, or nurses



- b. Should any combination of a minority of Regulators have the ability to defeat a motion simply because they represent more Registrants than the others?
- The dysfunction of the current model was clearly evident at the meeting of Members held in May 2022, when 10 of 12 Regulators – a significant representation of the **collective interest** of the Regulators - voted for a change but could not affect it. Even though the proposed motion would have little to no impact on Registrants, two Regulators representing more than 40% of Registrants opposed the motion.
- Engineers Canada’s equitable funding model asks each Regulator to contribute based on its size³. Financial funding, however, is not the only support that Regulators provide to Engineers Canada governance and operations. Person-hours provided by staff and volunteers to the Board, to committees, to groups, to task forces, and to document review, is a significant in-kind contribution - particularly for Regulators with smaller staffs and Registrant bases. Smaller Regulators are taxed to participate appropriately in the various Engineers Canada initiatives; considering the proportional weight of these contributions, all Regulators should be treated equally in the Member decision-making process.
- The equity in Engineers Canada’s funding model should be continued in its voting model. Arguments have been made in support of the existing voting structure that the larger Regulators contribute more funding to Engineers Canada, therefore they should have greater weight in voting. This is an inequitable and non-inclusive governance model.
- To achieve equity in the voting model reflecting the **collective interests** of the Regulators, it is proposed that a **3/4 Majority** of Members voting is required to successfully pass a motion. The 75% threshold, with no caveat on the number of Registrants represented, serves two purposes:
 - a. The higher threshold (3/4 versus 2/3) will reduce any perceived risk of smaller regulators (YK, NT/NU, SK, MB, NB, PE, NS, NL) controlling the agenda as a resolution would require at least one Member from the larger regulators (BC, AB, ON, or QC) to vote in favour for it to be passed; and
 - b. It removes the perception that the Federation of Regulators is controlled by the self-interest of Registrants.
- No amendments are proposed to the voting structure of the Engineers Canada Board as there is no reference to percentage of registrants in the Bylaw; the number Board directors appointed accounts for the number of registrants in each jurisdiction.

Proposed action/recommendation

- That the Members vote to approve the proposed changes to the Engineers Canada Bylaw.

Other options considered

- N/A

Risks

- If resolutions that are put forward and supported by a majority of Regulators that represent less than 60% of the Engineers Canada Registrants continue to be defeated by a minority of Regulators with larger Registrant bases, it will affect the credibility of the Federation as a body that serves the collective interests of the Regulators.

³ When compared as a percentage of annual operating budgets, Engineers Nova Scotia paid the highest percentage of any Regulator in 2021 (just under 5% of the total operating budget), while other Regulators paid between 2%-3% of their total budgets. This analysis was completed using the 2021 Regulator annual reports.



Financial Implications

- N/A

Benefits

- Adopting a more equitable governance framework, which grants equal weight to the vote of each Member, will lead to a more united profession; it will foster an equitable and inclusive relationship amongst Members that meets the spirit and intent of a federated model expected in this day and age.

Consultation

- The CEOs and the councils/boards of the four Atlantic engineering Regulators (Engineers Nova Scotia, Engineers PEI, Professional Engineers and Geoscientists New Brunswick, and Professional Engineers and Geoscientists Newfoundland) contributed to this proposed motion. The issue was discussed during an ad hoc CEO's meeting in January 2023, and a draft version was provided to all regulators in advance of submission to Engineers Canada as part of the 2023 Annual Members' Meeting agenda.

Next steps (if motions approved)

- The Bylaw will be revised and will take effect at the next meeting of Members.

Appendix

- **Appendix 1:** Proposed Amendments to the Engineers Canada Bylaw



A Bylaw relating generally to the business and affairs of ENGINEERS CANADA

BE IT ENACTED as a Bylaw of Engineers Canada as follows:

1 INTERPRETATION

1.1 Definitions

All terms contained herein and which are defined in the Act or the Regulations shall have the meanings given to such terms in the Act or Regulations.

"Act" means the *Canada Not-For-Profit Corporations Act*, S.C. 2009, c.23, including Regulations made pursuant to the Act, and any statute or regulations that may be substituted, as amended from time to time.

"Advisor" means a person appointed by Board policy to make recommendations and/or provide key information to the Board.

"Board" means the Board of Engineers Canada comprised of Directors and Advisors.

"Board members" means the Directors and Advisors elected or appointed in accordance with this Bylaw.

"Chief Executive Officers Group" means the group comprised of the chief staff officer of each of the Members.

"Major Capital Project" means a capital project with a value of more than 10% of the annual operating budget.

"Member" means a Member as further defined in Article 2.

"Per Capita Assessment" means the annual amount to be paid by each Member as determined by its number of Registrants, as further defined in Article 7.

"Registrant" means an individual registered with a Member at December 31, with the exception of applicants, students, and those registered solely as a geoscientist or geoscientist in training.

"Secretary" is an office held by the Chief Executive Officer of Engineers Canada or such other person appointed by the Board.

"Special National Initiative" means any project or program which would require a special assessment of Members or an increase in Per Capita Assessment and any major capital project.

"Standards" means accreditation criteria.

"Strategic Plan" means the plan to achieve Engineers Canada's envisioned future.

"Two-thirds (2/3) Majority" means a resolution passed by a minimum of two-thirds of the Board directors voting.

~~**"2/3-60% Majority"**~~ **"Three-quarters (3/4) Majority"** means a resolution passed by a minimum of ~~two-thirds~~three-quarters of the Members voting, ~~who represent a minimum of sixty percent of represented Registrants.~~

1.2 Interpretation

In the interpretation of this Bylaw, words in the singular include the plural and *vice-versa*, words in one gender include both genders.

1.3 Language

Equal recognition shall be given to Canada's two official languages in the operation of Engineers Canada. In the event of any inconsistency between the English language text of a Bylaw or other document and the French language text of such Bylaw or other document, the English language text shall govern.

2 MEMBERSHIP

2.1 Membership

Each of the following shall be a Member until such time as its status as a Member is withdrawn or terminated as provided herein, namely:

- (a) Association of Professional Engineers and Geoscientists of Alberta (APEGA);
- (b) Association of Professional Engineers and Geoscientists of New Brunswick (APEGNB);
- (c) Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS);
- (d) Association of Professional Engineers and Geoscientists of the Province of Manitoba (Engineers Geoscientists Manitoba);
- (e) Association of Professional Engineers of Nova Scotia (Engineers Nova Scotia);
- (f) Association of Professional Engineers of Ontario (PEO)
- (g) Association of Professional Engineers of Yukon (Engineers Yukon);
- (h) Northwest Territories Association of Professional Engineers and Geoscientists (NAPEG);
- (i) Ordre des ingénieurs du Québec (OIQ);
- (j) The Association of Professional Engineers and Geoscientists of Newfoundland and Labrador (PEGNL);
- (k) The Association of Professional Engineers and Geoscientists of the Province of British Columbia (Engineers and Geoscientists British Columbia);
- (l) The Association of Professional Engineers of the Province of Prince Edward Island (Engineers PEI); and
- (m) Other provincial or territorial entities established for the purpose of regulating the practice of engineering in any province or territory of Canada as may be approved by a 2/3-60% majority resolution of the Members.

2.2 Resignation of Membership

A Member may resign from membership by notice in writing to the Secretary not less than twelve (12) months prior to the next following Annual Meeting of Members.

2.3 Termination of Membership

- (1) Membership may be terminated if, at a special meeting of the Members called for such purpose, a resolution is passed terminating such membership, provided that the Member shall be granted the opportunity to be heard at such meeting.
- (2) Notwithstanding a resignation or termination of membership, a Member shall remain liable for payment of outstanding and due Per Capita Assessment up to and including the effective date of the resignation or termination.

3 MEETINGS OF THE MEMBERS

3.1 Notice of Meeting of Members

- (1) Notice of the time and place of a Meeting of Members shall be given to each Member entitled to vote at the meeting and to each Director and the public accountant, if applicable, by telephonic, electronic, or other communication facility during a period of 21 to 35 days before the day on which the meeting is to be held. If a Member requests that the notice be given by non-electronic means, the notice will be sent by mail, courier, or personal delivery.
- (2) A special resolution of the Members is required to make any amendment to this Bylaw to change the manner of giving notice to Members entitled to vote at a Meeting of Members.

3.2 General and Special Meetings

Other meetings of the Members, whether special or general, may be convened at any time and place by order of the President or the President Elect or by the Board or on request by any Member.

3.3 Error or Omission in Notice

The non-receipt of any notice by any Member or Members shall not invalidate any resolution passed or any proceedings taken at any meeting of Members.

3.4 Votes to Govern at Members' Meetings

Each Member present at a meeting shall have the right to exercise one vote. This vote shall be exercised by the current Chair/President of a Member.

- (1) A Member may, by means of a written proxy, appoint a proxy holder to attend and act at a specific meeting of Members, in the manner and to the extent authorized by the proxy.
- (2) All questions arising at a meeting of the Members shall require a resolution passed by at least a ~~2/3~~ ~~60%~~ ~~3/4~~ Majority.
- (3) The Chair of any meeting of Members shall not have the right to vote thereat and, in case of an equality of votes the Chair of the meeting shall have no casting vote and such motion before the Members shall be deemed to be defeated.

3.5 Quorum

- (1) A quorum at any meeting of the Members shall be at least two-thirds of the total number of Members, representing at least sixty percent of the total number of Registrants.
- (2) If a quorum is present at the opening of any meeting of Members, the Members present may proceed with the business of the meeting even if a quorum is not present throughout the meeting.

3.6 Electronic Voting

Meetings of Members may be held entirely by means of a telephonic, electronic or other communication facility.

3.7 Chair

Meetings of the Members shall be chaired by the President of Engineers Canada or a person chosen by the Members.

4 DIRECTORS AND ADVISORS

4.1 Nomination of Directors

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

4.2 Composition and Election of Directors

- (a) The number of Directors shall not exceed twenty-three (23).
- (b) Directors shall be elected on the basis of nominations received as follows:
 - Four (4) from the Association of Professional Engineers and Geoscientists of Alberta (APEGA);
 - One (1) from the Association of Professional Engineers and Geoscientists of New Brunswick (APEGNB);
 - One (1) from the Association of Professional Engineers and Geoscientists of Saskatchewan (APEGS);
 - One (1) from the Association of Professional Engineers and Geoscientists of the Province of Manitoba (Engineers Geoscientists Manitoba);
 - One (1) from the Association of Professional Engineers of Nova Scotia (Engineers Nova Scotia);
 - Five (5) from the Association of Professional Engineers of Ontario (PEO);

One (1) from the Association of Professional Engineers of Yukon (Engineers Yukon);
One (1) from the Northwest Territories Association of Professional Engineers and Geoscientists (NAPEG);
Four (4) from l'Ordre des ingénieurs du Québec (OIQ);
One (1) from the Association of Professional Engineers and Geoscientists of Newfoundland and Labrador (PEGNL);
Two (2) from the Association of Professional Engineers and Geoscientists of British Columbia (Engineers and Geoscientists British Columbia);
One (1) from the Association of Professional Engineers of the Province of Prince Edward Island (Engineers PEI).

4.3 Advisors

- (1) The Board may establish policy to appoint persons as Advisors.
- (2) Advisors shall, upon invitation by the Board, be entitled to attend and participate in discussions at meetings of the Board, in whole or in part (as determined by the Board), but shall not have the right to vote thereat.
- (3) Advisors may perform such other duties as shall from time to time be requested by the Board.

4.4 Remuneration and Expenses

- (1) Board members shall serve without remuneration.
- (2) Board members shall not receive any financial gain by virtue of serving as a Board member.
- (3) Board members may be reimbursed for reasonable expenses incurred in the performance of duties.

4.5 Filling Vacancies

A vacancy occurring in the Board shall be filled by the Members from a list of nominees from the Member that nominated the Director who has left the Board and the Director appointed to fill the vacancy shall hold office for the remainder of the term of the Director who left the Board.

4.6 Term Limits

- (1) Directors shall be elected to the Board for a term of three (3) years.
- (2) No Director may be elected to the Board for more than two (2) terms, or a lifetime maximum of six (6) years.
- (3) The foregoing term limits shall not apply to a Director who is elected or confirmed, as applicable, to hold office as President-Elect, President, or Past President prior to the expiration of their second term, in which case they may continue on the Board until they have finished serving as Past President.
- (4) The Members shall have the authority to extend a Director's term beyond those described above, in extenuating circumstances, in order to ensure effective governance.

5 MEETINGS OF THE BOARD

5.1 Number of meetings

The Board shall hold at least one meeting per fiscal year and as many additional meetings as are deemed necessary, for the purpose of transacting the business of Engineers Canada.

5.2 Notice

The President, the President-Elect, or any five (5) Directors may at any time convene a meeting of the Board.

5.3 Open meetings

- (1) Except as provided for in this section, all meetings shall be open to the Members, Advisors, and invited observers.
- (2) A meeting or part of a meeting may be closed to the Members, Advisors, or invited observers by the Chair of the meeting at his or her discretion if the subject matter being considered concerns:
 - (a) the security of Engineers Canada;
 - (b) personal matters about an identifiable individual;
 - (c) the proposed or pending acquisition of assets by Engineers Canada;
 - (d) litigation or potential litigation;
 - (e) the receiving of advice that is subject to solicitor-client privilege, including communications necessary for that purpose; and
 - (f) any other matter which the Board determines.

5.4 Quorum

- (1) At any meeting of the Board, a majority of the total number of Directors shall constitute a quorum. Provided a quorum is present at the beginning of a meeting, the meeting may continue or adjourn even though Directors leaving reduce the number to less than a quorum.
- (2) Directors who have declared a conflict of interest on a particular question shall be counted in determining a quorum. Notwithstanding any vacancy among the Directors, a quorum of the Board may exercise all the powers of the Board.

5.5 Voting

- (1) Each Director shall have one vote at meetings of the Board.
- (2) Any question arising at a meeting of the Board shall be decided in accordance with *Robert's Rules of Order*, unless otherwise provided in this Bylaw.

5.6 Absentee Directors

If a Director is absent from a meeting of the Board, the Member that nominated that Director may send an observer. Such observer may participate in discussions.

5.7 Approvals Requiring Two-thirds Majority

A Board resolution passed by a majority of not less than two-thirds of the votes cast on that resolution is required to make a decision in respect of the following matters:

- (a) Board Recommendations required in section 5.8;
- (b) Approval of the Budget or any amendments thereto;
- (c) Adoption, amendment, or repeal of any Board policies or procedures;
- (d) Adoption, amendment, or repeal of Standards; and
- (e) Board decisions in respect of any litigious or potentially litigious matters that may endanger the organization's public image, credibility, or its ability to fulfill the purposes.

5.8 Board Recommendations

The Board shall submit recommendations to the Members on the following matters, by a vote passed by a majority of not less than two-thirds of the votes cast, provided that no decision in respect thereof shall have any force or effect until approved by the Members in accordance with section 3.4 of this Bylaw:

- (a) Approval of the Strategic Plan;
- (b) The amount of the Per Capita Assessment;
- (c) Approval of Special National Initiatives; and

(d) Amendment or repeal of the Articles of Continuance (which includes changes to Engineers Canada's name and purposes) or Bylaw.

5.9 Minutes of Meetings

The minutes of all meetings of the Board shall be sent to all Board members and to all Members.

6 OFFICERS

6.1 The officers shall be the President, the President-Elect, the Past President, the Chief Executive Officer, the Secretary and such other officers as the Board may from time to time by resolution determine.

6.2 Any officer may be removed at any time by a two-thirds majority resolution of the Board.

7 PER CAPITA ASSESSMENT

7.1 Prior to January 31st of each year, each Member shall report the number of Registrants in its association.

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

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

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

8 AUDITOR

8.1 The Members shall appoint a chartered professional accountant (CPA) licensed to practise public accounting in Ontario as auditor of Engineers Canada annually.

8.2 The auditor shall audit the accounts of Engineers Canada after the close of the fiscal year and make a report thereon, and on the financial statements of Engineers Canada, to the Members at the Annual Meeting of Members.

9 FISCAL YEAR

9.1 The financial year of Engineers Canada shall be the calendar year.

10 RULES OF ORDER

10.1 In all cases for which no specific provision is prescribed by law or made in the Bylaw, the rules and practice of the latest edition of *Robert's Rules of Order* shall govern as far as applicable, provided that no action shall be invalid by reason only of a failure to adhere to such rules.

11 AMENDMENT OF BYLAW

11.1 A proposal for the amendment or repeal of the Bylaw may be put forward by a Member.

**ENGINEERS CANADA
PROXY**

**FOR THE ANNUAL MEETING OF MEMBERS
TO BE HELD ON SATURDAY, MAY 27, 2023
AT 9:30 A.M. ET
Halifax Marriott Harbourfront
1919 Upper Water St, Halifax, NS B3J 3J5 Canada**

The undersigned Member hereby appoints _____ as proxy holder to attend and vote for and on behalf of the undersigned at the annual meeting of members of the Corporation, to be held on the 27th day of May, 2023, and at any and all adjournments thereof, with full power of substitution in the premises.

DATED this ____ day of _____, 2023.

Roydon Fraser

Name (Please Print)

Signature

President

Title

Professional Engineers Ontario

Regulator

Return to:

Light.Go@engineerscanada.ca before **May 25, 2023**

Briefing Note – Decision

C-556-3.4

2022 AUDITED FINANCIAL STATEMENTS

Purpose: To approve the audited financial statements for the year ended December 31, 2022 and the auditor's report thereon.

Motions to consider:

That Council:

- a) approve the audited financial statements for the year ended December 31, 2022, and the auditor's report thereon, as presented to the meeting in C-556-3.4, Appendix A; and
- b) authorize the President and President-elect to sign the audited financial statements on Council's behalf.

Prepared by Chetan Mehta, Director - Finance

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

1. Need for PEO Action

PEO's governing legislation and its By-laws require that Council approve the audited financial statements of the Association for presentation to members at PEO's Annual General Meeting and that these statements be published on PEO's website for access to all members.

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

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

PEO By-Law No. 1, section 51 states:

The Council shall lay before each Annual Meeting of the members a financial statement prepared in accordance with generally accepted accounting principles for the previous fiscal year of the association (made up of a balance sheet as at the end of such fiscal year and statements of revenue and expenditure and members' equity for such fiscal year) together with the report of the association's auditors on the financial statement. The financial statements with (a summary of) the auditor's report shall be published in the official publication of the association after its approval by the Council.

2. Proposed Action / Recommendation

That Council approve the audited financial statements and the auditor's report thereon for the year ended December 31, 2022 for presentation to members at the 2023 Annual General Meeting and ensure that the statements be published on PEO's website and in the next edition of *Engineering Dimensions*, as required by legislation and PEO's By-laws.

3. Next Steps

Once the 2022 financial statements are approved and signed by the President and President-

elect, the audited financial statements will be made available to members at the 2023 Annual General Meeting and published on PEO’s website and in the next edition of *Engineering Dimensions*.

4. Peer Review & Process Followed

Process Followed	The 2022 audited financial statements and auditor’s report were presented to the audit and finance committee at the meeting held on Mar 16, 2023 for discussion, review and approval. At this meeting, the committee members met with the auditor from Deloitte to review the audit findings and auditor’s report. After extensive discussions, the committee unanimously agreed that the 2022 draft audited statements and the auditor’s report be presented to Council for approval.
Council Identified Review	None.
Actual Motion Review	At its meeting on Mar 16, 2023, the audit and finance committee unanimously agreed that the 2022 draft audited statements and the auditor’s report be presented to Council for approval.

5. Appendices

Appendix A – 2022 audited financial statements and auditor’s report

Appendix B – Report on financial highlights for the year-ending Dec 31, 2022

Financial statements of
Association of Professional
Engineers of Ontario

December 31, 2022

Draft

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Independent Auditor's Report

To the Members of the
Association of Professional Engineers of Ontario

Opinion

We have audited the accompanying financial statements of the Association of Professional Engineers of Ontario ("PEO") which comprise the Statement of financial position at December 31, 2022, and the statements of operations and changes in net assets and cash flows for the year then ended, and notes to the financial statements, including a summary of significant accounting policies (collectively referred to as the "financial statements").

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of PEO as at December 31, 2022, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Basis for Opinion

We conducted our audit in accordance with Canadian generally accepted auditing standards ("Canadian GAAS"). Our responsibilities under those standards are further described in the *Auditor's Responsibilities for the Audit of the Financial Statements* section of our report. We are independent of PEO in accordance with the ethical requirements that are relevant to our audit of the financial statements in Canada, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Responsibilities of Management and those Charged with Governance for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, management is responsible for assessing PEO's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless management either intends to liquidate PEO or to cease operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing PEO's financial reporting process.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Canadian GAAS will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

As part of an audit in accordance with Canadian GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, design and perform audit procedures responsive to those risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.
- Obtain an understanding of internal control relevant to the audit in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of PEO's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on PEO's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our auditor's report to the related disclosures in the financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusions are based on the audit evidence obtained up to the date of our auditor's report. However, future events or conditions may cause PEO to cease to continue as a going concern.
- Evaluate the overall presentation, structure and content of the financial statements, including the disclosures, and whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

Chartered Professional Accountants
Licensed Public Accountants
_____, 2023

Association of Professional Engineers of Ontario
Statement of operations and changes in net assets
Year ended December 31, 2022

	Notes	2022 \$	2021 \$
Revenue			
P. Eng. revenue		20,283,903	19,825,037
Application, registration, examination and other fees		10,348,205	9,161,653
Building operations	4	2,413,344	2,477,426
Chapter revenues		134,816	16,747
Advertising income		77,922	101,060
Investment (loss) income		(586,793)	891,416
		32,671,397	32,473,339
Expenses			
Staff salaries and benefits/retiree and future benefits	9	14,339,852	12,924,820
Building operations	4	2,088,204	2,285,937
Purchased services		1,620,689	1,455,090
Computers and telephone		1,515,379	1,118,498
Legal (corporate, prosecution and tribunal)		1,369,996	951,635
Engineers Canada		1,013,057	1,005,563
Chapters	13	817,516	343,301
Contract staff		795,590	773,533
Transaction fees		770,105	728,732
Occupancy costs	4	769,050	773,577
Amortization		575,519	779,837
Consultants		497,066	489,435
Postage and courier		272,015	214,354
Volunteer expenses		191,178	31,786
Insurance		166,296	148,165
Professional development		79,044	131,785
Staff expenses		63,275	7,470
Recognition, grants and awards		56,653	78,566
Printing		50,218	48,721
Office supplies		47,930	72,508
Advertising		38,390	27,550
		27,137,022	24,390,863
Excess of revenue over expenses before the undernoted		5,534,375	8,082,476
Council discretionary reserve expenses	8	3,463,329	1,623,341
Excess of revenue over expenses		2,071,046	6,459,135
Remeasurement and other items	6	(2,353,119)	2,447,724
Net assets, beginning of year		34,487,719	25,580,860
Net assets, end of year		34,205,646	34,487,719

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

Association of Professional Engineers of Ontario
Statement of financial position
As at December 31, 2022

	Notes	2022 \$	2021 \$
Assets			
Current assets			
Cash		7,585,346	11,319,333
Accounts receivable		1,012,188	700,544
Prepaid expenses and deposits		436,251	464,030
Other assets		101,167	171,319
		9,134,952	12,655,226
Marketable securities		27,117,590	19,885,232
Capital assets	3	28,423,601	29,689,774
		64,676,143	62,230,232
Liabilities			
Current liabilities			
Accounts payable and accrued liabilities	15	3,589,143	2,511,125
Fees in advance and deposits		12,169,554	11,730,592
Current portion of long-term debt	5	1,088,796	1,088,796
		16,847,493	15,330,513
Long-term			
Long-term debt	5	362,904	1,451,700
Employee future benefits	6	13,260,100	10,960,300
		30,470,497	27,742,513
Commitments and contingencies	12 and 16		
Net assets	7	34,205,646	34,487,719
		64,676,143	62,230,232

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

Approved by the Council

_____, Director

_____, Director

Association of Professional Engineers of Ontario
Statement of cash flows
Year ended December 31, 2022

	Notes	2022 \$	2021 \$
Operating activities			
Excess of revenue over expenses		2,071,046	6,459,135
Add (deduct) items not affecting cash			
Amortization		1,410,942	1,810,440
Amortization – other assets		70,152	79,725
Employee future benefits expensed		1,314,300	1,218,100
Change in unrealized losses (gains) on marketable securities		1,453,489	(499,992)
Gains on disposal of marketable securities		(115,400)	(36,281)
		6,204,529	9,031,127
Change in non-cash working capital items	10	1,233,115	849,052
		7,437,644	9,880,179
Financing activities			
Repayment of mortgage	5	(1,088,796)	(1,088,796)
Contributions to employee future benefit plans		(1,305,800)	(1,251,876)
		(2,394,596)	(2,340,672)
Investing activities			
Net change in marketable securities		(8,632,266)	(4,279,681)
Additions to capital assets		(144,769)	(160,142)
		(8,777,035)	(4,439,823)
(Decrease) increase in cash		(3,733,987)	3,099,684
Cash, beginning of year		11,319,333	8,219,649
Cash, end of year		7,585,346	11,319,333

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

Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2022

1. Nature of operations

The Association of Professional Engineers of Ontario ("PEO" or the "Association") was incorporated by an Act of the Legislature of the Province of Ontario. Its principal activities include regulating the practice of professional engineering, and establishing and maintaining standards of knowledge, skill, and ethics among its members in order to protect the public interest. As a not-for-profit professional membership organization, it is exempt from tax under section 149(1) of the Income Tax Act.

2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and reflect the following accounting policies:

(a) Financial instruments

PEO initially recognizes financial instruments at fair value and subsequently measures them at each reporting date, as follows:

Asset/liability	Measurement
Cash and marketable securities	Fair value
Accounts receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Long-term debt	Amortized cost

Financial assets measured at amortized cost are assessed at each reporting date for indications of impairment. If such impairment exists, the financial asset shall be written down and the resulting impairment loss shall be recognized in the statement of operations and changes in net assets for the period.

Transaction costs are expensed as incurred.

(b) Hedge accounting

PEO entered into an interest rate swap in order to reduce the impact of fluctuating interest rates on its long-term debt. The policy of PEO is not to enter into interest rate swap agreements for trading or speculative purposes.

The interest rate swap held by PEO is eligible for hedge accounting. To be eligible for hedge accounting, an instrument must meet certain criteria with respect to identification, designation, and documentation. In addition, the critical terms of the derivative financial instrument must match the specific terms and conditions of the hedged item. The fair value of derivative instruments eligible and qualifying for hedge accounting is generally not recognized on the Statement of financial position. Gains and losses on such instruments are recognized in the Statement of operations and changes in net assets in the same period as those of the hedged item.

Interest on the hedged item is recognized using the instrument's stated interest rate plus or minus amortization of any initial premium or discount and any financing fees and transaction costs. Net amounts receivable or payable on the interest rate swap are recorded on the accrual basis of accounting and are recognized as an adjustment to interest on the hedged item in the period in which they accrue.

2. Significant accounting policies (continued)

(b) Hedge accounting (continued)

PEO may only discontinue hedge accounting when one of the following situations arises:

- (i) The hedged item or the hedging item ceases to exist other than as designated and documented;
- (ii) The critical terms of the hedging item cease to match those of the hedged item, including, but not limited to, when it becomes probable that an interest-bearing asset or liability hedged with an interest rate swap will be prepaid.

When a hedging item ceases to exist, any gain or loss incurred on the termination of the hedging item is recognized as an adjustment of the carrying amount of the hedged item.

When a hedged item ceases to exist, the critical terms of the hedging item cease to match those of the hedged item, or it is no longer probable that an anticipated transaction will occur in the amount designated or within 30 days of the maturity date of the hedging item, any gain or loss is recognized in net income.

(c) Revenue recognition

License fee revenue, excluding the portion related to the Building Fund, is recognized as revenue on a monthly basis over the license period. Building Fund revenue is recognized as revenue at the commencement of the license period. Other revenues are recognized when the related services are provided.

(d) Donated services

The Association receives substantial donated services from its membership through participation on council and committees and as chapter executives. Donations of services are not recorded in the financial statements of the Association.

(e) Employee future benefits

Pension plans

The cost of PEO's defined benefit pension plans is determined periodically by independent actuaries using the projected benefit method prorated on service. PEO uses the most recently completed actuarial valuation prepared on the going concern basis for funding purposes for measuring its defined benefit pension plan obligations. A funding valuation is prepared in accordance with pension legislation and regulations, generally to determine required cash contributions to the plan.

Other non-pension plan benefits

The cost of PEO's non-pension defined benefit plan is determined periodically by independent actuaries. PEO uses the most recent accounting actuarial valuation for measuring its non-pension defined benefit plan obligations. The valuation is based on the projected benefit method prorated on service.

For all defined benefit plans, PEO recognizes:

- (i) The defined benefit obligation, net of the fair value of any plan assets, adjusted for any valuation allowance in the statement of changes in net assets;
- (ii) The cost of the plan for the year.

Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2022

2. Significant accounting policies (continued)

(f) Capital assets

Capital assets are recorded at cost. Amortization is calculated on the straight-line basis at the following annual rates:

Building	2%
Building improvements – PEO	5%
Building improvements – common area	3.3% to 10%
Building improvements – non-recoverable	10% to 20%
Computer hardware and software	33%
Furniture, fixtures, and telephone equipment	10%
Audio visual	20%

The Association's investment in capital assets is included as part of Net assets on the Statement of financial position.

(g) Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Accounts requiring significant estimates and assumptions include capital assets, accrued liabilities, and employee future benefits.

3. Capital assets

	Cost	Accumulated amortization	2022 Net book value	2021 Net book value
	\$	\$	\$	\$
Building	19,414,668	5,360,953	14,053,715	14,442,008
Building improvements – PEO	8,961,068	5,126,745	3,834,323	4,276,790
Building improvements – common area	11,370,569	5,760,423	5,610,146	5,908,973
Building improvements – non recoverable	741,332	368,108	373,224	464,449
Land	4,366,303	—	4,366,303	4,366,303
Computer hardware and software	5,287,238	5,278,122	9,116	114,963
Furniture, fixtures and telephone equipment	1,565,196	1,429,619	135,577	116,288
Audio visual	1,050,211	1,009,014	41,197	—
	52,756,585	24,332,984	28,423,601	29,689,774

Association of Professional Engineers of Ontario**Notes to the financial statements**

December 31, 2022

4. Building operations

PEO maintains accounting records for the property located at 40 Sheppard Avenue West, Toronto, ON as a stand-alone operation for internal purposes. The results of the operation of the building, prior to the elimination of recoveries and expenses related to PEO, are as follows:

	2022	2021
	\$	\$
Revenue		
Rental	841,039	845,047
Operating cost recoverable – tenants	1,305,588	1,356,532
Parking	160,200	153,425
Miscellaneous	106,517	122,422
	2,413,344	2,477,426
Operating cost recoverable – PEO	716,235	739,249
	3,129,579	3,216,675
Recoverable expenses		
Utilities	423,478	433,499
Amortization	355,904	542,709
Property taxes	431,295	425,396
Payroll	254,702	260,748
Janitorial	202,503	214,587
Repairs and maintenance	164,547	140,707
Property management and advisory fees	54,151	50,000
Security	122,577	31,355
Administrative	68,954	39,285
Road and ground	20,357	27,396
Insurance	39,373	30,575
	2,137,841	2,196,257
Other expenses		
Interest expense on note and loan payable	71,551	104,179
Amortization of building	388,294	388,293
Amortization of deferred costs	70,152	79,725
Amortization of tenant inducements	91,225	99,601
Other non-recoverable expenses	45,376	157,131
	666,598	828,929
	2,804,439	3,025,186
Excess of revenue over expenses	325,140	191,489

For purposes of the Statement of operations and changes in net assets, the operating costs recoverable from PEO of \$716,235 (\$739,249 in 2021) have been eliminated. The portion of costs allocated to PEO is reallocated from Building operations and is included in Occupancy costs on the Statement of operations and changes in net assets.

Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2022

4. Building operations (continued)

	2022 \$	2021 \$
Building revenue per above	3,129,579	3,216,675
Eliminated PEO portion	(716,235)	(739,249)
	2,413,344	2,477,426
Building expenses per above	2,804,439	3,025,186
Eliminated PEO portion	(716,235)	(739,249)
	2,088,204	2,285,937

5. Building financing

On April 5, 2019, the Association refinanced its outstanding loan of \$5,443,952 with the Bank of Nova Scotia. The refinanced loan is secured by a first mortgage on the property located at 40 Sheppard Avenue West, a general security agreement, and a general assignment of tenant leases. The loan is repayable in monthly installments of principal plus interest and bears a floating interest rate based on variable banker's acceptances. The Association entered into a swap agreement related to this loan, where the floating rate debt is swapped for a fixed rate debt at an interest rate of 3.47% and settled on a net basis. The notional value of the swap is \$5,443,952 with a start date of April 5, 2019, and a maturity date of April 5, 2024, on which date the loan will be fully paid.

6. Employee future benefits

The Association's pension plans, and post-retirement benefits plan covering participating employees (full time and retirees) are defined benefit plans as defined in Section 3462 of the CPA Canada Handbook and accounted for as per Section 3463. The pension plans provide pension benefits based on length of service and final average earnings. The post-retirement benefits plan provides hospitalization, extended health care and dental benefits to retired employees. Participation in the pension plans and benefits plan (for post-retirement benefits) has been closed to all new employees as of May 1, 2006. All employees joining after this date have the option of participating in a self-directed RRSP (registered retirement savings plan). During the year, the Association recorded \$355,476 (\$335,478 in 2021) in employer contributions to the self-directed RRSP.

The funded status of the Association's pension plans and post-retirement benefit plan using actuarial assumptions as of December 31, 2022, was as follows:

	Basic pension plan \$	Supplemental pension plan \$	Other non-pension benefit plan \$	Total \$
Accrued benefit obligation	(37,551,800)	(2,744,500)	(8,612,000)	(48,908,300)
Plan assets at fair value	33,416,900	2,231,300	—	35,648,200
Funded status – plan surplus (deficit)	(4,134,900)	(513,200)	(8,612,000)	(13,260,100)

6. Employee future benefits (continued)

The funded status of the Association's pension plans and post-retirement benefit plan using actuarial assumptions as of December 31, 2021, was as follows:

	Basic pension plan \$	Supplemental pension plan \$	Other non-pension benefit plan \$	Total \$
Accrued benefit obligation	(34,556,700)	(2,311,900)	(11,206,100)	(48,074,700)
Plan assets at fair value	35,021,800	2,092,600	—	37,114,400
Funded status – plan surplus (deficit)	465,100	(219,300)	(11,206,100)	(10,960,300)

PEO measures its defined benefit obligations and the fair value of plan assets related to the basic and supplemental pension plans for accounting purposes as at December 31 each year based on the most recently completed actuarial valuation for funding purposes. The most recently completed actuarial valuation of the pension plans for funding purposes was as of January 1, 2022. PEO measures its obligations related to its other non-pension benefit plan using an actuarial valuation for accounting purposes. The most recent actuarial valuation for accounting purposes was as of December 31, 2020 and projected forward to December 31, 2022.

Remeasurements and other items resulting from these valuations are reported directly in net assets in the Statement of financial position and are reported separately as a change in net assets in the Statement of operations and changes in net assets.

7. Net assets

The net assets of the Association are restricted to be used at the discretion of Council and includes the Association's investment in capital assets of \$26,971,901 (\$27,149,278 in 2021).

Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2022

8. Council discretionary reserve

The Council discretionary reserve is an internal allocation from the operating reserve used at the discretion of Council to fund expenses related to special projects approved by Council. These figures include \$58,843 (\$415,766 in 2021) for salaries and benefits costs of full-time staff for time spent on these projects. Expenses from the discretionary reserve were incurred on the following projects:

	2022	2021
	\$	\$
Governance related matters	356,488	152,183
HR related matters	581,503	8,164
FARPACTA* project	704,995	—
Information Discovery & Digitization Capability ("IDDC") project	597,800	281,706
Contractors for IT initiatives	462,105	221,422
PEO Centennial related spend	364,055	—
Online application process	162,456	63,818
Various IT initiatives	121,001	369,048
Anti-racism working group	112,926	127,185
Office 365 migration	—	385,551
30 by 30 task force	—	13,977
Council composition task force	—	287
	3,463,329	1,623,341

* Fair Access to Regulated Professions and Compulsory Trades Act ("FARPACTA")

9. Full time salaries and benefits

During the year, the Association incurred a total of \$14,398,695 (\$13,340,586 in 2021) for salary and benefits costs for its full-time staff. Out of this amount, \$58,843 (\$415,766 in 2021) was directly attributable to special projects approved by Council and disclosed in Note 8.

10. Change in non-cash working capital items

	2022	2021
	\$	\$
Accounts receivable	(311,644)	682,298
Prepaid expenses and deposits	27,779	11,813
Accounts payable and accrued liabilities	1,078,018	(2,421)
Fees in advance and deposits	438,962	157,362
	1,233,115	849,052

11. Custodial account

The Association used to maintain a separate bank account for the Engineering Deans of Ontario (EDO), formerly known as the Council of Ontario Deans of Engineering (CODE). In 2021, the Association handed over all of these monies to EDO and will no longer be holding any funds for it going forward. The monies were previously held in trust for EDO and not reported on the Association's Statement of financial position.

12. Commitments

The Association has obligations under non-cancelable operating leases and agreements for various service agreements. The payments to the expiry of the leases and agreements are as follows:

	\$
2023	2,911,311
2024	528,397
2025	395,425
2026	243,669
2027	226,886
	<u>4,305,688</u>

13. Chapters of the Association

During the year, the Association paid chapter expenses totaling \$817,516 (\$343,301 in 2021) and also incurred additional costs of \$386,439 (\$375,285 in 2021) related to chapter operations including staff salaries and benefits, and for various support activities. These amounts have been included in the various operating expenses reported on the Statement of operations and changes in net assets.

14. Financial instruments and risk management

Interest rate risk

PEO is exposed to interest rate risk, which is the risk that the fair values or future cash flows associated with its investments will fluctuate as a result of changes in market interest rates. Management addresses this risk through use of an investment manager to monitor and manage investments.

Liquidity risk

PEO's objective is to have sufficient liquidity to meet its liabilities when due. PEO monitors its cash balances and cash flows generated from operations to meet its requirements. As at December 31, 2022, the most significant financial liabilities are accounts payable and accrued liabilities, and long-term debt.

Currency risk

Currency risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate due to changes in foreign exchange rates. PEO's international and US equity pooled fund investments are denominated in foreign currencies the value of which could fluctuate in part due to changes in foreign exchange rates.

15. Government remittances

Accounts payables and accrued liabilities includes \$173,549 (\$241,455 in 2021), with respect to government remittances payable at year end.

16. Contingencies

PEO has been named in litigation matters, the outcome of which is undeterminable and accordingly, no provision has been provided for any potential liability in these financial statements. Should any loss result from these claims, which is not covered by insurance, such loss would be charged to operations in the year of resolution or earlier if the loss is likely and determinable.

Draft

Professional Engineers Ontario
Financial highlights for the year ended December 31, 2022
Report to the Audit and Finance Committee (AFC) – March 16, 2023

Highlights

For the year ended December 31, 2022, Professional Engineers Ontario (“PEO”) generated an excess of revenue over expenses of \$5.5m before Council discretionary reserve expenses as compared to \$8.1m in 2021.

The surplus was reduced by Council discretionary spend of \$3.5m in 2022 as compared to \$1.6m in 2021 resulting in a net excess of revenues over expenses of \$2.1m as compared to \$6.5m in 2021. The 2022 Council discretionary expenses consist of spend on HR and governance related initiatives, the FARPACTA (Fair Access to Regulated Professions and Compulsory Trades Act) project, IDDC (Information Discovery and Digitization Capability) project, Contractors for IT initiatives, Centennial Gala related spend, and other initiatives. The statement of revenue and expenses may be viewed in Appendix B-1 or on Page 3 of the 2022 Audited Financial Statements.

Revenue

Total revenue in 2022 was \$32.7m vs \$32.5m in 2021 which is \$199k or 0.6 per cent higher than the prior year largely due to the following reasons:

- Higher Application, Registration, exam and other fees (\$10.3m in 2022 vs \$9.2m in 2021)
An increase of \$1.2m or 13% is due to higher revenues from P.Eng. applications and registration fees, EIT revenues, Professional Practice, and Technical Exams.
- Higher P.Eng. revenues (\$20.3m in 2022 vs \$19.8m in 2021)
An increase of \$459k in P.Eng. revenue is due to an increase in membership numbers. There were 87,856 total members at the end of 2022 versus 86,359 for 2021, a 1.7% increase.
- Higher Chapter revenue (\$134.8k in 2022 vs \$16.7k in 2021)
The increase in revenue of \$118k is due to increased participation in various events and activities with the easing of pandemic restrictions in 2022.

The above increases were partially offset by:

- Lower Investment income (-\$586.8k in 2022 vs \$891.4k in 2021)
The \$1.5m decrease in investment revenue in 2022 is due to an accounting entry for unrealized capital losses. Difficult market conditions in 2022 affected the performance of the investment portfolio. However, the performance is expected to improve once market conditions stabilize.
- Lower Building operations revenue (\$2.4m in 2022 vs \$2.5m in 2021)
A decrease of \$64k in Building operations revenue is largely due to a decrease in operating cost recoveries.
- Lower Advertising revenue (\$77.9k in 2022 vs \$101.1k in 2021)
The decrease of \$23.1k is due to unfavorable market conditions and fewer advertisements in Engineering Dimensions.

Expenses

Total expenses in 2022 before spending on discretionary Council spend and special projects were \$27.1m vs \$24.4m in 2021. This represents an increase of \$2.7m or 11.3 per cent versus the prior year primarily due to the following:

- Higher Staff salaries and benefits (\$14.3m in 2022 vs \$12.9m in 2021).
The increase of \$1.4m is largely due to higher spend on salaries, benefits, including new hires. These figures primarily reflect spend for 124 staff as of Dec 31, 2022 vs 115 staff as of Dec 31, 2021.
- Higher costs for spend Chapters (\$818k in 2022 vs \$343k in 2021).

The increase of \$474k is due to an increase in various Chapter related activities and events with the easing of pandemic restrictions in 2022.

- Higher Legal (corporate, prosecution and tribunal) expenses (\$1.4m in 2022 vs \$1m in 2021)
The \$418k increase is largely due to higher spend on obtaining PVOs (Prosecutorial Viability Opinions) for complaints investigations, independent legal counsel for registration investigations, enforcement related matters, and costs for registration and discipline hearings.
- Higher spend on Computers and telephone (\$1.5m in 2022 vs \$1.1m in 2021)
The increase of \$397k largely due to higher spend on software support contracts, server maintenance contracts, non-capital hardware and Council Election teleconferencing costs.
- Higher costs for Purchased services (\$1.6m in 2022 vs \$1.5m in 2021)
The \$166k increase in costs in 2022 is largely due to higher costs for the setting and marking of Professional Practice and Technical exams; catering costs for various events and meetings such as Council workshop, CLC (Chapter Leaders Conference), Council meetings; audio-visual costs for events such as Council meetings and workshop; P. Eng. Seals; etc. These costs were partially offset by lower spending on printing the Dimensions Magazine.
- Higher spend for Volunteer expenses (\$191k in 2022 vs \$32k in 2021)
The higher spend of \$159k in 2022 is for travel and related costs such as mileage, accommodation, meals, and air/train fare due to an increase in in-person attendance at various events and meetings with the relaxation of pandemic related restrictions.

The above increases are partially offset by:

- Lower Amortization expenses (\$575k in 2022 vs \$780k in 2021)
The \$204k decrease is largely due to completion of amortization on several IT projects and audio-visual items as well as furniture purchased at the time of the PEO move to 40 Sheppard in 2009.
- Lower spend on Building operations (\$2.1m in 2022 vs \$2.3m in 2021)
Decrease of \$198k was largely due to the completion of amortization of several recoverable expense projects and decreased building legal and mortgage expenses in 2022. This was partially offset by higher security costs in 2022 for 24-hour security.
- Decrease in Professional development costs (\$79k in 2022 vs \$132k in 2021)
The decrease of \$53k was due to lower spend on educational courses and personal development training for staff and volunteers.

Capital Assets

Total capital spending in 2022 was \$145k as compared to \$160k in 2021. Building improvements both to PEO space and common space totaling \$57k were made to the building in 2022 (see detail on following page). The net book value of the building is \$28.2m and it has a mortgage of \$1.5m outstanding as of December 31, 2022.

Break-down of Capital spend in 2022 vs 2021
In (000's)

TYPE	FY22-ACT Additions \$	FY21-ACT Additions \$	Variance [Fav/(Unfav)] \$
Building Improvements (recoverable) 2022 additions include a security upgrade and control system. Spend in 2021 included fire protection sprinkler assessment, security upgrade, waterless urinals and thermal packing heat pumps.	57	110	53
Furniture, fixtures and telephone equipment 2022 additions include an audio-visual upgrade, chairs and replacement coffee machines.	60	0	(60)
Work in progress	28	50	22
TOTAL	\$145	\$160	\$15

Building Operations

The operating statement for the building is included in Appendix B-2 and is also summarized in Note 4 of the 2022 Audited Financial Statements. The building generated \$3.1m in revenue including PEO's share of recoverable expenses. Total recoverable expenses were \$2.1m and other expenses totaled \$667k thereby creating an excess of \$325k as compared to \$191k in the prior year. The \$134k increase in excess revenue over expenses in 2022 was largely due to a decrease in amortization, janitorial and utilities expenses as well as lower interest and non-recoverable expenses.

Appendices:

Appendix B-1 - 2022 Draft Statement of Revenue and Expenses - variances.

Appendix B-2 - 2022 Draft 40 Sheppard Statement of Revenue and Expenses - variances.

Professional Engineers Ontario
Statement of Revenue and Expenses - Variance Analysis
Year Ended December 31, 2022

Appendix B-1
Mar 16, 2023

S.No	REVENUE	2022	2021	2022	2022 Vs 2021 [Fav/(Unfav)]		2022 [Fav/(Unfav)]		2022 [Fav/(Unfav)]		2022
		Actual	Actual	Forecast	Actual	Vs Actual	Actual	Vs Forecast	Actual	Vs Budget	Budget
		A	B	C	D	E	F	G	H	I	J
		\$	\$	\$	\$	%	\$	%	\$	%	\$
1	P.Eng revenue	20,283,903	19,825,037	20,347,938	458,866	2.3%	-64,035	-0.3%	-434,182	-2.1%	20,718,085
2	Application, registration, exam and other fees	10,348,205	9,161,653	9,887,486	1,186,552	13.0%	460,719	4.7%	-154,475	-1.5%	10,502,680
3	Building operations	2,413,344	2,477,426	2,458,862	-64,082	-2.6%	-45,518	-1.9%	-210,158	-8.0%	2,623,502
4	Investment income	-586,793	891,416	200,000	-1,478,209	-165.8%	-786,793	-393.4%	-1,411,793	-171.1%	825,000
5	Advertising income	77,922	101,060	95,000	-23,138	-22.9%	-17,078	-18.0%	-47,078	-37.7%	125,000
6	Chapter revenues	134,816	16,747	120,000	118,069	705.0%	14,816	12.3%	99,816	285.2%	35,000
7	TOTAL REVENUE	32,671,397	32,473,339	33,109,286	198,058	0.6%	-437,889	-1.3%	-2,157,870	-6.2%	34,829,267
EXPENSES											
8	Staff salaries and benefits/Retiree and future benefits	14,339,852	12,924,820	14,437,826	-1,415,032	-10.9%	97,974	0.7%	2,827,025	16.5%	17,166,877
9	Building operations	2,088,204	2,285,937	2,105,968	197,733	8.6%	17,764	0.8%	3,438	0.2%	2,091,642
10	Purchased Services	1,620,689	1,455,090	1,641,988	-165,599	-11.4%	21,299	1.3%	-53,985	-3.4%	1,566,704
11	Computers and telephone	1,515,379	1,118,498	1,387,123	-396,881	-35.5%	-128,256	-9.2%	-98,440	-6.9%	1,416,939
12	Legal (corporate, prosecution and tribunal)	1,369,996	951,635	1,066,582	-418,361	-44.0%	-303,414	-28.4%	-521,866	-61.5%	848,130
13	Engineers Canada	1,013,057	1,005,563	1,035,000	-7,494	-0.7%	21,943	2.1%	21,943	2.1%	1,035,000
14	Chapters	817,516	343,301	608,629	-474,215	-138.1%	-208,887	-34.3%	786,958	49.0%	1,604,474
15	Contract staff	795,590	773,533	644,152	-22,057	-2.9%	-151,438	-23.5%	-228,877	-40.4%	566,713
16	Transaction fees	770,105	728,732	750,790	-41,373	-5.7%	-19,315	-2.6%	36,195	4.5%	806,300
17	Occupancy costs	769,050	773,577	788,427	4,527	0.6%	19,377	2.5%	198,271	20.5%	967,321
18	Amortization	575,519	779,837	574,549	204,318	26.2%	-970	-0.2%	-2,029	-0.4%	573,490
19	Consultants	497,066	489,435	507,611	-7,631	-1.6%	10,545	2.1%	-234,066	-89.0%	263,000
20	Postage and courier	272,015	214,354	148,275	-57,661	-26.9%	-123,740	-83.5%	-33,308	-14.0%	238,707
21	Volunteer expenses	191,178	31,786	313,239	-159,392	-501.5%	122,061	39.0%	237,158	55.4%	428,336
22	Insurance	166,296	148,165	167,175	-18,131	-12.2%	879	0.5%	-10,219	-6.5%	156,077
23	Professional development	79,044	131,785	186,448	52,741	40.0%	107,404	57.6%	189,656	70.6%	268,700
24	Staff expenses	63,275	7,470	41,020	-55,805	-747.1%	-22,255	-54.3%	24,484	27.9%	87,759
25	Recognition, grants and awards	56,653	78,566	121,500	21,913	27.9%	64,847	53.4%	103,142	64.5%	159,795
26	Printing	50,218	48,721	43,000	-1,497	-3.1%	-7,218	-16.8%	19,782	28.3%	70,000
27	Office supplies	47,930	72,508	41,862	24,578	33.9%	-6,068	-14.5%	85,620	64.1%	133,550
28	Advertising	38,390	27,550	60,737	-10,840	-39.3%	22,347	36.8%	51,860	57.5%	90,250
29	TOTAL EXPENSES	27,137,022	24,390,863	26,671,901	-2,746,159	-11.3%	-465,121	-1.7%	3,402,742	11.1%	30,539,764
30	EXCESS OF REVENUE OVER EXPENSES BEFORE THE UNDERNOTED	5,534,375	8,082,476	6,437,385	-2,548,101	-31.5%	-903,010	-14.0%	1,244,872	29.0%	4,289,503
31	COUNCIL DISCRETIONARY RESERVE EXPENSES	3,463,329	1,623,341	3,423,873	-1,839,988	-113.3%	-39,456	-1.2%	173,671	4.8%	3,637,000
32	EXCESS OF REVENUE OVER EXPENSES	2,071,046	6,459,135	3,013,512	-4,388,089	-67.9%	-942,466	-31.3%	1,418,543	217.4%	652,503

Professional Engineers Ontario
40 Sheppard Statement of Revenue and Expenses
Year Ended December 31, 2022

Appendix B-2
Mar 16, 2023

S.No	REVENUE	2022	2021	2022 Vs 2021 [Fav/(Unfav)]		2022	2022 [Fav/(Unfav)]	
		Actual	Actual	Actual Vs Actual		Forecast	Actual Vs Forecast	
		A	B	C	D	E	F	G
		\$	\$	\$	%	\$	\$	%
1	Rental	841,039	845,047	(4,008)	-0.5%	829,138	11,901	1.4%
2	Operating cost reimbursements	2,021,823	2,095,781	(73,958)	-3.5%	2,078,509	(56,686)	-2.7%
3	Parking	160,200	153,425	6,775	4.4%	158,250	1,950	1.2%
4	Miscellaneous	106,517	122,422	(15,905)	-13.0%	144,587	(38,070)	-26.3%
5	Total REVENUE	3,129,579	3,216,675	(87,096)	-2.7%	3,210,484	(80,905)	-2.5%
RECOVERABLE EXPENSES								
6	Utilities	423,478	433,499	10,021	2.3%	474,805	51,327	10.8%
7	Amortization	355,904	542,709	186,805	34.4%	355,904	-	0.0%
8	Property taxes	431,295	425,396	(5,899)	-1.4%	431,295	-	-
9	Payroll	254,702	260,748	6,046	2.3%	265,963	11,261	-
10	Janitorial	202,503	214,587	12,084	5.6%	206,979	4,476	2.2%
11	Repairs and maintenance	164,547	140,707	(23,840)	-16.9%	260,775	96,228	36.9%
12	Property management and advisory fees	54,151	50,000	(4,151)	-8.3%	50,000	(4,151)	-8.3%
13	Security	122,577	31,355	(91,222)	-290.9%	69,187	(53,390)	-77.2%
14	Administration	68,954	39,285	(29,669)	-75.5%	29,318	(39,636)	-135.2%
15	Road and ground	20,357	27,396	7,039	25.7%	22,423	2,066	9.2%
16	Insurance	39,373	30,575	(8,798)	-28.8%	39,375	2	-
		2,137,841	2,196,257	58,416	2.7%	2,206,024	68,183	3.1%
OTHER EXPENSES								
17	Interest expense on note and loan payable	71,551	104,179	32,628	31.3%	68,174	(3,377)	-5.0%
18	Amortization of building	388,294	388,293	-	0.0%	388,293	-	0.0%
19	Amortization of deferred costs	70,153	79,725	9,572	12.0%	70,152	(1)	0.0%
20	Amortization of tenant inducements	91,225	99,601	8,376	8.4%	91,225	-	0.0%
21	Other non-recoverable expenses	45,375	157,131	111,756	71.1%	33,721	(11,654)	-34.6%
		666,598	828,929	162,332	19.6%	651,565	(15,032)	-2.3%
22	Total EXPENSES	2,804,439	3,025,186	220,747	7.3%	2,857,589	53,150	1.9%
23	EXCESS OF REVENUE OVER EXPENSES	325,140	191,489	133,651	69.8%	352,896	(27,756)	-7.9%
24	Gross Revenue	3,129,579	3,216,675			3,210,484		
25	Revenue Interco reclass	(716,235)	(739,249)			(751,622)		
26	PEO Reported Revenue	2,413,344	2,477,426			2,458,863		
27	Gross Expense	2,804,439	3,025,186			2,857,589		
28	Recoverable Exp Interco reclass	(716,235)	(739,249)			(751,622)		
29	PEO Reported Expense	2,088,204	2,285,937			2,105,967		

Briefing Note – Decision

C-556-3.5

RECOMMENDATION OF THE APPOINTMENT OF AUDITOR FOR 2023

Purpose:

To approve the recommendation to appoint an auditor for 2023 to members at the AGM.

Motions to consider:

That Council recommend to members at the April 2023 Annual General Meeting that Deloitte LLP be appointed as PEO's auditor for 2023 and hold office until the next annual general meeting or until a successor is appointed.

Prepared by Chetan Mehta, Director - Finance

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

1. Need for PEO Action

It is necessary for Council to recommend the appointment of an auditor for 2023 to the members, for their approval at the upcoming Annual General Meeting.

Section 52 of By-Law 1 states:

The members of each annual meeting shall appoint one or more auditors who shall be chartered accountants to hold office until the next annual meeting and if an appointment is not so made, the auditor in office shall continue in office until a successor is appointed.

2. Proposed Action / Recommendation

That Council approve the recommendation of the audit and finance committee to appoint Deloitte LLP as PEO's auditor for 2023.

3. Next Steps (if motion approved)

Council will recommend the appointment of Deloitte LLP as PEO's auditor to the members at the April 2023 Annual General Meeting.

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

	Operating	Capital	Explanation
Current to Year End	\$50,000 (approx.)	\$0	Funded from the operating budget

5. Peer Review & Process Followed

Process Followed	As part of every five-year cycle, an RFP for audit services was issued to reputable audit firms in July 2021. After a review of the proposals submitted and on staff's recommendation, the audit and finance committee (AFC) unanimously agreed to recommend Deloitte LLP as
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	PEO's auditor for the next five years until 2026 with the requirement that the appointment be confirmed every year by Council and the membership. At its meeting on Mar 16, 2023, the AFC unanimously agreed to recommend to Council that Deloitte LLP be appointed as PEO's auditor for 2023.
Council Identified Review	Council is to recommend to members at the April 2023 Annual General Meeting the appointment of Deloitte LLP as PEO's auditor for 2023 and to hold office until the next annual meeting or until a successor is appointed.
Actual Motion Review	Council is to recommend to members at the April 2023 Annual General Meeting the appointment of Deloitte LLP as PEO's auditor for 2023 and to hold office until the annual meeting or until a successor is appointed.

6. Appendices

- None

Briefing Note: Decision

C-556-3.6a

GOVERNANCE ROADMAP – PHASE 4: ORDER OF HONOUR REVIEW

Purpose: To approve the reviewed nomination and selection criteria for the Order of Honour, as proposed by the Awards Committee (AWC).

Motions to consider:

That, effective immediately, Council hereby approves the revised nomination and selection criteria for the Order of Honour, as proposed by AWC and as presented, Appendix A.

That, effective immediately, Council hereby approves the change of the AWC name to the Order of Honour Selection Committee (OSC), as proposed by AWC.

Prepared by: Rob Dmochewicz, MPR, Recognition Coordinator

1. Need for PEO Action

(a) General

The Order of Honour (OOH) is an honorary society of Professional Engineers Ontario (PEO), established in 1963. It honours those professional engineers and others who have rendered conspicuous and outstanding service to the engineering profession in Ontario. Last revision of the OOH criteria was performed in 2002. The OOH program was included in the Activity Filter as a neither regulatory nor governance activity. A risk management process has followed, including risk and mitigation assessment and consultations with PEO stakeholders. The OOH work group, comprised of members of the Awards Committee (AWC) and supported by Rob Dmochewicz (AWC staff advisor), has reviewed the OOH program.

In October 2022, the Governance and Nominating Committee (GNC) directed staff to:

- *Operationalize the Order of Honour, with the revised criteria for nomination and selection, as part of PEO Volunteer Service Recognition Program, with some volunteer involvement in the selection process.*
- *Change the AWC name to the Order of Honour Selection Committee (OSC).*

(b) Specific recommendations

The OOH work group has reviewed the OOH program to be more transparent and streamlined, to eliminate subjectivity, and to reflect public protection values of PEO as the regulator. The AWC approved the changes to nomination and selection criteria for the OOH program at their meeting on September 23, 2022. Moreover, the AWC has successfully tested the proposed criteria using the most recent pool of the OOH nominations, in November 2022. It was a hybrid evaluation process as the 2023 OOH recipients have been selected using the current criteria. The following changes, detailed in the Appendix A, are recommended for approval:

- Description of the OOH program (Principles) tied around PEO’s regulatory mandate. Further changes implemented, for a more inclusive language, as recommended by Councillor Hilborn, approved by AWC, and verified by PEO Communications.
- Quantifying contributions to the engineering profession into a point system and recognizing contributions to Justice, Equity, Diversity, and Inclusion (EDI) initiatives related to the profession and the societal impact (global issues as per the United Nations three pillars of work). Descriptions of typical JEDI activities and societal impact are included under the scoring (item #3).
- Decreasing years of service required for each classification (Member, Officer, Companion), from 10-20-30 to 10-15-20.
- Decreasing the number of nominators from five P.Eng.s. to three.
- Removing award-related descriptors and using a term of volunteer recognition.

2. Proposed Action / Recommendation

- That GNC recommends that Council be asked to approve the revised nomination and selection criteria for the OOH program, as proposed by AWC.
- That GNC recommends that Council be asked to approve the change of the AWC name to the Order of Honour Selection Committee (OSC), as proposed by AWC.

3. Process Followed

Process Followed	<ul style="list-style-type: none"> • Risk assessment and consultations with AWC. • Revision of the OOH nomination and selection criteria performed by the OOH work group and approved by AWC. • Successful testing of the proposed new criteria by AWC, using the pool of recent OOH nominations. • Discussion (GNC and Council) and further updates, as requested.
Council Identified Review	<ul style="list-style-type: none"> • The need for these changes has been identified at various points during the completion of the two-year Governance Roadmap approved by Council.

4. Appendices

Appendix A: Revised Order of Honour Guidelines for Nomination and Selection (Draft)

APPENDIX A



Order of Honour

Guidelines for Nomination and Selection (Draft)

For review by PEO Council

March 2023

ORDER OF HONOUR NOMINATION AND UPGRADE CRITERIA

Principles of the Order of Honour

The Order of Honour is PEO's highest volunteer recognition program which identifies PEO volunteers who have made a substantial contribution to support PEO's statutory mandate to regulate the engineering profession in Ontario to protect the public interest.

The principles of the Order of Honour include:

- Identifying extraordinary volunteers who support PEO's statutory mandate to regulate the engineering profession in Ontario to protect the public interest.
- Maintaining a limited number of inductees into the Order of Honour to ensure only extraordinary volunteers are given the Order of Honour.
- Establishing a selection process for new members of the Order of Honour that ensures accountability, fairness, transparency, justice, equity, diversity, and inclusion.
- Confirming that potential and active members of the Order of Honour reflect the high degree of ethics and professional conduct of the engineering profession.

Definitions

In these definitions,

1. "Order" means the Order of Honour.
2. "PEO" means Professional Engineers Ontario.
3. "Council" means PEO Council.
4. "Committee" means the Professional Engineers Awards Committee (AWC) or its successor, as determined and appointed by Council.

Eligibility

1. Inclusion in the Order may be granted by Council to PEO members who have served the profession diligently for many years and have made a substantial contribution to the regulation of the profession or improvement in its status. Such service will usually be rendered through participation in PEO affairs, but service rendered by non-members of PEO may also be recognized. Examples include service on PEO Council, committees and their subcommittees, task forces, chapters, as well as representing PEO on external boards and advisory groups.
2. All members of PEO in good standing, except for members serving on PEO Council and the Awards Committee (AWC), are eligible for inclusion in the Order. Council members who have left their positions on Council and AWC members and staff members who have retired or resigned from PEO's employment, should not be considered for inclusion until at least six months have elapsed from the date of their departure.

3. Nominations and upgrades to the Order should be made on the prescribed nomination and upgrade forms. To the degree that candidates for inclusion in the Order meet or exceed the qualifications, inclusion may be awarded in one of the following classifications: **Member, Officer or Companion**.
4. The nominee must not be aware of the nomination and self-nomination is not allowed.
5. Nominations should provide sufficient information to enable the committee to make its recommendation as to the classification. Individual statements from nominators and referees on the reasons the candidate should be considered for inclusion or upgrade in the Order must accompany the nomination.
6. Nominations may be made by three P.Eng. licence holders of PEO, in good standing. Three letters of support are required from the nominators. As an option, up to two additional letters may be included from referees who may or may not be professional engineers.
7. Upgrade nominations may be made by one P.Eng. licence holder of PEO, in good standing. Three letters of support, from the nominator and two other professional engineers, should highlight the substantive contributions and impact made by the nominee following the original induction into the Order.
8. Induction into the Order is a competitive process. A maximum of 13 honorees are inducted annually. Therefore, nomination packages need to highlight the significance and impact of the nominee's contributions to the engineering profession.
9. Nomination packages can be submitted by e-mail and should not exceed 15 pages, excluding the nomination form. Any pages beyond 15 will not be considered in the selection process. If you submit a hard copy, it must be unbound (no staples), single sided, and in a letter size format (8.5" x 11").
10. Nominations may be submitted at any time during the year. Order presentations are made annually. The deadline for receipt of nominations is **4:00 p.m. EST on the second Friday in October**. Nominations submitted after the deadline will not be considered for that year's Order program but may be resubmitted before the deadline for the following year's program. To increase your chances of success, you are encouraged to update the package.
11. Honorary Membership in the Order is open to non-members of PEO but does not mean honorary membership in PEO.
12. Suspension or cancellation of membership in PEO means suspension or cancellation of inclusion or eligibility for inclusion in the Order.
13. Resignation in good standing from PEO is not considered resignation from the Order unless so directed by Council.

Membership Classes

1. Member

- (a) The committee may recommend for this classification any living member of PEO who fulfills the qualifications for inclusion in the Order. For nomination under this category, a nominee should have at least 10 years of substantial service to PEO to be considered at this entry level.

(b) There is no limitation on the number of living Members of the Order.

2. Officer

(a) The committee may recommend for this classification any Member of the Order or PEO member whose qualifications exceed those required for the Member classification. For nomination under this category, a nominee should have at least 15 years of significant service to PEO to be considered at this level.

(b) There are no more than 100 living Officers of the Order.

3. Companion

(a) The committee may recommend for this classification any Member or Officer of the Order or PEO member whose qualifications greatly exceed those required for the Officer classification. For nomination under this category, a nominee should have at least 20 years of exceptional service to PEO. Companion is the highest distinction, which is reserved exclusively for individuals whose distinguished service has profoundly influenced the engineering profession.

(b) There are no more than 50 living Companions of the Order.

Honorary Inclusion

1. Honorary inclusion in the Order of a non-member of PEO can be considered, for volunteering for PEO regulatory activities.
2. A non-member of PEO may be granted honorary inclusion in the Order, in any class, for outstanding service, support or assistance to the engineering profession in Ontario.
3. In accordance with the Regulations, Council may direct the committee to consider any individual for honorary membership in the Order. The committee will then make a recommendation to Council.
4. The committee may initiate a recommendation to Council for honorary inclusion in the Order.
5. Presentation of honorary membership in the Order is made at the Order's annual investiture.

Administration

1. The Professional Engineers Awards Committee (AWC) administers the Order.
2. The secretary of the Order is PEO's Recognition Coordinator, or a delegate. The secretary maintains a current register of the Order.
3. Neither the current members of the committee nor the secretary and Council members can be inductees.
4. The committee solicits and receives nominations of individuals to include in the Order, selects from among them, and recommends the classification of such inclusion.

5. The committee may recommend individuals for any classification without that individual's prior inclusion in the Order.
6. Unsuccessful nominations may be resubmitted for the following year. To increase the chances of success, the committee encourages nominators to update the package.
7. Either PEO members or the committee may recommend an upgrade to an honoree's classification. However, the honoree's incremental contributions since the original inclusion must be substantiated by information from a PEO member. The honoree's entire contribution will then be reviewed for possible upgrade.
8. Inclusion in the Order or changes in classification may be confirmed only by Council, which normally acts only upon the committee's recommendations.
9. Council does not grant inclusion or reclassification in the Order without consulting with the committee. It may direct the committee to consider an individual for initial nomination or for reclassification. Council is not bound by the committee recommendation.
10. Inclusion in the Order is not granted posthumously unless notification of inclusion had been made prior to the candidate's death.

Inquiries

For further information and nomination forms, you can visit PEO's website at <https://peo.on.ca/about-peo/awards/order-honour> or send an e-mail to awards@peo.on.ca.

You can also send your inquiry to:

Awards Committee
c/o Recognition Coordinator
Professional Engineers Ontario
40 Sheppard Avenue West, Suite 101
Toronto, ON M2N 6K9

ORDER OF HONOUR SELECTION CRITERIA

General Context

- Last revision of the Order criteria was done in 2002.
- Revisiting the Order selection criteria included quantifying contributions to the engineering profession into a point system.

Recommended Changes

1. Expanding the point system to include the notable impact of service to the profession, and to recognize contributions to Justice, Equity, Diversity, and Inclusion (JEDI) initiatives and societal impact:

CATEGORY	MAX. POINTS
[A] FOR YEARS OF ACCUMULATIVE SERVICE IN THE ENGINEERING PROFESSION	
Up to 20 points for years of service exceeding the minimum requirement, 1 year = 1 extra point. Minimum requirements: 10 years (Member), 15 years (Officer), 20 years (Companion).	20
[B] OVERALL IMPACT OF SERVICE IN THE ENGINEERING PROFESSION	
Up to 10 points for chapter service (all functions). Additionally, up to 5 points for chapter chair.	15
Up to 10 points for committee and task force service. Additionally, up to 5 points for committee/task force chair. This applies to all PEO committees: governance, board, statutory, other committees reporting to Council, and task forces and working groups.	15
Up to 10 points for PEO Council service. Additionally, up to 5 points for PEO President.	15
Up to 5 points for service representing PEO on external boards such as Engineers Canada, Accreditation Board, Qualifications Board, and other committees.	5
Up to 10 points for <u>involvement in non-PEO activities related to the engineering profession other impacts substantiated by examples and outcomes.</u>	10
[C] INVOLVEMENT IN <u>JUSTICE</u>, EQUITY, DIVERSITY, AND INCLUSION (<u>JEDI</u>) ACTIVITIES RELATED TO THE ENGINEERING PROFESSION <u>AND SOCIETAL IMPACT</u>	
Up to 10 points for service <u>to PEO</u> in local initiatives.	10
Up to 10 points for service <u>to PEO</u> on provincial or national level, substantiated by examples and outcomes.	10
TOTAL	100

2. Minimum years of service: 10 (Member), 15 (Officer) and 20 (Companion) will be required to recognize the perseverance in service to the profession.

3. New measurement of service is introduced to improve transparency and reflect the multi-dimensional contributions of service, namely the impact in the engineering profession [B] and JEDI activities related to the profession [C]:

- Typical examples of impact in the profession (up to 60 points) including but not limited to:
 - Leadership and general involvement in promoting PEO and its regulatory works such as mentoring engineering interns (EIT) PEO licence applicants in working towards their designation, mentoring new chapter members, general volunteering leadership roles (e.g., members of PEO Council, chapter officers, committee/task force chairs and vice chairs etc.).
 - Conspicuous and outstanding service includes promoting PEO's regulatory role to decision makers and public with notable impacts to the engineering profession.

- Typical JEDI-related initiatives and societal impact (up to 20 points) in service to PEO including but not limited to:
 - Expanding diversity and inclusivity in the profession through:
 - o Promoting women in the engineering profession.
 - o Supporting equity seeking groups such as BIPOC (black, indigenous, persons of colour) and LGBTQ2S+ in engineering.
 - o Promoting indigenous engineering.
 - Dismantling systemic disadvantages and barriers to resources and opportunities in engineering (examples of barriers: racism, classism, sexism, etc.).
 - Fostering a sense of belonging in the engineering profession by centering, valuing, and amplifying the voices, perspectives, and styles of those who experience more barriers based on their identities.
 - Allocating resources in engineering to ensure everyone has access to the same resources and opportunities.
 - Promoting fairness and social justice in engineering.
 - Expanding the relevance of the engineering profession by responding to global issues such as:
 - o Climate change,
 - o Global hunger,
 - o Child labour,
 - o Other issues as per the United Nations three pillars of work: international peace and security, economic and social progress and development, and respect for human rights and fundamental freedoms.

4. Additional merit required for the Order Officer and Companion classes:

- For Officer:
 - Need to have a minimum of 40 points for the categories [B] + [C] (50% of the maximum score for these categories of impact and JEDI initiatives).
 - Service to PEO may include service to chapter and PEO committee/task force leadership (such as chair, vice chair).
- For Companion:
 - Need to have a minimum of 60 points for the categories [B] + [C] (75% of the maximum score for these categories of impact and JEDI initiatives).
 - Service to PEO may include service to chapter at an executive level, PEO Council, and governance and board committees (leadership such as President, chair, vice chair, member).

Next Steps

- Subject to Awards Committee for further feedback and support.
- Rename the Awards Committee (AWC) to Order of Honour Selection Committee (OSC).
- Rename PEO Awards webpage to Volunteer Recognition.
- Rename the awards@peo.on.ca e-mail account to orderofhonour@peo.on.ca.
- Create a new scoring assessment sheet to reflect all changes.
- Create new nomination and upgrade forms. Consider online nominations.
- Review in 1-23-5 years to see if any other updates or revisions are needed and report back to Council, or as requested by Council.

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GOVERNANCE ROADMAP – PHASE 4: RECOMMENDATIONS FOR PEO CHAPTER ACTIVITIES WHICH ARE NEITHER GOVERNANCE NOR REGULATORY

Purpose: To approve recommendations for PEO chapter activities which are neither governance nor regulatory.

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

That Council approves to support the following types of chapter activities:

- Chapter AGMs
- Technical seminars/tours
- Networking events
- 30x30 events
- Scholarships

That Council approves to support with modifications the following types of chapter activities:

- Licence certificate presentations
- Education/school outreach activities
- Licensure Assistance Program
- Chapter social media
- GLP chapter activities
- Chapter support of community organizations

That Council approves to re-assign the following types of chapter activities:

- Regulatory seminars
- Chapter websites

and

That Council approves to suspend the following type of chapter activity:

- Chapter event sponsorship from external sources

Prepared by: Julie Hamilton, Chapter Coordinator

Moved by: Councillor Roberge, P.Eng.

1. Need for PEO Action

(a) General

Within the 2021-22 Council Year, the Governance and Nominating Committee (GNC) was tasked with overseeing a risk analysis for all activities under the Neither Category. The GNC supported a recommendation that the Regional Councillors Committee (RCC) perform the risk-based assessment of the activities that pertain to chapters. Councillor Luc Roberge, as a member of both GNC and RCC, agreed to act as liaison. At the March 2022 RCC meeting, the Committee formed a working group to complete the risk assessment on behalf of RCC. The members are Councillors Christopher Chahine, Chantal Chiddle, Jim Chisholm, Randy Walker, and Chair Luc Roberge. The working group is supported by Julie Hamilton of the Chapter Office.

Using a risk-based approach to review chapter activities, and considering the needs of the regulator and the public, the following conclusions were drawn:

- a) The majority of chapter activities are low-risk;
- b) The risks that are present can be reduced by implementing specific mitigation measures;
- c) The benefits of these activities outweigh the risks;
- d) The chapter system while unique for a regulatory body, provides local PEO presence and public awareness, an avenue for stakeholder communication, and the best method for licence holders to connect with the regulator.

Throughout the consultation process, the working group found that chapter activities, while inconsistent from chapter to chapter, have shown to be an avenue for:

- receiving information (regulatory or governance) from PEO;
- getting involved in PEO regulatory activities by either serving on Committees or Council; and
- networking with other stakeholders.

(b) Specific recommendations

The working group believes that stakeholder consultation is a key step in achieving successful change. The recommendations being provided have been derived from both the input provided during the consultation process and also from the working group's observations / experiences from Council.

Many of the consultations indicate that an updated chapters manual is required. This should be developed after consultation with key chapter volunteers, and will address specific topics, including training needs for chapter executives, PEO communication policies (ie. equity and diversity), meeting management, conflict resolution, mandatory volunteer courses, volunteer code of conduct, confidentiality, incident reports, waivers, image release documents, insurance requirements, etc.

Certain chapter activities should be standardized using event checklists and specific training. The Licence Ceremony activity is an example where event standardization and scheduling will assist PEO in its transition to a modern regulator.

PEO should commit to reviewing and auditing chapter activities on a regular basis to ensure risks are managed. And finally, based on the data obtained, most of the chapter activity risks can be mitigated to a level that is acceptable to continue.

The following changes, detailed in **Appendix A**, are recommended for approval:

Recommend to continue

Chapter AGMs, technical seminars/tours, networking events, and scholarships.

Recommend to continue with modifications

Licence chapter ceremonies, education/school outreach activities, Licensure Assistance Program (LAP), chapter social media, GLP chapter activities, and chapter support of community organizations.

Recommend to re-assign to PEO staff

Regulatory seminars, chapter websites

Recommend to suspend

Chapter event sponsorship from external sources

2. Proposed Action / Recommendation

Having the endorsement of GNC, that Council be asked to approve the recommendations for PEO chapter activities which are neither governance nor regulatory.

3. Next Steps (if motion approved)

- Chapter Office to begin consulting with key chapter volunteers to inform the creation of an updated chapters manual;
- Starting at their July 2023 meeting, the Regional Councillors Committee (RCC) to be consulted in the implementation stage of the motion
- RCC to also address non-compliance protocol, on-boarding/off-boarding protocol, and policy decisions
- Going forward, new activities not addressed in this risk assessment are to be reviewed using a risk lens, by the Chapter Office and RCC, and where appropriate a recommendation provided to Council for activity approval.

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

The immediate implication is staffing hours (possibly consulting) for the development of an updated chapter operations manual, event policies and managing volunteer training.

Long term staffing requirements include allocation of IT/Communications resources to develop and maintain a section of PEO website dedicated to chapters, and availability of PEO staff to provide regulatory seminars if appropriate.

Depending on how these tasks are assigned there may also be the need for an additional FT position.

**FT salary is not included in the below table.*

Financial impacts include:

- The cost of Canadian Criminal Record Check (CCRC) services with a provider specializing in background/identity services: \$25 CAD per volunteer involved in education outreach.
- An increase of chapter allotment figures to top-up the loss of sponsorship funding: approximately \$50,000/year.

	Operating	Capital	Explanation
Current to Year End	\$20,000	\$	Including: \$6,250 background check (estimate 250 in first year) \$10,000 possible overtime/consulting
2 nd	\$55,000	\$	Including: \$1,250 background check (estimate 50/yr) \$50,000 allotment funds
3 rd	\$55,000	\$	Including: \$1,250 background check (estimate 50/yr) \$50,000 allotment funds

4 th	\$55,000	\$	Including: \$1,250 background check (estimate 50/yr) \$50,000 allotment funds
5 th	\$55,000	\$	Including: \$1,250 background check (estimate 50/yr) \$50,000 allotment funds

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

5. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> • In September 2018 Council approved a motion to have an external regulatory review conducted to identify any gaps between PEO's current practices and the process, procedures and policies exhibited by the best regulators. • The final report, which was received on April 30, 2019, provided 15 recommendations on how to improve PEO's regulatory performance. • At its June 21, 2019 meeting, Council directed the Registrar to develop a high-level action plan to implement the recommendations from the external regulatory performance review. For each of the 15 recommendations, the action plan included an identified problem, objective and key steps. • Part of these key steps included the development, by the Registrar, of a tool for analyzing the activities and responsibilities of all PEO committees, subcommittees and working groups in relation to PEO's regulatory obligations. This tool was called the Activity Filter and it was approved at November 2019 Council. The Activity Filter included three categories: governance, regulatory and neither. The results were presented to Council in February 2020: 40 Governance activities, 18 Regulatory activities, and 35 Neither activities including all chapter activities. No activities or outputs were identified as "unlawful". • For activities with outputs that did not fall within the CEO/Registrar's domain (specifically, those classified as either Governance or Neither) an evaluation criterion was developed to consider whether the activity should be continued, how it should be continued and who should perform the activity. Instead of assuming elimination, a risk-based assessment was developed for the Neither activities. • Within the 2021-22 Council Year, the Governance and Nominating Committee (GNC) was tasked with overseeing a risk analysis for all activities under the Neither Category. The GNC supported a recommendation that the Regional Councillors Committee (RCC) perform the risk-based assessment of the activities that pertain to chapters. Councillor Luc Roberge, as a member of both GNC and RCC, agreed to act as liaison. At the March 2022 RCC meeting, the Committee formed a working group to complete the risk assessment on behalf of RCC. The members are Councillors Christopher Chahine, Chantal Chiddle, Jim Chisholm, Randy Walker, and Chair Luc Roberge. The working group is supported by Julie Hamilton of the Chapter Office.
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<p>Council Identified Review</p>	<ul style="list-style-type: none"> The need for this risk-based assessment has been identified at various points during the completion of the Governance Roadmap approved by Council. Council specified chapter volunteer stakeholders should be consulted during the process, with the working group incorporating their feedback as much as possible.
<p>Actual Motion Review</p>	<ul style="list-style-type: none"> A high-level work plan was prepared for and endorsed by the GNC. To meet the objectives of the work plan, the working group met a total of 27 times on a weekly and bi-weekly basis from April 6, 2022 to March 8, 2023. A key component of the work plan was to ensure adequate time for consultation and updating of chapter volunteers. In order to complete a full risk assessment, the working group developed a risk management plan that included probability and impact of identified risks, to assess chapter activities (as identified by the Activity Filter, as well as additional items) as having either low, medium, high or extreme risk. Throughout the process, consultation with volunteers was paramount. Over the course of Regional Congresses and Conferences chapter stakeholders were asked to identify and rate risks using the matrix, suggest possible mitigation strategies and review recommendations. The consultations with volunteers occurred from May 2022 - February 2023 as outlined in Appendix B, including specific feedback from 2023 which has been incorporated into the final recommendations. A fulsome risk assessment includes an analysis of risk versus reward, and therefore the working group included a benefits discussion as part of their work output. The benefits identified by chapters were aligned with PEO's licensing requirements and essential functions including: the protection of the public; strengthening PEO's status as a regulator; and licence holder communication & networking. Details of risks, possible mitigations, ratings and benefits are provided in Appendices C and D. The working group provided updates at GNC and RCC committee meetings between July 2022 and March 2023. The working group made its final presentation to GNC on January 19, 2023. It was received and approved by GNC. The report was discussed as an agenda item of the Council Plenary session on January 27, 2023. Council agreed that further stakeholder input was required before a final briefing note could be confirmed. The working group disseminated the proposed recommendations to Chapter Chairs and asked for stakeholder feedback by February 28, 2023. The recommendations were also discussed as an agenda item at the February Regional Congresses. The working group incorporated the feedback from chapter stakeholders into the final recommendations. The working group made its final presentation to RCC on March 23, 2023. The following motion was carried: RCC moves to accept the draft briefing note on the recommendations for chapter activities; and supports its submission to Council. <i>Moved by L. Roberge, seconded by D. Kiguel. CARRIED.</i>

6. Appendices

- Appendix A – Risk Assessment Report of PEO Chapter Activities, with recommendations
- Appendix B – Summary of stakeholder consultations and direct feedback
- Appendix C – Summary of activity risks, benefits, risk ratings and possible mitigations
- Appendix D – Risk matrix

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Appendix A: Risk Assessment Report of PEO Chapter Activities, with recommendations

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
65	CHAPTERS	<p>A. Chapter AGM</p> <p>O: Election of Chapter executives, review of finances, summary of annual events</p>	<p>RISK LEVEL: LOW</p> <p>Recommend to continue.</p> <p>Chapter AGMs provide a level of accountability of chapter operations to chapter members. They support chapter leadership elections and engage membership with overview of annual activities.</p>
66		<p>A: Licence Certificate Presentations</p> <p>O: Certificates presented to new members who choose to receive certificates from Chapters</p>	<p>RISK LEVEL: MEDIUM</p> <p>Recommend to modify.</p> <p>In-person license ceremonies celebrate the achievement of licensure in the public realm and ensure the public is aware of licensed P.Engs.</p> <p>The presentation of certificates is important for new licensees and their guests and is an opportunity to welcome them into the engineering community and to learn about the work of PEO.</p> <p>Recommended modifications include standardized format and scheduling.</p>
67		<p>A: PEO regulatory seminars</p> <p>O: Seminars held by Chapters to help explain regulatory requirements</p> <p><i>Example topics: Pathway to Licensure, PEAK, Compliance & Discipline</i></p>	<p>RISK LEVEL: MEDIUM</p> <p>Recommend to re-assign.</p> <p>Information regarding licensing, compliance and discipline are operational and legislated mandates. Such seminars can be valuable outreach to licence holders however they should be a function of PEO head office.</p> <p>Recommend to re-assign to appropriate PEO staff, such that when these seminars are presented to chapters they are conducted by PEO staff and not covered under the chapter's annual funding.</p>

Appendix A: Risk Assessment Report of PEO Chapter Activities, with recommendations

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
68	CHAPTERS	<p>A: Technical seminars and tours.</p> <p>O: Seminars and tours conduct industry experts to demonstrate and/or explain new or current technical and engineering content</p>	<p>RISK LEVEL: LOW</p> <p>Recommend to continue.</p> <p>Seen as a support for mandatory CPD. Chapters play a role in improving knowledge and skill amongst professional engineers. Seminars highlight PEO's legislated mandate to external stakeholders and support cross-discipline knowledge transfer.</p>
69		<p>A: Networking events for members and EITs.</p> <p>O: Summer picnics; golf; curling and other sporting events; IMAX viewings; EIT events; volunteer and member appreciation socials; project of the year competitions; soft skill development</p>	<p>RISK LEVEL: LOW</p> <p>Recommend to continue.</p> <p>Chapters play a role in bringing members and future engineers together to discuss professional issues. Social engagement of licence holders supports further participation in volunteer committees and Council, and encourage more diverse representation at PEO.</p>
70		<p>A: Education outreach for JK to Gr.12 students.</p> <p>O: Outreach programs on engineering delivered to school groups both in school and outside school locations</p> <p><i>Examples: Athletics; bridge-busting; design awards; mechatronics</i></p>	<p>RISK LEVEL: MEDIUM</p> <p>Recommend to modify.</p> <p>This is a good-will action of the regulator. Chapters encourage students to gain an appreciation of engineering contributions to society.</p> <p>Recommended modifications include requiring criminal record checks for volunteers working with school-age population. This can be facilitated using a partner organization.</p>
71		<p>A: 30x30 events at the Chapters level</p> <p>O: Talk to license holders and EITs about the purpose and goals of 30x30 initiative</p>	<p>RISK LEVEL: LOW</p> <p>Recommend to continue.</p> <p>This is a good-will action of the regulator. PEO strives to become more inclusive. Chapters encourage and facilitate awareness of the Engineers Canada 30x30 commitment to increase the representation of women within engineering.</p>

Appendix A: Risk Assessment Report of PEO Chapter Activities, with recommendations

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
N/A	CHAPTERS	<p>A: Licensure Assistance Program</p> <p>O: Chapter volunteers provide 1:1 assistance and instruction for EITs seeking licensure</p>	<p>RISK LEVEL: MEDIUM</p> <p>Recommend to modify.</p> <p>The chapter LAP provides direct links between PEO and applicant.. However as of May 15, 2023 PEO will no longer offer the EIT program. Continue LAP under the current process while there are EITs seeking licensure.</p> <p>If PEO confirms a new program for graduates earning required experience time, LAP program to make necessary adaptations.</p>
N/A		<p>A: Chapter websites and social media</p> <p>O: Chapter volunteers write and post copy to chapter websites and social media platforms</p>	<p>RISK LEVEL: MEDIUM</p> <p>Chapter Social Media: Recommend to modify.</p> <p>Platforms such as Facebook and LinkedIn are networking and communication tools that enhance licence holder awareness.</p> <p>Recommended modifications include additional staff resource to support chapters' use of social media with policies, training and best practice guidelines.</p> <p>Chapter websites: Recommend to re-assign.</p> <p>Chapter websites support licence holder awareness and engagement. They promote public awareness and raise the profile of the regulator with information about local activities. However ensuring a standardized and ongoing professional appearance requires specific knowledge, training and additional resources.</p> <p>Recommend to re-assign the responsibility to appropriate PEO staff, in collaboration with volunteer submissions and volunteer content editing.</p>

Appendix A: Risk Assessment Report of PEO Chapter Activities, with recommendations

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
N/A	CHAPTERS	<p>A: Scholarship competition</p> <p>O: Select gr.12 students entering a CEAB engineering program and award RCC sponsored \$1,500 per chapter</p>	<p>RISK LEVEL: MEDIUM</p> <p>Recommend to continue.</p> <p>This is a good-will action of the regulator. Scholarships are an engagement and outreach tool that create open dialogue with communities throughout Ontario.</p>
N/A		<p>A: Chapter support of community organizations</p> <p>O: Chapters provide financial sponsorship of community organizations, approved in their annual business plan</p> <p><i>Examples: Robotics Club; Regional Science Fair; Women’s Shelter; WISE; team sponsorship; Lego league</i></p>	<p>RISK LEVEL: N/A. This was not assessed in the original matrix but has been added based on chapter feedback that a delineation between receiving and giving sponsorship is necessary.</p> <p>Recommend to modify.</p> <p>This is a good-will action of the regulator and must receive prior approval from Regional Councillor and Chapter Office staff. Existing model to be reviewed by RCC to provide more clarity.</p>
N/A		<p>A: Chapter event sponsorship from external sources</p> <p>O: Chapters receive financial contributions from sponsors</p>	<p>RISK LEVEL: HIGH</p> <p>Recommend to suspend.</p> <p>Accepting sponsorship is a conflict of interest for PEO. A new model is required to provide transparency and reduce risk. Financial sponsorship of chapter activities to be suspended and new models investigated, and if appropriate, approved.</p>

Appendix A: Risk Assessment Report of PEO Chapter Activities, with recommendations

ID	RESPONSIBILITY	ACTIVITY (A) & OUTPUT(S) (O)	RISK LEVEL / RECOMMENDATIONS & NEXT STEPS
83	Government Liaison Committee: Chapter specific GLP activities	<p>A: Oversees and advises Chapters on engagement with local MPPs</p> <p>O: Recommendations and ad hoc assistance to chapters on matters related to engagement with MPPs</p>	<p>RISK LEVEL: MEDIUM</p> <p>Recommend to modify.</p> <p>Fosters good working relationships and mutual understanding of the scope of the Professional Engineers Act. Interactions with politicians raise the profile of the organization.</p> <p>Recommended modifications include direct staff management and an adapted program scope.</p>
84	Government Liaison Committee: Non-chapter	<p>A: Oversees the development of government relations communications tools such as newsletters, Engineering Dimensions articles, etc.</p> <p>O: Newsletters, articles, etc. produced with committee oversight.</p>	<p>As per report approved at 555 Council Meeting:</p> <p>Split activities between GLC and External Relations, with appropriate accountability to Council.</p>
85		<p>A: Plans Queens Park reception to educate MPPs on role and work of PEO and discuss regulatory issues.</p> <p>O: Queens Park reception for MPPs and PEO representatives.</p>	

May/June 2022	List of activities, risks and matrix provided to chapters in advance of rating exercise.
May/June 2022	Rating exercise at the five regional congresses (hybrid format). Consolidated responses subsequently shared with all chapters in a single spreadsheet.
August 2022	Spreadsheet further refined to include a section for chapters to add appropriate Risk Responses/Mitigation Measures for each of the activities.
September 2022	Responses consolidated and shared with chapters at the five regional congresses (hybrid format).
October 2022	Comprehensive presentation of risk ratings and mitigations shared at Chapter Leaders Conference (CLC) (in-person). Divided into five breakout groups, volunteers confirmed risk assessments and addressed activity benefits to PEO. Group contributions on activity benefits were compiled, summarized and presented during the CLC close-out session. Facilitators confirmed with those present that they unanimously agreed with the summary presented. Finally, this document was shared with all chapters.
January 2023	GNC received and endorsed the working group’s risk assessment report. This report was shared with chapters and a request for feedback was made, to be submitted by Feb.28.
February 2023	Feedback from chapter volunteers on the report’s proposed recommendations was received during February regional congresses (virtual format). Final feedback submissions were compiled and reviewed by the working group, and contributed to the final version of recommendations.

February 2023 Regional Congress feedback

Eastern Congress

- Does PEO consider there to be a difference between sponsorship from engineering firms vs sponsorship from non-engineering firms?
- Can companies pay for things without issuing payment to PEO? Like sponsorship in kind?
- The part about regulatory seminars needs to be defined clearly.

Western Congress

- Delegates felt like they weren’t given enough information on the actual recommendations. They were part of all of the steps (consultations, feedback), but then the final recommendations were brand new and they felt there should have been more information provided. Response: report was disseminated and more feedback requested by Feb.28.
- For GLP, what does “with adaptation” mean?

WC Congress

- Clarification is needed for PEO seminars
- For websites, the freedom to make changes is something that chapters would like to maintain. Filling out a form is not ideal.

Northern Congress

- Asked for clarification about sponsorship receiving vs giving

EC Congress

- Does PEO have the capacity to present regulatory seminars/messages?
- We need more clarification on the plan for websites. Will there be a method of maintaining our own page?
- Process concerns for police checks
- Is reverse sponsorship okay? (sponsoring community groups)
- Sponsorship part is problematic. We have an amazing relationship with AMD and run a couple of very successful events. It's like a partnership. Their involvement is a big draw for participation : it adds to the event and it's important to have them there. While the funding is minimal, their presence is invaluable. Instead of taking away sponsoring or partnering opportunities we want to be partnering *more* with them. Recently they gave a free laptop to the winner of our competition.
- This example needs to be addressed very carefully. AMD employs licence holders.
- Most around the table support keeping sponsorship with mitigation
- There is an important difference between partnership and sponsorship

Appendix C – Summary of activity risks, benefits, risk ratings and possible mitigations

Chapter AGM	<i>Activity Filter item #65</i>
Possible risks	Reputational risk, External risk (misrepresentation of PEO by chapter board to chapter members, inappropriate comments made by guest speaker, incorrect financial information provided to membership, nominating committee creates barriers.)
Benefits	Chapter AGMs provide a level of accountability of chapter operations to chapter members. Chapter elections at AGMs provide volunteer leaders to operationalize local chapters. They facilitate communication to licence holders. AGMs are an opportunity for Recognition. They foster member involvement and support chapter essential purposes like Grassroots Participation. They are a venue to share thoughts, recruit volunteers for all aspects of PEO including Council and committee, showcase PEO's updates and provide succession planning.
Risk rating	Low (unlikely probability, moderate impact)
Possible mitigations	Chapters Manual to include AGM and Election best practices and steps to follow. Regional Councillor present at all regional AGMs. PEO staff to audit AGMs.

Licence Ceremony	<i>Activity Filter #66</i>
Possible risks	Reputational risk (licence holders do not receive invitations, chapter does not hold frequent presentations, guest speaker has poor experience which reflects negatively on PEO, licence holders perceive acts of non-inclusion, guest speakers misrepresent PEO.)
Benefits	Ceremonies create licence holder pride in protecting public safety, which in turn supports PEO's mandate. Ceremonies launch communication possibilities with new licence holders and expose them to the executive path. They provide awareness of PEO's principal and additional objects, to both chapter members and special guests.
Risk rating	Medium (unlikely probability, major impact)
Possible mitigations	Chapters Manual to include required steps. PEO to introduce event standardization. Presentations could be open to all licence holders, regardless of chapter membership.

PEO seminars	<i>Activity Filter item #67</i>
Possible risks	Reputational risk, Safety risk (misrepresentation of regulatory policies by chapter volunteers, stakeholder is upset with information and presents as a physical threat to volunteers, chapter volunteers offer to solve individual licensing problems of applicants.)
Benefits	Regulatory seminars provide a direct channel for the dissemination of information. They support PEO's additional objects by maintaining standards of knowledge, practice and ethics. They create and encourage informed licence holders which supports compliance.
Risk rating	Medium (possible probability, moderate impact)
Possible mitigations	Regulatory seminars are organized in collaboration with appropriate PEO staff. Chapters Manual to include information on threats to safety. Chapters Manual to include an Incident Report.

Appendix C – Summary of activity risks, benefits, risk ratings and possible mitigations

Technical seminars & Tours	<i>Activity Filter item #68</i>
Possible risks	Reputational risk, Safety risk, External risk (threat to personal safety, PEO's core values not reflected in hosting group, licence holders view focus of seminar as official PEO support, PEO as a corporation could be seen as providing endorsement for the firm and/or product(s))
Benefits	Tech seminars engage licence holders and support PEO's additional objects. They showcase PEO's legislated mandate to external stakeholders and support cross-discipline knowledge transfer. They provide continuing professional development opportunities, which in light of the new mandatory CPD will assist with retention and support the role-out. They also support standards of knowledge, skill and practice.
Risk rating	Low (unlikely probability, moderate impact)
Possible mitigations	Chapters Manual to include Disclaimer and Waiver templates. Chapters Manual to include information on volunteer insurance.

Networking Events	<i>Activity Filter item #69</i>
Possible risks	Reputational risk, Financial risk, Safety risk (negative press coverage of event, mixed signals to members regarding use of financial resources, event is seen as non-inclusive, location is not accessible, threat to personal safety)
Benefits	Networking activities support licence holder and EIT engagement and promote public awareness of the role of the regulator. They attract new volunteers that might not pay attention to PEO, and provide a mechanism for higher level volunteering to support the self-regulated environment. They foster inclusivity and diversity and create a connection to local licence holders and EITs. These activities also encourage chapter members to better understand volunteer training requirements. Networking events encourage more diverse representation at PEO.
Risk rating	Low (unlikely probability, moderate impact)
Possible mitigations	Maintain volunteer training. Chapter Manual to have Event Checklist.

Education Outreach (K-12)	<i>Activity Filter item #70</i>
Possible risks	Reputational risk, Safety risk, External risk (AODA adaptations are not included, volunteers misrepresent PEO, volunteers present old-fashioned technologies, volunteers are accused of inappropriate behaviour.)
Benefits	Educational outreach supports the additional object of promoting public awareness. It lays a long road of licensing awareness for future licence holders. Activities support 30x30 initiatives and diversity. It builds public trust in the regulator and its licence holders. Educational outreach helps the public understand the role of PEO and the need for licensure.
Risk rating	Medium (unlikely probability, major impact)
Possible mitigations	Chapter volunteers to hold pre-meeting with school to understand curriculum and student requirements. Chapter school volunteers must have a background check done (coordinated by the Chapter Office).

Appendix C – Summary of activity risks, benefits, risk ratings and possible mitigations

30x30 events	<i>Activity Filter #71</i>
Possible risks	Reputational risk (chapter volunteers misrepresent PEO licensing, chapter members perceive non-inclusive treatment.)
Benefits	These activities support PEO’s dedication to diversity, equity and inclusion. They also support the mandate of protecting public interest and safety. 30x30 events provide public information to employers which creates a better understanding of the role of the regulator.
Risk rating	Low (unlikely probability, insignificant impact)
Possible mitigations	No mitigation required

GLP events	<i>Activity Filter #83</i>
Possible risks	Reputational risk, External risk, Legal risk (volunteers misrepresent PEO to MPPs, volunteers act in a partisan manner on behalf of PEO, MPPs question the value of attending chapter events.)
Benefits	GLP activities raise government’s awareness of PEO’s ability to self-regulate. GLP increases public knowledge, licence holder/EIT knowledge on PEO’s mandate. GLP activities promote open dialogue between the government and the regulator, which in turn fosters good working relationships, which are needed for mutual understanding of the scope of the Professional Engineers Act.
Risk rating	Medium (likely probability, moderate impact)
Possible mitigations	PEO to continue strict GLP training and guidance from GR Consultant and PEO staff. PEO continues with new system of 1 GLP rep per riding to provide more value for MPPs.

Licensure Assistance Program	<i>N/A</i>
Possible risks	Reputational risk, Safety risk (chapter volunteer provides incorrect licensing information to applicant, PEng applicant accuses chapter of non-inclusive behaviour, PEng applicant blames chapter for licensing delays.)
Benefits	Supports PEO’s role as the regulator. Supports changes to licensure and improved accessibility to licensure. Provides access to information for EITs. Chapter LAP provides direct links between PEO and applicant.
Risk rating	Medium (possible probability, moderate impact)
Possible mitigations	PEO should re-assess the LAP once the new FARPACTA compliance initiatives are put in place. Should this program continue in a similar or modified format, a new guidance manual and strict processes would be beneficial.

Appendix C – Summary of activity risks, benefits, risk ratings and possible mitigations

Chapter websites and social media	<i>N/A</i>
Possible risks	Reputational risk, Legal risk (chapter websites are not current, chapter websites present an unprofessional view of PEO the regulator, PEO is accused of unfair treatment because some chapters do not provide social media as a means of communication)
Benefits	Chapter websites support licence holder awareness and engagement. They promote public awareness and raise the profile of the regulator with information about local activities. They provide communication options to PEO licence holders and EITs. Local websites provide clarifying information on the role of PEO with contact information. Professional online presence supports communication and grassroots participation.
Risk rating	Medium (likely probability, moderate impact)
Possible mitigations	Chapters no longer have individual websites but web pages on a central PEO Chapters website. Chapters maintain social media with direction. PEO staff to expand to include Digital Media Coordinator to work with volunteers.

Scholarships	<i>N/A</i>
Possible risks	Reputation risk (poor distribution of scholarship information to eligible students, conflict of interest in selection of recipients, students accept funds under false pretences.)
Benefits	Scholarships support public awareness of the regulator. Scholarships are an engagement and outreach tool that create open dialogue with communities throughout Ontario. They raise awareness of professional licensure.
Risk rating	Medium (possible probability, moderate impact)
Possible mitigations	Scholarship Terms of Reference to include standardized steps for advertising/information dissemination. Chapter Manual to require a blind-review process for scholarship committee volunteers.

Event sponsorship	<i>N/A</i>
Possible risks	Reputational risk, Financial risk, Legal risk (conflict of interest between engineering firm and PEO the regulator, auditor flags sponsorship income as problematic, PEO as a corporation could be seen as providing endorsement for the firm and/or product(s).)
Benefits	Fosters community outreach and engagement. Opportunities for PEO to work with other organizations. Raises visibility and awareness of regulatory mandate. Supports grassroots participation.
Risk rating	High (possible probability, major impact)
Possible mitigations	PEO Legal and Finance develop a Memorandum of Understanding for chapter event sponsorship.

Appendix D: Risk Matrix

C-556-3.6b
Appendix D

RISK REGISTER

PROJECT NAME: RCC WORKING GROUP: CHAPTERS RISK ASSESSMENT

PROJECT MANAGER: Luc Roberge

Staff support: Julie Hamilton

****Please note: ratings are given for a pre-mitigation environment**

Use the pull down menu

ID #	Activity (from Activity Filter unless N/A)	Output (from Activity Filter unless N/A)	Possible Risks	Probability	Impact	Risk Level	Risk			
							Accept	Monitor	Reduce	Eliminate
65	Chapter AGM	Election of chapter executives	Misrepresentation of PEO by chapter board to chapter members, inappropriate comments made by guest speaker, incorrect financial information provided to membership, nominating committee creates barriers.	Unlikely	Moderate	Low	X			
66	License Certificate Presentations	Certificates presented to new members who choose to receive certificates from local chapters	Licence holders do not receive invitations, Chapter does not hold frequent presentations, guest speaker has poor experience which reflects negatively on PEO, licence holders perceive acts of non-inclusion, guest speakers misrepresent PEO.	Unlikely	Major	Medium		X		
67	PEO seminars	Seminars hosted by chapters (often with PEO Staff facilitator) to help explain regulatory requirements	Misrepresentation of regulatory policies by chapter volunteers, stakeholder is upset with information and presents as a physical threat to volunteers, chapter volunteers offer to solve individual licensing problems of applicants.	Possible	Moderate	Medium		X		
68	Technical seminars	Seminars and tours conducted by industry experts to demonstrate/explain new or current technical and engineering content	Threat to personal safety, PEO's core values not reflected in hosting group, licence holders view focus of seminar as official PEO support, PEO as a corporation could be seen as providing endorsement for the firm and/or product(s)	Unlikely	Moderate	Low	X			
69	Networking events for members and EITs	Summer picnics, golf and curling tournaments, IMAX viewings, etc.	Negative press coverage of event, mixed signals to members regarding use of financial resources, event is seen as non-inclusive, location is not accessible, threat to personal safety.	Unlikely	Moderate	Low	X			
70	Education outreach for JK to Gr.12 students	Outreach programs on engineering delivered to school groups both in school and outside of school locations	AODA adaptations are not included, volunteers misrepresent PEO, volunteers present old-fashioned technologies, volunteers are accused of inappropriate behaviour	Unlikely	Major	Medium		X		
71	30x30 events at the Chapter level	Talk to license holders and EITs about the purpose and goals of 30x30 initiative	Chapter volunteers misrepresent PEO licensing, chapter members perceive non-inclusive treatment.	Unlikely	Insignificant	Low	X			
N/A	GLP events [In conjunction with Government Liaison Program]	GLP volunteers talk to politicians in their constituency who in turn engage with chapter members	Volunteers misrepresent PEO to MPPs, volunteers act in a partisan manner on behalf of PEO, MPPs question the value of attending chapter events	Likely	Moderate	Medium		X		
N/A	Licensure Assistance Program (LAP) [In conjunction with Engineering Interns Program]	Chapter volunteers provide 1:1 assistance and instruction for EITs seeking licensure	Chapter volunteer provides incorrect licensing information to applicant, PEng applicant accuses chapter of non-inclusive behaviour, PEng applicant blames chapter for licensing delays.	Possible	Moderate	Medium		X		
N/A	Chapter websites and social media	Chapter volunteers write and post copy to chapter websites and social media platforms	Chapter websites are not current, chapter websites present an unprofessional view of PEO the regulator, PEO is accused of unfair treatment because some chapters do not provide social media as a means of communication	Likely	Moderate	Medium		X		
N/A	Scholarship competition	Select gr.12 students entering a CEAB engineering program and award RCC sponsored \$1,500 per chapter	Poor distribution of scholarship information to eligible students, conflict of interest in selection of recipients, students accept funds under false pretences	Possible	Moderate	Medium		X		
N/A	Event sponsorship	Chapter activities receive financial sponsorship from external sources.	Conflict of interest between engineering firm and PEO the regulator, auditor flags sponsorship income as problematic, PEO as a corporation could be seen as providing endorsement for the firm and/or product(s).	Possible	Major	High			X	

The working group and chapter volunteers assessed and rated a total of 63 possible risks encompassing Reputational, External, Safety, Financial and Legal categories.

REGULATION CHANGES TO REMOVE CANADIAN EXPERIENCE REQUIREMENTS

Purpose: To request Council’s direction to staff to begin working on amendments to Regulation 941 to remove Canadian experience from licensing requirements to comply with FARPACTA.

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

That Council directs the CEO/Registrar to begin work with the Ministry of the Attorney General on the necessary amendments to Regulation 941 to remove the Canadian experience requirement for licensure in its present form in order to comply with the provisions of section 10.2 of the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA) with the intent of initiating a further study to explore and address any unintended consequences of this change.

Prepared by: J. Max, Manager, Policy, Policy and Governance Division

Moved by: Chantal Chiddle, P.Eng., Chair, RPLC

1. Need for PEO Action

(a) Introduction

As a result of changes driven by the *Fair Access to Regulated Professions and Compulsory Trades Act* (FARPACTA), the current PEO Canadian experience requirement (i.e., for professional engineers, 12 months’ engineering experience in Canada under the supervision of a Canadian professional engineer), as set out in various parts of Regulation 941 under the *Professional Engineers Act*, will become null and void as of December 2, 2023. This is unless a “health and safety” exemption is sought and granted by the Minister of Labour, Training and Skills Development, on the recommendation of the Fairness Commissioner. In the absence of such an exemption, it will be necessary to amend the current regulation so that it is aligned with the FARPACTA-driven changes, including those approved by Council in November 2022 and scheduled to take effect in the next few months.

(b) The current requirement

Applicants for an Ontario professional engineering licence must have 48 months of “sufficient experience to enable [them] to meet the generally accepted standards of practical skill required to engage in the practice of professional engineering”. The current regulation specifies that this must include 12 months of supervised Canadian engineering experience [ss. 33(1) paras 2 and 4 of Regulation 941]. There is also a supervised Canadian experience requirement for the Temporary Licence (s.44), the Provisional licence (s.44.1) and the Limited Licence (s.46).(see Appendix A for references)

(c) What FARPACTA says

As of December 2, 2023, under section 10.2 of FARPACTA, regulated non-health professions are prohibited from having a registration qualification for a person's Canadian experience unless an exemption for the purposes of health and safety is granted by the Minister in accordance with the regulations. This means that if PEO does not seek or seeks but does not obtain an exemption, the Canadian experience requirement, as set out in the regulation will become null and void on December 2, 2023.

(d) Reputational Risk

Although the experience requirement related FARPACTA changes coming into effect on December 2, 2023, legally override PEO's regulations, PEO should demonstrate its compliance with FARPACTA in an open and public manner. Removing barriers, including the Canadian experience requirements by regulators to enable internationally trained individuals to practise their profession or trade, was one of the hallmarks of the *Working for Workers Act, 2021* that introduced changes to FARPACTA. Given the high and consistent profile and criticism on this issue over many years, PEO should amend its regulation to formally acknowledge that it no longer requires Canadian experience as part of its licensing process. Failure to do so will increase PEO's reputational risk and may adversely affect its relationship with the Office of the Fairness Commissioner and the provincial government.

2. Proposed Action and Recommendations

(a) What is needed for an exemption?

Under s. 3 of the General Regulation under FARPACTA, an application for an exemption from Canadian experience requirement must be made to the Fairness Commissioner and must include the following information:

1. The reasons the exemption is necessary for the purposes of public health and safety.
2. A statement as to whether any body that regulates the same profession as the regulated profession in another Canadian province or territory has eliminated its requirement for Canadian experience as a qualification for registration.
3. A summary of any other facts relevant to the application.
4. A statement of the law and authorities relating to the application, if any.
5. Any supporting documentation. O. Reg. 261/22, s. 3 (2); O. Reg. 522/22, s. 2 (1).

If PEO were to apply for an exemption for the purposes of public health and safety, it would have to present evidence that its Canadian experience requirement is both unique to Canada and empirically necessary to protect public health and safety.

(b) How feasible is an exemption request?

Staff research has not identified any *bona fide* health and safety grounds for maintaining the Canadian experience requirement. While our findings suggest that some components of "Canadian experience" are unique to Canada for some applicants (e.g., specific provincial codes, standards, and regulations, and climate, mostly for civil, environmental and mechanical engineering, and work environment), risks related to knowing and applying

Ontario codes, standards, and regulations (which themselves are dynamic) can be mitigated through normal employer supervision, liability insurance, government permit/report reviews, as well as PEO's professional misconduct grounds and its new mandatory CPD requirement. Furthermore, international applicants can achieve knowledge and awareness of engineering codes and standards used in Canada through equivalent experience obtained in their jurisdictions.

The Experience Requirements Committee, which was investigating the viability of the health and safety exemption, has not yet come up with a proposal that would satisfy the exemption criteria set out in the regulation.

(c) Past criticisms of Canadian experience requirements

Since 2013, numerous reports have criticized the use of Canadian experience requirement among Ontario professional regulators, ranging from the Ontario Human Rights Commission (2013), and specific to PEO, the Ontario Fairness Commissioner (2016 and 2018), PEO's External Regulatory Performance Review (2019), and PEO's Anti-Racism and Anti-Discrimination Exploratory Working Group (2021). The Ontario Society of Professional Engineers also submitted a proposal to the Attorney General in October 2021 to amend the Act and Regulation 941 to rescind the Canadian experience requirement.

(d) Canadian experience at other regulators

Even without the FARPACTA impetus, PEO's Canadian experience requirement is increasingly anomalous amongst regulators.

Almost half of Canadian engineering regulators (British Columbia, Saskatchewan, Quebec, New Brunswick, and Newfoundland and Labrador) have removed or are in the process of removing Canadian experience requirements. Similarly, 40 out of 47 Ontario professional regulators have removed or are in the process of removing Canadian experience requirements. The remaining Ontario exceptions are Chartered Professional Accountants Ontario, the Ontario Association of Architects (seeking exemption), the College of Psychologists of Ontario (seeking exemption), Ontario Association of Certified Technicians and Technologists (OACETT¹), the Association of Professional Geoscientists of Ontario (APGO) (Temporary Licence) and the Association of Ontario Land Surveyors (AOLS) (Limited Licence).

(e) Competency based assessment as a measurement of "sufficiency"

At its November 25, 2022 meeting, Council approved the adoption of a competency-based assessment (CBA) model to confirm that an applicant for a licence has sufficient experience to enable them to meet the generally accepted standards of practical skill required to engage in the practice of professional engineering. CBA uses an objective scoring rubric for applicant self-assessment and validators/referees (applicants' supervisors) and an evaluative comparison of the two by staff assessors. As the CBA model is based on objectivity, it provides an effective method to address experience gained outside of Canada without compromising public safety protection. This leaves only the option to seek removal of the Canadian experience requirement from Regulation 941.

¹ OACETT offers a modified online seminar and Professional Practice Exam for international applicants.

(f) FARPACTA project implementation

FARPACTA project implementation is in full swing, with voluminous specific documentation and forms currently being prepared referencing FARPACTA requirements being put into effect May 15, and any attempt to defer the elimination of Canadian experience for some point in time after May 15 will have a significant, if not catastrophic impact on the project rollout.

3. Next Steps (if motion approved)

As soon as practicable, PEO staff will begin to work with colleagues at the Ministry of the Attorney General on draft amendments to Regulation 941. The draft regulations will be formulated to match the policy intent. In accordance with government requirements, sealed regulation changes eventually will be presented to RPLC and then to Council for final approval before being sent to the Cabinet for approval and proclamation. It is expected that this process will be completed in advance of the December 2, 2023, deadline for the automatic removal of the Canadian experience requirement under section 10.2 of FARPACTA.

Staff will also identify quantitative and qualitative measures (that will include meaningful stakeholder engagement) that will allow PEO to explore any unintended consequences of the removal of the Canadian experience requirement.

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

Impacts were previously identified for the November 25, 2022 Council meeting. The passage of changes to Regulation 941 will not add any new costs or foregone revenue.

5. Peer Review & Process Followed

Process Followed	Outline the Policy Development Process followed. <ul style="list-style-type: none">• In 2015, following a PEO’s consultant’s recommendations to improve the Experience Requirements Committee (ERC) interview process, including the development and implementation of the assessment of engineering competencies, ERC formed a task group to develop a competency-based interview model, which was approved by the ERC in 2017. It consisted of five categories with a total of 31 competency indicators. However, it was not implemented.• Staff surveyed ERC and LIC members, and recent internationally trained licence holders and supervisors/referees on their opinions on the Canadian experience requirement and provided the results to RPLC at its October 2022 and November 2022 meetings.• At its November 14th meeting, the RPLC discussed the recommendation with respect to competency-based experience assessment and agreed to bring it to Council in November for its final review and approval.• At its November 25, 2022 meeting, Council passed the following motions related to verification of experience, unanimously:
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	<p>2. <i>That Council support the use of a competency-based assessment model including ethics indicators to confirm that an applicant for a licence has sufficient experience to enable them to meet the generally accepted standards of practical skill required to engage in the practice of professional engineering.</i></p> <p>3. <i>These motions are effective as soon as adequate notice of any change in requirements is given to prospective applicants but in any case will apply to new applicants not later than July 1, 2023.</i></p> <ul style="list-style-type: none">• At its March 10, 2023, RPLC discussed the recommendation to direct staff to begin work with the Ministry of the Attorney General to amend the regulation to remove the Canadian experience requirement and agreed to bring this recommendation to Council for its final review and approval. RPLC also recommended that staff be directed to further explore the impact of the unintended consequences of removal of the Canadian Experience requirement.
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Appendices:

Appendix A – List of Sections of Regulation 941 with Canadian Experience requirement

Licensing requirements

33(1)4. At least 12 months [of experience] shall be acquired in a Canadian jurisdiction, under the supervision of one or more persons legally authorized to engage in the practice of professional engineering in that jurisdiction.

(2) Experience acquired outside Canada satisfies the requirements of paragraph 4 of subsection (1) if,

- (a) it is obtained while the applicant is,
 - (i) employed by an employer whose head office is located in Canada, and
 - (ii) supervised by one or more persons who are legally authorized to engage in the practice of professional engineering in a Canadian jurisdiction; and

- (b) in the Council's opinion, the experience provides the applicant with,
 - (i) the necessary practical skill for the practice of professional engineering, and
 - (ii) sufficient familiarity with the applicable Canadian codes, regulations and standards for the practice of professional engineering. O. Reg. 13/03, s. 11.

Temporary licences — terms and conditions

44. (1) It is a term and condition of every temporary licence that the holder of the temporary licence must collaborate with a Member in the practice of professional engineering in respect of the work undertaken under the temporary licence, unless the holder provides evidence of one of the following:

- 1. At least 12 months of experience in the practice of professional engineering that is relevant to the work to be undertaken under the temporary licence and that was acquired in a Canadian jurisdiction under the supervision of one or more persons who are legally authorized to engage in the practice of professional engineering in a Canadian jurisdiction.

...

- (2) Experience acquired outside Canada satisfies the requirements of paragraph 1 of subsection (1) if it meets the criteria set out under subsection 33 (2). O. Reg. 71/15, s. 15.

Provisional licences

44.1 (1) The Registrar shall issue a provisional licence to an applicant who complies with the requirements of paragraphs 1, 2, 3 and 5 of subsection 33 (1). O. Reg. 13/03, s. 12; O. Reg. 709/20, s. 8.

(2) The following conditions apply to every provisional licence:

- 1. The provisional licence is valid for 12 months from the date of issue. It may be renewed once for up to 12 months if the Registrar is of the opinion that renewal is necessary to enable the applicant to acquire the experience required by paragraph 4 of subsection 33 (1).

- 2. The holder of the provisional licence is entitled to practise professional engineering only under the supervision of a professional engineer, and shall not assume responsibility for any activities within the practice of professional engineering unless the professional engineer supervising the holder also assumes responsibility for those activities. O. Reg. 13/03, s. 12; O. Reg. 837/21, s.

Limited licences — requirements and qualifications for issuance

46. (1) The following are prescribed as requirements and qualifications for the issuance of a limited licence:

...

2. The applicant shall demonstrate at least eight years of experience in the practice of professional engineering that meets the criteria set out in the document titled “Guide to the Required Experience for a Limited Licence in Ontario” and dated March 2014, published by and available from the Association, with at least six years of the experience corresponding to the scope of services within the practice of professional engineering to be provided under the limited licence and at least four of those six years’ experience being acquired in a Canadian jurisdiction under the supervision of one or more persons who are legally authorized to engage in the practice of professional engineering in a Canadian jurisdiction.

GOVERNANCE MANUAL: INCORPORATING CHARTERS/PROTOCOLS AND MAKING OTHER CHANGES AS APPROVED BY COUNCIL

Purpose: To review the draft Governance Manual which has been comprehensively updated, including integration of the Charters, Protocols, and other directions approved by Council as part of the governance roadmap.

Motion(s) to consider:

- That Council approve the updated Governance Manual, which integrates the Charters, Protocols, and other directions approved by Council as part of the 2020/2022 governance roadmap.

Prepared by: Marina Solakhyan – Director, Governance

Moved by: Arjan Arenja, P. Eng., GNC Chair

1. Need for PEO Action

In early 2020, Council decided to prioritize governance reform, and an external consultant, GSI, was engaged to help design and facilitate a two-year governance “roadmap”. Extensive Council energies have been directed towards reforming PEO’s board to ensure that it is appropriate as that of a modern regulator.

As part of this process, on March 26, 2021, Council adopted the following charters and protocols including:

1. Council Charter (Appendix A):
2. President and Chair Charter (Appendix B)
3. CEO/Registrar Charter (Appendix C)
4. Councillor Submissions Protocol (Appendix D)
5. Delegation of Authorities Charter (Appendix E – this charter was approved subject to determination of appropriate dollar amounts and requisite by-law amendments).

All Charters and Protocols were approved subject to their finalization and inclusion in the Council Manual (now called the Governance Manual). During the integration process it was noted that [PEO’s Council Manual](#) has not been updated since 2011. Many sections of the 2011 manual were outdated, and the manual could also be strengthened to support the effective use of the important governance tools that Council has developed during its governance reform process.

In October 2022, the GNC agreed to review and update the manual, and agreed on a draft outline of its format.

2. Proposed Action and Recommendations

- (a) Overview of Revised Governance Manual

The revised Governance Manual is a comprehensive update of the prior 2011 version, based heavily on PEO’s existing governance materials approved by Council. It specifically incorporates all of the charters,

protocols, and governance directions that Council has approved during its governance reform process. Minor changes, primarily in style/grammar, were made to Council-approved charters and protocols to ensure better flow in this new integrated format. No substantive changes were made to the contents of those documents.

The following new topics covered in the revised Governance Manual, which were not addressed in the 2011 manual or PEO's existing approved governance documents:

- An outline of the purposes of the manual
- A glossary of key terms and acronyms
- Outlines of PEO's decision-making process and the process for making and amending regulations
- A statement permitting the President and Chair to delegate their functions to other Councillors as appropriate
- A discussion of the relationship between Council and PEO management/staff

(b) Key considerations

The revised Governance Manual is shorter, simpler, and clearer. It maintains a tight focus on PEO's governance framework and the principles, policies, and practices that Council uses to discharge its governance responsibilities. Because it applies to, and should be understood by, not only Council but also others with roles in PEO's governance, the title has been changed to "Governance Manual".

The revised Governance Manual clarifies PEO's overall approach to governance, and the various roles and responsibilities that work together to achieve good governance at PEO. It streamlines the many different PEO governance documents by integrating them into a common format within this new single resource.

In total, the revised Governance Manual should now serve much more effectively as a true working resource and reference guide for Councillors and all others with involvement in PEO governance. We propose that, going forward, this Governance Manual should be the primary document setting out all of PEO's governance directions, policies, and practices (superseding the various individual charters and protocols whose contents have been integrated within). This will make it a more effective governance tool, and will also make it easier to review and update key policies in the future.

Besides assisting Councillors with a comprehensive understanding of PEO's governance framework, policies, and processes, and establishing expectations for good governance at PEO, the Governance Manual has also been drafted with a public-facing purpose in mind. It aims to enhance understanding of PEO's governance by members of the public, professional engineers, and other stakeholders. Publishing a clear, comprehensive, and accessible manual supports accountability and transparency, which are key foundations of good governance.

This updated version is consistent with those of other leading professional regulators who have recently undertaken similar projects to update their governance handbooks.

3. Next Steps

Once the content is approved by Council, the Governance Manual's design, formatting, and graphics will all be finalized, and the manual will be posted to PEO's website.

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

None anticipated.

5. Peer Review

The enclosed Charters and Protocols were reviewed and approved by Council as part of the 2020/2022 governance roadmap.

6. Appendices

Appendix A: Draft Governance Manual

PEO GOVERNANCE MANUAL

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DRAFT

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[The Governance Manual's design, formatting, and graphics will all be finalized prior to publication, once the content has been approved]

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PART 1: INTRODUCTION

A 1.1 Purposes of Manual

This Manual serves several purposes:

- (a) To provide Councillors and others with an overview of the governance framework, policies, and processes of the Association of Professional Engineers of Ontario (“PEO”);
- (b) To establish expectations for Council in performing its governance duties, and a framework within which Council can make decisions in accordance with PEO’s statutory mandate; and
- (c) To enhance understanding of PEO’s governance by members of the public, professional engineers, and other stakeholders.

This Manual will be interpreted and administered by PEO. All Councillors are responsible for familiarizing themselves with the contents of this Manual.

These contents will be subject to periodic review and approval by Council. This Manual was last revised [DATE].

1.2 Glossary of Key Terms and Acronyms

“Act” - the *Professional Engineers Act*, R.S.O. 1990, c. P.28

“AGM” - the annual general meeting of PEO, as required by the Act

“By-Law No. 1” - a by-law passed by PEO which governs PEO’s administrative and domestic affairs

“CEO/Registrar” - an officer of PEO who is responsible for the operation and oversight of the administration of PEO as directed by Council

“Council” - the governing body and board of directors of PEO

“Councillor” - any elected or appointed member of PEO’s Council

“PEO” - the Association of Professional Engineers of Ontario

“Regulation” - R.R.O. 1990, Reg. 941: GENERAL, made under the Act

“Secretariat” - an office comprising PEO staff who provide dedicated and coordinated support to Council and serve as a conduit between Councillors and staff

PART 2: PEO’S GOVERNANCE FRAMEWORK AND PRINCIPLES

2.1 PEO’s Role and Mandate

Established in 1922, PEO is the licensing and regulating body for professional engineering in the province of Ontario. PEO operates under the authority of the *Professional Engineers Act*, R.S.O. 1990, c. P.28 (the “Act”), with a mandate 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.

PEO is a corporation without share capital. PEO's work is carried out by a professional staff and is directed by and accountable to a Council of elected professional engineers and government appointees.

2.1.1 Governance Documents

In overseeing PEO's activities and carrying out its public interest mandate, Council must ensure that it and PEO abide by relevant statutes, regulations, by-laws, and policies. Collectively, these documents set out PEO's governance framework and principles.

There is a hierarchy to these governance documents. The Act is the highest authority. It is a statute approved by the Ontario Legislature and enacted by the provincial government. In the hierarchy, the Act is followed by the regulations that are made under it. Regulations are approved by the provincial government and provide support to statutes. Both the Act and any regulations made under it are enforceable by law.

Next are PEO's by-laws. The Act gives PEO the power to make by-laws relating to its administrative and domestic affairs, such as defining the duties of the CEO/Registrar and of Council members. By-laws are not legislative enactments. They are internal rules that govern how an organization operates. Nevertheless, as a matter of corporate governance PEO is bound by its by-laws, and any changes to the by-laws must be approved by Council.

The lowest level in the hierarchy is comprised of any policies, protocols, guidelines, or other documents, including this Manual, that set expectations for PEO's governance practices. In most cases any changes to these documents require Council's approval.

2.1.2 Legislative Framework

The Act establishes PEO and grants its authority as the regulatory body for professional engineering in Ontario. The powers, responsibilities, and duties of PEO and its Council are described in the Act, as well as in provincial regulations and PEO's by-laws. PEO must exercise its authority and carry out its work within the mandate set by the legislation.

The Act establishes Council as the governing body and board of directors of PEO. Under the Act, Council is tasked with managing and administering PEO's affairs. The composition and operations of Council are prescribed by the Act, as well as by Regulation 941 (the "Regulation") made under it.

The Act gives PEO the power to make regulations regarding PEO's operations, licensing requirements, and standards of professional engineering practice and ethics. The Regulation provides additional details and guidance for implementing the Act. For example, the Regulation prescribes the process for electing professional engineers to Council. With respect to professional practice, the Regulation prescribes a Code of Ethics, defines negligence and professional misconduct, and establishes various practice requirements for professional engineers.

PEO has made one by-law, By-Law No. 1. It establishes various requirements and processes related to PEO's administrative and domestic affairs. For example, By-Law No. 1 prescribes rules for Council meetings and PEO's annual general meetings ("AGMs"), establishes the duties of Council members, and constitutes PEO's governance committees.

PEO must also operate in compliance with other provincial legislation, including:

- The *Fair Access to Regulated Professions and Compulsory Trades Act*, which requires regulators to establish registration practices that are transparent, objective, impartial, and fair; and
- The *Statutory Powers Procedure Act*, which establishes procedural rules for the conduct of hearings by administrative tribunals, including PEO's Discipline Committee and Registration Committee proceedings.

2.1.3 Statutory Mandate and Duties

The Act sets out PEO's mandate (or "principal object"):

"to regulate the practice of professional engineering and to govern its members, holders of certificates of authorization, holders of temporary licences, holders of provisional licences and holders of limited licences in accordance with this Act, the regulations and the by-laws in order that the public interest may be served and protected."

PEO must also carry out the following additional objects required by the Act:

- Establish, maintain and develop standards of knowledge and skill;
- Establish, maintain and develop standards of qualification and standards of practice;
- Establish, maintain and develop standards of professional ethics; and
- Promote public awareness of the role of PEO.

2.1.4 Core Functions

PEO protects and serves the public interest by:

- Ensuring all licensed professional engineers are qualified – and by licensing all who qualify;
- Disciplining professional engineers found guilty of professional misconduct or incompetence;
- Taking action against unlicensed individuals who illegally describe themselves as engineers, and against companies or entities who illegally provide engineering services to the public;
- Investigating all complaints brought to PEO about unlicensed, unprofessional, inadequate or incompetent engineering services;
- Conducting disputes resolution and hearings;
- Preparing performance guidelines as benchmarks for quality of service in the engineering profession; and
- Preparing performance standards in regulation.

2.1.5 Self-Regulation

Like many other professions in Ontario, engineering is a self-regulating profession. The self-regulation model involves the government delegating authority to a profession to effectively regulate the practice of that profession in the public interest. It recognizes that the profession has specialized expertise which enables it to most effectively determine its own regulatory standards and practices that serve and protect the public interest.

Self-regulation is a privilege and a responsibility. A self-regulating profession protects the public interest by setting standards of competency and conduct, licensing professionals who meet those standards, and disciplining professionals who fail to meet them.

In granting self-regulation to the engineering profession, the Ontario government has delegated certain regulatory, governance, and adjudicative functions to PEO, granting it powers to set standards and regulate the practice of engineering in Ontario. To maintain this privilege and effectively self-regulate, PEO and its leaders must always prioritize serving and protecting the public interest.

Under this self-regulating model, licensed professionals bear the costs of their regulation. PEO's activities are primarily funded through licensing fees.

2.2 Mission and Core Values

2.2.1 Mission

PEO's mission defines its purpose – protecting the public interest – and provides clarity on what PEO does and who PEO does it for.

PEO's mission is to regulate the practice of professional engineering in Ontario to safeguard life, health, property, economic interests, the public welfare and the environment.

2.2.2 Core Values

PEO's core values are intended to inform the behaviour of its members, staff, and volunteer leaders in their everyday activities and interactions:

- Accountability

PEO protects the public interest by being accountable to the public, such that PEO staff and volunteers accept responsibility for their actions and decisions, and deliver what they promise to deliver, and PEO as an organization honours its legislated and financial obligations. Staff and volunteer performance will be appraised based on meeting objectives within desired time frames.

- Respect

PEO demonstrates respect for its staff, volunteers, applicants, licence holders, and external stakeholders through fair practices and timely, informative communications. In turn, PEO expects that its regulatory obligations and activities in serving and protecting the public interest are respected by its stakeholders.

- Integrity

PEO demonstrates alignment between the Act and its processes and practices, including consistency of its policies and their application to maintain integrity of the licence, and will adhere firmly and impartially to its legislated requirements in pursuit of regulatory excellence.

- Professionalism

PEO operates in a professional manner with its applicants, licence holders and external stakeholders, by demonstrating competence, impartiality and reliability.

- Teamwork

PEO achieves its goals through effective teamwork and collaborative partnerships both within the organization, between its staff and volunteers, and with other bodies involved in the practice of professional engineering.

2.3 Overview of Governance Model and Process

PEO's governance model involves leadership from Council and collaboration between Councillors, committees, and staff. This section outlines the key features of PEO governance.

2.3.1 Council's "Direction and Control" Governance Model

PEO is governed by a board of directors called Council. Council is made up of both elected professional engineers and members appointed by the office of the Attorney General of Ontario. By statutory requirement, some of the appointed members are professional engineers, and some are not.

The Act makes Council responsible for managing and administering PEO's affairs. Council's responsibilities include ensuring that the PEO regulates in accordance with all legislative requirements, as well as any By-Laws, standards and policies established by Council. Council has a specific duty to serve and protect the public interest in accordance with the objects of the Act.

Council is a governing-type board, and has adopted a "direction and control" governance model. Under this model, Council will primarily direct and control PEO, delegating substantive operations to the CEO/Registrar (and delegated staff).

"Directing" refers to setting PEO's strategic vision and direction. "Controlling" refers to monitoring and evaluating PEO's results to ensure that its activities are fulfilling that strategic vision and direction.

In this governance model, Council's role is to engage actively at a strategic level, rather than at an operational or tactical level. Strategic engagement means providing:

- Input for and approval of a strategic plan;
- Enterprise risk management;
- Policy development;
- Financial oversight; and
- Approval of operating plans tied to PEO's strategy.

Council will approve strategic priorities that explicitly align with and improve PEO's role as a regulator charged with protecting the public interest. It has directed PEO to adopt a risk model to measure and report on the protection of the public interest.

The CEO/Registrar is responsible for PEO's implementation of Council decisions and policies.

The work of both Council and the CEO/Registrar is also supported by committees and various forms of consultation as required and appropriate.

2.3.2 Governance Process

Regulatory bodies can most effectively achieve good governance when they apply clear, consistent processes. Clearly articulating the steps involved in Council's decision-making and oversight functions, and consistently following those steps, can benefit PEO in the following ways:

- Providing opportunities for input from all necessary perspectives and expertise at appropriate times prior to decision-making;
- Ensuring that decisions made by Council are supported by evidence and are the result of careful, thorough analysis and review;
- Facilitating improved stakeholder engagement by setting transparent process expectations; and
- Identifying opportunities for ongoing process improvement.

At PEO, Council is the ultimate decision-maker for all governance matters. The governance process, however, encompasses much more than Council meetings. The path to effective decision-making involves several key steps.

Council has the authority to create committees that focus on key elements of PEO governance. These committees assist with developing specific policies that guide PEO. Council may direct committees or staff to consider certain issues. The four "governance committees" that Council has established are discussed individually in more detail in section 2.3.3 below.

Councillors, by virtue of their roles as well as their relationships with professionals, stakeholders, and the public, have an important role in identifying policy items of regulatory/governance interest for PEO, and are encouraged to bring such items forward to their committees for consideration.

Policy items of regulatory/governance interest may be generated by Council, individual Councillors, PEO staff, professional engineers, stakeholder groups, or other sources. As a matter of good governance, submissions should first be referred to the responsible committee, and/or to PEO staff, for review and input. A specific protocol for submissions from Councillors is set out in section 6.2 below.

At the committee stage, Councillors will gather and consider relevant information, receive input from staff and external stakeholders as necessary, and develop recommendations for Council. The person or group who originated the item will be consulted as needed by the committee or staff.

2.3.2.1 Making and Amending Regulations

While most of PEO's governance processes can be accomplished by Council and its committees alone (with input from staff, members of the profession, the public, and other stakeholders), the regulation-making process is unique in that it closely involves the provincial government. It requires the government's review and approval.

One of Council's core functions is to develop regulations, by-laws, standards, and policies pertaining to the regulation of professional engineering in Ontario. The Act authorizes Council to make regulations about many aspects of engineering regulation, subject to prior review by the Attorney General of Ontario and the approval of the provincial government cabinet.

The statutory powers allow Council to make regulations about, for example:

- The composition and operations of Council and committees;
- Licensing requirements for professional engineers, and classes and designations of licences;
- Practice standards and performance standards;
- The Code of Ethics;
- The definition of professional misconduct;
- Professional liability insurance requirements;
- Continuing education requirements;
- The duties and authority of the CEO/Registrar; and
- The exemption of certain acts within the practice of professional engineering from regulation under the Act.

Council can make or amend regulations at any time. However, several steps need to be followed in the process:

- Council will first review any issues, and direct PEO's Regulatory Policy and Legislation Committee to consider them.
- The Regulatory Policy and Legislation Committee will consider the issues and make recommendations to Council.
- Council will then approve a motion to amend the regulations.
- PEO will then prepare a policy analysis for the Attorney General of Ontario, to support the proposed amendment.
- The Attorney General and the government's legislative drafters will then coordinate with PEO and Council regarding final approval of the amendment.
- Once the amended regulation has been approved at the cabinet level, it will be signed into law and published on the provincial government's website.
- PEO will also take steps to communicate the news to members of the profession and the public.

Council recognizes that meaningful stakeholder engagement is a critical element of the regulation-making process. To adequately protect the public interest, PEO must be informed by the perceptions, needs, concerns, ideas, and aspirations of its stakeholders. Throughout any regulation-making process, as well as on an ongoing basis, stakeholders will be engaged to obtain evidence, test assumptions, consult on proposals, and provide feedback.

2.3.3 Committees

2.3.3.1 Overview

The governance model established by Council distinguishes between “governance” committees and “regulatory” committees. Governance committees relate to the governance, oversight and direction of PEO as an organization. Regulatory committees relate to core functions of PEO’s mandate as the licensing and regulating body for professional engineering.

Council has established four governance committees:

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

Council has directed that Councillors will only serve on governance committees.

PEO’s regulatory policy governance is centralized in the Regulatory Policy and Legislation Committee.

Council has directed that PEO will use regulatory committees that add net value to its regulatory role. Committees with regulatory functions are to be reviewed to assess the value they add to the regulatory process.

Currently, PEO only uses the regulatory committees that are mandated by the Act, with their mandates as described in the Act. For this reason, PEO’s regulatory committees are sometimes also called “statutory committees”.

Council can exercise its statutory authority at any time to create or disband any committee (other than to disband certain regulatory committees which are required by the Act).

2.3.3.2 Governance Committees

The four governance committees are briefly summarized below. The complete terms of reference for each of these governance committees are attached to this Manual at **Appendix A**.

Governance and Nominating Committee:

This Committee assists Council with overseeing PEO’s governance process and practices, nominations for committee appointments, Council elections, and risk management related to governance. Its responsibilities include:

- Coordinating the development of governance policy;
- Reviewing corporate governance documents such as Council policies, committee charters, and this Manual;
- Evaluating the overall performance of Council, Councillors, committees, and chairs, and reporting those evaluations to Council;

- Developing and implementing Councillor and committee member orientation and training plans;
- Implementing and overseeing processes for committee nominations; and
- Supporting the administration of Council elections.

Regulatory Policy and Legislation Committee:

This Committee assists Council with coordinating and enabling effective regulatory policy and legislation. Its responsibilities include:

- Developing and reviewing proposals and amendments related to regulatory policy issues (including related bylaws, standards, guidelines, regulations or legislation), and making recommendations to Council;
- Identifying regulatory policy issues for addressing, monitoring, and evaluating, providing regulatory impact analyses, coordinating with the Attorney General, and reviewing draft legislation;
- Monitoring and evaluating applicable regulatory policy issues for PEO compliance and to identify opportunities for enhancement; and
- Informing Council about relevant legislative developments which may affect the practice of professional engineering or PEO's operations.

Human Resources and Compensation Committee:

This Committee assists Council with overseeing PEO's relationship with the CEO/Registrar and PEO's human resources policies and plans. Its responsibilities include:

- Reviewing PEO's goals and objectives for the performance and compensation of the CEO/Registrar;
- Evaluating the performance of the CEO/Registrar in relation to those goals and objectives, and recommending to Council the approval of compensation and benefits for the CEO/Registrar;
- Reviewing the terms of reference, development and succession plans for the CEO/Registrar, and making recommendations to Council; and
- Overseeing the effective implementation and use of a Safe Disclosure ("Whistleblower") Protocol for staff members and others to safely report potential breaches of conduct of senior management to designated trusted third parties, protecting the anonymity of disclosers.

Audit and Finance Committee:

This Committee assists Council with overseeing the integrity of PEO's financial reporting and financial management (including audits and controls), reviewing the financial information to be published to stakeholders, and overseeing financial matters that are material to PEO's activities, to further and align with PEO's strategic plan and priorities. Its responsibilities include:

- Reviewing PEO's annual audited financial statements (as well as its accounting policies, reserves, key estimates and judgments) with management and external auditors, and reporting and making recommendations to Council for approval;
- Reviewing PEO's quarterly financial statements with management, to monitor alignment with PEO's approved budget and strategic plan;
- Overseeing the integrity of PEO's financial statements and financial reporting process, and of PEO's systems of internal accounting and financial controls;
- Overseeing PEO's compliance with all applicable laws, regulations, rules, policies, and other requirements relating to financial reporting and disclosure;
- Recommending to Council the nomination of external auditors, approving their remuneration and terms of engagement, reviewing their plans, and overseeing their work;
- Overseeing the effective management of financial risk regarding PEO;
- Reviewing PEO's budget annually, and making recommendations to Council for approval;
- Overseeing PEO's investments; and
- Overseeing PEO's pension fund.

2.3.3.3 Regulatory Committees

The Act requires Council to establish certain committees which perform core functions of PEO's mandate. These regulatory committees do not relate directly to PEO's governance activities, and Councillors do not serve on them (except for the Executive Committee and the Discipline Committee). Therefore, these regulatory committees are not a focus of this Manual.

For reference, the current regulatory committees required by statute are:

- Executive Committee
- Academic Requirements Committee
- Experience Requirements Committee
- Registration Committee
- Complaints Committee
- Discipline Committee
- Fees Mediation Committee

The mandates and responsibilities of these regulatory committees are set out in either the Act or the Regulation, depending on the committee.

2.4 Strategic Plan

The development of strategic plans for PEO is a key responsibility of Council. All Councillors will be engaged in the strategic planning process.

PEO's current 2023-2025 strategic plan was approved by Council in June 2022. This 2023-2025 strategic plan is attached to this Manual as **Appendix B**.

The 2023-2025 plan was informed by input from stakeholder consultations, a public focus group, a survey of licence holders, an internal PEO capacity analysis, and a regulatory environmental scan, all of which were conducted in spring 2022 to identify PEO's capacity, gaps and opportunities.

PART 3: ROLES AND RESPONSIBILITIES

3.1 Council

The framework for PEO's governance and Council structure, and for the roles and responsibilities of Council, is provided by the Act, the Regulation, and PEO's by-laws and policies.

3.1.1 Principles

Council will:

- Strive to focus on the governance of PEO – the system of direction and control – and to delegate day-to-day operations to the CEO/Registrar. The work of both Council and the CEO/Registrar (and delegated staff) is supported by committees and various forms of consultation as required and appropriate. Council's role is to engage actively at a strategic level rather than an operational, tactical detail level. In this sense, "strategic" means providing input for and approval of a strategic plan, enterprise risk management, policy development, financial oversight and the approval of operating plans tied to PEO's strategy.
- Abide by the Councillor Submissions Protocol, which is set out below at section 6.2 of this Manual.
- Agree on a "no surprises" protocol with the CEO/Registrar (in both directions).
- Apply rules of order in a less formal way during meetings, including:
 - Make decisions by consensus wherever possible.
 - Engage in substantial pre-motion dialogue on agenda items that would benefit from this, i.e., when a consensus direction forward has not yet been crystalized.
 - Reduce unnecessary interventions using rules of order to the minimum necessary to maintain order, i.e., individual Councillors not to use rules of order to prolong a dissenting view after they have been given a fair hearing.
- Be transparent in its governance:
 - To the extent practical, feasible and legal, PEO's stakeholders and members should be able to see how PEO is governed and be able to make informed decisions about how the organization is governed and managed for the benefit of its stakeholders.
 - Hold meetings in public, except when discussions are of a confidential and/or legal nature, then meetings are held *in camera*. Discussions held during *in camera* meetings are maintained in confidence.
 - Act transparently except in circumstances where privacy must be ensured, e.g., the sharing of private information about staff, members or others, and confidential issues related to PEO's affairs. Council will adhere to PEO's Privacy Policy.
 - Speak with one voice, with the Chair (or their delegate) speaking for Council. Councillors opposed to a decision will accept and support Council's decision.

3.1.2 Mandate

Council oversees the conduct of the business and affairs of PEO, supervises its CEO/Registrar, and does what is necessary to ensure that all major issues within the scope of PEO's statutory mandate are given appropriate consideration.

As a creature of statute, PEO through Council has accountabilities to the Government of Ontario (the Attorney General as Minister responsible for the Act), and to the public. As engineering is a self-regulated profession, PEO also has certain accountabilities to the members of the profession, to ensure that they are regulated and governed fairly, effectively and transparently in the public interest.

Council has the ultimate responsibility for ensuring that PEO carries out its statutory mandate and duties (its "principal object" and "additional objects", per the Act), which are described above in section 2.1.2 of this Manual.

As a board of directors, Council is accountable for PEO's ethical integrity, legal compliance, financial controls, establishment of reporting metrics, and reporting of results.

3.1.3 Powers and Duties of Council and Councillors

The powers and duties of Council and Councillors are outlined in the Act, the Regulation, and By-Law No. 1.

Every Councillor, in exercising their powers and discharging their duties, will:

- Act honestly and in good faith in furtherance of PEO's objectives in order that the public interest may be served and protected;
- Exercise the care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances; and
- Comply with the Act, regulations, by-laws, and any policies adopted by Council.

These duties are consistent with each Councillor's status as a fiduciary of PEO. The fiduciary duty is a legal concept that requires Councillors to conduct themselves with an undivided duty of loyalty, good faith and diligence to act on behalf of PEO and its public interest mandate. The fiduciary duty includes duties to adhere to confidentiality and privacy obligations, and to avoid acting in a conflict of interest.

By-Law No. 1 further requires that every Councillor must:

- Endeavour to take part in the work of PEO's committees, and serve actively during their terms of office on any committees to which they have been appointed;
- Endeavour to take part in chapter affairs, including appearance before chapters during their terms of office as a panelist, speaker or representative of Council;
- Endeavour to be present at and participate in PEO's AGM;
- Perform such duties on behalf of officers of PEO as may be requested, including attendance at local functions as representatives of PEO;
- Serve on the committees which Council may appoint under the provisions of the Act with respect to hearings on membership and disciplinary matters;

- Ensure that confidential matters coming to their attention as members of Council are not disclosed by them except as required for the performance of their duties or as may be directed by Council or by the President;
- Disclose any interest they may have, other than as members of Council, in any matter coming before Council and shall not be counted in the quorum in respect of such matter; and
- Familiarize themselves with the Act, the regulations, the by-laws and code of ethics and with such other records and documents as may be necessary as background knowledge for the purpose of performance of the duties of their office.

Council may delegate activities and accountability for designated items in this Manual to governance committees through their terms of reference.

Councillors will only serve on governance committees, or on other committees where required by the Act.

3.1.4 Composition

The composition of Council is prescribed by the Act and by the Regulation made under it.

Fifteen Council members are professional engineers who are elected by PEO's membership. Of these fifteen, one is elected annually as the President-elect (who assumes the position of President the year following their election), and one is elected annually as the Vice President.

The remaining thirteen elected Councillors are elected for two-year terms. Three of these Councillors are elected as Councillors-at-Large by PEO's members, and two members from each of the five regions in the province are elected as regional Councillors by the members in their regions.

In addition to the elected Councillors, up to twelve Councillors are appointed by the provincial government. The Act requires that some these appointed members must be PEO members (professional engineers), and that some must not be.

Appointed and elected Councillors are equal members of Council and have the same duties and responsibilities.

Consistent with PEO's commitments under its Anti-racism and Equity Code ("ARE Code") that was approved by Council in April 2022, PEO and Council will strive to promote and achieve equity, and foster inclusivity, across all leadership activities and processes, including Council election processes, committee selection processes, and other opportunities. Council also seeks to attract Councillors from across the broad range of professional engineering disciplines.

3.1.5 Authority

Council has the authority to:

- Discharge its responsibilities directly or through the CEO/Registrar, who in turn directs the staff;

- Regularly review PEO's objectives so that, within the statutory framework, they remain responsive to the changing environment in which PEO operates;
- Retain, at PEO's expense, special human resource, legal or other consultants or experts it deems necessary in the performance of its duties; and
- Protect and enhance the assets of PEO in the interest of all stakeholders.

3.1.6 Responsibilities

Beyond its broad regulatory and governance (direction and control) mandate, Council has these specific responsibilities:

- Adopting a strategic planning process and approving a multi-year plan;
- Reviewing and approving annual objectives, performance targets and risk tolerances;
- Appointing, monitoring and evaluating a CEO/Registrar (and Deputy Registrars as needed);
- To the extent feasible, satisfying itself as to the integrity of the CEO/Registrar, and that they create a culture of integrity throughout the organization;
- Ensuring that there is adequate succession planning for the post of CEO/Registrar;
- Adopting a communication policy for PEO;
- Maintaining reasonable assurance as to the effectiveness of PEO's internal control and management information systems;
- Promulgating and reinforcing a best practice approach to governance, including a set of governance principles and guidelines that are specifically applicable to PEO;
- Establishing and populating committees as needed by way of PEO's by-laws and/or mandated in the Act, and approving terms of reference and annual work plans for and monitoring the performance of any such committees;
- Reviewing, approving and monitoring compliance with high-level regulatory and governance policies;
- Maintaining reasonable assurance in the financial performance of PEO, and in its financial reporting;
- Reporting annually to the members and the Minister on its stewardship of the preceding year; and
- Making appointments to committees and external bodies.

3.1.7 Governance Process and Meetings

Council will:

- Meet regularly, not less than four times per year, and at such other times as may be requested by the Chair;
- Conduct meetings in an orderly manner as determined by PEO's accepted rules of order (in accordance with By-Law No. 1 and as superseded or supplemented by any Special Rules of Order approved by Council);

- Invite the Chair to set the agenda and propose an annual workplan for Council's approval. Ordinarily the Chair will set the agenda in consultation with the CEO/Registrar;
- Communicate its expectations to the CEO/Registrar with respect to the nature, timing and extent of Council's information needs and provide responsible feedback on whatever information is provided to support Council's decision-making. Council expects that written materials will be received from management (via the Secretariat) not later than one week in advance of meeting dates (deadline dates will be published well ahead of meetings);
- Deliver, by email or electronic meeting invitation, a notice of meeting, including the meeting format, location, and time, not less than two weeks prior to the meeting;
- Conduct effective meetings, whether in person, by videoconference, by teleconference, or by some combination of these;
- Agree to and ensure the appropriate use of *in camera* and executive sessions at Council meetings. Establish and adhere to an *In Camera Sessions Protocol*;
- With the support of the Secretariat, prepare and circulate draft minutes for all meetings to document Council's discharge of its responsibilities, subject to formal approval;
- Commit to ensuring that anyone serving on Council or a PEO committee receives appropriate orientation, education and training to enable them to fulfill their mandates effectively;
- Develop and approve an annual budget for the work of Council; and
- Evaluate its own performance periodically and develop criteria for such evaluations, and act on the evaluation results accordingly.

3.1.8 Code of Conduct

Council has established a Code of Conduct which applies to Councillors, in recognition of the high standards that are demanded of their position. The Code of Conduct supports effective performance, accountability, and a healthy governance culture.

The Code of Conduct is set out in the remainder of this section:

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

- carry out duties and responsibilities in a competent, efficient and safe manner;
- comply with the mandatory training requirements including all training required under legislation;
- adhere to PEO policies, procedures and applicable legislation;
- neither use, nor allow the use of, PEO property, resources, information and/or funds other than for authorized purpose(s);
- maintain confidentiality of any information obtained as a result of volunteering with PEO, during volunteer service and after their volunteer commitment is over;

- observe safety procedures, including, but not limited to, keeping themselves and others safe at all times, notifying PEO about any potential or perceived hazards in the working environment; notifying PEO about any accident, incident or property damage, etc.

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

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

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

[NOTE: a list of all of the PEO workplace policies that apply to Council will be added here]

3.1.9 Councillors' Liability and Insurance

As directors and officers of PEO, Councillors are responsible for their own actions, the actions of PEO, and in some cases the actions of other Councillors. Their fiduciary duties and other legal responsibilities as Councillors carry potential legal consequences both for PEO and for themselves. Councillors should take care to perform their duties in compliance with the law.

The Act provides legal immunity to PEO and its Councillors and other committee members for any acts done in good faith in the performance of their duties or in the exercise of their powers.

Councillors and committee members are insured through PEO's directors and officers liability insurance policy. The policy only covers Councillors' actions as Councillors, and does not extend to any personal matters. This insurance protects the assets of Councillors against errors and omissions. In the event of any third-party legal action against a Councillor, PEO's insurers would defend the action and be responsible for payment of any claims. PEO pays for the costs of this insurance coverage.

3.1.10 Review of Council Powers and Responsibilities

The contents of section 3.1 of this Manual will be reviewed by Council every three years.

3.2 President and Chair

The roles and responsibilities of the President and Chair are established by the Regulation and PEO's by-laws and policies.

3.2.1 Mandate

The President is the elected leader of PEO. The Chair, who is typically also the President (but can be a separate person), leads Council in carrying out its governance and fiduciary responsibilities to fulfill PEO's mandate.

3.2.2 Powers

The authority of the President and Chair rests in the powers given to them by Council, as well as by the Regulation, and is subject to any limits set out in the Act and PEO's by-laws.

3.2.3 Responsibilities

Acting as Chair of Council:

The Chair provides leadership in guiding Council and coordinating its activities to enhance the effectiveness of PEO's governance, oversees Council operations and processes, and acts as liaison between the Council and the CEO/Registrar.

In addition to the Chair fulfilling the duties and responsibilities of a Councillor, the Chair has other specific responsibilities to:

- Ensure orderly deliberation and decision-making at Council meetings, making use of the approved rules of order and ensuring all voices are heard;
- Ensure that Council meeting votes reflect consensus decisions or clearly decided motions;
- Work in conjunction with the CEO/Registrar to ensure the effectiveness and efficiency of Council meetings;
- Determine, review, and ensure the completeness of membership meeting and Council agendas, minutes and pre-read information in conjunction with the CEO/Registrar, and ensure that the CEO/Registrar provides Council with sufficient and appropriate information enabling Council to fulfill its responsibilities and to make decisions;
- Ensure that Councillors' submissions and new business items are appropriately triaged and managed (including directing to staff and/or committee for further review and action as per the Councillor Submissions Protocol);
- Attend applicable committee meetings, whether as a member or observer, to facilitate the coordination of regulatory and governance work across PEO's governing bodies;
- Ensure that Council meeting discussions are focused on regulatory and governance issues of a strategic nature, in keeping with Council's own prescribed role as a governance board;
- Build Council transparency, unity, solidarity, and trust;
- Understand the need for, and utilize, *in camera* meetings appropriately;
- Demonstrate Council's integrity and ethical behaviours including conflict of interest declarations when appropriate;

- Coach Councillors, collectively and individually, to ensure full utilization of individual capabilities and optimum performance of Council;
- Speak on behalf of Council, stating Council's position on issues it has considered or policies that PEO has previously adopted, as per PEO's communication policy;
- In conjunction with the CEO/Registrar, ensure that Councillors are always duly informed on matters of substance which fall within Council's regulatory governance mandate;
- Refer requests from external organizations to the CEO/Registrar for corporate response and inform Councillors of such requests and PEO's response as the President and Chair sees fit;
- Maintain open lines of communication with Councillors between meetings;
- Satisfy, from time to time, such other duties and responsibilities as may be assigned by Council; and
- Lead by example on role modelling PEO's Core Values and Governance Principles and Policies.

Acting as President of PEO:

In addition to fulfilling the duties and responsibilities of Council Chair, the President has other specific responsibilities to:

- Preside over member meetings, including PEO's AGM, ensuring an orderly consideration of business;
- Represent PEO to the public, members and staff. The President speaks for Council with all levels of government, universities, industry, and all external stakeholders, except in other specifically authorized instances. The President will coordinate with the CEO/Registrar on external engagement to ensure a consistent message and to avoid overlaps, in alignment with PEO's communication policy;
- Represent PEO at the annual general meeting of Engineers Canada, as a constituent member; and
- Satisfy any additional duties or responsibilities as delegated by Council from time to time.

3.2.4 Processes and Terms of Office

The President-elect is elected by PEO's members annually. The President-elect serves as a member of Council first, and then serves as President. The President-elect will approve the President's expenses.

The President assumes office effective at Council's first meeting following PEO's AGM.

The President of PEO typically serves as Chair of Council. In situations where the President and Chair are separate people, the powers and responsibilities assigned to each within this Manual apply separately to each person and role.

The President serves for a term of one year. The Chair will also typically serve for one year, coinciding with the President's term of office.

If the Chair is absent from a meeting of Council or is unable to act, the President-elect would act for the President and serve as Chair in their absence.

In the event the office of President becomes vacant, the President-elect will become the President and may be appointed by Council as Chair. If the President-elect is unable to assume office, Council will abide by the process outlined in the Regulation for appointing a new President.

The President and Chair has the right to delegate any of their functions to other Councillors as appropriate, but they are ultimately accountable to Council for the functions delegated.

3.2.5 Review of President and Chair Powers and Responsibilities

The contents of section 3.2 of this Manual will be reviewed by Council every three years.

3.3 CEO/Registrar

The roles and responsibilities of the CEO/Registrar are provided by the Act, the Regulation, and PEO's by-laws and policies.

3.3.1 Mandate

Under the Act, Council is required to appoint a Registrar to perform the work of PEO and to fulfill certain duties specified in the Act, the Regulation, and PEO's by-laws. Council has chosen to combine this role with that of a Chief Executive Officer, creating the position of CEO/Registrar.

The CEO/Registrar is responsible for the administration of the Act and the operation and oversight of the administration of PEO as directed by Council and in accordance with the Act and the by-laws. The CEO/Registrar reports to Council and is Council's sole employee.

3.3.2 Duties and Powers

The CEO/Registrar will perform all duties required by and exercise the powers assigned by the Act, the Regulation, and PEO's by-laws, as well as those duties and powers delegated by Council.

The CEO/Registrar will:

- Provide leadership to enable PEO to fulfill its regulatory role. This includes:
 - Overseeing all aspects of PEO's operating responsibilities as defined in the Act and the Regulation;
 - Developing Council's strategic direction and formulating a strategic plan for Council's approval;
 - Identifying and informing Council in areas of risk and opportunity for PEO;
 - Implementing policies approved by Council, as well as programs and objectives, to ensure the effective administration of the Act;

- Delivering regulatory services, programs, and change initiatives in accordance with established service delivery standards; and
 - Integrating Right-Touch Regulation and risk-based decision-making throughout all regulatory processes and programs.
- Develop, direct, and implement short- and long-range plans for programs and activities. This includes:
 - Supporting ongoing strategic planning activities; and
 - Implementing policies approved by Council related to PEO's operations.
- Develop, implement, and administer an organization plan, including delegation of authorities, staffing, operational committees, and performance management. This includes:
 - Developing effective succession plans for senior management; and
 - Selecting and developing an effective management team which supports PEO's vision, mission, and values.
- Develop, implement, and monitor operating and capital budgets, including systems, policies, and processes which maintain the financial integrity and viability of PEO. The CEO/Registrar will:
 - Ensure regular evaluation of all programs and services against agreed financial objectives;
 - Effectively manage PEO's capital and financial assets; and
 - Ensure internal financial controls are maintained and followed throughout PEO.
- Ensure PEO is efficient, responsive, results-oriented, and transparent in all of its activities. The CEO/Registrar will:
 - Implement and monitor PEO's operational plans; and
 - Foster a mission-oriented and inclusive culture throughout the organization, based on continuous learning principles where all employees are motivated and rewarded for both individual and team contributions.
- Represent PEO on regulatory and operational matters to the Attorney General.
- Represent PEO to Engineers Canada, other stakeholders, members, public, and private sector institutions and liaise with the provincial, federal, and municipal governments on regulatory issues. This includes:
 - Representing PEO to external stakeholders on regulatory policy and operational matters and on other matters at the request of the Chair;
 - Being a trusted voice regarding regulation of public safety and the engineering profession; and
 - Establishing and maintaining strong relationships with regulatory and industry peers and key corporate stakeholders.
- Support the work of Council including effective collaboration with the Chair to support PEO's governance process and outcomes. The CEO/Registrar will:
 - Provide Council with regular and timely reports;
 - Assist with the orientation of new Council members; and
 - Consult with the Chair in supporting Council's needs.
- Annually, in conjunction with Council, develop specific areas of focus and objectives related to the role of CEO/Registrar for the upcoming fiscal year.

The CEO/Registrar has the right to attend and speak at all meetings of the Council and its Committees, including *in camera* meetings, save to the limited extent that circumstances require Council to meet *in camera* in the absence of the CEO/Registrar.

The CEO/Registrar has the right to delegate any of their functions to appropriate PEO staff, but they are ultimately accountable to Council for the functions delegated.

3.3.3 Review of CEO/Registrar Powers and Responsibilities

The contents of section 3.3 of this Manual will be reviewed by Council annually, ensuring that it is aligned to the CEO/Registrar's job description and contract of employment as well as used to inform any performance evaluations of the CEO/Registrar.

3.4 Delegation of Authority

3.4.1 Principles

The Act establishes Council as PEO's board of directors and empowers it to manage and administer PEO's affairs. For the sake of effective governance, however, there must be a clear delineation of authority between Council, in its role as a board of directors, and staff, in the person of the CEO/Registrar, who reports directly to Council.

Council will focus on the governance of PEO – using the “direction and control” model – and will delegate day-to-day operations to staff, supported by committees, chapters and other forms of member and stakeholder involvement as necessary and appropriate.

Council embraces the principle of empowerment: that governance and management functions are exercised more effectively and efficiently when they are clearly delineated, with Council being responsible for governance and oversight at a high level, and the CEO/Registrar being responsible for management of PEO's operations. Organizational effectiveness is also enhanced when management decision-making authority is delegated as far into the organization as is consistent with levels of competence and capacity.

3.4.2 Policy

Council intends to finalize a Delegation of Authority Policy that delegates the authority for various PEO operations to the CEO/Registrar. The CEO/Registrar may further delegate those operational authorities to lower management levels, as appropriate. These delegations of authority are subject to limits imposed by legislation or by any by-laws or policies made by Council itself.

When approved, the Delegation of Authority Policy will be attached to this Manual as an appendix.

3.5 Council's Relationship with Management and Staff

Councillors and staff members have separate but complementary roles in carrying out PEO's mandate, and they share duties to serve the public interest. Effective collaboration and communication between Council and PEO management/staff is necessary to achieve good governance. At the same time, it is important for both Councillors and staff members to recognize each other's distinct roles and powers. Both contribute significantly to PEO's success.

Council has directed that Council's and staff's governance culture will be healthy, respectful, inclusive, and professional.

As stated in Council's Code of Conduct, Councillors are expected to treat one another and staff members with respect, cooperation and a willingness to deal openly on all matters. The President and Chair and the Registrar/CEO have primary responsibility for ensuring these standards are maintained. Their specific responsibilities, which include the maintenance of this relationship, are outlined above in this Manual. Within PEO, the Secretariat serves as a conduit between the work of Councillors and the work of staff. The Secretariat helps ensure that Council decisions and regulatory outcomes are clearly linked and inform one another on a continuous basis.

All Councillors and staff, however, can support these healthy, respectful relations, through their personal conduct and interactions, as well as through following prescribed channels for communicating requests, directions, or advice. Only the CEO/Registrar or their delegates can instruct staff to perform work. Councillors seeking information or support from staff should communicate their issue to the appropriate committee chair. Committee chairs and the President and Chair should communicate issues to the CEO/Registrar and/or the Secretariat, as appropriate in the circumstances.

PART 4: COUNCIL PERFORMANCE EVALUATION FRAMEWORK

4.1 Council Performance Evaluation Framework

Council is committed to periodically evaluating its own performance, as well as the performance of committees, Chairs, and individual Councillors, through formal annual evaluations based on pre-agreed criteria. Evaluating performance is an important element of effective governance. It supports accountability, transparency, and continuous improvement.

Council intends to establish a process and framework for these performance evaluations. This was identified as a strategic priority for 2023-2025, and the Governance and Nominating Committee has been tasked with developing that framework for Council's approval. Information about the performance evaluation framework will be added to this Manual when it is completed.

PART 5: COUNCILLOR ORIENTATION, PROFESSIONAL DEVELOPMENT, AND TRAINING

5.1 Orientation Program

To support effective governance, PEO and Council are committed to providing orientation, professional development, and training to Councillors. Council has directed that PEO will adopt a structured,

mandatory governance orientation and education program for Councillors, senior staff, and committee members, as well as a separate program for all committee chairs.

All Councillors should complete their orientation programming prior to attending their first meeting of Council or a governance committee.

Following each Council election, PEO provides all Councillors with an online orientation module, as well as a full-day orientation program that is mandatory for all new Councillors (and open to all Councillors to attend). The orientation program focusses on:

- PEO's mandate;
- PEO's governance framework;
- The roles, responsibilities, and expectations of Council and Councillors;
- Governance committees and statutory committees;
- Council's role in financial oversight and performance evaluation; and
- Training for committee chairs.

5.2 Professional Development and Training

Effective governance is also supported by providing Councillors with ongoing professional development and training regarding their governance responsibilities.

The Councillor Training Protocol is attached to this Manual as **Appendix C**. This Protocol provides the framework within which, on a voluntary basis, Councillors can indicate interest in and apply for governance training courses which are focused on key accountabilities and responsibilities for board directors. The purpose of this Protocol is to outline the processes, criteria, and rules to support a clear and consistent administrative process to coordinate Councillors' requests.

PART 6: OTHER POLICIES, PROCEDURES, AND GUIDELINES

6.1 Special Rules of Order

By-Law No. 1 establishes requirements for the conduct of Council and committee meetings. Among those requirements, the procedure at all such meetings is governed by the rules set out in *Nathan and Goldfarb's Company Meetings for Share Capital and Non-Share Capital Corporations* except as otherwise required by law and except as amended or supplemented by PEO's by-laws.

Council may, from time to time, also pass Special Rules of Order to supersede or supplement the rules contained in *Nathan and Goldfarb's Company Meetings*.

For 2022-23, Council has passed Special Rules of Order which relate to reconsidering and rescinding motions, speaking rights, limiting or extending limits of debate, procedures for Council and committee appointments, and meeting details and agendas.

All Councillors and committee members are required to know and abide by the rules of order as set out in By-Law No. 1, *Nathan and Goldfarb's Company Meetings*, and any Special Rules of Order.

6.2 Councillor Submissions Protocol

6.2.1 Purpose

Council wishes to be transparent and to function in a way that is receptive to Councillor inputs and initiatives, while at the same time focusing on fulfilling the regulatory governance mandate that Council has been given under the Act.

PEO encourages the submission of relevant regulatory and governance items, ideas and suggestions from Councillors, while at the same time following good governance practice by (1) providing an opportunity for each item to benefit from due diligence prior to coming before Council itself, and (2) designing all PEO meetings to enable Council to focus on its principal objectives (regulatory and governance).

6.2.2 Policy: Councillor Submissions to Council Meetings

Council recognizes that its decision-making power is best exercised based on proper evidentiary and analytical foundation.

As a matter of good governance, Council strives to refer all submissions relevant to the work of Council from Councillors first to the responsible committee or the CEO/Registrar, to determine where the item requires committee or staff review prior to being brought to a Council meeting. In that way, each submission will benefit from appropriate due diligence prior to being considered by Council for a decision.

Once a submission is referred to a committee or to staff, they will contact the Councillor who made the submission to understand the context, rationale and evidentiary basis for the proposed initiative.

The Secretariat will maintain a log/tracking sheet of all submissions to monitor, to ensure these are dealt with in a reasonable timeframe. Reporting to Council on submitted items will be conducted through this tracking mechanism.

6.2.3 Submissions from PEO Members

PEO members should submit ideas and suggestions through PEO's AGM. PEO Chapters should submit ideas and suggestions to the Regional Councillors Committee (the "RCC"), who will determine if the item is within PEO's regulatory and governance mandate. The RCC will forward items within PEO's remit to the Secretariat, who will follow the procedures outlined above.

6.2.4 Review of Protocol

This Protocol will be reviewed by Council every three years.

6.3 Councillor Expenses and Expense Reimbursement Policy

Councillors are reimbursed for all reasonable expenses on travel, accommodation, meal and other miscellaneous expenses incurred while conducting PEO business in accordance with the Expense Reimbursement Policy as approved by Council.

[This Policy will be added as Appendix D]

DRAFT

Appendix A – Governance Committee Terms of Reference

[Insert when finalizing Manual]

DRAFT

Appendix B – 2023-2025 Strategic Plan

[Insert when finalizing Manual]

DRAFT

Appendix C – Councillor Training Protocol

[Insert when finalizing Manual]

DRAFT

Appendix D - Expense Reimbursement Policy

[Insert when finalizing Manual]

DRAFT

IMPLEMENTING COUNCIL'S DECISIONS RE NON-GOVERNANCE COMMITTEES

Purpose: To provide an update, and seek further direction, on the implementation of the Council decisions made in March 2021 regarding PEO's non-governance committee, including Council's decision that regulatory policy governance must be centralized within the Regulatory Policy and Legislation Committee.

Motion(s) to consider:

None

Prepared by: Marina Solakhyan – Director, Governance

1. Need for PEO Action

(a) Introduction

The governance model established by Council distinguishes between "governance" committees and "statutory" committees and committees that are neither "governance" nor "statutory".

Governance committees relate to the governance, oversight and direction of PEO as an organization. Council has established four governance committees: Governance and Nominating Committee (GNC), Regulatory Policy and Legislation Committee (RPLC), Human Resources and Compensation Committee (HRCC), Audit and Finance Committee (AFC)

"Statutory" committees relate to core functions of PEO's mandate as the regulating body for professional engineering (notably Complaints, Discipline, Registration, Academic Requirements, Experience Requirements).

The current committees that are neither "governance" nor "statutory" include: Licensing, Enforcement, Professional Standards. In the previous governance system, they had a policy role.

(b) Council direction re PEO committees

In March 2021, Council adopted a series of governance directions to bring clarity to how PEO will use committees in its new governance system. This included setting the following directions that relate to PEO's regulatory policy:

- PEO will use only the regulatory committees mandated by legislation, with mandates as per statute.
- Regulatory policy governance will be centralized by Council in the Regulatory Policy & Legislation Committee (RPLC).
- Current committees will not take on any further regulatory or governance policy functions but may finalize current regulatory policy work under the oversight of the RPLC with a final transfer of responsibilities effective 2022 AGM.

(c) Transition of policy projects to RPLC

To implement the above directions, RPLC reviewed all policy projects by non-governance committees and made a number of recommendations at its September 2022 meeting that will allow the RPLC to transition and oversee the implementation of all outstanding policy projects, including the professional practice guidelines that are currently under review by the Professional Standards Committee.

(d) Final step: Review by the GNC

As the final step in the transitioning process, the GNC was tasked with a review of the terms of reference of all non-governance committees that used to have a policymaking role prior to 2021. These committees include Academic Requirements Committee, Experience Requirements Committee as well as the Enforcement Committee, the Licensing Committee and the Professional Standards Committee.

2. Proposed Action / Recommendation

(e) Regulatory committees

As per Council's direction, committees mandated by legislation were asked to propose changes to their terms of reference to bring them in line with the statute. Both committees met before the end of 2022 to propose changes to their terms of reference.

At the February GNC meeting, the committee reviewed the terms of reference as recommended by the Academic Requirements Committee (Appendix A) and Experience Requirements Committee (Appendix B) and agreed to recommend to Council that the revised terms of reference be approved as proposed.

(f) Committees that are neither governance nor statutory

At its February 2023 GNC meeting, the committee also considered the future structure of PEO committees that are neither governance nor statutory and directed staff to develop terms of reference for an advisory group that could replace these committees.

This recommendation was supported by findings from a survey that was conducted in the fall of 2022 to understand what outputs of the non-governance committees should be retained to assist PEO in fulfilling its regulatory mandate, and how volunteer expertise can best be called upon to contribute to PEO's regulatory goals and objectives in the new governance system. Feedback indicated that just over half of all respondents think that volunteer expertise can best be called upon through advisory groups consisting of subject matter experts that are consulted as required.

This recommendation is also in line with PEO's current strategic initiatives and goals set by Council as they relate to enhancing PEO's strategic capabilities through increased engagement with stakeholders, including licence holders. An advisory group would provide an effective mechanism to seek input and feedback on matters related to regulatory policy, including professional standards and matters related to licensure and to provide advice and guidance on emerging issues that may impact the profession. The establishment of an advisory group would also ensure meaningful and timely opportunities for volunteers and other licence holders and would improve the quality and effectiveness of Council decisions.

(g) Impasse at the March 2023 GNC meeting

In March, the following motions were provided to the GNC for the committee's review and recommendation to Council:

1. That Council approves the revised Terms of Reference of the Academic Requirements Committee and the Experience Requirements Committee, as proposed.
2. That, effective as of the 2023 AGM, the Licensing Committee, Enforcement Committee and Professional Standards Committee be stood down, with Council's thanks and appreciation to all current and previous members.
3. That Council commits to establishing, as soon as practicable but no later than September 30, 2023, an Advisory Group as described in the proposed Terms of Reference appended to this Briefing Note (see Appendix C).

At the GNC meeting that took place on March 13, 2023, the majority of the committee members that were present voted against the proposed motions. Similarly, the committee was not able to come to an agreement regarding next steps. While there was general agreement with the concept of an advisory group comprising expert volunteers and other licence holders, there was a lack of consensus among the committee members on the number of advisory groups needed (for example, it was suggested that more than one specialized advisory group can be established); whether Licensing, Enforcement and Professional Standards committees should be stood down; and, in general, how Council's direction to "centralize regulatory policy governance in the RPLC" should be implemented. The committee consequently agreed to bring this issue to Council in March for discussion so that further direction could be set.

3. Next steps

N/A

4. Appendices

Appendix A: Terms of Reference – Academic Requirements Committee
Appendix B: Terms of Reference – Experience Requirements Committee
Appendix C: Terms of Reference - Professional Advisory Group

Terms of Reference
Academic Requirements Committee (ARC)

Issue Date: January 2023

Review Date: TBD

<p>Legislated and other Mandate approved by Council</p>	<p>The Academic Requirements Committee (ARC) is established in Section 10(1) of the <i>Professional Engineers Act</i> and subsections 14(3), 14(4) and 18(3) of the Act define the conditions for referral of an application to ARC.</p> <p>Subsection 14(6) of the Act defines the content of determinations made by ARC in formal communication to the applicant from the Registrar.</p> <p>The regulatory mandate of ARC is as set out in Section 40 of R.R.O. 1990, Regulation 941, with respect to applications that are referred to perform an assessment of the academic qualifications of an applicant for a licence, temporary licence or limited licence.</p> <p>The committee is required to assess an applicant's academic qualifications, and to determine whether academic requirements are satisfied, or specify any further actions that must be taken to satisfy the academic requirements for licensure.</p> <p>ARC may be consulted by the Registrar as needed to advise on matters relating to regulatory and operational policy that is relevant to academic assessment. Consultation may be initiated by staff, as directed by the Registrar, or as directed by Council to be conducted by the Registrar.</p>
<p>Key Duties and Responsibilities</p>	<p>Review and assess the academic qualifications of applicants referred to ARC, determine whether the applicant has met the academic requirement for licensure, and advise the Registrar of its determination.</p> <p>Refer applications to the Experience Requirements Committee (ERC), as applicable, to assess how an applicant's experience may be considered in the assignment of exams; review and approve ERC recommendations.</p> <p>Recommend exams or other actions to be taken by an applicant to meet the academic requirement in the event of a negative assessment; review the form and content of recommended exams.</p> <p>Review information from the Canadian Engineering Accreditation Board (CEAB), Canadian Engineering Qualifications Board (CEQB), and other relevant sources, and make recommendations for either consideration or implementation by PEO.</p> <p>Review relevant academic syllabi developed by CEQB, develop custom syllabi and associated Board Sheets as required; make recommendations on their implementation for academic assessment.</p> <p>Provide advice when requested regarding regulatory and operational policy relevant to academic assessment of applications; provide recommendations on rules and procedures used to complete academic assessments (e.g., the "Red Book"); advise on emerging trends relevant to academic assessment.</p>

Terms of Reference
Academic Requirements Committee (ARC)

Constituency & Qualifications of Committee/Task Force Members	<p>There is no fixed number of members. The committee membership should be representative of most engineering disciplines, as reflected by the academic qualifications of licensure applicants.</p> <p>Members should have a minimum of 10 years of engineering experience, and experience with undergraduate engineering curricula and accreditation of academic programs. Prior experience with evaluation of academic credentials is preferable.</p> <p>Council shall appoint the members of the ARC.</p>
Qualifications and election of the Chair	<p>The ARC members shall recommend a Chair to be appointed by Council from among its members.</p> <p>The Chair should be an active member of ARC who is experienced in its applicable policies and procedures.</p> <p>The term as Chair is normally two years.</p>
Qualifications and election of the Vice Chair(s)	<p>The ARC members shall elect a Vice-Chair from among its members.</p> <p>The Vice-Chair shall be an active member of ARC who would be suitable to serve as a future Chair.</p> <p>The term as Vice-Chair is normally two years.</p> <p>ARC may replace a Vice-Chair in response to a petition that is ratified by at least 67% of all committee members, and the new Vice-Chair shall serve the remainder of the current term.</p>
Duties of Vice Chair(s)	<p>Act as the ARC Chair's delegate as needed.</p>
Term Limits for Committee Members	<p>Appointments are for three-year terms. There is no limit to the number of terms a member may sit on the ARC.</p> <p>Members will be asked annually if they wish to continue serving on ARC.</p>
Removal of Committee Members	<p>Council may remove a member who is inactive, or where there is a concern about the member's conduct or performance of duties, or in response to a petition that is ratified by at least 67% of all committee members.</p> <p>In the case of the removal of the Chair, Council shall appoint an interim Chair until a permanent replacement is appointed to serve the remainder of the Chair's term.</p>
Quorum	<p>A minimum of three members are required to conduct any business of ARC.</p>
Operational year time frame	<p>January-December.</p>

Terms of Reference
Academic Requirements Committee (ARC)

Meetings and Time Commitment	ARC normally meets for a full day on the third Friday of each month. Members are expected to attend a majority of meetings each year. Members are expected to participate in academic assessments and other reviews as part of the scheduled meetings, and as assigned outside of the normal meeting dates.
Committee advisor	Cliff Knox, P.Eng., Manager – Applications and Academic Assessment

ERC Terms of Reference (clean)

Experience Requirements Committee - ERC
Terms of Reference

Issue Date: December 9, 2022
Approved by: Experience Requirements Committee

Review Date: December 9, 2022
Review by: Manager, Experience Assessment

Legislated and other Mandate approved by Council	<p>To assess the experience of applicants as required:</p> <ul style="list-style-type: none"> (e) to determine if experience under the Regulations has been met; (f) to recommend to the ARC how experience should be taken into account in assigning of examinations; (g) to interview applicants where there is a question of the ability to communicate effectively in English; and (h) in the case of reinstatement – to assess applicant’s knowledge and understanding of the current laws and standards governing the practice of professional engineering <p>To advise the Registrar with respect to the foregoing. (Mandate approved in principle by Council)</p>
Key Duties and Responsibilities	<ul style="list-style-type: none"> • Review and evaluate the experiential qualifications of applicants • Review, evaluate, recommend and make procedures pertaining to ERC’s mandate • Interact with the Academic Requirements Committee (ARC) on issues of commonality and interest.
Success Measurements of Key Duties and Responsibilities	<ul style="list-style-type: none"> • Timely and appropriate advice to the Registrar. • Monthly approval of ERC Interview recommendations. • Ensuring that the public interest is served and protected.
Constituency and Qualifications of Committee Members	<p>Minimum seven members of the Association, including chair and immediate past chair. Two-thirds continuity is desired as a minimum with as many of the PEO recognized engineering disciplines as possible to be represented. Council representation may also be included. Members are appointed annually by Council on the consideration that the proportion of the engineering disciplines represented is to be approximately same as that for the applications to be considered. Members should have at least ten years of experience as an engineer.</p>

Term Limits for Committee Chair and Vice Chair	The Chair and Vice Chair are elected annually for a one-year term, from January to December. The Chair and Vice Chair may be re-elected to their positions to serve a maximum of three (3) consecutive years. To ensure continuity, it is desirable that the Vice Chair moves to the Chair's position, once the Chair's term of service is expired. Once the Chair and/or Vice Chair have served for the maximum term for their respective positions, they are not eligible for reappointment to those positions. The Chair, once having served as Chair, may only serve as a general committee member.
Term Limits for Committee Members	Given the statutory mandate of the ERC as well as the reliance on the expertise and experience of their members in order to carry out their legislated mandates, there is no term limit imposed on the general membership of this committee. However, in order to maintain their membership, members are expected to actively participate in the committee activities, conducting interviews and attending committee meetings. Staff will review members' participation on an annual basis and advise the Chair and the Vice-Chair about recommended actions on this matter, up to including removal of the committee membership.
Succession Planning	<ul style="list-style-type: none"> • Renewal of the committee's membership and on-boarding of new committee members' requirements will be assessed and identified in the annual Human Resources Plan to: <ul style="list-style-type: none"> (d) replace Committee members who move on to other Committee or Council responsibilities (e) replace Committee members who are no longer willing or able to serve on the committee (f) ensure that there is an adequate pool of panel members conducting interviews that matches, as best as possible, the work experience of applicants. These include traditional as well as emerging disciplines • Identify members with leadership qualities and interest in ERC activities and invite them to join the ERC Sub-Committee. Under normal circumstances, the ERC Sub-Committee should be the source for future ERC officers (Chair and Vice-Chair). <p>The ERC will strive to bring to the Committee and to the ERC Sub-Committee, new members representing a diversity of disciplines, gender and visible minorities.</p>
Recruitment of New Committee Members	The committee assists Human Resources in the recruitment of new committee members to ensure wide discipline representation based on applications received, especially in the non-traditional disciplines.
Quorum	According to the Regulations Section 41 (1) three members constitute a quorum
Reporting Requirements	The Chair shall submit an annual report, not later than January 15 th of each year to the Council. The ERC members shall provide notes on each experiential assessment in the file for individual applicants.
Meeting Frequency & Time Commitment	There are 6 regular meetings for the Committee as a whole where a small fraction of the membership (those that have the time available) shows up. These meetings are really not the core function of the committee which is to conduct individual interviews with applicants. At these business meetings, policies and procedures are reviewed as well as any additional issues

	related to the work of the ERC.
Committee Advisor	Manager, Experience Assessment
Staff Support	Director, Licensing

Professional Advisory Group (the “Advisory Group”)

Terms Of Reference

1. Purpose

The Professional Advisory Group (the Advisory Group) facilitates meaningful engagement with licence holders who have professional expertise in various areas of engineering regulation. Council has established the Advisory Group and it is managed and supported as part of PEO’s external relations and policy development functions. The Advisory Group supports the following functions:

- 1.1. Ensures meaningful opportunities for licence holders to inform the quality and effectiveness of Council decision-making, through engineering practice expertise, with a view to serving and protecting the public interest.
- 1.2. Provides both Council and the CEO/Registrar and their staff with input and feedback on matters related to regulatory policy, including licensing, registration, practice standards and guidelines, practice advice, continuing professional development, quality assurance, complaints, enforcement against unlicensed practice as well as other matters pertaining to public interest in the regulation of the practice of professional engineering.
- 1.3. Provides advice and guidance on emerging practice issues that may impact the profession.

2. Accountability

- 2.1. The Advisory Group will have an advisory role only. The Advisory Group will have no policy making role – as per Council direction regulatory policy is centralized within the Regulatory Policy and Legislation Committee. The Advisory Group is tasked with commenting on proposed policy initiatives as well as proposing new initiatives that are within PEO’s mandate.
- 2.2. The Advisory Group will have no authority to:
 - 2.2.1. Speak on behalf of Professional Engineers Ontario
 - 2.2.2. Change policies or official position statements, or
 - 2.2.3. Spend or commit funds.

3. Function/Deliverables:

- 3.1. As requested by CEO/Registrar or designate, or by Council or any of its governance committees, to advise and inform PEO, in accordance with the relevant legislation, regulations and bylaw, as to ongoing matters of concern with respect to regulatory issues related to the practice of professional engineering.
- 3.2. To provide review for documents produced that are of relevance, including those related to professional standards and matters related to licensure.
- 3.3. To assist PEO in identifying and/or seeking external stakeholders or vendors as required to produce material or provide feedback.
- 3.4. To assist PEO in the communication messaging and formats relating to the practice of professional engineering to support compliance with regulatory requirements.

4. Membership

- 4.1. Up to [xxx] licence holders, selected through an expression of interest process and appointed from time to time by Council on the recommendation of the CEO/Registrar or designate. At least [xxx] members of the Advisory Group must be practising engineers.

- 4.2. Members will be selected based on identified competency criteria.
- 4.3. As the Advisory Group functions as an advisory body, it is important that members be drawn from and represent broad constituencies and diverse groups to support PEO's strategic direction and the objectives of the Anti-Racism and Equity Code approved by Council.

5. Chair

- 5.1. The Chair is selected by the vote of the Advisory Group members annually among its members.
- 5.2. The Chair manages the meetings of the Advisory Group.

6. Term of Appointment

- 6.1. The term of appointment for Advisory Group members is two years. Members may be eligible for reappointment for additional two terms. Member reappointment will be based on member attendance and participation as well as relevance of the subject area of the member's expertise.

7. Meetings and Procedures

- 7.1. The Advisory Group will meet as often as required subject to the priorities of PEO or engineering community at large.
- 7.2. Meetings will be held in person or virtually in accordance with applicable PEO procedures.
- 7.3. Meeting agendas will be developed by staff based on the priorities of PEO, including Council and its governance committees.
- 7.4. Meeting minutes will be recorded by staff.

8. Conduct

- 8.1. Members must declare conflicts of interest (perceived or actual) prior to discussions or at any time a conflict of interest or potential conflict of interest arises.
- 8.2. Members will abide by their signed confidentiality agreement.
- 8.3. Advisory Group member conduct will be subject to the Code of Conduct for Council, and any applicable legislative requirements, such as those related to confidentiality and workplace harassment.

9. Budget and expense reimbursement

- 9.1. The Advisory Group will have no budget authority.
- 9.2. Members will be reimbursed for reasonable expenses related to Advisory Group participation as set out in the Expense Reimbursement Policy.

10. Review of Terms of Reference

- 10.1. The Advisory Group will review its Terms of Reference on an annual basis or as requested by Council, or CEO/Registrar or designate.

Approved by Council: [DATE]

SUPPORTING EVOLUTIONARY IMPROVEMENTS TO FARPACTA ADMISSIONS (Revised)

Purpose: To pro-actively identify and detail possible improvements to PEO's upcoming new FARPACTA admissions processes with the objective of attempting to remove new barriers to P.Eng. licensure imposed by the first generation FARPACTA "P.Eng. only if you have B.Eng.," admissions processes.

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

- (a) A Working Group composed of admissions experts from ARC and ERC be asked to provide Council with admissions process directive recommendations to enable Council to provide informed admissions process direction to the CEO/Registrar as part of PEO's ongoing admissions process quality improvement processes. These recommendations will consider, but are not limited to,
 - (i) Admissions process guiding principles (with a provincial and national lens).
 - (ii) Removal of barriers to P.Eng. licensure introduced by the new FARPACTA admissions processes.
 - (iii) Equity, diversity, and inclusivity (EDI) considerations.
 - (iv) Impacts on the admission of emerging disciplines.
 - (v) Impacts on stakeholders.
 - (vi) Impacts on the protection of the public interest.
 - (vii) Time to licensure.
- (b) The ARC and ERC Working Group recommendations should be peer reviewed by the LIC and RPLC prior to coming to Council.
- (c) ARC and ERC Working Group members will be considered non-voting participants, i.e., not just observers, in RPLC committee meetings when this motion's recommendations proceed through RPLC.

Prepared by: Roydon Fraser, P.Eng., Ph.D., FEC, President-Elect

Moved by: Roydon Fraser, P.Eng., Ph.D., FEC, President-Elect

Revision:

Motion was changed from having the ARC and ERC Working Group working on possible next generation admissions models to having staff, through the CEO/Registrar, work on future admissions model(s) under the direction and control of Council.

1. Need for PEO Action

This motion is a natural follow-on to the November Council meeting approval of IIDD identified B.Eng.'s as an equivalent to an engineering bachelor's degree in Canada. The approved motion is reproduced below. It contemplates possible expansion of the definition of equivalent to an engineering bachelor's degree in Canada because, in part, of the new barriers to P.Eng. licensure imposed by the new "P.Eng. only if you have B.Eng.," FARPACTA satisfying, admissions model.

“That Council recognize that obtaining a bachelor’s degree in an engineering program that is included in the International Institutions and Degrees Database (IIDD) administered by Engineers Canada, subject to successful completion of a confirmatory examination program, is equivalent to a bachelor’s degree in a Canadian engineering program that is accredited to the Council’s satisfaction.” - approved unanimously

A partial list of new barriers to, and reduced standards veracity of, P.Eng. licensure includes, but is not limited to, the following:

- (i) No longer a path for many Engineering Master’s and Ph.D.’s to be P.Eng. licensed [Equity/fairness issue; emerging disciplines issue; new barrier].
- (ii) No longer a path for B.Tech graduates to be P.Eng. licensed [Equity/fairness issue; prior PEO agreement issue; new barrier].
- (iii) Non-CEAB accredited engineering programs in Canada are automatically excluded from the IIDD, but had the programs not been delivered in Canada they could very likely be on the IIDD, e.g., it has happened that new engineering programs in Canada are not immediately CEAB accredited [Equity/fairness issue; new barrier].
- (iv) No longer a path for science and math degree graduates to be P.Eng. licensed [Equity/fairness issue; emerging disciplines issue; new barrier].
- (v) No longer a path for technologists to be P.Eng. licensed [Equity/fairness issue; new barrier].
- (vi) Requiring confirmatory examinations before an applicant is considered for licensure introduces a new barrier to those applicants who otherwise would be exempt from writing examinations. [Possible reduction in number seeking licensure; new barrier].
- (vii) Old admissions process enabled wider variety of applicants to write the Professional Practice Examination when application was incomplete, so still many of those who did not get licensed at least demonstrated knowledge of professional engineering ethics. [Decrease in number of people who know professional engineering ethics; new barrier].
- (viii) By accepting the IIDD as the standard for equivalent to a bachelor’s degree in a Canadian engineering program that is accredited to the Council’s satisfaction, there is no longer a confirmatory check of an ‘*individual*’ applicant’s academic *breadth* of knowledge. [violates the principle of accessing the individual and not the program, i.e., does not adhere to the CEAB principle of ‘*minimum path*’; reduced standards veracity].

If PEO wishes to protect the public interest by regulating professional engineering, it must have an admissions process that does not have artificial barriers. Restricting a P.Eng. to only those who possess a B.Eng. not only inserts new barriers to the P.Eng., it also contributes to a less inviting, less respecting of competency, less pride promoting, model of admissions.

Two examples of the new barriers to P.Eng. licensure are given in Appendix A and Appendix B. Appendix A is a letter from McMaster concerning the negative impact of PEO’s FARPACTA admissions changes on their B.Tech graduates, while Appendix B is a summary of the impact of the first generation FARPACTA admissions model on admissions guiding principles as determined by a prior ARC working group.

2. Proposed Action / Recommendation

Request that ARC and ERC form a Working Group to provide Council with admissions process direction and control recommendations as per motion.

3. Next Steps (if motion approved)

- Form as soon as possible the ARC and ERC Working Group that includes at least one Councillor given the purpose of creating direction for PEO Council.
- Request expected timeline from ARC and ERC Working Group.

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

Expect existing ARC and ERC budgets to be sufficient or mostly sufficient. Some additional cost to hold some meetings may be incurred for possible meetings outside of normal ARC/ERC meeting days, or for an additional volunteer attendee expert not on ARC/ERC.

5. Peer Review & Process Followed

- Councillor generated motion.
- Given purpose of this motion is to assist Council in setting direction, including identifying what stakeholders to include in the direction, the appropriate peer and stakeholder for this particular motion, at this stage, is Council itself.

6. Appendices

- Appendix A: B.Tech letter from McMaster
- Appendix B: Guiding principles summaries of the existing PEO admissions process, first generation FARPACTA admissions process, and one possible future FARPACTA admissions process as prepared by a prior ARC working group in Summer 2022.
- Appendix C: Abbreviations

February 23, 2023

Professional Engineers Ontario
40 Shepard Avenue West, Suite 101
Toronto, ON M2N 6K9

C-556-3.10a
Appendix A

Dear PEO Council,

I am writing to express my concerns regarding the recently announced changes to the PEO licensing process that excludes McMaster University Bachelor of Technology graduates.

McMaster University currently has an agreement with the PEO whereby graduates of our B.Tech. Programs are given Confirmatory Exams to satisfy the Academic Requirements. The B.Tech. Programs are Undergraduate University-level Degrees — they are not College-level programs. The current agreement between McMaster and the PEO came from an ARC B.Tech. Subcommittee that performed a detailed review of our programs (this was led by Prof. Bob Dony, past PEO President). We have this agreement in writing.

The recent announcement that our graduates may no longer apply for a license was shocking. I was aware there was a new FARPACTA-friendly application process coming, but I did not imagine that a new process based on ‘fairness’ would exclude our students. The changes are effective May 15th, 2023, meaning that students graduating this coming June will be ineligible to apply for a license. This is incredibly unfair to our students who entered our programs with the expectation they would be eligible to become a P.Eng..

Students, parents, employers, McMaster Faculty, and even career guidance counsellors have all been operating under the assumption that our graduates would be eligible to become licensed. We have received hundreds of complaints regarding the new rules. Some of our part-time students are sponsored by their employers – who will now receive zero return on their investment, not to mention the millions of dollars paid by students and parents. Our Bachelor of Technology Programs were created to serve a strategic purpose in the province of Ontario, and all internal and external reviews of these programs praise their value. In 2022, 113 of our graduates applied to the PEO, which demonstrates the need for our graduates to be eligible for licensing. Programs such as Automotive and Vehicle Engineering Technology, Civil Engineering Infrastructure Technology, Manufacturing Engineering Technology, and Power and Energy Engineering Technology, were all created to serve Ontario’s most critical and strategic sectors.

I understand there is a motion being presented to the PEO Council that could improve the new FARPACTA admissions model, and I would like to support that motion. Excluding the Bachelor of Technology graduates from the application process is not in the best interest of Ontario and is not in the spirit of providing fair access to our profession.

I appreciate your consideration and attention to this matter.

Sincerely,



Dr. Konstantinos Apostolou, L.E.L.
Associate Director – Undergraduate Studies
W Booth School of Engineering Practice and Technology
McMaster University
e-mail: apostol@mcmaster.ca

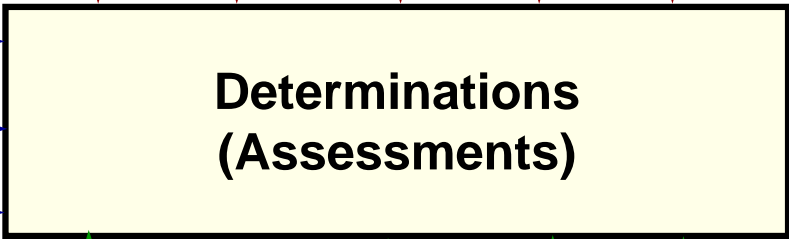


PEO's Licensing System

C-556-3.10a
Appendix B

INPUT

- Required Authentic Documents
- (Completed) Applications
- Applicant's Needs & Preferences



CONTROL

- Council / Registrar
- Prof. Engineers Act & Regs.
- FARPACKTA
- PEO's Policies (e.g. RPLC)
- Ontario Fairness Commissioner & Guiding Principles

Licence issued / No licence issued

OUTPUT

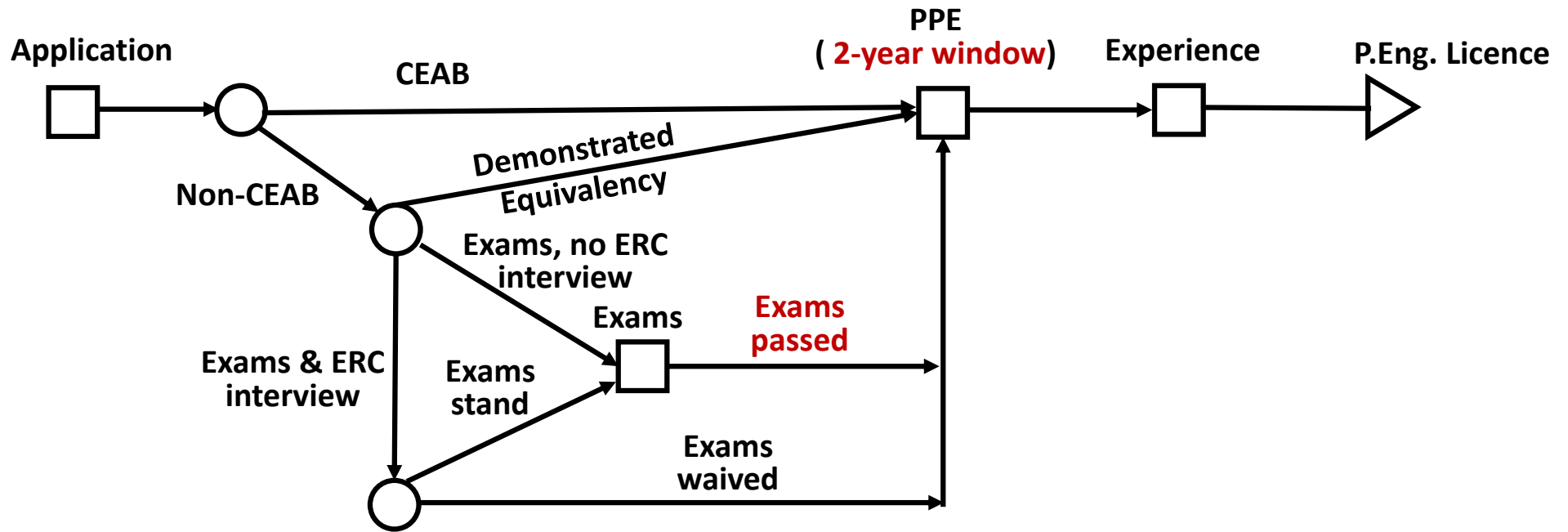
MECHANISM

- PPE
- Licensing Staff
- ARC / Procedures Manual
- Experience / ERC
- History Database

ARC Activities Report (2022)



The current PEO licensing process

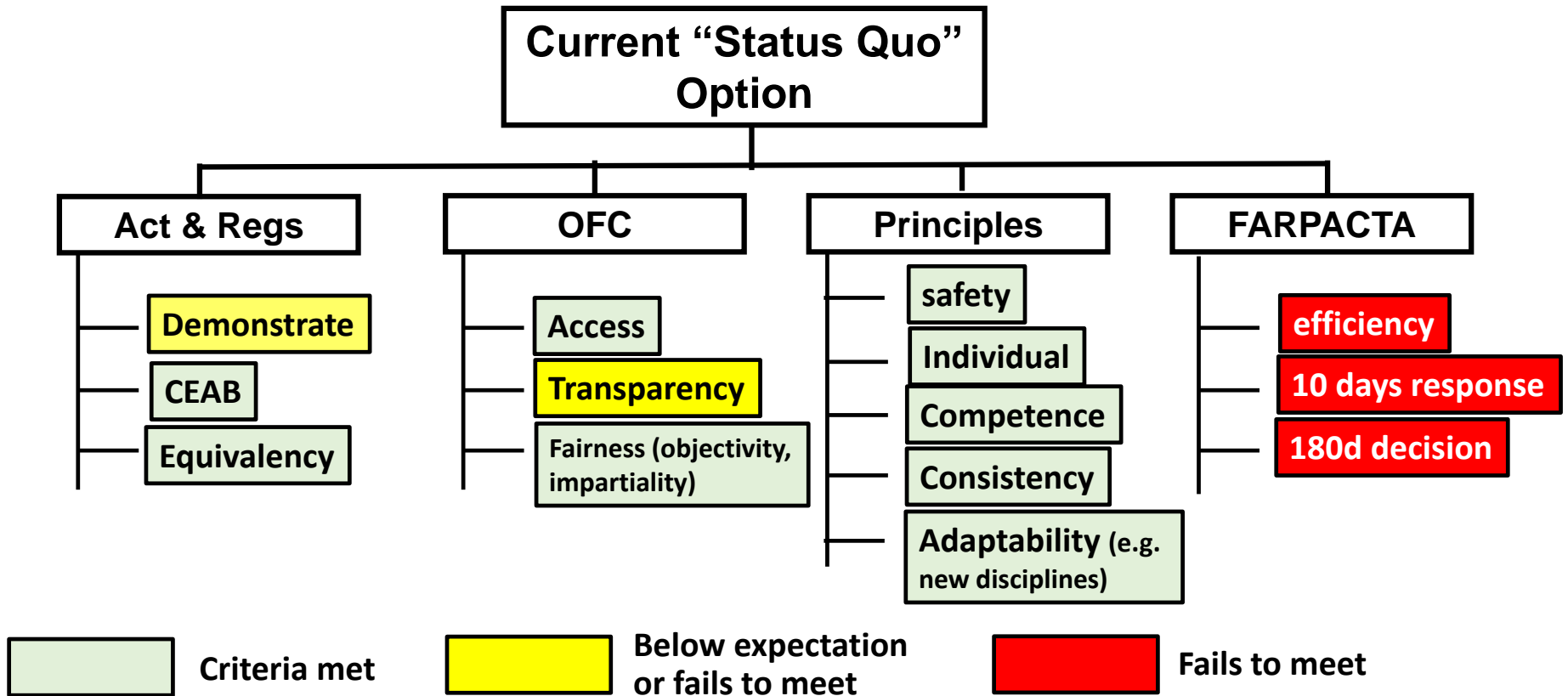


**Average duration in months:
20 (CEP); 28 (DCEP); 31 (SEP)**



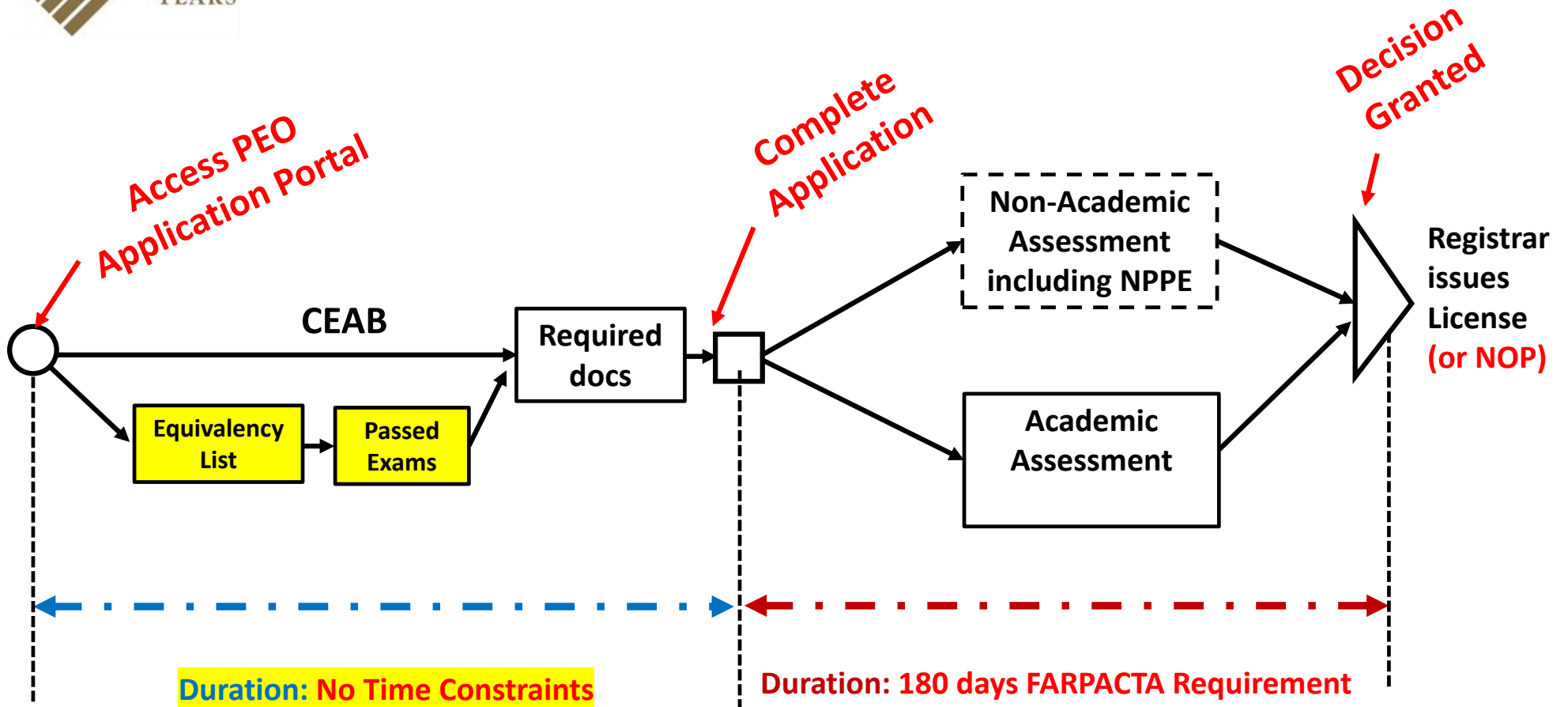
Objectives and Measures

Option 1: Continue to accept all applications irrespective of academic credentials (status quo)





PEO Staff Proposed Licensing Model under FARPACTA

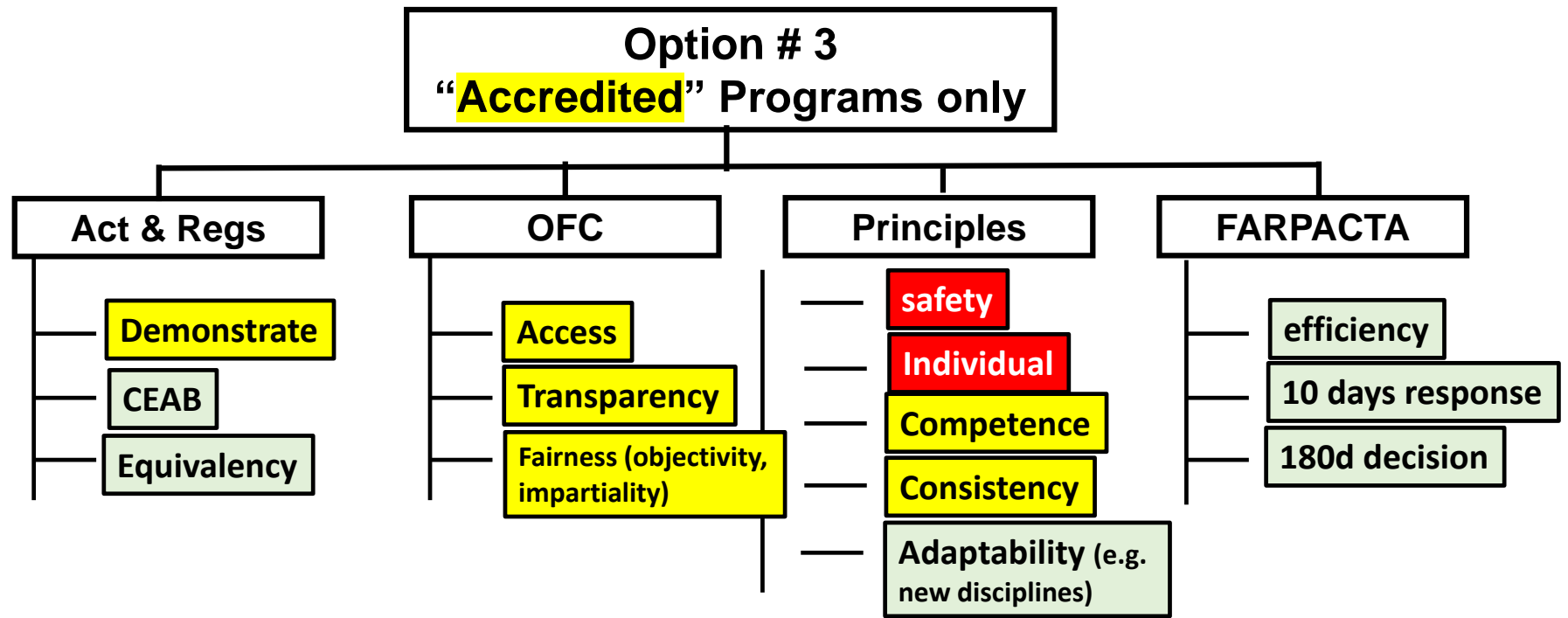




Objectives and Measures

What is an “accredited Program”? “IDD Stamp of Approval” ????

Option 3: Modify the assessment process to accept **accredited programs** as equivalent and to reduce the number of assigned exams to be passed within six months



Criteria met

Below expectation or fails to meet

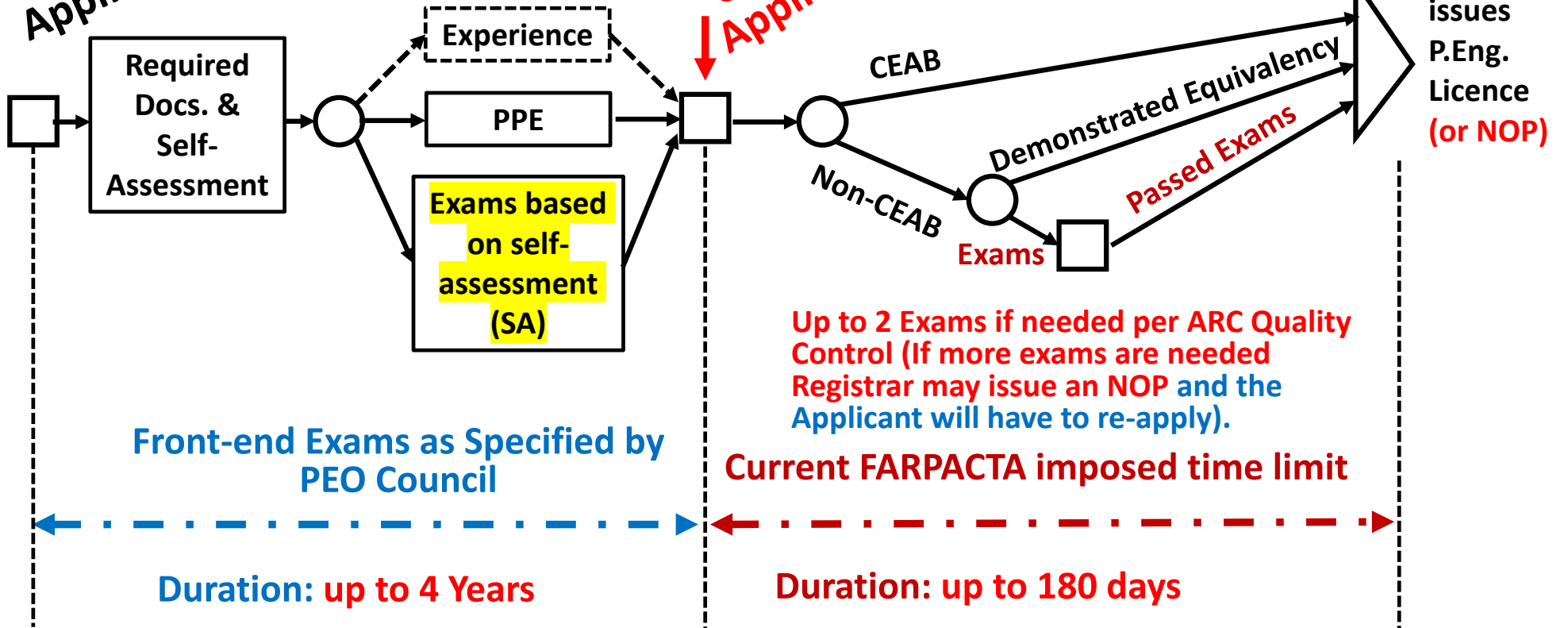
Fails to meet

Activities Report (2022)



Proposed PEO Licensing Model under FARPACTA

Application



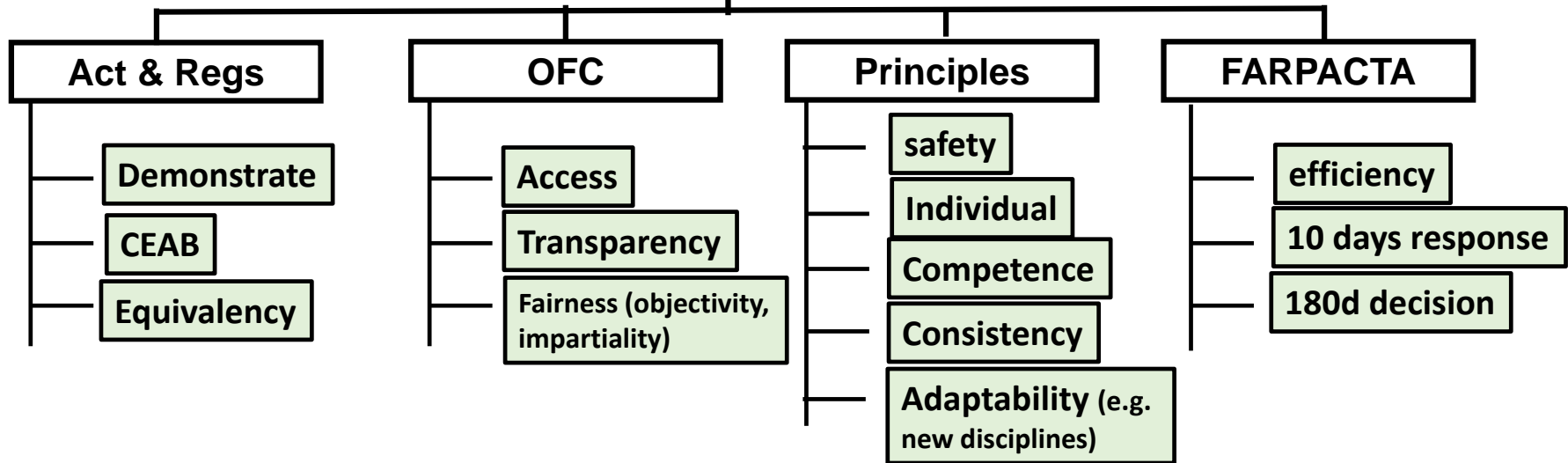
Up to 2 Exams if needed per ARC Quality Control (If more exams are needed Registrar may issue an NOP and the Applicant will have to re-apply).



Objectives and Measures

Option 5: Front End Self-Assessment Approach & PEO Exams

Option # 5 Front end Self-Assessment + ARC QA Review when Application is complete



Criteria met

Below expectation or fails to meet
ARC Activities Report (2022)

Fails to meet

APPENDIX C
Abbreviations

ARC	Academic Requirements Committee
CEAB	Canadian Engineering Qualifications Board
ERC	Experience Requirements Committee
FARACTA	Fair Access to Regulated Professions and Compulsory Trades Act
IIDD	International Institutions and Degrees Database
LIC	Licensing Committee
PEO	Professional Engineers Ontario
RPLC	Regulation, Policy, and Licensing Committee

Briefing Note - Decision

REPEALING THE *ENTERING PEO OFFICE PROTOCOLS*

Purpose: To wind down PEO's "Covid vaccine mandate".

Motion to consider: (requires a two-thirds majority of votes cast to carry)

That the resolution #12444, passed as C547-6, IN-PERSON COUNCIL MEETING PROTOCOL, be repealed, and that personal medical information collected by HR supporting it be deleted.

Prepared and moved by: Gregory Wowchuk, Vice President

Seconded by: Roydon Fraser, President-Elect

1. Need for PEO Action

(a) The original motion:

- Was passed at a time of fear and uncertainty about the Covid virus, which since has abated
- Was not supported by evidence and expert testimony
- Created two classes of persons inside PEO, was coercive, and arguably contrary to PEO's discrimination policies
- Did not provide exemptions for medical, religious, or conscientious reasons
- Specified no consequences for non-compliance
- Failed to specify an end date or review date for the extraordinary measures proposed

(b) Knowledge about the virus and its supposed control measures has accumulated, and now demonstrates that:

- Vaccination does not prevent infection or transmission, hence, the supposed justification for "mandates" is absent. A recent report from the UK government revealed that **92 %** of current infections are occurring in persons who have received *three* inoculations.
- Current mutations of the virus are transmissible, but not dangerous to the vast majority of persons. They are comparable to the annual influenza or rhinovirus, against which PEO and other organizations did not implement measures.
- There is small—but significant—risk of injury or death from the shots themselves, justifying personal reluctance about receiving it

(c) PEO already effectively has abandoned the requirements of the resolution:

- The “social-distancing” rule is ignored in our building
- Masking has been abandoned
- No one is doing the prescribed self-assessments prior to meetings
- We have held meetings and workshops in close contact—at the height of Covid infections--at venues other than PEO's offices, with no reported adverse results

(d) The government of Ontario has dropped masking and vaccination requirements, on the recommendation of the Medical Officer of Health

2. Recommendation

That resolution #12444 be repealed. It now is obsolete and not needed.

3. Next Steps

The policy created by resolution #12444 will be rescinded, and the related private medical data will be deleted.

4. Policy or Program contribution to the Strategic Plan

The 2023-2025 Strategic Plan emphasizes inclusivity and evidence-based decision making. We are obligated to act when new evidence is available, or when certain persons or constituencies are excluded from participating equally in our operations.

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

There is no direct financial impact, however, staff will no longer be required to spend time on record-keeping and policing compliance.

6. Peer Review & Process Followed

Process Followed	Nathan and Goldfarb: Any member may propose additions to the agenda and may make motions independently
Council-Identified Review	(none)

Actual Motion Review	(none)
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7. Appendices

- Appendix 'A': Resolution #12444, *IN-PERSON COUNCIL MEETING PROTOCOL*
- Appendix 'B': Canadian Covid-Care Alliance presentation (link)

Appendix 'A': Resolution #12444: *IN-PERSON COUNCIL MEETING PROTOCOL*

Briefing Note - Decision

IN-PERSON COUNCIL MEETING PROTOCOL

Purpose: To obtain Council's approval of safety measures to support the resumption of in-person Council meetings.

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

That Council approve the safety measures, as outlined in Appendix A to C-547-6, in support of the resumption of in-person Council meetings at PEO's premises at 40 Sheppard Avenue West, Toronto.

Prepared by: Meg Feres, Supervisor, Council Operations

1. Need for PEO Action

As various COVID-19 health and other restrictions are lifted by the province of Ontario, PEO has resumed a "hybrid" model of operations, with a mixture of both in-person and virtual activities.

The health and safety of our staff, council, volunteers and guests is of the utmost importance to PEO as we transition out of the pandemic. With the return to the office for Council, volunteers and guests, the organization is committed to ensuring that safety measures are in place, communicated and followed for the protection of everyone while on the premises.

Please reference the attached Appendix A for more details related to the safety measures.

2. Appendix

- Appendix A – *Protocols for Entering PEO Office*

Protocols for Entering PEO Office

All Council members are required to review this document prior to entering the office at 40 Sheppard Avenue.

The health and safety of our staff, council, volunteers and guests is of the utmost importance to PEO as we transition out of the pandemic. With the return to the office for council, volunteers and guests, we need to make sure that safety measures are in place, communicated and followed for the protection of everyone while on the premises.

SAFETY MEASURES

PEO has the following safety measures in place:

- Council visiting the PEO office will be required to provide proof of vaccination prior to entering the premises, proof must be sent via email to hr@peo.on.ca
- We will continue to respect social distancing by maintaining six feet of distance between one another including in common areas such as the lobby and elevators.
- Council will be required to wear masks in common areas but may remove masks while they are sitting or eating/drinking.
- Council will be required to conduct and submit self-assessments before entering the office prior to each visit.

This can be done by completing a COVID screening questionnaire prior to visiting the office using the link below. Please complete the screening form each day that you come into the office. The form may be completed up to 48 hours in advance, or on arrival.

<https://forms.office.com/pages/responsepage.aspx?id=BJfuOc9DHUuLliVWnag3EfXe6bY8PDZEsamvSNpwrypUOEixNzJOU1hSRk0xOVMyRDhLT1VER1VLUy4u&fsw=0>

- Guests that have indicated on the screening form that they are feeling well, that they haven't recently tested positive for Covid and they have not been in close contact with anyone that has Covid – may enter the premises.

If you have any questions, please feel free to email PEO's HR Business Partner, Nabila Mughal at nmughal@peo.on.ca

Thank you.

Appendix 'B': *Canadian Covid-Care Alliance presentation (link)*

If councillors wish to dig deeper into the issue, here is an excellent pdf from the Canadian Covid-Care Alliance. There is sufficient scientific opinion now challenging the prevailing narrative:

[The Pfizer COVID Inoculations for COVID-19: More Harm than Good](#)

Briefing Note – Information

C-556-3.11

ENGINEERS CANADA DIRECTORS REPORT

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

An update on the Engineers Canada activities is provided in Appendices A and B.

Appendices:

Appendix Ai and Aii – Director’s Update – English

Appendix Bi and Bii – Director’s Update – French

Engineers Canada director update
March 2023**Engineers Canada Board**

Engineers Canada hosted its winter meetings on February 21 – 23, 2023, in Ottawa. The meetings included the [CEO Group meeting](#), [President Group meeting](#), the Strategic Foresight Workshop, and the Board meeting. The Board made various decisions on (a) new and updated National Position Statements; (b) the 2022 annual strategic performance report; (c) the 2023 CEO objectives; (d) the ‘Temporary exemption for students going on international exchange’ accreditation policy and (e) other operational matters.

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

An update to the website for Futures of Engineering Accreditation (a.k.a. Strategic priority 1.1) was launched. The site now features major reports and documents created by the project, details about our objectives, intents, and updates from our work. Check it out [here](#).

The Steering Committee reviewed the project progress to date, discussed communications and engagement results, and the work planned for 2023.

The team of consultants and Engineers Canada staff spent two days refining plans for the year including the upcoming virtual desktop simulations. The simulations will bring together 90 participants from across the engineering ecosystem to investigate potential purposes and academic requirements under test cases that were articulated during the strategic foresight session in November.

These test cases represent desired attributes of future accreditation and licensure systems. In teams of 10, participants will work together virtually to articulate what systems might look like and how they would function (or break) when tested against the desired attributes. Following the simulations, our task forces will take the results – a number of feasible purposes and academic requirements for licensure – and further refine them with regulators into options that are both viable and defensible for implementation.

The project team is looking forward to engaging with the wider engineering ecosystem again and improving our outcomes by broadening the number of participants in our work.

Strategic Priority 1.2: Strengthen collaboration and harmonization

On January 24, we held our first consultation on SP 1.2. Our team of Engineers Canada staff, consultants and task force members met with APEGA’s decision-makers to discuss the opportunities and challenges associated with regulatory collaboration and harmonization and answer two questions: what does success look like? and how can Engineers Canada help?

Working together, we hope to define how we can better collaborate and potentially even harmonize to allow us to address shared challenges as a united engineering profession. Consultations with other regulators are scheduled for March, April and June.

Strategic Priority 1.3: Support regulation of emerging areas

Engineers Canada sought feedback on the General direction on Energy engineering through a consultation that closed on February 17. The Research paper aims to provide Canadian engineering regulators with comprehensive information about the emerging practice of energy engineering, current developments in the field, and important trends related to the energy transition.

SP2.1: Accelerate 30 by 30

The 30 by 30 annual national conference will be held in May:

- Register [here](#).
- Virtual sessions – May 3, 10, 17
- In-person in Halifax/Engineers Nova Scotia – May 24

SP2.2: Reinforce trust and the value of licensure

In collaboration with the advisory group of regulator staff, the media strategy and target audience have been confirmed for the marketing campaign and production is underway. The campaign will launch with a spring flight of seven weeks, spanning April and May. This will be followed by a fall flight spanning September and October.

In addition to the marketing strategy, recommendations to advance the engineering graduate and EIT outreach have been received and program planning is ongoing. Key messaging on the value of licensure has been drafted and will be finalized this quarter.

A joint meeting of the project advisory group and the National Communications Officials Group is being planned for late March. Topics will include a preview of the campaign materials, media training, and a discussion of the messaging framework.

Accreditation Board

The CEAB's 30 by 30 working group continued their review of the feedback received during the consultation on their recommendations. There are 250 pieces of feedback, submitted by over 50 individuals or organizations. The group intends to respond to the feedback and update their report to complete this work.

In January, the CEAB's Policies & Procedures Committee approved their 2023 work plan and discussed the CEAB's philosophical approach to writing observations in visit reports.

At the CEAB's in-person meeting in Ottawa, a motion was passed recommending that the Engineers Canada Board approve the *Temporary Exemption for Students Going on International Exchange*. This policy, developed in collaboration with members of Engineering Deans Canada's Deans' Liaison Committee, addresses accreditation barriers to students going international exchange. The policy was later approved by the Board on February 23.

Over 60 individuals attended the Accreditation Board's virtual information session for programs hosting visits in fall 2023 and winter 2024. The session covered high-level logistical information, recent changes to criteria, and changes to the new materials to be submitted to visiting teams.

Finally, the Accreditation Board's winter visit cycle kicked off with visits to four institutions and 14 programs across the country.

Qualifications Board

The CEQB held the first of two workshops in support of its forthcoming guideline on fitness to practice. When complete, the guideline will provide regulators with guidance on how to approach cases where registrants face incapacity to practice due to issues ranging

from cognitive decline, to mental illness, to addictions. Workshop participants included regulators, CEQB members, and Engineers Canada staff, who had the opportunity to deepen their knowledge about the challenges of balancing human rights, privacy, legislation, and the regulator's need to protect the public.

The CEQB met at the end of January to advance their work and ensure that items could be moved forward for Board approval in May. The meeting involved a higher volume of approvals than normal, which stems in part from the culmination of several years' work on two new guidelines. Highlights from the meeting included the approval of three documents that will now go for the Engineers Canada Board approval in May:

- The new Guideline on Indigenous consultation and engagement
- The Feasibility study on alternative methods of academic assessment for non-CEAB applicants, and
- The revised Guideline on good character

A fourth document, the Software Engineering paper, was approved secretorially in February. All work can now be presented for Board approval in May.

In addition to these documents, the CEQB also approved one document for consultation at their January meeting (a Draft General direction on duty to report) and gave final approval for two syllabi (on mechanical and electrical engineering) to be posted on the Engineers Canada website .

The Qualifications Board is seeking feedback on the New public guideline on duty to report-wrongdoing. The consultation closes on March 22. Feedback and questions can be directed to Alison Peverley, Coordinator, Qualifications at Alison.Peverley@engineerscanada.ca.

The CEQB is also seeking a new member from Ontario. [Learn more.](#)

Outreach

Engineers Canada presented at the Canadian Federation of Engineering Students (CFES) annual Canadian Engineering Leadership Conference (CELC; formerly known as the CFES Congress) hosted this year by the University of Calgary. In addition, Canadian Engineering Accreditation Board (CEAB) member Jeff Pieper presented on "Engineering Accreditation in Canada". The CFES is one of our strategic partners. Over 230 engineering student leaders from across Canada participated in CFES CELC.

To strengthen our relationship with other key stakeholders, Engineers Canada participated in meetings in Toronto to: meet with the Leacross Foundation, one of our funders; and meet with Rebecca White, CEO of Engineers of Tomorrow, to discuss a new joint venture we are kicking off, a collective impact project on STEM youth engagement in engineering.

We also participated in EngiQueers Canada's inaugural conference. At the conference, Engineers Canada co-led a session with Vanessa Raponi, who is the Founder of EngiQueers Canada and also a former Engineers Canada Gold Medal Student Award winner, on professionalism and the journey to licensure. EngiQueers Canada was started in 2013 by LGBTQ2S+ engineering students at McMaster University. Today, EngiQueers Canada is a nationwide non-profit organization that brings together over 30 similar member groups at engineering schools across Canada.

Engineers Canada led the Future City Experience's 2023 virtual kick-off and live Q&A event. The Future City Experience is a free project-based learning program where Canadian students in grades 6, 7, and 8 imagine, research, design, and build cities of the future.

Each year, students are presented with a different theme and work in teams, guided by an educator and also a volunteer engineering mentor. This year's theme is: A Waste-Free Future. More information is at this [link](#).

With the start of March, we launched National Engineering Month (NEM) on Wednesday, March 1 (noon to 1:30 pm Eastern time) with a national virtual panel focused on "Reflecting Back and Looking Forward: Engineering Culture and the Future of the Profession. More information is available at this registration [link](#).

CEO Group

The CEO Group gathered with representatives from Engineering Deans Canada (deans Deluzio, Kresta, and Nicell) to continue their generative discussions about potential areas for collaboration beyond accreditation in January. The topic of discussion was *recruitment, education, and entry into the profession*. The group covered how they might work together to reduce leaks in this "pipeline", especially for women.

The Group also met in February, in conjunction with the Engineers Canada Board meeting. The report from their meeting is available at this [link](#).

Government Relations

Engineers Canada met with the Treasury Board of Canada Secretariat regarding licensing of engineers within the federal public service. For several years, Engineers Canada has been involved in advocacy efforts to promote licensure in the federal public service and increase the number of licensees, especially those within engineering positions. This includes ensuring that the federal government adopts clear guidelines regarding licensure that will ensure standardization across all federal departments and agencies by adding "certification as a professional engineer in Canada" as part of the occupational

certification requirement for all new EN-ENG-03 and above positions. Engineers Canada is currently engaging with targeted federal departments to further raise awareness and educate parliamentarians and senior federal officials on the significance of licensure and the implications of practicing engineering without a license.

Engineers Canada also convened with the Director of Policy at the Office of the federal Minister of Transport regarding federal regulations of small fishing vessel design. More information about this issue is included in our 2022 submission to the federal government available on our website in [English](#) and [French](#).

Engineers Canada participated in a virtual meeting of the Adaptation Skills Working Group (ASWG) led by Natural Resources Canada under Canada's Climate Change Adaptation Platform.

Engineers Canada met with Chris Lewis, MP, Conservative Shadow Minister for Labour and member of the House of Commons Standing Committee on Transport, Infrastructure and Communities, regarding licensing of engineers within the federal public service.

Engineers Canada Scholarships 2023

Nominations for the 2023 Engineers Canada scholarships are open. More information and nominations forms are [available on our website](#). Deadline for all nominations is Monday, March 6, 2023.

Director's update to Council

January-February 2023



Introduction

- This presentation features high-level updates of Engineers Canada's strategic priorities and departmental activities from mid-January to February 2023.
- The presentation is a companion to the Director's update document.



Engineers Canada Board

- Engineers Canada hosted its winter meetings on February 21 – 23, 2023, in Ottawa.
- The meetings included the CEO Group meeting, President Group meeting, the Strategic Foresight Workshop, and the Board meeting.
- The Board made various decisions on (a) new and updated National Position Statements; (b) the 2022 annual strategic performance report; (c) the 2023 CEO objectives; (d) the ‘Temporary exemption for students going on international exchange’ accreditation policy and (e) other operational matters.
- To view the disposition of motions from the meeting, please visit the [meeting microsite](#).

Strategic Priorities

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

- An update to the website for Futures of Engineering Accreditation (a.k.a. Strategic priority 1.1) was launched. The site now features major reports and documents created by the project, details about our objectives, intents, and updates from our work. Check it out [here](#).
- The project team is planning for the upcoming desktop simulations.
- The simulations will bring together 90 participants from across the engineering ecosystem to investigate potential purposes and academic requirements under test cases that were articulated during the strategic foresight session in November.

Strategic Priority 1.2: Strengthen collaboration and harmonization

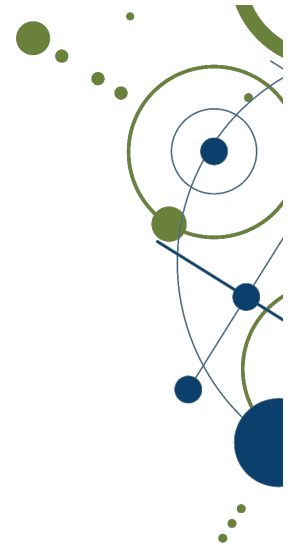
- We held our first consultation on SP 1.2
- Our team of Engineers Canada Staff, consultants and task force members met with APEGA's decision-makers to discuss opportunities and challenges associated with regulatory collaboration and harmonization. Consultations with all other regulators will take place throughout the rest of Q1 and Q2, 2023.

Strategic Priorities (cont'd)

Strategic Priority 1.3: Support regulation of emerging areas

- Engineers Canada sought feedback on the General direction on Energy engineering through a consultation that closed on February 17.
- The Research paper aims to provide Canadian engineering regulators with comprehensive information about the emerging practice of energy engineering, current developments in the field, and important trends related to the energy transition.





Strategic Priorities (cont'd)

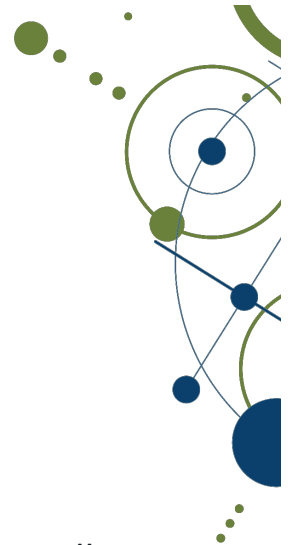
Strategic Priority 2.1: Accelerate 30 by 30

- 30 by 30 annual national conference
 - Register [here](#).
 - Virtual sessions – May 3, 10, 17
 - In-person in Halifax/Engineers Nova Scotia – May 24

Strategic Priorities (cont'd)

Strategic Priority 2.2: Reinforce trust and the value of licensure

- In collaboration with the advisory group of regulator staff, the media strategy and target audience have been confirmed for the marketing campaign and production is underway.
- The campaign will launch with a spring flight of seven weeks, spanning April and May. This will be followed by a fall flight spanning September and October.
- In addition to the marketing strategy, recommendations to advance the engineering graduate and EIT outreach have been received and program planning is ongoing. Key messaging on the value of licensure has been drafted and will be finalized this quarter.
- A joint meeting of the project advisory group and the National Communications Officials Group is being planned for late March. Topics will include a preview of the campaign materials, media training, and a discussion of the messaging framework.



CEAB, CEQB and Officials Groups

Accreditation Board

- The Accreditation Board's winter visit cycle kicked off with visits to four institutions and 14 programs across the country.
- The CEAB's Policies & Procedures Committee approved their 2023 work plan and discussed the CEAB's philosophical approach to writing observations in visit reports
- At the CEAB's in-person meeting in Ottawa, a motion was passed recommending that the Engineers Canada Board approve the Temporary Exemption for Students Going on International Exchange.
- Over 60 individuals attended the CEAB's virtual information session for programs hosting visits in fall 2023 and winter 2024.

CEAB, CEQB and Officials Groups



Qualifications Board

- The CEQB held the first of two workshops with QB members, regulators and staff, in support of its forthcoming guideline on fitness to practice.
- The CEQB approved three documents at their January meeting:
 - The new Guideline on Indigenous consultation and engagement
 - The Feasibility study on alternative methods of academic assessment for non-CEAB applicants, and
 - The revised Guideline on good character
- The CEQB also approved one document for consultation: a Draft General direction on duty to report and gave final approval for two syllabi to be posted on the Engineers Canada website on mechanical and electrical engineering.
- In February, the CEQB approved the Software Engineering paper secretarially
- The CEQB is seeking a new member from Ontario. [Learn more](#).
- The Qualifications Board is also seeking feedback on the New public guideline on duty to report-wrongdoing. The consultation closes on March 22. Feedback and questions can be directed to Alison Peverley, Coordinator, Qualifications at Alison.Peverley@engineerscanada.ca.

CEAB, CEQB and Officials Groups

- The CEO Group gathered with representatives from Engineering Deans Canada (deans Deluzio, Kresta, and Nicell) in January to continue their generative discussions about potential areas for collaboration beyond accreditation.
- The topic of discussion was *recruitment, education, and entry into the profession*. The group also covered how they might work together to reduce leaks in this “pipeline”, especially for women.

Belonging and Engagement

- To strengthen Engineers Canada’s relationships with some of our key stakeholders, we:
 - Participated in the Canadian Federation of Engineering Students (CFES) annual Canadian Engineering Leadership Conference
 - Presented at and participated in EngiQueers Canada’s inaugural conference
 - Led the Future City Experience’s 2023 launch
- Engineers Canada also met with the Leacross Foundation, one of our funders and Rebecca White, CEO of Engineers of Tomorrow, to discuss a new joint venture we are kicking off, a collective impact project on STEM youth engagement in engineering.
- With the start of March, we have launched National Engineering Month (NEM) on Wednesday, March 1 (noon to 1:30 pm Eastern time) with a national [virtual panel](#) focused on “Reflecting Back and Looking Forward: Engineering Culture and the Future of the Profession.”

Public Affairs and Government Relations

- Engineers Canada met with the Treasury Board of Canada Secretariat regarding licensing of engineers within the federal public service, continuing work on engaging with targeted federal departments to further raise awareness and educate parliamentarians and senior federal officials on the significance of licensure and the implications of practicing engineering without a license.
- Engineers Canada also convened with the Director of Policy at the Office of the federal Minister of Transport regarding federal regulations of small fishing vessel design.
- Engineers Canada participated in a virtual meeting of the Adaptation Skills Working Group (ASWG) led by Natural Resources Canada under Canada's Climate Change Adaptation Platform.

Compte rendu à l'intention des administrateurs et administratrices d'Ingénieurs Canada Mars 2023

Conseil d'Ingénieurs Canada

Ingénieurs Canada a tenu ses réunions d'hiver du 21 au 23 février 2023 à Ottawa, dont la réunion du Groupe des chefs de direction, la réunion du Groupe des présidents, l'atelier de prospective stratégique et la réunion du conseil. Le conseil a pris diverses décisions sur (a) des énoncés de principe nationaux nouveaux et révisés; (b) le Rapport annuel de rendement stratégique 2022; (c) les objectifs du chef de la direction pour 2023; (d) la politique relative à l'Exception provisoire pour les étudiants qui participent à des programmes internationaux d'échanges et (e) d'autres questions opérationnelles.

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

Une version mise à jour du site Web de l'Avenir de l'agrément en génie mis à jour (dans le cadre de la priorité stratégique 1.1) a été lancée. Le site contient maintenant les principaux rapports et documents produits dans le cadre du projet, des renseignements détaillés sur nos objectifs et intentions, et des mises à jour sur notre travail. Pour de plus amples renseignements, cliquez [ici](#).

Le comité directeur a examiné les progrès réalisés jusqu'à présent, discuté des résultats de nos communications et de nos efforts de mobilisation, ainsi que des travaux prévus pour 2023.

L'équipe de consultants et les membres du personnel d'Ingénieurs Canada ont passé deux jours à peaufiner les projets pour l'année, dont les simulations virtuelles à venir. Les simulations

rassembleront 90 participants de l'ensemble de l'écosystème du génie afin d'explorer les buts et les exigences de formation possibles en fonction des essais qui ont été définis lors de la séance de prospective stratégique de novembre dernier.

Ces essais représentent les attributs souhaités des futurs systèmes d'agrément et d'octroi de permis. En équipes de 10, les participants travailleront ensemble virtuellement pour formuler ce à quoi les systèmes pourraient ressembler et comment ils fonctionneraient (ou ne fonctionneraient pas) lorsqu'ils sont testés en fonction des attributs souhaités. Après les simulations, nos groupes de travail prendront les résultats – un certain nombre de buts et d'exigences de formation universitaire pour l'octroi du permis d'exercice qui sont réalisables compte tenu des avenir souhaités – et les affineront en collaboration avec les organismes de réglementation pour en faire des options dont la mise en œuvre est à la fois viable et défendable.

L'équipe de projet se réjouit de faire participer de nouveau l'écosystème plus vaste du génie et d'améliorer nos résultats en augmentant le nombre de participants à notre travail.

Priorité stratégique 1.2 : Renforcer la collaboration et l'harmonisation

Le 24 janvier, nous avons tenu notre première consultation sur la Priorité stratégique 1.2. Notre équipe, composée de membres de notre personnel, de consultants et de membres du groupe de travail, a rencontré des décideurs de l'APEGA pour discuter des possibilités et des

défis liés à la collaboration et à l'harmonisation en matière de réglementation. Nous avons demandé à l'APEGA à quoi ressemble le succès, et comment Ingénieurs Canada peut aider à faire avancer cette question.

En travaillant ensemble, nous espérons définir comment nous pouvons mieux collaborer et peut-être même harmoniser la réglementation pour nous permettre de relever des défis communs en tant que profession unie.

Priorité stratégique 1.3 : Soutenir la réglementation des nouveaux domaines d'exercice du génie

Ingénieurs Canada avait sollicité des commentaires sur le document d'orientation générale sur le génie énergétique au moyen d'une consultation qui s'est terminée le 17 février. Le document de recherche vise à fournir aux organismes canadiens de réglementation du génie des renseignements complets sur la pratique émergente du génie énergétique, les nouveautés dans le domaine et les principales tendances liées à la transition énergétique.

Priorité stratégique 2.1 : Accélérer l'initiative 30 en 30

La conférence nationale annuelle 30 en 30 aura lieu en mai :

- Pour s'inscrire : <https://engineerscanada.ca/fr/nouvelles-et-evenements/evenements/conference-30-en-30-de-2023>
- Séances virtuelles : les 3, 10 et 17 mai
- Conférence en personne à Halifax (Engineers Nova Scotia) – le 24 mai

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

En collaboration avec les membres du personnel des organismes de réglementation qui font partie du groupe consultatif, on a confirmé la stratégie média et le public cible pour la campagne de marketing, et la production est en cours. La campagne sera lancée avec une partie au printemps qui durera sept semaines, en avril et en mai, suivie d'une autre série d'activités en automne, qui se déroulera en septembre et en octobre.

En outre, nous avons reçu des recommandations en vue d'améliorer la sensibilisation auprès des diplômé.e.s en génie et les ingénieur.e.s stagiaires et la planification du programme est en cours. Des messages clés sur la valeur du permis d'exercice ont été rédigés et seront finalisés au cours de ce trimestre.

Une réunion conjointe du groupe consultatif du projet avec le Groupe national des responsables des communications est prévue pour la fin de mars. Au programme, un aperçu du matériel de la campagne de marketing, une formation sur les médias et une discussion sur le cadre de messages.

Bureau d'agrément

Le groupe de travail 30 en 30 du BCAPG a poursuivi son examen des commentaires reçus pendant la consultation sur ses recommandations. Plus de 250 commentaires ont été envoyés par plus de 50 personnes ou organisations. Le groupe a l'intention de répondre aux commentaires et de mettre à jour son rapport afin de conclure son travail.

En janvier, le Comité des politiques et des procédures du BCAPG a approuvé son plan de travail 2023 et discuté de l'approche philosophique du Bureau d'agrément en ce qui concerne la rédaction d'observations dans les rapports de visite.

Lors de la réunion en personne du BCAPG à Ottawa, une motion a été adoptée recommandant qu'Ingénieurs Canada approuve une exception provisoire pour les étudiants qui participent à des programmes internationaux d'échange. Cette politique, élaborée en collaboration avec des membres du Comité de liaison des doyens (CLD) de Doyennes et doyens d'ingénierie Canada, s'attaque aux obstacles à la participation des étudiants à des programmes internationaux d'échange. La politique a ensuite été approuvée par le conseil le 23 février.

Plus de 60 personnes ont assisté à la séance d'information virtuelle pour les programmes qui feront l'objet de visites à l'automne 2023 et à l'hiver 2024. La séance a permis de fournir des renseignements logistiques de haut niveau et d'expliquer les récents changements apportés aux normes et les modifications des nouveaux documents à soumettre aux équipes de visiteurs.

Enfin, le cycle de visites d'hiver du Bureau d'agrément a commencé avec les visites de quatre établissements et de 14 programmes dans tout le pays.

Bureau des conditions d'admission

Le BCCAG a tenu le premier de deux ateliers à l'appui de son prochain guide sur l'aptitude à l'exercice. Une fois terminé, ce guide fournira aux organismes de réglementation des conseils sur la façon d'aborder les cas où des inscrits sont incapables d'exercer leur profession en raison de problèmes allant du déclin cognitif à la maladie mentale, en passant par la toxicomanie. Les participants à l'atelier, qui comprenaient des représentants des organismes de réglementation, des membres du BCCAG et des membres du personnel d'Ingénieurs Canada, ont eu l'occasion d'approfondir leurs connaissances sur les défis que pose l'équilibre entre les droits de la personne, la protection de la vie privée, la

législation et la nécessité pour les organismes de réglementation de protéger le public. Une équipe de consultants de Rosen Sunshine LLC a été engagée pour soutenir ce travail pendant toute sa durée.

Le BCCAG s'est réuni pour faire avancer ses travaux et s'assurer que certains de ses produits pourront être soumis à l'approbation du conseil en mai. La réunion a comporté un volume d'approbations plus important que d'habitude, ce qui s'explique en partie par l'aboutissement de plusieurs années de travail sur deux nouveaux guides. Parmi les points saillants de la réunion, mentionnons l'approbation de trois documents qui seront soumis à l'approbation du conseil d'Ingénieurs Canada en mai :

- Le nouveau guide sur la participation et la consultation des Autochtones
- L'étude de faisabilité visant à cerner d'autres méthodes d'évaluation des titulaires d'un diplôme non agréé par le BCAPG
- La version révisée du Guide sur la bonne moralité

Un quatrième document, le document sur le génie logiciel, devrait être approuvé par simple échange de correspondance ce trimestre afin de pouvoir être soumis à l'approbation du conseil en mai.

Outre ces documents, le BCCAG a également approuvé un document pour consultation, soit l'ébauche d'orientation générale sur le devoir de dénoncer les actes répréhensibles, et a donné son approbation finale à deux programmes d'examen – de génie mécanique et de génie électrique – qui seront publiés dans le site Web d'Ingénieurs Canada.

Le Groupe de travail du BCCAG sur le génie logiciel a examiné des nouvelles révisions du document d'Ingénieurs Canada sur le génie logiciel. Le groupe de travail a axé ses efforts

sur la finalisation de plusieurs annexes qui fournissent des exemples d'application de la définition du génie logiciel à l'exercice du génie. Après la réunion, le BCCAG espère être en mesure d'approuver électroniquement le document définitif à temps pour la réunion de mai du conseil d'Ingénieurs Canada.

Le Bureau des conditions d'admission sollicite une rétroaction sur le nouveau Guide sur le devoir de dénoncer les actes répréhensibles. La période de consultation se termine le 22 mars. Vous pouvez envoyer vos questions et commentaires à Alison Peverley, coordonnatrice, Compétences professionnelles, à Alison.Peverley@ingenieurscanada.ca.

Le BCCAG est également à la recherche d'un nouveau membre représentant l'Ontario. [En savoir plus](#).

Rayonnement

Ingénieurs Canada a donné une présentation à la Conférence canadienne sur le leadership en ingénierie (CCLI; anciennement connue sous le nom de Congrès de la FCEG) de la Fédération canadienne étudiante de génie (FCEG), organisée cette année à l'Université de Calgary. En outre, Jeff Pieper, membre du Bureau canadien d'agrément des programmes de génie (BCAPG), a donné une présentation sur l'agrément en génie au Canada. La FCEG fait partie de nos partenaires stratégiques. Plus de 230 leaders étudiant.e.s de tout le Canada ont participé à la CCLI de la FCEG.

Afin de renforcer sa relation avec d'autres parties prenantes, Ingénieurs Canada a participé à des réunions à Toronto afin de rencontrer la Leacross Foundation, l'un de nos bailleurs de fonds, et de s'entretenir avec Rebecca White, chef de la direction d'Engineers of Tomorrow, au sujet d'une nouvelle coentreprise que nous sommes en train de

lancer, un projet à impact collectif visant à intéresser les jeunes aux STIM, particulièrement au génie.

Nous participerons également à la conférence inaugurale d'EngiQueers Canada. Lors de cette conférence, Ingénieurs Canada coanimera une séance avec Vanessa Raponi, fondatrice d'EngiQueers Canada et ancienne lauréate de la Médaille d'or des étudiant.e.s en génie d'Ingénieurs Canada, séance qui portera sur le professionnalisme et le cheminement vers l'obtention du permis d'exercice. EngiQueers Canada a été créé en 2013 par des étudiants en génie LGBTQ2S+ de l'Université McMaster. Aujourd'hui, EngiQueers Canada est une organisation nationale à but non lucratif qui compte plus de 30 groupes membres dans des établissements d'enseignement du génie du Canada.

Ingénieurs Canada a assisté au lancement virtuel et à la séance de questions-réponses en direct de l'Expérience Ville du futur 2023. L'Expérience Ville du futur est un programme gratuit d'apprentissage axé sur les projets, dans le cadre duquel les élèves canadiens de la 6e à la 8e année (premier cycle du secondaire) doivent imaginer, concevoir et construire des villes de demain. Chaque année, on présente un nouveau thème aux élèves, qui travaillent en équipes et sont encadrés par un enseignant ou une enseignante et une personne bénévole spécialisée en génie. Le thème de cette année est « Un avenir sans déchets ». Vous trouverez de plus amples informations à ce sujet [ici](#).

En ce début de mars, nous avons donné le coup d'envoi du Mois national du génie (MNG) le mercredi 1er mars (de midi à 13 h 30, heure de l'Est) avec un débat virtuel sur le thème « Réfléchir au passé et regarder vers l'avenir : la culture du génie et l'avenir de la profession ». Pour de plus amples informations et pour vous inscrire, suivez ce [lien](#).

Groupe des chefs de la direction

Le Groupe des chefs de la direction a rencontré des représentants de Doyennes et doyens d'ingénierie Canada (les doyens Deluzio, Kresta et Nicell) pour poursuivre leur discussion générative sur les domaines potentiels de collaboration au-delà de l'agrément. Le sujet de cette discussion était *le recrutement, la formation et l'admission à la profession*. Le groupe a discuté de la façon dont il pourrait collaborer pour réduire les fuites dans ce « pipeline », en particulier pour les femmes.

Relations gouvernementales

Des membres du personnel d'Ingénieurs Canada ont rencontré le Secrétariat du Conseil du Trésor virtuellement concernant les exigences en matière de permis d'exercice pour les postes d'ingénieurs dans la fonction publique fédérale. Depuis plusieurs années, Ingénieurs Canada déploie des efforts afin de promouvoir la détention du permis d'exercice dans la fonction publique fédérale et d'augmenter le nombre de titulaires de permis, en particulier ceux qui occupent des postes d'ingénieur. L'objectif visé est que le gouvernement fédéral adopte des lignes directrices claires concernant le permis d'exercice qui assureront la normalisation dans l'ensemble des ministères et organismes fédéraux en ajoutant « la certification à titre d'ingénieur au Canada » à l'exigence de certification professionnelle pour tous les nouveaux postes de niveau EN-ENG-03 et d'échelons supérieurs. Ingénieurs Canada collabore actuellement avec des ministères fédéraux ciblés afin de sensibiliser et d'éduquer les parlementaires et les hauts fonctionnaires fédéraux à l'importance du permis d'exercice et aux conséquences de l'exercice du génie sans permis.

Ingénieurs Canada s'est également réuni avec le Directeur des politiques du Bureau du ministre des Transports au sujet de la réglementation

fédérale concernant la conception des petits bateaux de pêche. Vous trouverez de plus amples renseignements à ce sujet dans notre mémoire au gouvernement fédéral en 2022, sur notre site Web en [français](#) et en [anglais](#).

Nous avons participé à une réunion virtuelle du Groupe de travail sur les capacités d'adaptation dirigé par Ressources naturelles Canada dans le cadre de la Plateforme canadienne d'adaptation aux changements climatiques.

Des membres du personnel d'Ingénieurs Canada ont rencontré le député conservateur Chris Lewis, ministre du Cabinet fantôme responsable du Travail et membre du Comité permanent des transports, de l'infrastructure et des collectivités de la Chambre des communes, afin de discuter des exigences en matière de permis d'exercice pour les postes d'ingénieurs dans la fonction publique fédérale.

Bourses d'études 2023 d'Ingénieurs Canada

La période de mise en candidature pour les bourses d'études 2023 d'Ingénieurs Canada est maintenant ouverte. Pour en savoir plus et pour accéder aux formulaires de candidature, consultez [notre site Web](#). La date limite de dépôt des candidatures est le lundi 6 mars 2023.

Compte rendu à l'intention des administrateurs et administratrices du conseil d'Ingénieurs Canada

C-556-3.11
Appendix Bii

Janvier-février 2023



Introduction

- Cette présentation donne un compte rendu général des priorités stratégiques et des activités de chaque secteur d'Ingénieurs Canada de la mi-janvier à février 2023.
- La présentation accompagne le compte rendu à l'intention des administrateurs et administratrices d'Ingénieurs Canada.



Conseil d'Ingénieurs Canada

- Les réunions d'hiver d'Ingénieurs Canada ont eu lieu du 21 au 23 février à Ottawa, dont la réunion du Groupe des chefs de direction, la réunion du Groupe des présidents, l'atelier de prospective stratégique et la réunion du conseil.
- Le conseil a pris diverses décisions sur (a) des énoncés de principe nationaux nouveaux et révisés; (b) le Rapport annuel de rendement stratégique 2022; (c) les objectifs du chef de la direction pour 2023; (d) la politique relative à l'Exception provisoire pour les étudiants qui participent à des programmes internationaux d'échanges et (e) d'autres questions opérationnelles.
- Pour consulter les résolutions découlant des motions de cette réunion, veuillez visiter le [microsite de la réunion](#).

Priorités stratégiques

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

- Une version mise à jour du site Web de l'Avenir de l'agrément en génie mis à jour (dans le cadre de la priorité stratégique 1.1) a été lancée. Le site contient maintenant les principaux rapports et documents produits dans le cadre du projet, des renseignements détaillés sur nos objectifs et intentions, et des mises à jour sur notre travail. Pour de plus amples renseignements, cliquez [ici](#).
- L'équipe du projet est en train de planifier les simulations à venir.
- Les simulations rassembleront 90 participants de l'ensemble de l'écosystème du génie afin d'explorer les buts et les exigences de formation possibles en fonction des essais qui ont été définis lors de la séance de prospective stratégique de novembre dernier.

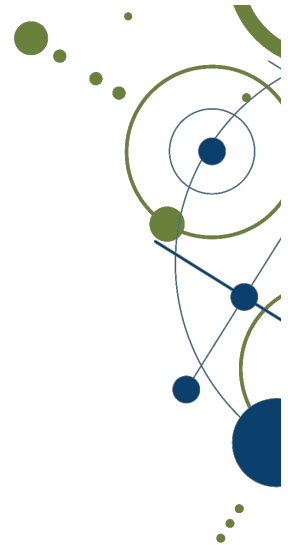
Priorité stratégique 1.2 : Renforcer la collaboration et l'harmonisation

- Nous avons tenu notre première consultation sur la Priorité stratégique 1.2.
- Notre équipe, composée de membres de notre personnel, de consultants et de membres du groupe de travail, a rencontré des décideurs de l'APEGA pour discuter des possibilités et des défis liés à la collaboration et à l'harmonisation en matière de réglementation.

Priorités stratégiques

Priorité stratégique 1.3 : Soutenir la réglementation des nouveaux domaines d'exercice du génie

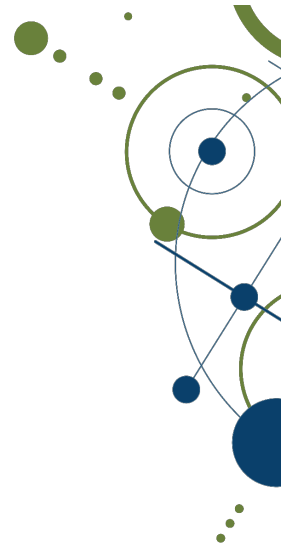
- Ingénieurs Canada avait sollicité des commentaires sur le document d'orientation générale sur le génie énergétique au moyen d'une consultation qui s'est terminée le 17 février.
- Le document de recherche vise à fournir aux organismes canadiens de réglementation du génie des renseignements complets sur la pratique émergente du génie énergétique, les nouveautés dans le domaine et les principales tendances liées à la transition énergétique.



Priorités stratégiques (suite)

Priorité stratégique 2.1 : Accélérer l'initiative 30 en 30

- Conférence nationale annuelle 30 en 30
 - Vous pouvez vous inscrire [ici](#).
 - Séances virtuelles les 3, 10 et 17 mai
 - Conférence en personne à Halifax (Engineers Nova Scotia) le 24 mai



Priorités stratégiques (suite)



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

- En collaboration avec les membres du personnel des organismes de réglementation qui font partie du groupe consultatif, on a confirmé la stratégie média et le public cible pour la campagne de marketing, et la production est en cours.
- La campagne sera lancée avec une partie au printemps qui durera sept semaines, en avril et en mai, suivie d'une autre série d'activités en automne, qui se déroulera en septembre et en octobre.
- En outre, nous avons reçu des recommandations en vue d'améliorer la sensibilisation auprès des diplômé.e.s en génie et les ingénieur.e.s stagiaires et la planification du programme est en cours. Des messages clés sur la valeur du permis d'exercice ont été rédigés et seront finalisés au cours de ce trimestre.
- Une réunion conjointe du groupe consultatif du projet avec le Groupe national des responsables des communications est prévue pour la fin de mars. Au programme, un aperçu du matériel de la campagne de marketing, une formation sur les médias et une discussion sur le cadre des messages.

BCAPG, BCCAG et groupes de responsables



Bureau d'agrément

- Le cycle de visites d'hiver du Bureau d'agrément a commencé avec les visites de quatre établissements et de 14 programmes dans tout le pays.
- Le Comité des politiques et des procédures du BCAPG a approuvé son plan de travail 2023 et discuté de l'approche philosophique du Bureau d'agrément en ce qui concerne la rédaction d'observations dans les rapports de visite.
- Lors de la réunion en personne du BCAPG à Ottawa, une motion a été adoptée recommandant qu'Ingénieurs Canada approuve une exception provisoire pour les étudiants qui participent à des programmes internationaux d'échange.
- Plus de 60 personnes ont assisté à la séance d'information virtuelle du BCAPG pour les programmes qui feront l'objet de visites à l'automne 2023 et à l'hiver 2024.

BCAPG, BCCAG et groupes de responsables



Bureau des conditions d'admission

- Le BCCAG a tenu le premier de deux ateliers à l'appui de son prochain guide sur l'aptitude à l'exercice.
- Le BCCAG a approuvé trois documents :
 - Le nouveau guide sur la participation et la consultation des Autochtones
 - L'étude de faisabilité visant à cerner d'autres méthodes d'évaluation des titulaires d'un diplôme non agréé par le BCAPG
 - La version révisée du Guide sur la bonne moralité
- Le BCCAG a également approuvé un document pour consultation, soit l'ébauche d'orientation générale sur le devoir de dénoncer les actes répréhensibles, et a donné son approbation finale à deux programmes d'examens – de génie mécanique et de génie électrique – qui seront publiés dans le site Web d'Ingénieurs Canada.
- Le BCCAG est à la recherche d'un nouveau membre représentant l'Ontario. [En savoir plus.](#)
- Le Bureau des conditions d'admission sollicite également une rétroaction sur le nouveau Guide sur le devoir de dénoncer les actes répréhensibles. La période de consultation se termine le 22 mars. Vous pouvez envoyer vos questions et commentaires à Alison Peverley, coordonnatrice, Compétences professionnelles, à Alison.Peverley@ingenieurscanada.ca.

BCAPG, BCCAG et groupes de responsables

- Le Groupe des chefs de la direction a rencontré des représentants de Doyennes et doyens d'ingénierie Canada (les doyens Deluzio, Kresta et Nicell) pour poursuivre leur discussion générative sur les domaines potentiels de collaboration au-delà de l'agrément.
- Le sujet de cette discussion était *le recrutement, la formation et l'admission à la profession*. Le groupe a discuté de la façon dont il pourrait collaborer pour réduire les fuites dans ce « pipeline », en particulier pour les femmes.



Appartenance et Engagement

- Afin de renforcer les relations d'Ingénieurs Canada avec certaines parties prenantes, nous avons assisté et participé à plusieurs réunions au cours des derniers mois, notamment :
 - La Conférence canadienne sur le leadership en ingénierie de la Fédération canadienne étudiante de génie (FCEG)
 - La conférence inaugurale d'EngiQueers Canada
 - L'Expérience Ville du futur 2023
- Ingénieurs Canada a également rencontré la Leacross Foundation, l'un de nos bailleurs de fonds, et s'est entretenu avec Rebecca White, chef de la direction d'Engineers of Tomorrow, au sujet d'une nouvelle coentreprise que nous sommes en train de lancer, un projet à impact collectif visant à intéresser les jeunes aux STIM, particulièrement au génie.
- En ce début de mars, nous avons donné le coup d'envoi du Mois national du génie (MNG) le mercredi 1er mars (de midi à 13 h 30, heure de l'Est) avec un [débat virtuel](#) sur le thème « Réfléchir au passé et regarder vers l'avenir : la culture du génie et l'avenir de la profession ».

Affaires publiques et relations gouvernementales

- Ingénieurs Canada s'est réuni avec le Secrétariat du Conseil du Trésor concernant le permis d'exercice pour les postes d'ingénieurs dans la fonction publique fédérale, poursuivant ainsi la collaboration avec des ministères fédéraux ciblés afin de sensibiliser et d'éduquer les parlementaires et les hauts fonctionnaires fédéraux à l'importance du permis d'exercice et aux conséquences de l'exercice du génie sans permis.
- Ingénieurs Canada s'est également réuni avec le Directeur des politiques du Bureau du ministre des Transports au sujet de la réglementation fédérale concernant la conception des petits bateaux de pêche.
- Nous avons participé à une réunion virtuelle du Groupe de travail sur les capacités d'adaptation dirigé par Ressources naturelles Canada dans le cadre de la Plateforme canadienne d'adaptation aux changements climatiques.