

Briefing Note – Confirmation

C-560-1.1

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-560-1.2, 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 – 560th Council meeting agenda



**C-560-1.2
Appendix A**

Draft AGENDA

560th Meeting of the Council of Professional Engineers Ontario

Thursday, November 16, 2023 / 1:00 – 5:00 pm

Friday, November 17, 2023 / 8:30 am – 5:00 pm

In Person Meeting: PEO Offices, 40 Sheppard Avenue West, 8th Floor, Toronto

SUMMARY OF TIMINGS	
Thursday, November 16	
8:30 am–12:00 pm	Plenary Session (see separate agenda, forthcoming)
1:00 pm	CALL TO ORDER – Formal Public Meeting Begins – Council Chambers
3:00–3:10 pm	Approximate time of break
5:00 pm	Adjourn until November 17 at 8:30 am
Friday, November 17	
8:30 am	CALL TO ORDER – Formal Public Meeting Resumes – Council Chambers
10:10–10:20 am	Approximate time of break
12:00 pm	End of Open Session & Lunch – 8th Floor Dining Room
2:30–2:35 pm	Approximate time of break
5:00 pm	Meeting concludes

ITEM		Spokesperson	Type	Time
1. OPENING (November 16)		Spokesperson	Type	Time
1.1	WELCOME AND CALL TO ORDER <ul style="list-style-type: none"> Confirmation of Notice and Quorum Acknowledgement of Attendees (Council, Staff, and Guests) Other Announcements 	Chair	Confirmation	1:00
1.2	APPROVAL OF AGENDA	Chair	Confirmation	
1.3	DECLARATION OF CONFLICTS OF INTEREST: Disclosure of Councillor conflicts, if any	Chair	Exception	
2. CONSENT AGENDA		Spokesperson	Type	Time
Council members may request that an item be removed from the consent agenda for discussion.				
2.1	OPEN SESSION MINUTES – 559 COUNCIL MEETING	Chair	Decision	1:10
2.2	CONSULTING ENGINEER DESIGNATION APPLICATIONS	J. Vera (Director, Licensing)	Decision	
2.3	2023 STATUTORY AND REGULATORY COMMITTEES' MEMBERSHIP LIST <ul style="list-style-type: none"> 2.3a) Changes to the List 	A. Dixit VP, Corporate		

<u>ITEM</u>		Spokesperson	Type	Time
	○ 2.3b) Full Committee Membership List	Operations & Digital Transformation	Decision Decision	
2.4	2024-2025 COUNCIL AND COMMITTEE CALENDAR	M. Solakhyan Director, Governance	Decision	
2.5	2024 COUNCILLOR TRAINING PROTOCOL	Councillor MacFarlane GNC Chair	Decision	
2.6	ACOUSTICAL ENGINEERING SERVICE IN LAND USE PLANNING GUIDELINE	Councillor Hilborn RPLC Chair	Decision	
2.7	EMISSION SUMMARY AND DISPERSION MODEL (ESDM) GUIDELINE CONVERSION TO STANDARD	Councillor Hilborn RPLC Chair	Decision	
2.8	REGIONAL COUNCILLORS COMMITTEE (RCC) REPORT	Councillor Shankar RCC Chair	Information	
3. <u>EXECUTIVE REPORTS</u>		Spokesperson/ Moved by	Type	Time
3.1	PRESIDENT'S REPORT ○ Including Volunteer Recognition	Chair	Information	1:15
3.2	CEO/REGISTRAR'S REPORT ○ Including Digital Transformation Roadmap	CEO/Registrar Quaglietta	Information	1:30
4. <u>AUDIT AND FINANCE COMMITTEE ITEMS</u>		Spokesperson/ Moved by	Type	Time
AFC Summary Report at Tab 4 in Diligent Boards				
4.1	2024 DRAFT OPERATING AND CAPITAL BUDGETS	Councillor Kirkby AFC Chair	Decision	1:50
4.2	2024 BORROWING RESOLUTION	Councillor Kirkby AFC Chair	Decision	
5. <u>GOVERNANCE AND NOMINATING COMMITTEE ITEMS</u>		Spokesperson/ Moved by	Type	Time
GNC Summary Report at Tab 5 in Diligent Boards				
5.1	PEO COUNCIL GOVERNANCE SCORECARD	Councillor MacFarlane (GNC Chair)	Decision	2:50
5.2	2024 AGM: PLACE AND TIME	President-elect Wowchuk	Decision	
5.3	DIRECTOR CONDUCT: GOOD PRACTICES REPORT	Councillor MacFarlane GNC Chair	Decision	

<u>ITEM</u>		Spokesperson	Type	Time
5.4	NOMINATION PROCESS FOR PEO REPRESENTATIVES ON ENGINEERS CANADA BOARD	Councillor MacFarlane GNC Chair	Decision	
5.5	ADVISORY GROUP PROPOSAL	Councillor MacFarlane (GNC Chair)	Decision	
5.6	BRIEFING NOTE TEMPLATE	Councillor MacFarlane (GNC Chair)	Information	
6.	<u>HUMAN RESOURCES AND COMPENSATION COMMITTEE ITEMS</u>	Spokesperson	Type	Time
HRCC Summary Report at Tab 6 in Diligent Boards				
6.1	CEO/REGISTRAR PERFORMANCE REVIEW PROCESS: PROPOSED CHANGES TO ALIGN WITH STRATEGY AND OPERATIONAL PLANNING TIMELINES	Councillor Roberge HRCC Chair	Decision	4:00
7.	<u>REGULATORY POLICY AND LEGISLATION COMMITTEE ITEMS</u>	Spokesperson	Type	Time
RPLC Summary Report at Tab 7 in Diligent Boards				
7.1	DIRECTION TO EXAMINE THE CURRENT FOUR-YEAR EXPERIENCE REQUIREMENT	Councillor Hilborn RPLC Chair	Decision	4:10
END OF DAY 1 (ESTIMATED): ADJOURN AT 5:00 PM				
DAY 2: FRIDAY, NOVEMBER 17, 2023 AT 8:30 AM				
8.	<u>REGULATORY ITEMS</u>	Spokesperson/ Moved by	Type	Time
8.1	REPORT FROM TRIBUNALS	N. Brown Legal Counsel & Manager, Tribunals	Information	8:30
9.	<u>OTHER ITEMS</u>	Spokesperson/ Moved by	Type	Time
9.1	STAFF REPORT ON MEMBER SUBMISSION TO 2023 AGM	M. Solakhyan Director, Governance	Discussion	8:50
9.2	SMITH & WOLFE AWARDS	Councillor MacFarlane GNC Chair	Decisions	
9.3	NOTICE OF MOTION/COUNCILLOR ITEMS PROPOSED PURSUANT TO S.7.4 OF THE 2023-2024 SPECIAL RULES	Chair		
	a) Explicitly List EDI with Admissions Guiding Principles	President Fraser	Decision	

<u>ITEM</u>		Spokesperson	Type	Time
	b) Council Registry of Activities and Open Issues c) Term Limits for Elected Councillors	President Fraser Councillor Kirkby	Decision TBD	
9.4	ENGINEERS CANADA DIRECTORS REPORT	N. Hill President, Engineers Canada	Information	
9.5	COUNCILLOR QUESTIONS	Chair	Discussion	
9.6	MOTION TO MOVE IN CAMERA	Chair	Decision	
OPEN SESSION MEETING ENDS AT 12:00 PM. [ESTIMATED] LUNCH BREAK: 12:00-1:00				
10. <u>IN CAMERA</u>		Spokesperson	Type	Time
10.1	IN-CAMERA MINUTES – 559 COUNCIL MEETING	Chair	Decision	1:00
10.2	LEGAL UPDATE	D. Abrahams VP, Policy & Governance and Chief Legal Officer	Information	
10.3	RE-APPOINTMENT TO CANADIAN ENGINEERING ACCREDITATION BOARD (CEAB)	M. Solakhyan Director, Governance	Decision	
10.4	STERLING AWARD	Councillor MacFarlane GNC Chair	Decision	
10.5	ORDER OF HONOUR NOMINEES	Councillor Hilborn	Decision	
10.6	REPORT FROM CURIOUS PUBLIC	M. Aikins and J. Henderson (Curious Public)	Discussion	
10.7	COUNCILLOR ITEMS Generative discussion		Discussion	
10.8	PEO'S ANTI-WORKPLACE VIOLENCE AND HARASSMENT POLICY: Council to receive violations, if any	Chair	Exception	
5 MINUTE BREAK [2:30 PM ESTIMATED]				
10.9	In Camera Dialogue with CEO/Registrar <ul style="list-style-type: none"> CEO/Registrar Year-end Performance Review: Self-Evaluation 		Discussion	2:35
10.10	In Camera Dialogue without CEO/Registrar <ul style="list-style-type: none"> CEO/Registrar Year-end Performance Review 		Decision	

<u>ITEM</u>		Spokesperson	Type	Time
10.11	In Camera Dialogue <ul style="list-style-type: none"> Ad Hoc Committee Report 		Discussion	
COUNCIL MEETING ENDS: NOVEMBER 17 AT 5:00 PM				
11. <u>NEXT MEETINGS</u>				
Council Meetings <ul style="list-style-type: none"> February 23, 2024 April 5, 2024 				
Governance Committee Meetings				
AFC March 22, 2024	GNC January 24, 2024	HRCC January 23, 2024	RPLC January 30, 2024	

ADDITIONAL MATERIAL PROVIDED SEPARATELY

Please note that in order to streamline the agenda, additional material for each Council meeting is provided in the Resource Centre area of Diligent Boards (navigate to the folder “Reports” and the sub-folders therein for the applicable year and Council meeting). The additional material includes 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 November 9th are as follows:

AFC Approved Minutes (August 23, 2023); GNC Approved Minutes (August 29, 2023); RPLC Approved Minutes (June 9, 2023 and August 25, 2023); Statistics; and Council Decision Log

Councillor Code of Conduct

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

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

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

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

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

[s. 3.1.8 of the Governance Manual]

Briefing Note – Exception

C-560-1.3

CONFLICTS OF INTEREST

Purpose: Councillors are requested to identify any potential conflicts of interest related to the open session 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=fiebnky_i6M

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

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

Briefing Note – Decision

C-560-2.0

CONSENT AGENDA

Purpose: To approve the items contained in the consent agenda.

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

That the consent agenda be approved.

Prepared by: 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 Open Session Minutes – 559 Council Meeting
- 2.2 Consulting Engineer Designation Applications
- 2.3 2023 Statutory and Regulatory Committees' Membership List
- 2.4 2024-2025 Council and Committee Calendar
- 2.5 2024 Councillor Training Protocol
- 2.6 Acoustical Engineering Service in Land Use Planning Guideline
- 2.7 Emission Summary and Dispersion Model (EDSM) Guideline Conversion to Standard
- 2.8 Regional Councillors Committee (RCC) Report

Decision Note - Open Session Minutes – 559th Council Meeting

Purpose	To record that the minutes of the open session of the 559 th meeting of Council accurately reflects the business transacted at that meeting.
Strategic/Regulatory Focus	Governance
Motion	That the minutes of the 559 th meeting of Council, held September 22, 2023, as presented to the meeting at C-560-2.1, Appendix A, accurately reflect the business transacted at that meeting.
Attachments	Appendix A – Minutes C-559

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

MINUTES

The 559th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was a hybrid meeting held at 40 Sheppard Avenue West, Toronto on Friday, September 22, 2023, at 8:30 a.m.

Present:

(In-Person) R. Fraser, P.Eng., President and Council Chair
N. Colucci, P.Eng., Past President
C. Chahine, P.Eng., Vice President – Elected
L. Notash, P.Eng., Vice President – Appointed and Councillor-at-Large
A. Arenja, P.Eng., Lieutenant Governor-in-Council Appointee
V. Banday, P.Eng., Councillor-at-Large
L. Cutler, P.Eng., Lieutenant Governor-in-Council Appointee
D. Kiguel, P.Eng., East Central Region Councillor
T. Kirkby, P.Eng., Eastern Region Councillor
M. Liu, P. Eng., Eastern Region Councillor
N. Lwin, P.Eng., East Central Region Councillor
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee *[until 2:10 p.m.]*
G. Nikolov, P.Eng., Lieutenant Governor-in-Council Appointee
R. Panesar, P.Eng., West Central Region Councillor
L. Roberge, P.Eng., Northern Region Councillor
S. Schelske, P.Eng., Lieutenant Governor-in-Council Appointee
G. Schjerning, P.Eng., Councillor-at-Large
U. Senaratne, P.Eng., Lieutenant Governor-in-Council Appointee
S. Sung, Lieutenant Governor-in-Council Appointee

Present

(Virtual): G. Wowchuk, P.Eng., President-elect
A. Dryland, CET, Lieutenant Governor-in-Council Appointee
V. Hilborn, P.Eng., Western Region Councillor *[signed off at 5:00 p.m.]*
S. MacFarlane, P.Eng., Western Region Councillor
P. Mandel, CPA, CBV, Lieutenant Governor-in-Council Appointee *[from 2:50 p.m.]*
D. Montgomery, P.Eng., Northern Region Councillor
P. Shankar, P.Eng., West Central Region Councillor *[signed off at 2:10 p.m.]*

Regrets: None

Staff

(In-Person): J. Quaglietta, P.Eng., CEO/Registrar
D. Abrahams, Vice-President (VP), Policy & Governance and Chief Legal Officer
A. Dixit, P. Eng., VP, Corporate Operations and Digital Transformation
D. Sikkema, Chief People Officer *[left at 12:00 p.m.]*
C. Mehta, Director, Finance *[left at 12:00 p.m.]*
M. Solakhyan, Director, Governance
M. Feres, Supervisor, Council Operations (Secretariat)
E. Chor, Research Analyst (Secretariat)

Staff

(Virtual): A. Kwiatkowski, Director, Digital Transformation and IT *[signed off at 12:00 p.m.]*
K. Praljak, Director, Communications *[signed off at 12:00 p.m.]*
J. Vera, Director, Licensing *[signed off at 12:00 p.m.]*



J. Max, Manager, Policy *[signed off at 12:00 p.m.]*
M. Soepiter, Controller *[signed off at 10:20 a.m.]*
A. Anowar, Council and Committee Coordinator (Secretariat)
N. Axworthy, Editor, Engineering Dimensions *[signed off at 12:00 p.m.]*

Guests

(In-Person): C. Bellini, P.Eng., PEO Director, Engineers Canada
H. Brown, Brown & Cohen
N. Hill, P.Eng., President, Board of Directors and PEO Director, Engineers Canada
J. Pappano, Parliamentary Services
M. Sterling, P.Eng., PEO Director, Engineers Canada

Guests

(Virtual): S. Ausma, P.Eng., Member, Board of Directors, Ontario Society of Professional Engineers (OSPE)
J. Mendel, Interim Compliance Analyst, Office of the Fairness Commissioner
A. Viola, P.Eng., Incoming VP, Regulatory Operations

Council convened at 8:30 a.m. on Friday, September 22, 2023.

CALL TO ORDER

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

12584 – APPROVAL OF AGENDA

Council discussed the following proposed amendments to the agenda:

- 2.5 Regional Councillors Committee (RCC) Report be moved out of Consent Agenda for individual discussion
- 4.3 RPLC Work Plan be moved to Consent Agenda
- 6.2 Independent Counsel for Council be moved to after 6.4 Election Officials Subcommittee Report

Moved by Councillor Arenja, seconded by Councillor Nikolov:

That:

- a) The agenda, as presented to the meeting at C-559-1.2, Appendix A be approved as amended; and
b) the Chair be authorized to suspend the regular order of business.

CARRIED
Recorded vote

For: 22 **Against: 0** **Abstain: 0** **No Vote/Abs: 2**

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

G. Schjerner
S. Sung

D. Kiguel
T. Kirkby
M. Liu
N. Lwin
S. MacFarlane
P. Mandel
D. Montgomery
G. Nikolov
L. Notash
R. Panesar
L. Roberge
S. Schelske
U. Senaratne
P. Shankar
G. Wowchuk

12585 – DECLARATION OF CONFLICTS OF INTEREST

There were no conflicts of interest declared.

12586 – CONSENT AGENDA

Item 2.5, *Regional Councillors Committee (RCC) Report* was removed from the consent agenda for separate discussion.

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

That the consent agenda be approved, consisting of:

- 2.1 Open Session Minutes 558, June 23, 2023
- 2.2 Consulting Engineer Designation Applications
- 2.3 Changes to the 2023 Statutory and Regulatory Committees' Membership List
- 2.4 Governance Committee Reports
- 4.3 RPLC Work Plan for 2023-2024

CARRIED
Unanimous consent

12587 – REGIONAL COUNCILLORS COMMITTEE REPORT

A report was presented to inform Council of the recent activities and discussions of the Regional Councillors Committee.

Council discussed aspects of the report including Chapter finances; sponsorship of Chapter events; logistical arrangements related to the November Chapter Leaders Conference and Government Liaison Program; and consultation on the format of the 2024 Annual General Meeting.

12588 – PRESIDENT'S REPORT

President Fraser reviewed key activities which have taken place since Council's June meeting, including:

- Attendance at P.Eng. Licensing Ceremonies
- Visit to Scarborough Chapter earlier in September; and
- Meetings of the governance committees

He also reported that later this month he has been invited to present on the topic “A Leadership Vision for the PEO” at the Toronto Engineering Club; and in early October will attend the Engineers Canada President’s Group meeting.

12589 – CEO/REGISTRAR’S REPORT

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

- Highlights of PEO’s June Town Hall, which coincided with the organization’s 101st anniversary.
- Summary of ongoing efforts and activities over the summer months to operationalize the Anti-Racism and Equity Code.
- Summary of ongoing efforts and activities to increase the representation of women licensed by PEO, including the 30x30 initiative and participation in the gender audit study undertaken by the University of Toronto’s Rotman School of Management.
- Key data points and updates on areas of the business, including:
 - FARPACTA-compliant licensing application process, including a summary of the new Inventory Management Plan;
 - continuing professional development or “PEAK”, and the latest efforts in the areas of communication, user support, stakeholder engagement, and the addition of more CPD-admissible activities;
 - status of the operational plan and associated projects/initiatives, including its impact on the new approach to staff performance management and merit-based compensation;
 - status of reviews conducted by the Academic Requirements Committee and Experience Requirements Committee;
 - remissions and resignations;
 - enhancements to the customer service model and processes;
 - information on the planned Fall rollout of the Licensing Dashboard of Data; and
 - revenues and expenses for the six months ended June 30, 2023.

Staff provided additional information and answered questions related to EDI activities; CPD requirements and statistics; CPD stakeholder engagement survey; remissions and resignations; customer service; and the merit-based compensation plan.

12590 – BUDGET PREVIEWS: DRAFT 2024 OPERATING AND CAPITAL BUDGETS

AFC Chair, Councillor Kirkby, noted that Council is asked to provide guidance to the AFC and staff to prepare a 2024 budget for Council’s approval at the November 17, 2023 meeting. He commented on the iterative and collaborative nature of the budgeting process and committee efforts over the summer months to develop draft operating and capital budgets. Staff presented contextual information to support a generative discussion, including:

- licence holder and inflation data for the past 10 years;
- data in comparison to other Canadian engineering regulators for licence holder fees and licence holder-staff ratio;

- 2024 budget projection of a deficit of approximately \$4.1m, due in large part to major one-time investments related to the Strategic Plan and digital modernization and transformation in support of core regulatory and legislative compliance activities, as well as building investments;
- Budget guiding principles to ensure delivery of core regulatory and governance mandate, maintain fiscal responsibility, and identify, assess, and manage risk; and
- Options for consideration to manage the projected deficit including short-term use of reserve funds, fee increases, and review of non-regulatory and non-governance activities.

Staff answered questions related to rates of inflation and premium increases related to benefits.

Council discussed a variety of budget considerations and issues related to covering a potential deficit, including:

- Use of cash reserves in light of several years of surplus and recognizing that the deficit projection is due in large part to major one-time investments, making 2024 a unique year of transition.
- Issues and factors related to fee increases such as value for money and indexing to rates of inflation.

Based on areas of discussion, staff will provide additional information for the AFC's consideration at its October meeting and for future budget cycles, including:

- Options regarding different ways to cover a budget shortfall such as fee increases, using cash reserves, and/or reducing or eliminating discretionary costs.
- Exploring the option to move to a single annual fee billing cycle.
- Linking multi-year strategic planning to multi-year budget planning.
- Impact of the suspension of the Engineering Intern program on revenues.

12591 – MANDATORY CPD (PEAK): PROPOSED POLICY CHANGE

RPLC Chair, Councillor Hilborn, outlined a proposal for an exemption to the mandatory continuing professional development program (known formally as the Professional Evaluation and Knowledge program, or PEAK) starting in 2024 for those on fee remission. It was noted that this policy change would automatically exempt all 13,000 fee remission enrollees (97% of whom are retired from the practice of professional engineering) from the entire PEAK program starting in 2024. The rationale and risk analysis are outlined in the Policy Impact Analysis (PIA) provided to Council. It was noted that the policy proposed poses no increased risk in public safety because this cohort is already prohibited from practising.

Council discussed the timing of the policy change, roughly nine months after the introduction of mandatory continuing professional development (CPD). In response to questions related to lessons learned and the reason this cohort was not exempt at the start of mandatory CPD in 2023, staff noted the need to gather data regarding participation rates pre and post January 2023 and analyze feedback from licence holders. Further, it was noted that the PIA tool adopted by Council in June 2023 is intended to identify risks and strengthen policy proposals so that issues such as those in the CPD policy proposal can be addressed earlier in the process.

Moved by Councillor Hilborn, seconded by Past President Colucci:

That Council approve exempting all Licence and Limited Licence holders who qualify for fee remission from all annual continuing professional development requirements, effective January 2024.

CARRIED
Recorded vote

For: 23

Against: 0

Abstain: 0

No Vote/Abs: 1

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

C. Chahine

12592 – 2024 ANNUAL GENERAL MEETING

A draft motion was presented, with an area left blank for Council's consideration.

Moved by Past President Colucci, seconded by Councillor Arenja:

That Council endorse a [] format for PEO's 2024 Annual General Meeting.

Council agreed with the parliamentarian's recommendation to structure discussions to consider three options to complete the motion, and that voting would continue until one option receives a majority of the votes. It was agreed by consensus that the three options be considered in the following order:

1. In-Person
2. Hybrid (both in-person and virtual options)
3. Virtual

Council discussed the legal and business requirements for an Annual General Meeting (AGM); other reasons PEO has traditionally held an AGM, including to provide networking opportunities and ancillary events; the specific dynamics of each option; budget implications; and the importance of returning to in-person activities as the public health restrictions due to the COVID-19 pandemic are no longer in effect.



Vote #1: In-Person

That “in-person” be inserted as the choice of format for PEO’s 2024 Annual General Meeting.

DEFEATED
Recorded vote

<u>For: 5</u>	<u>Against: 19</u>	<u>Abstain: 0</u>	<u>No Vote/Abs: 0</u>
V. Banday	A. Arenja		
T. Kirkby	C. Chahine		
L. Notash	N. Colucci		
R. Panesar	L. Cutler		
P. Shankar	A. Dryland		
	V. Hilborn		
	D. Kiguel		
	M. Liu		
	N. Lwin		
	S. MacFarlane		
	P. Mandel		
	D. Montgomery		
	G. Nikolov		
	L. Roberge		
	S. Schelske		
	G. Schjerning		
	U. Senaratne		
	S. Sung		
	G. Wowchuk		

Vote #2: Hybrid

That “hybrid” be inserted as the choice of format for PEO’s 2024 Annual General Meeting.

CARRIED
Recorded vote

<u>For: 16</u>	<u>Against: 8</u>	<u>Abstain: 0</u>	<u>No Vote/Abs: 0</u>
V. Banday	A. Arenja		
C. Chahine	N. Colucci		
A. Dryland	L. Cutler		
D. Kiguel	V. Hilborn		
T. Kirkby	D. Montgomery		
M. Liu	G. Nikolov		
N. Lwin	U. Senaratne		
S. MacFarlane	S. Sung		
P. Mandel			
L. Notash			
R. Panesar			
L. Roberge			
S. Schelske			



G. Schjerning
P. Shankar
G. Wowchuk

Vote #3: Final Motion

That Council endorse a hybrid format for PEO's 2024 Annual General Meeting.

CARRIED
Recorded vote

For: 19 **Against: 5** **Abstain: 0** **No Vote/Abs: 0**

V. Banday
C. Chahine
L. Cutler
A. Dryland
V. Hilborn
D. Kiguel
T. Kirkby
M. Liu
N. Lwin
S. MacFarlane
P. Mandel
D. Montgomery
L. Notash
R. Panesar
L. Roberge
S. Schelske
G. Schjerning
P. Shankar
G. Wowchuk

A. Arenja
N. Colucci
G. Nikolov
U. Senaratne
S. Sung

12593 – MOTION TO MOVE IN CAMERA

Moved by Past President Colucci, seconded by Councillor Schelske:

That Council move in camera at 12:00 p.m.

CARRIED
Recorded vote

For: 24 **Against: 0** **Abstain: 0** **No Vote/Abs: 0**

A. Arenja
V. Banday
C. Chahine
N. Colucci
L. Cutler
A. Dryland



V. Hilborn
D. Kiguel
T. Kirkby
M. Liu
N. Lwin
S. MacFarlane
P. Mandel
D. Montgomery
G. Nikolov
L. Notash
R. Panesar
L. Roberge
U. Senaratne
S. Schelske
G. Schjerner
P. Shankar
S. Sung
G. Wowchuk

[All staff, guests, and observers left the meeting at 12:00 p.m. except J. Quaglietta]

[Council returned to open session at 3:50 p.m.]

12594 – ENGINEERS CANADA DIRECTORS REPORT

Nancy Hill, Engineers Canada (EC) Board of Directors President for 2023-2024, provided an update on Engineers Canada's strategic priorities and departmental activities for the period June to August 2023, including updates on:

- EC's strategic priorities, specifically:
 - Investigate and validate the purpose and scope of accreditation
 - Strengthen collaboration and harmonization,
 - Accelerate 30 by 30
 - Reinforce trust and the value of licensure
- Accreditation Board (CEAB) activities, in particular the development of a framework that incorporates graduates of both Canadian and non-Canadian engineering programs
- Qualification Board (CEQB) activities, in particular its work to develop a new Guideline on fitness to practice
- Regulatory Affairs
- Public Affairs and Government Relations
- National Admissions Officials Group, in particular its work on time-based experience requirements for licensure
- Development of EC's new strategic plan

President Hill noted that Engineers Canada and the other Canadian engineering regulators look forward to continued communication from PEO regarding the suspension of its EIT program.

President Hill responded to questions relating to:



- EC's voting members, noting that these are each of the 13 engineering regulators across Canada's provinces and territories;
- CEQB efforts on the issue of Fitness to Practice, noting a health-related example raised in recent discussions at a CEQB meeting; and
- removal of Canadian experience requirements and its impact on interprovincial mobility, noting there have been no concerns raised in this regard and that jurisdictions are beginning to examine qualitative measures more than quantitative ones such as number of years.

12595 – REPORT FROM TRIBUNALS

Council received an update about the activities of the Tribunals Office, related Committees (Discipline – DIC and Registration-REC), and the Complaints Review Councillor. In addition, Council considered requests to appoint members to both the Discipline Committee and the Registration Committee and to recommend additional members for appointment by the Province.

In response to a question regarding appointments from the DIC to REC and the requisite knowledge and qualifications needed, staff noted that each of the applicants is a long serving volunteer with PEO who has transferable skills as an adjudicator that will help address the increased demand for REC hearings.

Moved by Past President Colucci, seconded by Vice President Chahine:

That Council adopt the appointments as set out in C-559-5.1, Appendix C - the Report on Tribunal Appointments, provided in the September 22, 2023 Briefing Note from Tribunals.

CARRIED
Recorded vote

For: 18

A. Arenja
C. Chahine
N. Colucci
L. Cutler
A. Dryland
V. Hilborn
T. Kirkby
N. Lwin
S. MacFarlane
P. Mandel
G. Nikolov
R. Panesar
L. Roberge
S. Schelske
G. Schjerner
U. Senaratne
S. Sung
G. Wowchuk

Against: 1

V. Bandy

Abstain: 4

D. Kiguel
M. Liu
D. Montgomery
L. Notash

No Vote/Abs: 1

P. Shankar

12596 – MOTION TO DEFER CERTAIN ITEMS

The Chair suggested that Council consider deferring some of the remaining agenda items.

Moved by Councillor Kirkby, seconded by Councillor Notash:

That all items in Section 7 and all items in Section 8 be deferred to the November 17, 2023 Council meeting, except:

- **8.3 (Engineers Canada Directors Report, delivered earlier in meeting)**
- **8.4a) Reducing 4-year Eng. Experience Time Requirement**

Council discussed items from sections 7 and 8 of the agenda that could be deferred to another meeting. November 16 was proposed as a possible new date for a Council meeting at which the deferred items would be addressed.

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

That “next meeting” replace “November 17, 2023” in the original motion.

**CARRIED
Unanimous consent**

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

That the next meeting of Council be noted as November 16, 2023, subject to confirmation of quorum.

**CARRIED
Unanimous consent**

Council then voted on the original motion, as amended.

That all items in Section 7 and all items in Section 8 be deferred to the next Council meeting, except:

- **8.3 (Engineers Canada Directors Report, delivered earlier in meeting)**
- **8.4a) Reducing 4-year Eng. Experience Time Requirement**

**CARRIED
Recorded vote**

<u>For: 19</u>	<u>Against: 4</u>	<u>Abstain: 0</u>	<u>No Vote/Abs: 1</u>
V. Banday	A. Arenja		P. Shankar
C. Chahine	L. Cutler		
N. Colucci	G. Nikolov		
A. Dryland	S. Sung		
V. Hilborn			
D. Kiguel			
T. Kirkby			
M. Liu			
N. Lwin			
S. MacFarlane			
P. Mandel			
D. Montgomery			
L. Notash			

R. Panesar
L. Roberge
S. Schelske
G. Schjerner
U. Senaratne
G. Wowchuk

[Vice President Chahine chaired minute 12597.]

12597 – REDUCING 4-YEAR ENGINEERING EXPERIENCE TIME REQUIREMENT

Council considered a proposal related to an experience requirements pathway in parallel with the Competency Based Assessment (CBA), including a consideration to reduce the 4-year experience requirement.

A summary of Council's discussion is outlined below.

- It is reasonable to consider what value there may be to re-introduce an apprentice/intern pathway to fulfilling engineering experience requirements, in parallel with the CBA approach.
- Council must consider that the proposed November 2023 timeline for a plan is a relatively short timeframe given that staff resources are already committed to other policy initiatives. A direction to examine a parallel pathway sends mixed, if not contradictory, messages with respect to this next phase of the new licensure system.
- The proposal refers to developing a plan to document this matter as an open and active issue, and it need not significantly infringe on other initiatives.

Moved by President Fraser, seconded by Councillor Kiguel:

That RPLC provide Council with a plan at the November 2023 meeting of Council, that includes a timeline and a plan for involving ERC experience requirement experts, to

- (a) consider introducing an apprentice/intern pathway to engineering experience as an alternative to CBA; and
(b) consider reducing the 4-year experience requirement for all experience pathways to licensure.**

**CARRIED
Recorded vote**

<u>For: 15</u>	<u>Against: 8</u>	<u>Abstain: 0</u>	<u>No Vote/Abs:1</u>
V. Banday	A. Arenja		P. Shankar
L. Cutler	N. Colucci		
A. Dryland	V. Hilborn		
R. Fraser	M. Liu		
D. Kiguel	S. MacFarlane		
T. Kirkby	D. Montgomery		
N. Lwin	G. Nikolov		
P. Mandel	U. Senaratne		
L. Notash			
R. Panesar			
L. Roberge			

S. Schelske
G. Schjerning
S. Sung
G. Wowchuk

[President Fraser resumed the role of Chair.]

12598 – APPOINTMENT OF DEPUTY REGISTRAR

This in-camera item was moved into open session.

Council was asked to consider appointing a Deputy Registrar to ensure continuity of statutory functions in the event that the CEO/Registrar is unavailable or incapacitated. Council discussed the experience and qualifications of the proposed candidate.

Council discussed the recruitment process for the Deputy Registrar position.

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

That Americo Viola, P.Eng., be appointed Deputy Registrar, effective September 25, 2023, until such time as Council appoints a successor, and that the temporary appointment of Arun Dixit, P.Eng. as Interim Deputy Registrar be ended, with PEO's gratitude for his additional service, effective the same date; and

That this decision be moved out of in-camera into open session in order to permit a public announcement.

**CARRIED
Unanimous consent**

12599 – MOTION TO MOVE IN CAMERA

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

That Council move in camera at 5:10 p.m.

**CARRIED
Unanimous consent**

[All staff, guests, and observers left the meeting at 5:10 p.m. except J. Quaglietta]

Council adjourned at 7:00 p.m. The in-camera session will continue on September 28, 2023 at 5:30 p.m.

These minutes consist of 13 pages and minutes 12584 to 12599 inclusive.

R. Fraser, 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 Appendix A, Section 1.**
- 2. That Council approve the applications for redesignation as Consulting Engineer as set out in Appendix A, Section 2.**
- 3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-560, Appendix A, Section 3.**

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

Moved by: Nick Colucci, FEC, MBA, 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 October 26, 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 560th Meeting of the Council of
Professional Engineers Ontario

REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE

Chair: Adrian Pierorazio, P.Eng.

- 1. The Committee has reviewed the following applications for DESIGNATION and recommends to Council that these 5 applicants be exempted from examinations pursuant to Section 56(2) of O.Reg.941 and that they be considered for DESIGNATION AS CONSULTING ENGINEER, having met the requirements pursuant to Section 56(1) of O.Reg.941:**

#	P.Eng.	Company Name	Address	Licence #
1.1	Brost, Thorsten	Quasar Consulting Group	250 Rowntree Dairy Rd, Woodbridge ON, L4L 9J7	90302811
1.2	Griffith, David Tyler	Tacoma Engineers Inc.	176 Speedvale Ave W, Guelph ON, N1H 1C3	100164287
1.3	Hossain, Fazlae Murad	Daksa Utilities Design and Engineering Inc	217-3583 Sheppard Ave E, Scarborough ON, M1T 3K8	100128336
1.4	Kokosza, Simon	CIMA+ Canada	415 Baseline Rd, Bowmanville ON, L1C 5M2	100180291
1.5	West, Craig	AECOM	620-55 Cedar Pointe Dr, Barrie ON, L4N 5R1	100151426

- 2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 22 applicants be granted REDESIGNATION AS CONSULTING ENGINEER, having met the requirements pursuant to Section 57(2) of O.Reg.941:**

#	P.Eng.	Company Name	Address	Licence #
2.1	Belanger, Billy	JL Richards & Associates Ltd	834 Mountjoy St S, Timmins ON, P4N 7C5	90476664
2.2	Biemann, Jeanette	IDEA Inc	507-421 Bay St, Sault Ste Marie ON, P6A 1X3	100085784
2.3	De Berardis, Robert	De Berardis Associates Inc	17-207 Edgeley Blvd, Vaughan ON, L4K 4B5	10886505
2.4	Dietrich, William	Dietrich Engineering Ltd	10 Alpine Crt, Kitchener ON, N2E 2M7	11589017
2.5	Fisher, Davor	Fisher Engineering Ltd	15-400 Esna Park Dr, Markham ON, L3R 3K2	14273015
2.6	Glos, Timothy	Glos Associates Inc	410-325 Devonshire Rd, Windsor ON, N8Y 2L3	90539750
2.7	Guiyab, Joseph	Bespoke Engineering Ltd	1701-2235 Sheppard Ave E, Toronto ON, M2J 5B5	100154862
2.8	Habis, Walid	Momentum Engineering Management Inc	100-400 Applewood Cres, Vaughan ON, L4K 0C5	100089284
2.9	Hernandez, Luis	LMH Engineering Ltd	2234 Nida Crt, Mississauga ON, L4X 1J8	90526492
2.10	Howard, John David	LH Schwindt & Company Inc	29-810 Golf Links Rd, Ancaster ON, L9K 1J7	20556015
2.11	Jafari, Ahmadreza	ANJ Engineering Ltd	58 Yongehurst Rd, Richmond Hill ON, L4C 3T2	100121811
2.12	Kellar, Christopher	Jade Acoustics Inc	19-411 Confederation Pkwy, Concord ON, L4K 0A8	100069415
2.13	Lai, Ting Cheong Derek	DL Engineering Inc	302-9030 Leslie St, Richmond Hill ON, L4B 1G2	90551649
2.14	Lawton, Andrew	RJ McKee Engineering Ltd	1785 Woodward Dr, Ottawa ON, K2C 0P9	25914508
2.15	McCarron, Edward	McCarron, Edward	20 Earl St, Kitchener ON, N2M 2V4	29954807
2.16	Milad, Kristen	AGI	402-8100 York Regional Rd 27, Woodbridge ON, L4H 3N2	100134433
2.17	Pierorazio, Adrian	Jensen Hughes Consulting Canada, Inc	411-2680 Skymark Ave, Mississauga ON, L4W 5L6	90468281
2.18	Silano, Pasquale Pat	The SPG Engineering Group Ltd	34 Rebecca St, Oakville ON, L6K 1J1	42350504
2.19	Tan, Zuo Quan	Q&E Engineering Inc	684 Moneymore Rd, Roslin ON, K0K 2Y0	100138483

2.20	Troop, Michael	JL Richards & Associates Ltd	1000-343 Preston St, Ottawa ON, K1S 1N4	100079008
2.21	Vakaras, Derek	Chorley + Bisset Ltd.	800-201 Queens Ave, London ON, N6A 1J1	90551888
2.22	Weisman, Simon	Weisman Consultants Inc.	716-1110 Finch Ave W, Toronto ON, M3J 2T2	49383011

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

#	Company Name	Address	Designated Consulting Engineer(s)
3.1	MCR Engineers Ltd.	111 Zenway Blvd, Vaughan ON, L4H 3H9	Ladislav Rak, P.Eng.

Legal Implications/Authority

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

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

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

Briefing Note – Information

C-560-2.3(a)

CHANGES TO THE 2023 COMMITTEES MEMBERSHIP LISTS

Purpose: To inform Council of changes to *Committees Membership Lists* since the last meeting.

Prepared by: Aaron Fleishman, Office Assistant

Moved by:

1. Information

Appendix A is presented for information only and outlines changes to the *Committees Membership Lists*.

2. Next Steps

The 2023 *Committees Membership Lists* will be updated accordingly. Resigned members will receive digital *Certificates of Appreciation* in accordance with the protocol.

3. Appendices

Appendix A – Changes to the *Committees Membership Lists*.

**Changes to the 2023 PEO Statutory and Regulatory Committees and
Task Forces Membership Roster**

C-560-2.3(a)
Appendix A

560th Council Meeting

Committee and Task Force Resignations/Retirements:

First/Last Name	Service Dates	Committee / Task Force
Tracy Garner	2022 – Oct 2023	Government Liaison Committee (GLC)
Richard Patterson	1995 – Oct 2023	Consulting Engineer Designation Committee (CEDC) – Western Subcommittee
Richard Patterson	1995 – Dec 2023	Consulting Engineer Designation Committee (CEDC) – Western Subcommittee

New Members:

First/Last Name	Service Dates	Committee / Task Force
Miles Buckrell	Oct 2023 – Dec 2024	Consulting Engineer Designation Committee (CEDC) – Western Subcommittee
Kelly Lalonde	Oct 2023 – Dec 2024	Consulting Engineer Designation Committee (CEDC) – Eastern Subcommittee

Briefing Note – Decision

C-560-2.3(b)

2023 COMMITTEES MEMBERSHIP LISTS FOR COUNCIL APPROVAL

Purpose: Provide council with the full 2023 *Committees Membership Lists* to be approved for 2024.

Prepared by: Aaron Fleishman, Office Assistant

Moved by:

1. Decision

Appendix A is presented for approval by council and outlines the full 2023 *Committees Membership Lists* and is to be approved by council for 2024.

2. Next Steps

The approved 2024 *Committees Membership Lists* will be posted on the PEO website.

3. Appendices

Appendix A – Full *Committees Membership Lists* for 2023.

2023 Committees Membership Lists

Audit and Finance Committee (AFC)	From / To
Councillor Kirkby (chair)	2023 - AGM 2024
Past President Colucci (ex-officio)	2021 - AGM 2024
LGA Councillor Cutler	2021 – AGM 2024
President Fraser (ex-officio)	2022 - AGM 2025
LGA Councillor Mandel	2022 - AGM 2024
LGA Councillor Nikolov	2023 – AGM 2024
Councillor Panesar	2023 - AGM 2024
LGA Councillor Sung	2021 - AGM 2024
President-elect Wowchuk (ex officio)	2023 - AGM 2026

Governance and Nominating Committee (GNC)	From / To
Councillor MacFarlane (chair)	2022 – AGM 2024
LGA Councillor Arenja	2021 - AGM 2024
Councillor Banday	2023 - AGM 2024
Vice President (elected) Chahine	2023 - AGM 2024
Past President Colucci (ex-officio)	2021 - AGM 2024
President Fraser (ex-officio)	2022 - AGM 2025
Councillor Kiguel	2023 - AGM 2024
Councillor Lwin	2023 - AGM 2024
Councillor Schjerner	2023 - AGM 2024
President-elect Wowchuk (ex officio)	2022 - AGM 2026

Human Resources and Compensation Committee (HRCC)	From / To
Councillor Roberge (chair)	2021 - AGM 2024
Past President Colucci (ex-officio)	2021 - AGM 2024
LGA Councillor Dryland	2021 - AGM 2024
President Fraser (ex-officio)	2022 - AGM 2025
Councillor Montgomery	2023 – AGM 2024
LGA Councillor Schelske	2021 - AGM 2024
Councillor Shankar	2023 – AGM 2024
President-elect Wowchuk (ex officio)	2023 – AGM 2026

2023 Committees Membership Lists

Regulatory Policy and Legislation Committee (RPLC)	From / To
Councillor Hilborn (chair)	2022 - AGM 2024
Past President Colucci (ex-officio)	2021 - AGM 2024
President Fraser (ex-officio)	2022 - AGM 2025
Councillor Kiguel	2022 - AGM 2024
Councillor Liu	2023 - AGM 2024
Vice President (appointed) Notash	2021- AGM 2024
LGA Councillor Senaratne	2023 - AGM 2024
President-elect Wowchuk	2023 - AGM 2026

Executive Committee (EXE)	From / To
President Fraser (chair)	2022 - AGM 2025
Vice President (elected) Chahine	2023 – AGM 2024
Past President Colucci	2021 - AGM 2024
LGA Councillor Cutler	2023 – AGM 2024
Councillor Liu	2023 - AGM 2024
Vice President (appointed) Notash	2023 - AGM 2024
President-elect Wowchuk	2022 - AGM 2026

Regional Councillors Committee (RCC)	From / To
Councillor Pappur Shankar (Chair)	2022-AGM 2024
Councillor Roberge (Vice Chair)	2020 - AGM 2025
Councillor MacFarlane	2021 - AGM 2025
Councillor David Kiguel	2022-AGM 2024
Councillor Dana Montgomery	2022-AGM 2024
Councillor Nanda Lwin	2023-AGM 2025
Councillor Vicki Hilborn	2022-AGM 2024
Councillor Kirkby	2022-AGM 2024
Councillor Michelle Liu	2023-AGM 2025
Councillor Ravinder Panesar	2023-AGM 2025

Academic Requirements Committee (ARC)	From / To
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2023 Committees Membership Lists

Waguhi H. ElMaraghy (chair)	1989-94, 1998 - Dec 2023
Yehoudith (Judith) Dimitriu (Vice Chair)	1992 - Dec 2023
Sanjiwan D. Bhole	2004 - Dec 2023
Amir Fam	2010 - Dec 2023
Ross L. Judd	Pre-1984 - Dec 2023
Meilan Liu	2010 - Dec 2023
Joseph (Joe) Lostracco	2014 - Dec 2023
Ian Marsland	2016 - Dec 2023
Girgis (George) Nakhla	2003 - Dec 2023
Remon Pop-Iliev	2005 - Dec 2023
Amin S. Rizkalla	2010 - Dec 2023
Medhat Shehata	2014 - Dec 2023
Shamim A. Sheikh	2002 - Dec 2023
Juri Silmberg	Pre-1984 - Dec 2023
Ramesh Subramanian	2013 - Dec 2023
Seimer Tsang	1999-2020, 2023 - Dec 2023
Jerald Lalman	May 2023-Dec 2023
Magdi Emile Mohareb	2010 - Dec 2023
Tze-Wei (John) Yeow	2010 - Dec 2023
James Lee	1999-2013, May 2023-Dec 2023
Kamyar Ghavam	May 2023-Dec 2023
Reza M. Hessabi	May 2023-Dec 2023
Sayyed Ali Hosseini	May 2023-Dec 2023
Nevin Koshy	May 2023-Dec 2023
Jerald Lalman	May 2023-Dec 2023
Sarbast Rasheed	May 2023-Dec 2023
Mahmoud Sayed Ahmed	May 2023-Dec 2023
Alireza Siadatan (New	May 2023-Dec 2023

Central Election and Search Committee (CESC)	From / To
Penultimate Past President Bellini (chair)	2021- June 2024
Past President Colucci	2022 - June 2025
President Fraser	2023 - June 2026
Isidro Buquiron, P.Eng.	June 23, 2023 to AGM 2024
Joseph Facca, P.Eng.	June 23, 2023 to AGM 2024
Suresh Khanal, P.Eng.	June 23, 2023 to AGM 2024

2023 Committees Membership Lists

Mostafa Khosravayehossaini, P.Eng.	June 23, 2023 to AGM 2024
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Complaints Committee (COC)	From / To
Peter Frise (chair) <i>[appointed per s. 23(1)2]</i>	1997 - Dec 2023
Lisa MacCumber	2015 - Dec 2023
Nicholas Sylvestre-Williams (vice chair) <i>[appointed per s. 23(1)2]</i>	2017 - Dec 2023
<i>Members appointed per s. 23(1)1.ii</i>	
Bryce Chandler, LL.B, LL.M	Feb 19, 2021 - Feb 18, 2024
Albert Conforzi, LL.B	May 4, 2021 - May 3, 2024
<i>Members appointed per s. 23(1)2.</i>	
Storer Boone	2020 - Dec 2023
Mark Campbell	2023 - Dec 2023
Tony Cecutti	2000 - Dec 2023
Karen Dennison	2020 - Dec 2023 (currently on leave)
Stephen Georgas	2021 - Dec 2023
Marianne Lee	2021 - Dec 2023
Chris Roney	1998 - Dec 2023
Robert Shirer	2021 - Dec 2023
Keith Stephen	2017 - Dec 2023
David Uren	2017 - Dec 2023
Mark Winterton	2021 - Dec 2023
Wai-Man (Fanny) Wong	2021 - Dec 2023

Complaints Review Councillor (CRC)	From / To
Fiona Wang, LL.M.	2019 - May 31, 2023

Consulting Engineer Designation Committee (CEDC)	From / To
Adrian Pierorazio (Southern) (Chair)	2019 - Dec 2023
Matt Weaver (Northern) (Vice Chair)	2021 - Dec 2023
Steven van der Woerd (Southern)	2015 - Dec 2023
Michael Rosenblitt (Toronto)	2019 - Dec 2023
Gordon Debbert (Western)	2017 - Dec 2023
Dalila Giusti (Toronto)	2023 - Dec 2023
Santosh Gupta (Toronto)	2020 - Dec 2023
Richard Kamo (Northern)	2017 - Dec 2023

2023 Committees Membership Lists

Andrew Lawton (Eastern)	2019 - Dec 2023
Donald Plenderleith (Eastern)	2019 - Dec 2023
<i>Eastern Subcommittee</i>	
Andrew Lawton (chair)	2012 - Dec 2023
Donald Plenderleith	2016 - Dec 2023
Andrew John Robinson	1991 - Dec 2023
<i>Northern Subcommittee</i>	
<i>Matt Weaver (Chair)</i>	2019 - Dec 2023
Donald Christopher Redmond	2001 - Dec 2023
Brian Hein	2022-Dec 2023
<i>Southern Subcommittee</i>	
Steven van der Woerd (chair)	2015 - Dec 2023
Adrian Pierorazio	2015 - Dec 2023
<i>Toronto Subcommittee</i>	
Michael Rosenblitt (chair)	2019 - Dec 2023
Douglas Barker	1994 - Dec 2023
Dalila Giusti	2023 - Dec 2023
Levente Laszlo Diosady	2007 - Dec 2023
Santosh Gupta	2016 - Dec 2023
Eric Nejat	1995 - Dec 2023
Edward Poon	2019 - Dec 2023
Terry Sedore	2019 - Dec 2023
Joseph Yeremian	2019 - Dec 2023
<i>Western Subcommittee</i>	
Gordon Debbert (chair)	2017 - Dec 2023
H. Richard Patterson	1995 - Dec 2023
Robert Brian Pula	<2003 - Dec 2023

Discipline Committee (DIC)	From / To
Rob Willson (chair) <i>[appointed per s. 27(1)2.ii]</i>	2011 - Dec 2023
Warren Turnbull (vice chair) <i>[appointed per s. 27(1)4]</i>	2015 - Dec 2023
<i>Members appointed per 27.(1)1.</i>	
President Colucci	2023 - AGM 2023
<i>Members appointed per 27.(1)2.ii</i>	
Paul Ballantyne	2010 - Nov 14, 2023
Rishi Kumar	2004 - Nov 14, 2023

2023 Committees Membership Lists

Charles McDermott	2018 - April 18, 2024
Glenn Richardson	1997 - April 18, 2024
Rob Willson	2011 - April 18, 2024
<i>Members appointed per 27.(1)3.ii</i>	
David N. Germain, J.D.	2013 - Oct 13, 2024
Eric Bruce, J.D.	2013 - May 31, 2025
Alisa Chaplick, LL.B.	2013 - May 31, 2025
Reena Goyal, J.D.	2013 - May 31, 2025
<i>Members appointed per 27. (1) 4.</i>	
James Amson	2011 - Dec 2023
Aubrey Friedman	2004 - Dec 2023
Jag Mohan	1990 - Dec 2023
Michael Rosenblitt	2018 - Dec 2023
Virendra (Vinni) Sahni	2004/10, 2018 - Dec 2023
Tommy Sin	2018 - Dec 2023
Albert Sweetnam	2002 - Dec 2023
Gary Thompson	2018 - Dec 2023
Warren Turnbull	2015-Dec 2023
John Tyrrell	2018 - Dec 2023
Michael Wesa	1992 - Dec 2023

Experience Requirements Committee (ERC)	From / To
Andrew Cornel (chair)	2015 - Dec 2023
Lionel Ryan (vice chair)	2018 - Dec 2023
Samuel Abd el Malek	2007 - Dec 2023
Shah Alamgir	2012 - Dec 2023
Obrad Aleksic	2019 - Dec 2023
Hisham Alkabie	2018 - Dec 2023
Iilir Angjeli	2018 - Dec 2023
George Apostol	2000 - Dec 2023
Nanjappan Ardhanaarisamy	2014 - Dec 2023
Behrouz (Bruce) Atrie	2004 - Dec 2023
Magdy Milad Attia	2009 - Dec 2023
Arshad Azhar	2005 - Dec 2023
Naeim Azizi Tavakkoli	2013 - Dec 2023
Devinder Bahra	2004 - Dec 2023

2023 Committees Membership Lists

Steven Bailey	2013 - Dec 2023
Mark Bendix	2003 - Dec 2023
Mohamed Boutazakhti	2008 - Dec 2023
Albena Bukurova	2016 - Dec 2023
Ruben Burga	2012 - Dec 2023
Betty Anne Butcher	1996 - Dec 2023
Jeremy Carkner	2012 - Dec 2023
Raju Chander	2006 - Dec 2023
Dan Cosmin	2006 - Dec 2023
Michael Dang	2000 - Dec 2023
Farid N.F. Danial	2005 - Dec 2023
Charles De la Riviere	2002 - Dec 2023
Savio DeSouza	2015 - Dec 2023
Milorad Dimitrijevic	2006 - Dec 2023
Afshin Ebtekar	2004 - Dec 2023
S. Jalal Emami	2005 - Dec 2023
Hassan Erfanirad	2005 - Dec 2023
Reda Fayek	2006 - Dec 2023
Rabiz Foda	2000 - Dec 2023
Shaun Gao	2018 - Dec 2023
Dalila Giusti	2001 - Dec 2023
Branislav Gojkovic	2004 - Dec 2023
Mohinder Grover	1999 - Dec 2023
Liang Guo	2014 - Dec 2023
Ravi Gupta	1992 - Dec 2023
Santosh Gupta	2000 - Dec 2023
Mohamed Hamed	2016 - Dec 2023
Faiz Hammadi	2005 - Dec 2023
Md Akhtar Hossain	2013 - Dec 2023
Magued Ibrahim	2004 - Dec 2023
Shawky Ibrahim	2004 - Dec 2023
Gordon Ip	2016 - Dec 2023
William Jackson	1996 - Dec 2023
Ayvun E. Jeganathan	2005 - Dec 2023
Jega Jeganathan	2014 - Dec 2023
Torben Jensen	2016 - Dec 2023

2023 Committees Membership Lists

Vyjayanthi Keshavamurthy	2014 - Dec 2023
Mohammad Khalid	2013 - Dec 2023
Nazli Khan	2014 - Dec 2023
Saleemullah Khan	2006 - Dec 2023
Vitali Kovaltchouk	2015 - Dec 2023
Berta Krichker	1998 - Dec 2023
Rishi Kumar	2004 - Dec 2023
C. LeRoy Lees	1999 - Dec 2023
Kam Leong	2019 - Dec 2023
Dexter Lestage	2005 - Dec 2023
John Lill	2010 - Dec 2023
Andrew Luk	2019 - Dec 2023
Wayne Mac Culloch	2018 - Dec 2023
Bosko Madic	2005 - Dec 2023
Yogaranee (Ranee) Mahalingam	2006 - Dec 2023
Nazmy Markos	2007 - Dec 2023
Alexei Martchenko	2005 - Dec 2023
Daniel Martis	2016 - Dec 2023
James McConnach	2001 - Dec 2023
Florin Merauta	2014 - Dec 2023
Huirong Min	2013 - Dec 2023
Jiteshkumar Modi	2004 - Dec 2023
Gerald Monforton	2018 - Dec 2023
Zoran Mrdja	2005 - Dec 2023
Muhammad Mudassar	2008 - Dec 2023
Anis Muhammad	2005 - Dec 2023
Mirsad Mulaosmanovic	2019 - Dec 2023
Thamir (Tom) Murad	2004 - Dec 2023
Mohamed Mushantat	2019 - Dec 2023
Eric Nejat	2016 - Dec 2023
Franz Newland	2015 - Dec 2023
Catalin Gabriel Onea	2005 - Dec 2023
Mario A. Orbegoza	2004 - Dec 2023
Daniel R. Ospina	2013 - Dec 2023
Tibor Palinko	2002 - Dec 2023
Efeng (Michael) Pan	2013 - Dec 2023

2023 Committees Membership Lists

Anthony Paz	1998 - Dec 2023
Edward Poon	2019 - Dec 2023
Saverio Pota	2015 - Dec 2023
Eugene J. Puritch	2007 - Dec 2023
Majid Rahimi-Chatrri	2008 - Dec 2023
Touraj Rahnamoun	2015 - Dec 2023
Venkatasubramanian Raman	2006 - Dec 2023
Mario R. Ramirez-Roldan	2010 - Dec 2023
Comondore (Ravi) Ravindran	2001 - Dec 2023
Farzad Rayegani	2002 - Dec 2023
Shiraz Yusuf Rehmani	2013 - Dec 2023
Amin Rizkalla	2005 - Dec 2023
Ghaus M. Rizvi	2013 - Dec 2023
Titus Rusu	2013 - Dec 2023
Saeid Safadel	2004 - Dec 2023
Magdy S. Samaan	2008 - Dec 2023
William S. Sanabria Nunez	2010 - Dec 2023
George S. Semaan	2005 - Dec 2023
Tahir Shafiq	1995 - Dec 2023
Urmish Shah	2008 - Dec 2023
Abdul Waheed Shaikh	2012 - Dec 2023
Duncan Sidey	2006 - Dec 2023
Frank Sigouin-Allan	2001 - Dec 2023
Ferdo Simov	2004 - Dec 2023
John M. Smith	2005 - Dec 2023
Zeljko Sucevic	2018 - Dec 2023
Saleh Tadros	2000 - Dec 2023
Sasa (Sasha) Tasic	2005 - Dec 2023
Mihir Thakkar	2009 - Dec 2023
Uthayakaren Thurai Rajah	2015 - Dec 2023
Cathy Wang	2018 - Dec 2023
Jianguo Wang	2010 - Dec 2023
Mingchun (David) Wang	2008 - Dec 2023
Michael Wong	2018 - Dec 2023
Yu Song (Matthew) Xie	2000 - Dec 2023
Shigong (George) Yin	2004 - Dec 2023

2023 Committees Membership Lists

Sufang (Sarah) Zhang	2005 - Dec 2023
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Fees Mediation Committee (FMC)	From / To
<i>Kathryn G. Sutherland (chair)</i>	2006 - Dec 2023
Gordon Danson	2006 - Dec 2023
Billy Haklander	2018 - Dec 2023
Peter F. Scott	1989 - Dec 2023
Jude Tremblay	2018 - Dec 2023
Paul Walters	2018 - Dec 2023

Professional Standards Committee (PSC)	From / To
Renee Frigault	2021 - Dec 2023
Saleha Hussain	2021 - Dec 2023
Al Lightstone	2021 - Dec 2023
Peter Cornelius Rusch	2019 - Dec 2023
<i>Acoustic Services Subcommittee</i>	
Al Lightstone (chair)	2021 - Dec 2023
Lucas Arnold	2021 - Dec 2023
Trevor Copeland	2021 - Dec 2023
John Emeljanow	2021 - Dec 2023
Dalila Giusti	2021 - Dec 2023
Sheeba Paul	2021 - Dec 2023
Scott Penton	2021 - Dec 2023
Nicholas Sylvestre-Williams	2021 - Dec 2023
<i>Coordinating Licensed Professionals Subcommittee</i>	
Wai-Man (Fanny) Wong (chair)	2017 - Dec 2023
Mark Bendix	2017 - Dec 2023
Eric Czerniak	2017 - Dec 2023
Majid Haji-Alikhani	2017 - Dec 2023
Gerry Conway (OAA member)	2019 - Dec 2023
Walter Derhak (OAA member)	2019 - Dec 2023
Colm Murphy (OAA member)	2019 - Dec 2023
David Sin (OAA member)	2020 - Dec 2023
<i>Dheerish Rambaruth (MMA Observer)</i>	
<i>ESDM Reports Subcommittee</i>	
Sadie Bachynski	2017 - Dec 2023

2023 Committees Membership Lists

Linda Drisdelle	2017 - Dec 2023
Al Lightstone	2017 - Dec 2023
Ravi Mahabir	2017 - Dec 2023
Nicholas Sylvestre-Williams	2017 - Dec 2023
Tony Van Der Vooren	2017 - Dec 2023
<i>Sushant Agarwal (MECP observer)</i>	2017
<i>Lisa MacCumber (MECP observer)</i>	2017
<i>Anthony Martella (MECP observer)</i>	2017
<i>Pre-Start Health and Safety Review Guideline Subcommittee</i>	
Nino Balbaa	2020 - Dec 2023
Grant Elligsen	2020 - Dec 2023
Renee Frigault	2020 - Dec 2023
Danny Marmora	2020 - Dec 2023
Raj Nellore	2020 - Dec 2023
Tom Norton	2020 - Dec 2023
<i>Structural Engineering Assessment Guideline Subcommittee</i>	
L. Brian Ross (chair)	2013 - Dec 2023
Donald R. Ireland	2013 - Dec 2023
Will Teron	2013 - Dec 2023
<i>Roger Jeffreys (observer)</i>	2015
<i>The Use of Professional Engineer Seal Subcommittee</i>	
L. Brian Ross (chair)	2017 - Dec 2023
Dan Gartenburg	2017 - Dec 2023
Nasir Qureshi	2017 - Dec 2023
Peter Cornelius Rusch	2017 - Dec 2023
<i>Ray Yousef (ESA observer)</i>	2017

Registration Committee (REC)	From / To
Simon Sukstorf (chair) <i>[appointed per s. 19.1(1)2]</i>	2014 - Dec 2023
Paul Ballantyne (vice chair) <i>[appointed per s. 19.1(1)2]</i>	2016 - Dec 2023
<i>Member appointed per 19.1(1)1.ii</i>	
Alisa Chaplick, LL.B.	2020 - May 31, 2023
<i>Member appointed per 19.1(1)2</i>	
Bogdan Damjanovic	2006 - Dec 2023
Joseph Khatamay	2004 - Dec 2023
Charles McDermott	2016 - Dec 2023

2023 Committees Membership Lists

Geoffrey Pond	2020 - Dec 2023
Virendra Sahni	2004 - Dec 2023

Order of Honour Selection Committee (formerly Awards Committee) (OSC)	From / To
Rakesh Shreewastav (Chair)	2014/17, 2019 - Dec 2023
Matthew Xie (Vice Chair)	2018 - Dec 2023
Ken McMartin	1993/2002, 2018 - Dec 2023
Paul Henshaw	2019 - Dec 2023
Kiran Hirpara	2017 - Dec 2023
Wanda Juricic	2021 - Dec 2023
Bhavin Shukla	2021 - Dec 2023
Wai-Man (Fanny) Wong	2021 - Dec 2023
Michael Wesa	2018 - Dec 2023
George Zhu	2020 - Dec 2023

Enforcement Committee (ENF)	From / To
Gordon Ip (Chair)	2018 - Dec 2023
Indra Maharjan (Vice Chair)	2019 - Dec 2023
Parisa Bahrami	2020 - Dec 2023
Juwairia Obaid	2018 - Dec 2023
Tomiwa Olukiyesi (Ireolukiyesi)	2018 - Dec 2023
Zahra Sadeghigivi	2021 - Dec 2023
Joe Adams	2015 - Dec 2023
Tommy Sin	2019 - Dec 2023

Government Liaison Committee (GLC)	From / To
Jeffrey Lee (Chair)	2021 - AGM 2024
Asif Khan	2020 - AGM 2024
President Fraser (ex-officio),	2023 - AGM 2024
President-elect Wowchuk (ex-officio),	2023 - AGM 2024

Licensing Committee (LIC)	From / To
Santosh Gupta (ERC, 3-yr term) (2018, re-appointed in 2020) - (CHAIR)	2014 - Dec 2023
Mohinder Grover (ERC, 2-yr term) (vice chair)	2019 - Dec 2023
George Comrie (member-at-large, 3-yr term)	2014 - Dec 2023

2023 Committees Membership Lists

Tahir Shafique- ERC	2023
Lola Hidalgo (member-at-large, 3-yr term)	2018 - Dec 2023
Wayne Kershaw (member-at-large, 2-yr term)- Vice Chair	2020 - Dec 2023
Rishi Kumar - ERC	2023
Chapter Representative -1 (to be appointed by RCC)	2023
Chapter representative – 2(to be appointed by RCC)	2023
Judith Dimitriu (ARC, 3-yr term)	2023 - Dec 2023
Lionel Ryan (ERC, observer)	2022- Dec 2023
<i>Andrew Cornel (Observer)</i>	2021- Dec 2023
<i>Waguoi El-Marahgi (Observer)</i>	2023- Dec 2023

Regional Councillors Committees (RCC)	From / To
East Central Regional Congress Committee	
Councillor Kiguel (chair)	2023 - AGM 2024
Councillor Lwin (vice chair)	2023 - AGM 2024
Eastern Regional Congress Committee	
Councillor Kirkby (chair)	2023 - AGM 2024
Councillor Liu (vice chair)	2023 - AGM 2024
Northern Regional Congress Committee	
Councillor Dana Montgomery (chair)	2023 - AGM 2024
Councillor Roberge (vice chair)	2023 - AGM 2024
West Central Regional Congress Committee	
Councillor Shankar (chair)	2023 - AGM 2024
Councillor Panesar (vice chair)	2023 - AGM 2024
Western Regional Congress Committee	
Councillor Hilborn (chair)	2023 - AGM 2024
Councillor MacFarlane (vice chair)	2023 - AGM 2024
East Central Regional Election and Search Committee	
Councillor Lwin (chair)	2023 - AGM 2024
Eastern Regional Election and Search Committee	
Councillor Liu (chair)	2023 - AGM 2024
Northern Regional Election and Search Committee	
Councillor Roberge (chair)	2023 - AGM 2024
West Central Regional Election and Search Committee	
Councillor Panesar (chair)	2023 - AGM 2024

2023 Committees Membership Lists

Western Regional Election and Search Committee	
Councillor MacFarlane (chair)	2023 - AGM 2024

Anti-Racism & Anti-Discrimination Exploratory Working Group (AREWG)	From / To
Lisa MacCumber (chair)	2022 – TBD
Qadira Jackson Kouakou, LLB	2020 - TBD
Wayne Kershaw	2020 - TBD

Canadian Engineering Accreditation Board (CEAB) Member from Ontario	From / To
Ramesh Subramanian (nomination approved in Sept 2018, re-appointed in Nov 2020 for a second three-year term)	Dec 2018 - June 30, 2024

Canadian Engineering Qualifications Board (CEQB) Member from Ontario	From / To
Farzad Rayegani	July 1, 2023 - June 30, 2026

Engineers Canada - Board of Directors	From / To
Arjan Arenja	EC AGM 2021 - 2024
Christian Bellini	EC AGM 2022 - 2025
Nancy Hill	EC AGM 2020 - 2025
Tim Kirkby	EC AGM 2023 - 2026
Marisa Sterling	EC AGM 2021 - 2024

Briefing Note – Decision

2024-2025 CALENDAR OF COUNCIL AND GOVERNANCE COMMITTEE MEETINGS AND EVENTS

Purpose: To propose a 2024-2025 calendar of PEO Council and governance committee meetings and other events.

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

That Council approves the *Proposed 2024-2025 Calendar of Council and Governance Committee Meetings and Events*, included at C-560-2.4, Appendix A.

Prepared by: Meg Feres – Manager, Council Operations

1. Need for PEO Action

At its March 31, 2023 in camera meeting, Council received a report from the CEO/Registrar concerning the calendar of meetings and events for the 2023-2024 and 2024-2025 terms. The relevant excerpt from the meeting minutes is indented below.

12548 i) – CEO/Registrar’s Report – Operational Effectiveness

CEO/Registrar Quaglietta provided the following report:

1. Current process:
 - a. In the past, Council set its meeting dates first and then the committee dates were set after the May meeting after all committee appointments have been made. Depending on the year, additional council events were scheduled (e.g., May 4 council orientation/training for the 2023/2024 council was scheduled in March).
 - b. This resulted in last minute scheduling and lack of clarity as to what council events will happen in each council term. This also meant that those standing for election do not generally know how much time they need to commit to PEO Council activities and what those are.
2. A more operationally effective process was proposed, moving forward:
 - i. The proposed calendar of all council and committee meetings, including other council related events (e.g., AGM, Council workshop and orientation) will be presented to council and posted to the website at least 6 months prior to the start of the new council term. For example, the calendar for the 2024/2025 council term will be brought to council in September 2023.
 - ii. Once committee appointments are made (at the inaugural meeting of council which normally take place in May) and it becomes clear that there will be no quorum at a committee meeting, the date can be changed (via doodle poll)
 - iii. The 2024/2025 council calendar will be proposed to council in September 2023. It will be posted to the PEO website.

No objections were noted with respect to the scheduling approach outlined above.

2. Key Considerations

- Reasonable spacing between meetings and events, statutory and other holidays/events, and proximity to long weekends were considered when selecting proposed dates.
- Further, it is proposed that meetings be scheduled during regular business hours to comply with PEO's *Right to Disconnect Policy*, which supports each employee in disconnecting from work outside of their normal working hours, subject to reasonable exceptions.
- Meetings and events will be re-scheduled if it becomes apparent that quorum will not be reached.

3. Calendar Overview

The table below provides an overview of key dates being proposed. Details are set out at **Appendix A**.

Governance Committee Meetings	Corresponding Council Meeting	RCC Meetings	Council Orientation	Council Workshop	Annual General Meeting
April 15-18, 2024 ¹	May 3, 2024 (Kick-off)	Apr 24, 2024 July 8, 2024 Nov 5, 2024 Mar 31, 2025	May 2, 2024	May 30 & 31, 2024	April 25 or 26, 2025 ²
June 3-5, 2024	June 21, 2024				
September 10-12, 2024	September 27, 2024				
November 12-14, 2024	November 29, 2024				
February 4-6, 2025	February 21, 2025				
March 7-20, 2025	April 4, 2025 (Close-off)				
April 15-17, 2025	May 2, 2025 (Kick-off)				

4. Proposed Action / Recommendation

Council is requested to consider the motion on page 1 of this briefing note.

5. Next Steps

If the motion is approved, the 2024/2025 Council Calendar will be posted to the PEO website and the Resource section of Diligent Boards. In addition, it will be made available to candidates in the 2024 election.

6. Process Followed

Process Followed	- The proposal was discussed and agreed to at the March 2023 Council meeting.
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7. Appendices

- Appendix A: *Proposed 2024-2025 Calendar of Council and Governance Committee Meetings and Events*

¹ These meetings have already been scheduled as part of the 2023-2024 calendar.

² Date to be determined.

C-560-2.4
Appendix A



101-80 Sheppard Ave. W.
Toronto, ON M2N 6K9
T: 416 224-1100 800 339-3716
www.peo.on.ca

Proposed 2024-2025 Calendar of Council and Governance Committee Meetings and Events

AFC=Audit & Finance Committee; GNC=Governance & Nominating Committee;
HRCC=Human Resources & Compensation Committee; RPLC=Regulatory Policy & Legislation Committee

Committees & Council	April/May 2024	June 2024	Jul/Aug 2024	September 2024	October 2024	November 2024
AFC Meetings		Kick-off: June 4 1:00-4:00 pm		Sep 12 1:00-4:00 pm		Nov 12 1:00-4:00 pm
GNC Meetings		Kick-off: June 3 9:00 am-12:00 pm		Sep 10 1:00-4:00 pm		Nov 13 9:00 am-12:00 pm
HRCC Meetings		Kick-off: June 5 9:00-10:30 am		Sep 10 9:00-10:30 am		Nov 14 9:00-10:30 am
RPLC Meetings		Kick-off: June 3 1:00-4:00 pm		Sep 11 9:00 am-12:00 pm		Nov 12 9:00 am-12:00 pm
Regional Councillors Committee (RCC) Meetings	Kick-off Apr 24 4:00-5:00 pm		July 8 9:00 am - 4:00 pm			Nov 5 1:00-5:00 pm
Council Meetings	Kick-off May 3, 8:30 am	June 21, 8:30 am		Sep 27, 8:30 am		Nov 29, 8:30 am
Other Meetings/Events	Council Orientation May 2 Council Workshop May 30 & 31				Volunteer Symposium (TBC)	

C-560-2.4
Appendix A



101-80 Sheppard Ave. W.
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Committees & Council	December 2024	January 2025	February 2025	March 2025	April 2025	May 2025
AFC Meetings			N/A	Mar 20 1:00-4:00 pm	Apr 16 9:00 am-12:00 pm	
GNC Meetings			Feb 4 1:00-4:00 pm	Mar 24 9:00 am-12:00 pm	Apr 15 1:00-4:00 pm	
HRCC Meetings			Feb 5 9:00-10:30 am	Mar 7 9:00-10:30 am	Apr 15 9:00-10:30 am	
RPLC Meetings			Feb 6 9:00 am-12:00 pm	Mar 18 9:00 am-12:00 pm	Apr 17 9:00 am-12:00 pm	
RCC Meetings				Mar 31 9:00 am-4:00 pm		
Council Meetings			Feb 21, 8:30 am		Transition/ Close-off April 4, 8:30 am	2025-2026 Kick-off May 2, 8:30 am
Other Meetings/Events					AGM Apr 25 or 26 (TBD)	Council Orientation May 1 Council Workshop May 29 & 30

Briefing Note – Decision

C-560-2.5

2024 Councillor Training Protocol

Purpose: To review and approve the *2024 Councillor Training Protocol* outlining the processes, criteria, and rules to support a clear and consistent administrative process to coordinate Councillors' requests.

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

That Council approves the *2024 Councillor Training Protocol* as presented at Appendix A to the Decision Briefing Note titled "2024 Councillor Training Protocol", subject to the 2024 budget scheduled to be approved by Council at its November 16 & 17, 2023 meeting.

Prepared by: Meg Feres – Manager, Council Operations

1. Background

One of the GNC's Charter responsibilities to "*oversee the development and implementation ...of ongoing training/education plan for Council and Committee members*". The purpose of *Councillor Training Protocol* is to outline the processes, criteria, and rules to support a clear and consistent administrative process to coordinate Councillors' requests.

At its September 22, 2023 meeting, Council reviewed a draft 2024 Operating Budget which proposes \$70,000 specifically for "Councillor Training". Council is scheduled to consider approval of the final budget proposal at its November 16 & 17, 2023 meeting.

2. Need for Action

As a new budget year approaches, a revised Protocol for 2024 is required to set suggested rules, criteria, and processes. In this way, there will be a clear and consistent administrative process in place to manage Councillors' requests when the 2024 budget is considered by Council at its November 2023 meeting.

3. Draft 2024 Protocol

The draft *2024 Councillor Training Protocol* (Appendix A) includes eligibility, course, and distribution of funds criteria; and process requirements related to requests, approvals, payments, and documentation.

The changes since the 2023 version include:

- Revisions to dates, timeframes, and amount of funds

- Addition of group training option

4. 2023 Training Log

The current 2023 Protocol notes that a *Training Log* will be maintained and provided to the GNC and reported to Council at regular intervals. The log includes Councillor name, training course, description, and date; enrollment and completion status; and course fee and expenses. It is provided at Appendix B.

5. Next Steps

Subject to Council's approval, staff will finalize the *2024 Councillor Training Protocol*. Information related to the revised Protocol will be communicated to Councillors, subject to Council's approval of the training funds in the 2024 budget.

Appendices

Appendix A: 2024 Councillor Training Protocol – Draft

Appendix B: 2023 Training Log

2024 Councillor Training Protocol

Preamble

In accordance with one of its Charter responsibilities the Governance and Nominating Committee (GNC) developed the *2023 Councillor Training Protocol* ("the Protocol") to provide 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. This protocol covers the period January 1 – December 31, 2024 and replaces the 2023 version.

Council has approved funds up to a maximum of \$70,000 in 2024 for course fees and associated expenses for Councillor training.

Section 1: Purpose

One of the GNC's Charter responsibilities to "*oversee the development and implementation ...of ongoing training/education plan for Council and Committee members*". The purpose of *Councillor Training Protocol* is to outline the processes, criteria, and rules to support a clear and consistent administrative process to coordinate Councillors' requests.

Section 2: Eligibility

Councillors currently serving in the 2023-2024 term and those who will be serving in the 2024-2025 term are eligible to undertake relevant training in 2024, provided they are still current members of Council during the date(s) of training.

Section 3: Criteria

- i. Training addresses topics, issues, or subject matter such as Finance, Governance and Regulatory practices that are relevant to the role as a Councillor, governance committee member, or Chair.
- ii. Funds are fairly and equitably distributed across all Councillors, with each of the 25 Councillors eligible to use \$2,800 to cover course fees and associated expenses.
- iii. The majority of the funds should be used for course fees; and the remainder may be used to cover reasonable out-of-pocket expenses in accordance with PEO's Expense Reimbursement Policy.

Section 4: Process Requirements for Individual Training

Request

To make a training request:

- i. Identify a training opportunity
- ii. Access the *Councillor Training Request Form* (from the Resource Centre on Diligent Boards)
<https://director.diligentboards.com/s/peo/d/0L2Y/p/1?rc=null>

- iii. Complete and return the form to Secretariat@peo.on.ca

The request form includes details such as: Course title and description; learning objectives/reason for requesting the course; course location; and breakdown of costs between course fee and expenses.

Approval

Secretariat staff will determine that there are funds available for the Councillor's request and forward this information along with the completed *Councillor Training Request Form* to the Chair of the GNC for approval.

Subject to the availability of funds and relevancy of the training, it is anticipated that training requests will be approved. Any training request not approved will include the rationale for the decision.

Secretariat staff will advise the Councillor of the decision and request information needed to make course fee payment.

Payment

Course Fees: Payment by PEO on behalf of Councillors.

Expenses: Upon successful completion, expenses related to training courses will be reimbursed via the Certify platform, as are other Councillor expenses.

Documentation

Before expenses are claimed, Councillors are requested to send documentation/verification, enrolment, and certificates of completion to the Secretariat via email. This documentation must also be included in Councillors' Certify expense claims.

A *Training Log* will be maintained and provided to the GNC and reported to Council at regular intervals. The log will include Councillor name, training course, description, and date; enrollment and completion status; and course fee and expenses.

Section 5: Group Training

A portion of the funds may be used to provide training in a group setting.

Councillor Training Log - 2023

Councillor Name	Course Provider	Course Title/Name	Completion Status	Course Fee Amount (incl HST)	\$3,000 Limit Reached? (Yes/No)	Balance Remaining (Incl Est. Expenses)
Arjan Arenja	Institute of Corporate Directors	Director, Education Program	Completed	\$ 21, 187.50	Yes	0
Vicki Hilborn	Institute of Corporate Directors	ICD- Rotman Governance Essentials Program	Completed	\$2500 + taxes= \$2825	Yes	0
George Nikolov	Institute of Corporate Directors	Boardroom Financial Essentials (BFE001)	Completed	\$1050+ taxes= \$1186.50	No	\$ 1814 (estimated after taxes)
George Nikolov	Institute of Corporate Directors	Enterprise Risk Oversight for Directors (RSK 005)	Completed	\$1050+ taxes= \$1186.50	No	\$ 627 remaining (estimated)
Dana Montgomery	Institute of Corporate Directors	ICD-Rotman Governance Essentials Program (GEP) GEP 70	Pending completion on Oct 15, 2023	\$2500 + taxes= \$2825	No	\$175 remaining (estimated)
Sherlock Sung	Queen's University - Smith School of Business	Closing the Strategy- Execution Gap	Pending completion on Nov 29, 2023	\$2500 + taxes= \$2825	No	\$175 remaining (estimated)
Susan MacFarlane	Queen's University - Smith School of Business	Closing the Strategy- Execution Gap	Pending completion on Nov 29, 2023	\$2500 + taxes= \$2825	No	\$50 remaining (estimated)
Lorne Cutler	Institute of Corporate Directors- Edmonton Chapter	The Board's Role in Cultivating a Respectful Workplace	Pending Completion On Nov 8, 2023	\$30+ taxes= \$31.50	No	\$2968.50 remaining (estimated)

Decision Note - Engineers Providing Acoustical Engineering Services in the Land-Use Planning Process

Purpose	To consider approving the revised “Professional Engineers Providing Acoustical Engineering Services in the Land-Use Planning Process” guideline
Strategic/Regulatory Focus	Strategic Plan Goal: Optimize organizational performance 2.1 Updating and developing standards and practice guidelines
Motion	Requires a simple majority of votes cast to carry That Council approves the revised “Professional Engineers Providing Acoustical Engineering Services in the Land-Use Planning Process Guideline, dated August 11, 2023” in Appendix A.
Attachments	Appendix A – Professional Engineers Providing Acoustical Engineering Services in the Land-Use Planning Process guideline, dated August 11, 2023 Appendix B – Acoustical Guidelines Summary of Public Comments (Full Public Comments received between November 2, 2022, and January 6, 2023)

Summary

In the intervening 25 years there have been several changes to legislation and the standards of practice of Acoustical Engineering Services in Land-Use Planning, last revised in 1998. In addition, several government regulations and industry standards referenced in this guideline have been updated related to acoustics and should be updated and expanded. This guideline represents a substantial revision prepared by a subcommittee of the Professional Standards Committee (PSC) and through consulting practitioners in this field.

Public Interest Rationale

This guideline will provide guidance to an estimated 500 licence holders who engage in this area of the practice of professional engineering, as well as municipal planners and other provincial government officials on what to expect from licence holders providing Acoustical Engineering services.

Background

In November 2020, the Professional Standards Committee (PSC) was authorized by Council to revise its 1998 “Professional Engineers Providing Acoustical Engineering Services in the Land-Use Planning Process” Guideline.

A subcommittee of the Professional Standards Committee (PSC) was formed to carry out the revision as per the Terms of Reference approved by Council, including public consultation last winter. The Subcommittee has completed the revision, which was reviewed and approved by the PSC on August 10, 2023. The revised guideline (Appendix A) is now ready for RPLC consideration and recommendation to Council for approval.

Considerations

At its 537th meeting on November 20, 2020, Council passed the following motion:

That Council directs the Professional Standards Committee to form a Professional Engineers Providing Acoustical Engineering Services in Land-Use Planning Subcommittee to complete the work described in the Terms of Reference as presented to the meeting at C-537-2.4, Appendix A.

A subcommittee was formed and started to meet on Aug 9th, 2021, and it had 6 official subcommittee meetings. Since the guideline has not been reviewed or revised since 1998, it was decided to undertake significant updates, and sections 1,2,3 and 4 have been updated. Comments were discussed at the April 26, 2023 subcommittee meeting, and were addressed, when necessary, by the subcommittee members. The last version of guideline (V17) was sent to the subcommittee for final circulation on June 23, 2023, and by July 14th, 2023, all subcommittee members agreed on moving it forward for approval by PSC.

On August 10th, 2023, a meeting with the three remaining members of the PSC was held, and they approved the guideline as presented, with a recommendation that staff review the necessity of section 3 (reiterating certain specific guidelines) and section 12 (to note that licence holders must use the most recent codes, standards, and regulations). Comments on sections 3 and 12 were reviewed and addressed by staff. The last version (see Appendix A) was prepared by staff on August 11, 2023, and all submitted comments were included with it in the August RPLC package.

At its August 25, 2023 meeting, the RPLC members agreed with the direction and supported the proposed draft but requested a summary of the stakeholder engagement comments. This has now been included as Appendix B. It shows 12 comments which were addressed during subcommittee meetings, and 23 comments which were discussed and decided to be off-topic or irrelevant by the subcommittee members and the chairman during the meetings for the purpose of the objective of the guideline.

Stakeholder Engagement

The subcommittee of subject matter experts that developed this guideline was comprised of Alfred Lightstone, P. Eng. (Chair) Lucas Arnold, P. Eng. Trevor Copeland, P. Eng. John Emeljanow, P. Eng. Dalila Giusti, P. Eng. Sheeba Paul, P. Eng. Scott Penton, P. Eng., and Nicholas Sylvestre-Williams, P. Eng.

The draft document was posted via email and on the PEO website for member and stakeholder consultation (November 2, 2022 through January 6, 2023). Eight individuals provided comments, which were reviewed by the subcommittee and determined to apply or not apply, as summarized in Appendix B. (The complete set of comments were included in the August 25, 2023 RPLC agenda package.)

Recommendation(s)

- To approve the guideline as presented in Appendix A.

Prepared By: Tom Granat, P. Eng. – Policy Analyst, P.Eng.

GUIDELINE

**Professional Engineers Providing
Acoustical Engineering Services
in the Land-Use Planning Process**

Version 17, August 11, 2023

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For Final Approval

1. PURPOSE OF PEO GUIDELINES

Professional Engineers Ontario (PEO) produces guidelines to educate Licensed Engineering Practitioners (LEPs) and the public on best practices. For more information on PEO's guideline and development process, including PEO's standard form for proposing revisions to guidelines, please see the "*Guideline Development and Maintenance Processes*" document available at: <https://www.peo.on.ca/sites/default/files/2020-03/guideline-dev-maintenance-process.pdf>

For a complete list of PEO's guidelines, visit: <https://www.peo.on.ca/knowledge-centre/practice-advice-resources-and-guidelines>

2. INTRODUCTION

This Professional Engineers Ontario (PEO) guideline covers acoustical engineering services related to the land use planning process in Ontario, which may include: providing support for applications for land use approvals; design input; implementation of mitigation, and advisory services. LEP's providing acoustical engineering services should demonstrate training and/or experience in acoustical engineering related to land use planning.

3. PROFESSIONAL REQUIREMENTS

LEPs providing engineering services in relation to the land use planning process in Ontario must comply with the Code of Ethics and Professional Misconduct provisions of Regulation 941 under the *Professional Engineers Act*¹ (*Act*) as well as all relevant regulations, codes and standards in the province of Ontario and its local municipalities.

3.1 Conflict of Interest

Regulation 941/90 under the *Act* clearly describes the circumstances that create a conflict of interest. Section 72(2)(i) states that,

...failure to make prompt, voluntary and complete disclosure of an interest, direct or indirect, that might in any way be, or be construed as, prejudicial to the professional judgment of the practitioner in rendering service to the public, to an employer or to a client...

shall constitute professional misconduct. Practitioner in paragraph 72(2)(i) means the holder of a license, a temporary license, a provisional license, a limited license, or a certificate of authorization under the *Act*.

To know when disclosure is appropriate, a clear understanding of what causes a conflict of interest is needed. The simplest and most effective way to deal with a potential or perceived conflict of

¹ Professional Engineers Act, R.S.O. 1990, c. P.28, R.R.O. 1990, Reg. 941

interest is to be forthright and to speak with the appropriate parties about any circumstances that could reasonably lead those parties to question the LEP's judgment. For more information on conflict of interest, refer to the "*Professional Engineering Practice*" guideline.

3.2 Professional Responsibility

Professional responsibility refers to obligations of LEPs to conduct themselves in accordance with the technical, legal, and ethical standards of the profession, including the higher duty of care associated with professional status. Good professional conduct includes performing services only in areas of one's competence. For both legal and ethical reasons LEPs should not undertake assignments unless they reasonably believe: (i) that they are competent to carry out the work; or (ii) that they may become competent without undue delay, risk, or expense to the client or employer or risk to the public. Alternatively, LEPs may engage a competent licence holder to carry out work that is beyond the expertise of the LEP. LEPs who perform work without the necessary competency may be held liable for negligence and may be subject to PEO disciplinary action. For more information on professional responsibility, refer to the "*Professional Engineering Practice*" guideline.

3.3 Assuming Responsibility and Supervising Others

In situations where an LEP assumes responsibility for unlicensed engineering work, the LEP is subject to the same standards of professional conduct and competence as if the LEP had personally completed the services. Individual engineers working for an incorporated engineering firm are also not shielded from liability by virtue of their employer's corporate structure. For more information, refer to the "*Assuming Responsibility and Supervising Engineering Work*" guideline.

3.4 Quality Control and Assurance

Quality control and quality assurance (QA/QC) programs (formal or informal) are important to all practicing engineers. The safety, health and welfare of the public could be negatively impacted without access to such QA/QC programs, as such programs catch errors in engineering services and correct faulty conclusions. The establishment, implementation, and monitoring of a QA/QC program or plan as part of a work program represents a commitment to fulfill an LEP's professional duty to the public interest and to each employer or client. Alternatively, LEPs may elect to have work peer reviewed by other LEPs (refer to PEO guideline "*Professional Engineers Reviewing Work Prepared by Another Professional Engineer*"). Ultimately, a QA/QC program represents an objective review of engineering work by a qualified engineer. It is the most appropriate means of ensuring work/service excellence.

3.5 Sealing Requirements

Use of a PEO seal is governed by Section 53, O. Reg. 941, under the *Act*. The use of an engineer's seal is a matter of professional regulation and does not independently give rise to any additional civil liability.

The failure to abide by Section 53 of O. Reg. 941 of the *Act*, constitutes professional misconduct under paragraph 72(2)(g) of O. Reg. 941 of the *Act*. If in doubt, LEPs should affix the seal rather than withhold it (assuming the document being sealed was actually prepared or checked by the LEP) and involves “engineering content” as defined in section 53(1) of Regulation 941. LEPs should decide whether it is appropriate to seal a document based on the policies and procedures outlined in the “*Use of the Professional Engineer’s Seal*” guideline.

If a document contains information for which the LEP is not responsible, the LEP should include appropriate disclaimers and qualifications to clearly denote the content of the document that will not be the subject of the seal.

3.6 Professional Competency and Disclosure

According to paragraph 72(2)(h), Regulation 941/90 under the *Act*, it is considered professional misconduct for LEPs to perform services outside areas of their competence. Furthermore, failure to reasonably comply with applicable statutes, policies, regulations, standards, codes, by-laws, and rules in connection with work being undertaken by or under the responsibility of the LEP may be grounds for professional misconduct according to paragraph 72(2)(d) of Regulation 941/90 under the *Act*.

To demonstrate professional competency, it is recommended that LEPs disclose the following information in their proposals, terms of reference, engineering agreements, and/or reports, as appropriate:

- 1) A summary of the LEP’s relevant work experience and academic background;
- 2) The specific purpose and defined scope of the Noise/Vibration Impact Study[ies]; and
- 3) The specific statutes, regulations, codes, and standards applied in the preparation of such document[s].

4. SCOPE OF THIS GUIDELINE

The intention of this guideline is to assist LEPs who provide services in acoustical engineering in association with the land use planning process in Ontario. Typically, this means preparing acoustical assessments and studies as part of a land use application for a proposed development project or as a means of evaluating a proposed development project with the goal of demonstrating compliance and land use compatibility.

This guideline is not intended to establish a “one method of practice for all” approach to the practice of professional engineering, or to replace an LEP’s professional judgement when providing professional engineering services. Subject to provisions in the guideline that incorporate professional conduct requirements or legal requirements, a decision by an LEP not to follow the guideline will not, in and of itself, indicate that an LEP has failed to maintain an acceptable

standard of work. On the other hand, following the guideline may not ensure that an LEP has provided services conforming to an acceptable standard. Determining whether an LEP's service is acceptable will depend upon the circumstances of each case.

Part of the process of obtaining a land use approval may involve showing that users/occupants/residents of the proposed development will not experience "adverse effect" as defined in the *Provincial Policy Statement*²(PPS) and the *Environmental Protection Act*³(EPA) from environmental noise or vibration. Where there is compliance with the applicable noise and vibration guidelines or legislative requirements, it is generally considered that there would not be any adverse noise or vibration effects and land use compatibility would result. However, adverse effects may still be possible even if there is compliance with applicable numerical guidelines. So, in addition to demonstrating numerical compliance, acoustical assessments and studies may also need to consider additional means of minimizing the risk of complaint – a key indication of adverse effect.

Noise/vibration impact studies may be required in support of the following development approval applications and municipally initiated planning processes: Official Plans; Secondary Plans; Official Plan Amendments; comprehensive Zoning By-laws; Zoning By-law Amendments; plans of subdivision; plans of condominium; and other development applications under the Planning Act⁴; as well as development approvals obtained under other legislation, which involve elements of land use planning (e.g., Aggregate Resources Act⁵ and the Niagara Escarpment Planning and Development Act⁶). Development projects for which acoustical engineering services may be required can be classified into several main types:

- 1) Proposed new or expansion of noise and/or vibration receptors (e.g., residential, school, hospital, laboratory) in proximity to significant transportation sources, one or more stationary sources or an employment area;
- 2) Proposed new or expansion of noise and/or vibration sources such as commercial or industrial uses that are not classified as stationary sources by the Ministry of Environment, Conservation and Parks (MECP); and
- 3) Proposed new or expansion of noise and/or vibration sources that are classified as stationary sources by the MECP.

Some development projects may contain both receptors and sources.

² Provincial Policy Statement, 2020, Ontario Ministry of Municipal Affairs and Housing

³ Environmental Protection Act, R.S.O. 1990, c. E.19 (EPA)

⁴ Planning Act, R.S.O. 1990, c. P.13

⁵ Aggregate Resources Act, R.S.O. 1990, c. A.8

⁶ Niagara Escarpment Planning and Development Act, R.S.O. 1990, c. N.2

5. SCOPE OF ACOUSTICAL ENGINEERING SERVICES

The type of acoustical engineering services an LEP may be asked to provide as part of the land use approval process may include:

- 1) Due diligence studies in relation to potential environmental noise and/or vibration impact;
- 2) Land use compatibility studies in the context of environmental acoustics;
- 3) Feasibility studies and/or detailed noise and/or vibration impact studies;
- 4) Assist with the development of conditions for insertion in various agreements such as Site Plan Approval, Development or Subdivision Agreements;
- 5) Assistance with the acoustical design of building envelopes, including specification of sound isolation performance of building envelopes, and vibration isolation where appropriate;
- 6) Schematic design of sound barriers (e.g., placement/location and height);
- 7) Investigation and review of alternative noise/vibration mitigation methods;
- 8) Design and specification of proposed mitigation;
- 9) Field review of sound and vibration control measures;
- 10) Field measurements of sound and vibration to confirm that the mitigation is functioning as intended and compliance with the applicable criteria achieved;
- 11) Peer reviews of environmental noise and/or vibration studies/reports/submissions by others;
- 12) Attend public meetings, Council meetings and other regulatory meetings and make presentations on behalf of the client;
- 13) Expert witness testimony at court and administrative tribunal proceedings; and
- 14) Assist with the negotiation and drafting of acoustically related sections of settlement agreements.

Professional activities in other areas of acoustics are not addressed by this guideline, e.g., acoustic services in the form of the regulatory studies and assessments required: under O. Reg. 1/17 of the *EPA (Environmental Protection Act)* in association with an Environmental

Compliance Approval or Environmental Activity and Sector Registry; under O. Reg. 359/09 of the EPA for a Renewable Energy Approval; and under the *Aggregate Resources Act*⁷.

6. COMPETENCY

According to paragraph 72(2)(h), Regulation 941/90 under the *Act*, it is considered professional misconduct for LEPs to undertake work that they are not competent to perform by virtue of their training and experience. Furthermore, failure to make responsible provision for complying with applicable statutes, regulations, standards, codes, by-laws, and rules in connection with work being undertaken by or under the responsibility of the LEP is professional misconduct according to paragraph 72(2)(d), Regulation 941/90 under the *Act*.

To provide the services within the scope of this guideline, the LEP should have knowledge of:

- 1) the relevant legislation, regulations, Municipal, Provincial and Federal guidelines and documents that apply, including but not limited to those listed in Section 12;
- 2) the relevant standards (e.g., from organizations such as CSA, ISO, ASTM, ANSI, SAE), including but not limited to those in Section 12;
- 3) the land use planning and approval processes in Ontario under the *Planning Act*;
- 4) acoustics of sound both indoors and outdoors, including the theoretical and practical aspects of sound measurement, prediction of sound propagation and mitigation of sound;
- 5) architectural acoustics, specifically the sound isolation performance of construction assemblies, the calculation of same, the prediction of indoor sound levels from outdoor sound levels and vice versa; and
- 6) Measurement and prediction of vibration levels due to various sources (e.g., railway operations, mechanical equipment, building services, stamping presses, blasting) and appropriate mitigation.

7. RESPONSIBILITIES OF THE LEP

It is good practice for the LEP, in consultation with the client, to prepare a detailed scope of work for incorporation in a contract for services. The detailed scope of work should be informed by the LEP's understanding of:

- 1) the proposed development and the context of the development, so the LEP understands what background information must be gathered to prepare the appropriate noise and/or vibration studies;

⁷ Op. Cit.

- 2) a land use approval authority's terms of reference for acoustic or vibration reports and/or policies that state what the acoustic or vibration report must demonstrate. Such guidance may be found in policy documents such as Official Plans, but may also be found in guidelines, development approval guides, etc.;
- 3) policies, guidelines or regulations of the land use approval authority related to acoustics or other related items that may affect noise mitigation design, for example, sound barrier height limits or earth berm slope limits. Such guidance may be found in policy documents such as Official Plans, in stand-alone guidelines, and in regulatory instruments such as zoning by-laws or by-laws under the Municipal Code, if the Municipality has one and may also be regulated through the Ontario Building Code (O. Reg. 332/12, as updated or amended from time to time).;
- 4) any municipal noise by-law(s); and
- 5) relevant national or international technical standards.

The LEP should:

- 1) collaborate with other professionals involved (e.g., land use planner, air quality consultant, traffic engineer, mechanical engineer, civil engineer, landscape architect, architect,);
- 2) if considered appropriate by the LEP, due to circumstances of the proposed development, consult at an early stage with the land use authority as to submission requirements or other aspects specific to acoustics;
- 3) confirm any assumptions about the development or other matters with the client or other professionals, if appropriate.

For a new stationary source or one to be modified such as by the addition of or change to a significant sound source, the LEP should inform the client on the need for an Environmental Compliance Approval (ECA) or Environmental Activity and Sector Registry (EASR), or amended ECA or updated EASR, as applicable and required by the Ontario Ministry of the Environment, Conservation and Parks (MECP).

In the event that the land use approval authority specifically requests one or more acoustical studies that, in the opinion of the LEP, does/do not encompass all of the acoustical sources that should be included, the LEP should so advise the client and resolve with the client the full extent of the engineering services and scope of work to be provided.

8. STUDIES

8.1 All Studies

All studies should clearly indicate the purpose for which it is intended (e.g., to support an Official Plan Amendment; Rezoning; Site Plan Approval or establish land use compatibility, etc.)

The LEP should:

- 1) Obtain data for all relevant sound sources (transportation and stationary) suitable for completing a noise impact assessment. Road traffic data is usually available from the road authority. In some cases, traffic counts may be appropriate/necessary. Data on railway operations is usually available from the railway involved. Where possible, obtain information regarding a stationary source directly from the stationary source. This information can be obtained by the LEP or client as appropriate. Where information cannot be obtained from a stationary source, observations and appropriate assumptions should be made;
- 2) Provide a draft noise and/or vibration study to the client and, if appropriate, the other members of the design team, for review and confirmation of accuracy of specific details of the proposed development and/or the surrounding area, prior to finalizing each study;
- 3) Include sufficient sample calculations and background information to support conclusions made;
- 4) When doing peer reviews of studies prepared by others, take into account the principles described in this document. For peer review of work prepared by other LEPs, refer to the PEO guideline "*Professional Engineers Reviewing Work Prepared by Another Professional Engineer*"; and
- 5) Subsequent to acoustical studies, the LEP may also be retained to assist in the preparation/review of development agreements such as condominium agreements, subdivision agreements, site plan agreements and/or offers of purchase and sale, private agreements, minutes of settlement, etc., which address noise and/or vibration assessments, required noise/vibration mitigation measures and monitoring and maintenance protocols.

8.2 Acoustic Analyses

Background data collection, acoustical monitoring/measurements, sound level predictions and analysis/assessments should be completed according to procedures that are recognized by and are acceptable to the MECP.

Reference should be made to any specific acoustically related policy of the land use approval authority or municipality, or other authorities, for example, as to the planning horizon date and the extent that traffic volumes should be escalated to a future date for noise analysis.

8.3 Noise Study – Development Application

A noise study may be requested by the approval authority at one or more stages in the development approvals process. For a proposed change in land use, a noise (and vibration) feasibility study may be initially required to verify the suitability of the proposed land use and to indicate what acoustical mitigation may be required. As a development proposal progresses through the land use approvals process, the level of detail generally increases as more information becomes available regarding the proposed development and its design. Correspondingly, increasingly detailed noise assessments and reports may be required by the land use approval authority. The exact nature of details to be provided in the acoustical studies are project specific and must be determined by the LEP on a case-by-case basis, subject to the number and nature of noise and vibration sources, the environment, other development, etc.

Noise studies should be prepared in accordance with the relevant requirements/guidelines of:

- 1) Ontario policies relating to land use compatibility and land development, such as the PPS and A Place to Grow: Growth Plan for the Greater Golden Horseshoe⁸;
- 2) Publication NPC-300 of the MOECP (Ministry of the Environment, Conservation and Parks);
- 3) The D-series guidelines of the MOECP;
- 4) Local municipal requirements relating to acoustics and noise control implementation;
- 5) The railways, transit authorities and the Federation of Canadian Municipalities (FCM)/ Railway Association of Canada (RAC);
- 6) Other relevant Municipal, Provincial and Federal guidelines and requirements; and
- 7) Any standards that may be relevant to the proposed project (including, but not limited to those by CSA, ISO, ASTM, ANSI, SAE)., See Section 12.
- 8) See also Sections 8.3 to 8.5 below.

For a noise assessment and in the preparation of a noise assessment report, the LEP should:

⁸ A Place to Grow: Growth Plan for the Greater Golden Horseshoe, Ontario Ministry of Municipal Affairs and Housing, Office Consolidation August 2020.

- 1) Review the current and future use(s) of the lands under consideration and the surrounding area; and
- 2) Conduct one or more site and/or area visits, as may be necessary in the judgement of the LEP, to observe the characteristics of the development area and nearby land uses. If a site visit is not conducted, clearly explain the reasons why a site visit was not necessary.

8.4 Noise Study - Proposed Sensitive Land Use

For a noise study in support of a development that will be a sensitive land use, the LEP should:

- 1) Identify all relevant noise sources (including stationary noise sources and transportation noise sources) that could impact the proposed development;
- 2) Identify receptors in the proposed development that may experience adverse noise effects and that should be used for the noise analysis/assessment;
- 3) Identify any factors in the surrounding area between the development and noise sources, such as topography, that can affect propagation of sound from the source(s) to the receptor(s);
- 4) Clearly identify any constraints that form part of the predictable worst-case operating condition for any relevant stationary sources;
- 5) Contact the respective regulatory bodies or access publicly available information or databases to acquire input data (e.g., road traffic information, rail traffic information, noise data from nearby industry, etc.);
- 6) Where one or more stationary sources are present, consult the MECP Access Environment or other web sites or nearby industries to obtain Acoustic Summary Tables that are in the public domain;
- 7) Contact the adjacent employment/stationary source to obtain data regarding their operations. It may not be possible to obtain the data from the industry as they may not co-operate. This should be documented in the report.
- 8) Determine the applicable sound level limits at the identified receptors in the proposed development, based on its receptor class, ambient sound levels or other technical justification;
- 9) Review zoning maps for lands surrounding and nearby to the proposed development. Investigate whether there are any approved, but not constructed or are under construction, noise sources that could impact the proposed development in the future or whether there are any development approval applications for proposed noise sources, which if approved could impact the proposed development in the future;

- 10) Consider any capital works plans or proposed future capacity increases for transportation or stationary sources to assess future operating conditions and future sound levels;
- 11) Calculate/predict the future sound levels at each receptor, from each source and the cumulative sound level where appropriate, in accordance with the applicable noise guidelines or policy. Determine the compliance status of each receptor with the applicable sound limits;
- 12) The determination of compliance should follow the principles of “predictable worst case” as defined by the MECP in NPC-300;
- 13) Where an industry has a Noise Abatement Action Plan (NAAP), its ramifications should be determined, provided this information can be obtained. Because the implementation schedule of a NAAP may have time frames of several years or more, only those portions of the NAAP that have been completed or are committed to being completed in the short term should be taken into account;
- 14) Where non-compliance is found, quantify the amount of noise mitigation required to achieve compliance and land use compatibility. Recommend one or more alternative means of noise mitigation. See also Section 9 below.

8.5 Noise Study - Proposed Stationary Source

For a development that will be a (stationary) source of noise, the LEP should:

- 1) Consider any plans for future modifications at the development, as defined by the client, and the need to include these in the preparation of the noise assessment and study report;
- 2) Review zoning maps for lands within the potential area of influence of the proposed stationary source. Investigate whether there are any approved, but not yet constructed sensitive land uses that could be impacted by the proposed development in the future or whether there are any development approval applications for proposed sensitive land uses which, if approved, could be impacted by the proposed development in the future;
- 3) Identify each receptor in all directions around the facility and their characteristics, such as type of land use (e.g., residential, day care, hospital, etc.), height (number of storeys), location of windows or other openings to the exterior, and distances from the sound (noise) sources;
- 4) Identify for each receptor any factors in the surrounding area between the facility and receptor, such as topography, intervening obstructions, etc., that can affect propagation of sound from the source(s) to the receptor;
- 5) Review operating conditions of the noise sources and select the operating scenario and emission rates that lead to the predictable worst-case scenario at the nearby receptors;

- 6) Determine the applicable sound level limit at all identified receptors, based on their receptor class, ambient sound levels or other technical justification;
- 7) Calculate/predict the future sound levels at each receptor, from each source and the cumulative sound level from the stationary source. Determine the compliance status at each receptor with the applicable sound limits;
- 8) Where non-compliance is found, quantify the amount of noise mitigation required to achieve compliance. Recommend one or more alternative means of noise mitigation to be included in the facility design for compliance and to achieve land use compatibility with other nearby land uses. See also Section 9 below;
- 9) Communicate with the client and other professionals responsible for the design of the facility, in respect of the noise mitigation needed in the design and assist with the selection of mitigation concepts to be used and verify the efficacy; and
- 10) Inform the client of the need for an ECA or EASR, if applicable.

8.6 Noise Study - Proposed Multiple Use

For a proposed development that includes both sensitive land use(s) and stationary source(s), such as a hospital, industry with a daycare or an industrial mall with a place of worship, Sections 8.2, 8.3 and 8.4 also apply to the noise study.

8.7 Vibration Study – Development Application

A vibration study may be requested by the approval authority at one or more stages of the land use approval process. In some cases, the land use authority may not request a vibration study, but one is appropriate to deal with potentially adverse vibration impact on one or more receptors.

Vibration Studies should be prepared in accordance with the relevant requirements of:

- 1) Ontario policies relating to land use compatibility and land development, such as in the PPS;
- 2) MECP Draft (1981) Publication NPC-207 - Impulse Vibration in Residential Buildings;
- 3) MECP Publication NPC-119 – Blasting;
- 4) The D-series guidelines of the MECP;
- 5) The railways, transit authorities and the FCM/RAC;
- 6) Other relevant Municipal, Provincial and Federal guidelines and requirements; and

- 7) All relevant standards (including, but not limited to those of organizations such as CSA, ISO, ASTM, ANSI, SAE,). See Section 12.

With respect to the draft NPC-207 guideline, it should be noted that it only addresses impulse vibration. As of the preparation of this PEO guideline there is no MECF guideline for non-impulse vibration impacting people in buildings.

For a vibration assessment and the preparation of a vibration study report, the LEP should:

- 1) Review the current and future use(s) of the lands under consideration and the surrounding area; and
- 2) Conduct one or more site and/or area visits, as necessary in the judgement of the LEP, to observe the characteristics of the development area and nearby other land uses. If a site visit is not done, clearly explain the reasons why a site visit was not necessary.

8.8 Vibration Study - Proposed Sensitive Land Use

For a proposed development that will be a sensitive land use:

- 1) Identify all relevant vibration sources (including stationary vibration sources and transportation vibration sources) that could impact the proposed development;
- 2) Contact the respective regulatory bodies or access publicly available information or databases to acquire input data (e.g., rail traffic information, vibration source information from nearby industry, etc.);
- 3) Identify receptors in the proposed development that may experience adverse vibration effects and that should be used for the vibration analysis/assessment;
- 4) Determine the applicable or recommended vibration limits at the identified receptors in the proposed development based on the source of the vibration, the type of sensitive land use, or other technical justification;
- 5) Review zoning maps for lands surrounding and nearby to the proposed development. Investigate whether there are any approved other vibration sources that could impact the proposed development in the future or whether there are any such additional vibration sources that are not yet approved but are in the land use planning process;
- 6) If deemed appropriate by the LEP, carry out vibration measurements at locations that, in the judgement of the LEP, are adequately representative of the future worst-case receptors. Vibration measurements should capture an adequate source operating time or number of cycles of the source operation. For example, for railway-induced ground vibration, a minimum of five trains of each train types that use the rail line, operating at normal speed, should be measured, if possible. For a stationary source creating vibration,

such as a metal stamping plant, efforts should be made to confirm that source operations were representative of predictable worst case during the measurements;

- 7) Where it is not possible/feasible to measure the vibration levels, estimate/predict the future vibration levels at each receptor, from each source;
- 8) Determine the compliance status at each receptor with the recommended vibration limits; and
- 9) Where non-compliance is found, quantify the amount of vibration mitigation required to achieve compliance and land use compatibility. Recommend one or more alternative means of vibration mitigation. See also Section 9 below.

8.9 Vibration Study - Proposed Stationary Source

For a proposed development that will be a source of vibration:

- 1) Identify each receptor in all directions around the facility and their characteristics, such as type of land use (e.g., residential, day care, hospital, etc.) and distances from the vibration sources;
- 2) Review operating conditions of the vibration sources and select the operating scenario and vibration levels that lead to the predictable worst-case scenario at the near-by receptor;
- 3) Consider any plans for future modifications at the development, as defined by the client, and the need to include these in the preparation of the vibration assessment and study report;
- 4) Review zoning maps for lands within the potential area of influence of the proposed stationary source development. Investigate whether there are any approved other vibration sensitive land uses, not yet built, that could be impacted by the proposed (stationary source) development in the future or whether there are any such additional vibration sensitive land uses that are not yet approved but are in the land use planning process;
- 5) Determine the applicable or recommended vibration limit at all identified receptors, based on the vibration source, the type of receptor, or other technical justification;
- 6) Estimate/predict the future vibration levels at each receptor, from each source. Determine the compliance status at each receptor with the recommended vibration limits;
- 7) Where non-compliance is found, quantify the amount of vibration mitigation required to achieve compliance. Recommend one or more alternative means of vibration mitigation to be included in the facility design for compliance and to achieve land use compatibility

with other nearby land uses, for example, vibration isolation mounts for punch presses. See also Section 9. below;

- 8) Communicate with the client and other professionals responsible for the design of the facility, in respect of the vibration mitigation needed in the design and assist with the selection of mitigation concepts to be used and verify the efficacy; and
- 9) Inform the client of the need for an ECA or EASR, if applicable.

8.10 Vibration Study - Proposed Multiple Use

For a proposed development that includes both sensitive land use(s) and stationary vibration source(s) such as a hospital or industry with a daycare,, Sections 8.7, 8.8 and 8.9 apply.

9. MITIGATION DESIGN

Typically, one or more of the noise/vibration reports discussed above will recommend the mitigation measures needed to meet the applicable or recommended guidelines, the sound and vibration limits and/or to minimize the risk of complaint, with the objective of land use compatibility. It should be noted that the proponent of the change in land use and/or the new development is solely responsible for achieving compliance and land use compatibility. While it may be more effective to mitigate at source, recommendations for mitigation at source are only appropriate where the source has agreed to implement such mitigation including updating or amending its ECA/EASR, if necessary.

The LEP may be asked to assist the client's team in the design and/or verification of the mitigation measures. These services may include, but not necessarily be limited to:

- 1) Determining or verifying acoustical performance requirements for building exterior envelope elements, such as Sound Transmission Class (STC) or Sound Transmission Loss ratings for windows and exterior walls;
- 2) Review of air conditioning or other mechanical equipment regarding sound levels and placement of the equipment;
- 3) Design of acoustic barriers. This includes the position, height, composition of the sound barrier (e.g., berm, fence or combination), and density of the materials;
- 4) Review of the grading plans to verify sound barrier requirements;
- 5) Design of the mitigation for mechanical equipment. This may include a review of sound barriers, enclosures, silencers, vibration isolators, replacement equipment;
- 6) Review of operational parameters to ensure the guidelines/criteria can be met;

- 7) Design of vibration mitigation measures for ground-borne vibration such as from railways; structure borne-vibration from mechanical or production equipment; and Recommending monitoring and maintenance protocols and procedures for implemented mitigation measures to avoid future compatibility issues over time.
- 8) Review building permit drawings to verify that all required noise/vibration mitigation measures are properly shown, prior to applying for building permits. This typically also involves providing a confirmation document to the land use approval authority.

10. CONSTRUCTION SERVICES

- 1) The LEP may be retained to undertake as-built construction reviews, to confirm that the as-built construction of buildings, facilities and sound barriers are in conformity with the approved design/building permit drawings.
- 2) In some cases, confirming the performance of the noise/vibration mitigation measures may require field measurements of receptor or source sound or vibration levels and comparison to the applicable criteria/limits.
- 3) Where deficiencies in drawings or in as-built conditions are found, the LEP should notify the client and other relevant parties of such deficiencies, indicating what corrective measures are required.
- 4) When the relevant documents, drawings and/or construction are found to be complete and acceptable, the LEP will typically be required to provide written confirmation of the acceptable status.
- 5) The LEP should provide a professional opinion on the status and should not provide any form of “certification” of construction as explained in PEO Guideline “*Professional Engineers Providing General Review of Construction as Required by the Ontario Building Code*”. Providing a “certification” expands the liability of the LEP and may invalidate professional liability insurance. The review could include a “confirmation” that the mitigation is appropriate.

11. EXPERT WITNESS SERVICES

- 1) LEPs providing engineering services in land use planning may be retained to provide expert evidence at court and at administrative tribunal hearings where disputed land use approvals are adjudicated. In Ontario, the Ontario Land Tribunal (or similar body, because the name of the tribunal has been known to change) is the primary administrative tribunal that deals with land use planning issues. Such tribunals typically operate under the same *Rules of Civil Procedure*⁹ (rules of evidence) as do the courts.

⁹ R.R.O. 1990, Reg. 194: Rules of Civil Procedure.

- 2) Participation in hearings may require the preparation of witness statements, issues lists and professional opinions on acoustical matters such as noise and vibration impacts, land use compatibility, effectiveness of noise/vibration mitigation measures being proposed and whether compliance with applicable noise/vibration policies, guidelines, criteria or regulations will be met, in addition to the technical reports discussed above.
- 3) The LEP is not an advocate for the client and should provide objective, factual and opinion evidence only on matters within the competence of the LEP, namely acoustics.
- 4) Refer to the PEO guideline "*The Professional Engineer as an Expert Witness*" for more details.

12. STANDARDS AND GUIDELINES

The following documents are relevant to acoustical engineering in land-use planning. This list is not comprehensive, and the documents cited are only current on the date of writing of this guideline. The LEP should be knowledgeable about all the relevant legislation, policies, regulations, technical standards, Ministry and individual municipality's guidelines and documents that may apply or be relevant to the development under review, as listed herein and as may be amended, updated and/or added to from time to time. All guidelines/documents to be referenced should be verified as current at the time the noise/vibration study is being prepared. LEP's are advised that it is the practitioner's responsibility to verify that the latest versions of guideline documents are being used. Further, the practitioner should be aware that there may be other associated laws, regulations, standards, or requirements (i.e., local municipal bylaws) that may apply in conducting the reviews relevant to acoustical engineering in land-use planning.

Provincial

1. Provincial Policy Statement Ontario Ministry of Municipal Affairs and Housing, 2020.
2. A Place to Grow: Growth Plan for the Greater Golden Horseshoe, Ontario Ministry of Municipal Affairs and Housing, Office Consolidation, 2020.

D-Series of Guidelines, Ontario Ministry of the Environment Conservation & Parks, including:

3. Guideline D-1 Land Use Compatibility, 1994.
4. Guideline D-1-1 Land Use Compatibility: Procedure for Implementation.
5. Guideline D-1-2 Land Use Compatibility: Specific Applications.
6. Guideline D-1-3 Land Use Compatibility: Definitions.

7. Guideline D-2 Compatibility Between Sewage Treatment and Sensitive Land Uses, 1996.
8. Guideline D-3: Environmental Considerations for Gas or Oil Pipelines and Facilities, 1994.
9. Guideline D-4 Land Use on or Near Landfills and Dumps, 1994.
10. Guideline D-4-2 Environmental Warnings/Restrictions.
11. Guideline D-4-3 Registration of Certificates and Provisional Certificates.
12. Guideline D-5 Planning for Sewage & Water Services, 1996.
13. Guideline D-6 Compatibility Between Industrial Facilities and Sensitive Land Uses, 1995.
14. Guideline D-6-1 Industrial Categorization Criteria.
15. Guideline D-6-3 Separation Distances.
16. Guideline D-6-4 MCCR Bulletin No. 91003.
17. 2009-04 Environmental Warnings and Restrictions.
18. Publication NPC-100, Model Municipal Noise Control Bylaw, Ontario Ministry of the Environment, Conservation & Parks, 1978, including, but not limited to:
 - a) Publication NPC-101 – Definitions
 - b) Publication NPC-102 – Instrumentation
 - c) Publication NPC-103 – Procedures
 - d) Publication NPC-104 – Sound Level Adjustments
 - e) Publication NPC-115 – Construction Equipment
 - f) Publication NPC-118 – Motorized Conveyances
 - g) Publication NPC-119 – Blasting
19. ORNAMENT Ontario Road Noise Analysis Method for Environment and Transportation – Technical Document, Ontario Ministry of the Environment, Conservation & Parks, 1989.
20. STEAM (Sound from Trains Environmental Analysis Method) Sounds from Trains Environmental Analysis Method, Ontario Ministry of the Environment, Conservation & Parks, 1989.

21. Publication NPC-206: Sound Levels due to Road Traffic, Ontario Ministry of the Environment, Conservation & Parks, 1993.
22. Publication NPC-207: Impulse Vibration in Residential Buildings (Draft), Ontario Ministry of the Environment, Conservation & Parks, 1993.
23. Publication NPC-216: Residential Air Conditioning Devices, Ontario Ministry of the Environment, Conservation & Parks, 1993.
24. Environmental Noise Guidelines for Installation of Residential Air Conditioning Devices, Ontario Ministry of the Environment, Conservation & Parks, 1994.
25. Guideline for Noise and Vibration Assessment of Transit Projects (Draft), Ontario Ministry of the Environment, Conservation & Parks, 2011.
26. Publication NPC-300: Environmental Noise Guideline: Stationary and Transportation Sources – Approval and Planning, Ontario Ministry of the Environment, Conservation & Parks, 2013.
27. Noise Guidelines for Wind Farms, Ontario Ministry of the Environment, Conservation & Parks, 2016.
28. Compliance Protocol for Wind Turbine Noise, Ontario Ministry of the Environment, Conservation & Parks, 2017.
29. Noise Guidelines for Landfill Sites (Draft), Ontario Ministry of the Environment, Conservation & Parks, 1998.
30. MOE/TTC Protocols (various) for Noise and Vibration Assessment, Ontario Ministry of the Environment, Conservation & Parks / Toronto Transit Corporation, 1993.
31. Environmental Guide for Noise and Vibration Impact Assessment, Metrolinx, 2020.
32. Metrolinx - GO Transit Adjacent Development Guidelines, Metrolinx, 2013.
33. MOEE/GO Transit Noise and Vibration Protocol – January 1995 (Draft #9), Ontario Ministry of the Environment, Conservation & Parks / Metrolinx, 1995.
34. Environmental Guide for Noise, Ontario Ministry of Transportation, 2022.
35. A Protocol for Dealing with Noise Concerns During the Preparation, Review and Evaluation of Provincial Highway's Environmental Assessments (the Joint Protocol), Ontario Ministry of the Environment, Conservation & Parks / Ministry of Transportation, 1986.

36. Ontario Building Code, O. Reg. 332/12, as updated or amended from time to time.
37. Builder Bulletin 19 – Design and Field Review Reporting for Condominium Projects (BB19), Tarion, Feb. 1, 2021

Federal

38. Building Practice Note BPN 56: Controlling Sound Transmission into Buildings, National Research Council Canada, 1985.
39. Noise Exposure Forecast (NEF) Validation Study, National Research Council Canada, 1996, including:
 - a) Report A1505.3, Issues Related to the Calculation of Airport Noise
 - b) Report A1505.5, Review of Aircraft Noise and Its Effects
 - c) Report A-1505.6, Final Report
40. Report RR-331, Guide to Calculating Airborne Sound Transmission in Buildings, National Research Council Canada, 2018.
41. Road and Rail Noise: Effects on Housing, Canada Mortgage and Housing Corporation, 1981.
42. Guidance for Evaluating Human Health Impacts in Environmental Assessment: Noise, Health Canada, 2017.
43. TP 1247E 2013/14: Land Use in the Vicinity of Aerodromes, Transport Canada, 2013.
44. National Building Code of Canada, 2020, March 2022, as updated from time to time.

Municipal/Other

45. Guidelines for New Development in Proximity to Railway Operations, Railway Association of Canada/ Federation of Canadian Municipalities, 2013.
46. Transit Noise and Vibration Impact Assessment Manual, U.S. Department of Transportation – Federal Transit Administration (FTA), 2018.
47. CREATE Freight Noise and Vibration Model, U.S. Department of Transportation – Federal Railway Administration (FRA), 2006.
48. High-Speed Ground Transportation Noise and Vibration Impact Assessment Manual, U.S. Department of Transportation – Federal Railway Administration (FRA), 2012.

49. FHWA-RD-77-108, Highway Traffic Noise Prediction Model (STAMINA 2.0), U.S. Department of Transportation – Federal Highway Administration (FHWA), 1978.

50. Traffic Noise Model (TNM) Version 3.0., U.S. Department of Transportation – Federal Highway Administration (FHWA), 2020.

Standards

Canadian Standards Association (CSA) Standards on Acoustics, including:

51. Guide for the Use of Acoustical Standards in Canada, CSA-Z107.10-06.

52. Procedure for In-Situ Measurement of Noise from Industrial Equipment, CSA-Z107.51-M1980, R1999.

53. Standard for Certification of Noise Barriers, CAN/CSA-Z107.9-00, R2004.

54. Recommended Practice for the Prediction of Sound Levels Received at a Distance from an Industrial Plant, CAN/CSA-Z107.55-M86, R2001.

55. Procedure for Measurement of Sound and Vibration Due to Blasting Operations, CAN3-Z107.54-M85, R2001.

56. “Wind Turbines – Part 11: Acoustic Noise Measurement Techniques”, CAN/CSA-IEC 61400-11:19, 2019.

International Organization for Standardization (ISO), American National Standards Institute (ANSI) and American Society for the Testing of Materials (ASTM) Standards on Acoustics, including:

57. Criteria for Evaluating Room Noise, ANSI/ASA S12.2-2019.

58. Acoustics – Determination of sound power levels and sound energy levels of noise sources using sound pressure – Engineering methods for an essentially free field over a reflecting plane, ANSI/ASA S12.54-2011 / ISO 3744, 2010.

59. Acoustics – Determination of sound power levels and sound energy levels of noise sources using sound pressure – Precision methods for anechoic rooms and hemi-anechoic rooms, ANSI/ASA S12.55-2012 / ISO 3745, 2012.

60. Acoustics – Determination of sound power levels and sound energy levels of noise sources using sound pressure – Survey method using an enveloping measurement surface over a reflecting plane, ANSI/ASA S12.56-2011 / ISO 3746, 2010.

61. Acoustics – Determination of sound power levels and sound energy levels of noise sources using sound pressure – Engineering/survey methods for use in situ in a reverberant environment, ANSI/ASA S12.57-2011 / ISO 3747, 2010.
62. Acoustics — Attenuation of sound during propagation outdoors — Part 1: Calculation of the absorption of sound by the atmosphere, ISO 9613-1, 1993.
63. Acoustics — Attenuation of sound during propagation outdoors — Part 2: General method of calculation, ISO 9613-2, 1996.
64. Acoustics — Determination of sound power levels of noise sources using sound intensity — Part 1: Measurement at discrete points, ISO 9614-1, 1993.
65. Acoustics — Determination of sound power levels of noise sources using sound intensity — Part 2: Measurement by scanning, ISO 9614-2, 1996.
66. Acoustics — Determination of sound power levels of noise sources using sound intensity — Part 3: Precision method for measurement by scanning, ISO 9614-3, 2002.
67. Acoustics — Description, measurement and assessment of environmental noise — Part 1: Basic quantities and assessment procedures, ISO 1996-1, 2016.
68. Acoustics — Description, measurement and assessment of environmental noise — Part 2: Determination of sound pressure levels, ISO 1996-2, 2017.
69. “Acoustics – Attenuation of sound during propagation outdoors – Part 1: Calculating of the absorption of sound by the atmosphere”, ISO 9613-1.
70. “Acoustics-Attenuation of sound during propagation outdoors – Part 2: General method of calculation”, ISO 9613-2.
71. Evaluation of human exposure to whole-body vibration — Part 2: Continuous and shock induced- vibrations in buildings (1 to 80 Hz), ISO 2631-2, 2003.
72. Standard Test Method for Laboratory Measurement of Airborne Sound Transmission Loss of Building Partitions and Elements, ASTM E90 – 09, 2016.
73. Standard Test Method for Measurement of Airborne Sound Attenuation Between Rooms in Buildings, ASTM E336-20.

APPENDIX 1. DEFINITIONS

Acoustic Audit

An Acoustic Audit is a formal assessment of the compliance of an industrial facility with its applicable Provincial noise and/or vibration guidelines/conditions, conducted through measurements at representative points of reception, by an independent acoustical engineer (i.e., one not involved in the original acoustical assessment work and mitigation design).

Architectural (building) acoustics

Architectural (and building) acoustics is the applied science of generation, propagation, transmission and control of sound and vibration in and about rooms, dwellings and other buildings.

Acoustical engineer(s)

For the purposes of this guideline, acoustical engineers are defined as licensed professional engineers (members of Professional Engineers Ontario), or partnerships or corporations holding Certificates of Authorization granted under the Professional Engineers Act, R.S.O. 1990, Chapter P28- who have had several years of demonstrated experience in acoustical engineering related to land-use planning. See also LEP.

Demonstrated Training and/or Experience

Demonstrated training and/or experience can be a combination of:

Successful completion of a formal course(s) which includes receipt of a written certificate, diploma, degree or equivalent;

- 1) Informal training or guidance provided by a suitable mentor such that a suitable reference could be provided; and/or
- 2) Successful completion of projects (experience) under the guidance/supervision of a suitable mentor such that examples of the completed projects would demonstrate appropriate competence.

Environmental acoustics

Environmental acoustics is the applied science of generation, propagation, transmission and control of sound and vibration in the outdoor environment

Environmental Activity and Sector Registry

The Environmental Activity and Sector Registry ("EASR") is a registration system operated by the Ministry of the Environment, Conservation & Parks, under the EPA, for compliance with air quality, noise and vibration requirements.

Environmental Compliance Approval

An Environmental Compliance Approval (“ECA”), formerly called a Certificate of Approval, is a permit document issued by the Ministry of the Environment, Conservation & Parks to regulated industries, according to air quality, noise and vibration requirements of the Environmental Protection Act (EPA).

Licensed Engineering Practitioner (LEP)

A holder of a license from PEO and applies equally to professional engineers, temporary license holders, and limited license holders. For the purpose of this guideline, LEPs should have demonstrated training and/or experience in acoustical engineering related to land use planning.

Owner/client

The client is the owner or the person, or organization acting on behalf of the owner, who commissioned the work.

Receptor

Any location on a sensitive land use at which noise or vibration from any source such as road traffic, railway operations, aircraft or one or more stationary sources (industry), etc. is received. and where people could be impacted during normal activities. In NPC-300, receptors related to a stationary source are termed “Points of Reception”. Thus, Receptor and Points of Reception mean the same, for all practical purposes. See Part A of NPC-300 for more details about Point of Reception

Summary of Public Comments – Acoustical guidelines

No#	Comment by	Comment	Affiliated/ (incorporated) or not. [Commented on 29.3.23]
1	HUGH WILLIAMSON ASSOCIATES INC	Section 5, Scope of Acoustical Engineering Services – Regulatory Studies and Assessments Not Included:	No
2	HUGH WILLIAMSON ASSOCIATES INC	Section 6, Competency: This section appears to infer that in order to offer acoustical engineering services of any kind the LEP must be competent in all the aspects referred to in this section, including all the documents listed in Section 12.	Yes
3	HUGH WILLIAMSON ASSOCIATES INC	Section 7 Responsibilities of the LEP, collaborate with other professionals: recommended that Professional Land-use Planners be added to the list of other professionals to collaborate with.	Yes
4	HUGH WILLIAMSON ASSOCIATES INC	Section 8, Studies - Review the current and future use(s) of the lands under consideration and the surrounding area: Several parts of Section 8 set very high expectations of the LEP especially in relations to future uses of surrounding lands.	Yes
5	HUGH WILLIAMSON ASSOCIATES INC	Section 8, Studies - Review the current and future use(s) of the lands under consideration and the surrounding area: Expectations too high? Several parts of Section 8 set very high expectations of the LEP especially in relations to future uses of surrounding lands.	Yes
6	HUGH WILLIAMSON ASSOCIATES INC	General concern that Professional Responsibilities defined in the Practice Guideline are too broad: The concern he has is that if the descriptions of professional responsibilities in the guideline are too broad, the LEP and the profession could be taken to task or even accused of being negligent,	No
7	Hal Beck	Section 3 Can Section 3 also include for the following misconduct: Failure of a practitioner to present clearly to the practitioner's employer the consequences to be expected from a deviation proposed in work, if the professional engineering judgment of the practitioner is overruled by non-technical authority in cases where the practitioner is responsible for the technical adequacy of professional engineering work.	No *This respondent does not realize that the intent is not a technical manual but a practice guideline. Also is very narrowly focused on aircraft noise because of his involvement re island airport.
8	Hal Beck	Section 3.2 of the guideline material concerning professional responsibility and misconduct refers to work being performed or undertaken. 1. The material may not resonate with non-practitioners who are monitoring noise	No

		data 2. Also, this material may not resonate with staff are reviewing noise reports (submitted by other entities), but who are not sufficiently trained to understand the engineering content	
9	Hal Beck	Section 3.5 Further to the above comments, can the PEO definition of 'engineering' be included at start of Section 3 or Section 3.5. I have read this definition out in meetings while asserting that engineering work must legally be completed by an engineer and be professionally sealed to assure all non-practitioners and the public.	No
10	Hal Beck	Section 3.6 The guideline material concerning professional competency and misconduct may not resonate with a noise engineer who may gloss over and assume this material does not apply to their own actions. Could some examples related to noise engineering be embedded?	No
11	Hal Beck	Section 4 Can the second paragraph be split into two so there is a new paragraph starting with 'However notwithstanding compliance...' Can this discussion then be bolstered by saying the 'risk of complaint' can also be heightened by the noise standards themselves	No
12	Hal Beck	Section 6.2 Should Section 6.2 be merged with Section 3.6?	Yes
13	Hal Beck	Section 8.3 Can Section 8.3 include for the possibility that a proposed sensitive land use itself may cause adverse effects on surrounding existing receptors eg. proposed HVAC noise, garbage handling noise, backup beeping noise, etc.	No
14	Hal Beck	Section 12 Can items 44-50 be sorted so that airport/ aircraft/ NEF related items are together.	Yes
15	Hal Beck	Section 5 When interfacing with the public (which in this context includes any non-practitioner), noise engineers face great difficulty ensuring their work is understood. (This may undermine the perceived value of noise engineer's work to keep everyone healthy and their remuneration as well.) Based my experiences, this is because of the following issues: <ul style="list-style-type: none"> • The public does not realize that decibel noise math calculations must be made by first converting decibels to the bel antilogs, for example: $60 \text{ [dB]} = (10)^6 \text{ [reference pressure ratio]}$ • By extension, the public does not realize that logarithmic math is required to avoid dealing with large numbers. Logarithmic math is not simply the work of an engineer trying to obfuscate the results. • The public forgot all exponential and logarithmic math rules upon graduating from high school and do not understand/ trust the noise engineer's calculations. 	No

		<ul style="list-style-type: none"> • For aircraft noise analyses, the public and airport decision makers are confused by the term EPNdB. Some consultants are too. It is not an instantaneous magnitude of noise decibel in the typical sense. The EPNL value in units of EPNdB was developed in response to industry need for a single value that captures both magnitude and duration. An EPNdB value of a fly by at a given location is actually the noise energy of a fly by event, divided by 10 seconds regardless of the duration of the fly by. • The public does not realize there are a multitude of frequencies Hz being heard simultaneously to create noise. Noise is not just one tone. The public is not familiar with the standard one-third octave bands which could be assessed. <p>Based on the above, could Section 5 include that the scope of the acoustic engineer is to provide sufficient basic boilerplate information on the subject so that the client/public receiving the report is able to understand the gist of the work done including assumptions and exclusions</p>	
16	Szeto	<p>2. INTRODUCTION</p> <p>Consider adding development planning on the listed services. As an engineering service provider, typical consultants shouldn't really be the ones providing approvals as a service.</p> <p>Consider also adding compliance, auditing/monitoring, expert testimony services.</p>	Yes
17	Szeto	<p>3. PROFESSIONAL REQUIREMENTS</p> <p>Consider also including those who: prepare or review design drawings, development agreements; review the implementation of noise control measures; and provide expert witness testimony.</p> <p>Or Consider a more general statement like:</p> <p>LEP's who provide engineering services in relation to the land use planning process ...</p>	Yes
18	Szeto	<p>3.4 Quality Control and Assurance</p> <p>1.This should encompass ALL work and not only the design aspects.</p> <p>The QA/QC process should also ensure that the LEP's work has been adequately documented in a way that can demonstrate professionalism and completeness of their work.</p> <p>2. This doesn't seem very clear what smaller firms is referring to.</p> <p>This should not be just smaller firms. This can be any group without extensive expertise in acoustical engineering.</p>	Yes

		In fact, smaller specialized firms may have more expertise in specialized engineering fields. Many specialized acoustical firms can probably be classified as smaller firms.	
19	Szeto	<p>3.5 Sealing Requirements</p> <p>1. Consider expanding section to cover team responsibilities.</p> <p>For acoustical studies, the expectation should be that the work (study) be sealed by whoever prepared the work (preferably, if a P.Eng), and whoever checked/reviewed it (required), such that multiple seals of all participating engineers should be represented where appropriate.</p> <p>2. Consideration should also be given to where sealing requirements may already be set out by any regulatory/approval agencies' land-use planning process.</p>	No
20	Szeto	<p>3.6 Professional Competency and Disclosure</p> <p>1. Consider adding more specifics such as: This should include identification of the individual specialty fields they are competently knowledgeable and practice in. (e.g. environmental assessment, transportation, stationary, architectural/building, vibration, monitoring, etc.).</p> <p>The LEP should also identify their professional training background they associate with as a Civil, Mechanical, Industrial Engineer, etc.</p> <p>2. Consider adding another item: The specific assessment methodologies, specialized tools, study parameters reflected in the LEP's judgment / level of detail.</p>	<p>1. YES</p> <p>2. NO</p>
21	Szeto	<p>4. SCOPE OF THIS GUIDELINE</p> <p>1. Consider adding Site Plan to this group. Noise control measures should be extensively reviewed for site plan control.</p> <p>2. Consider adding office.</p> <p>3. Please clarify 2). What source-types would these be? and why might these need study if not a MECP source?</p> <p>These may not be typical commercial or industrial uses, or are uses under other regulatory controls. Please clarify references.</p>	NO
22	Szeto	<p>5. SCOPE OF ACOUSTICAL ENGINEERING SERVICES</p> <p>1. Please clarify what these are. Are these Audit / Compliance studies?</p> <p>6-9. These seem to be just parts of undertaking a study. They already fall under 2) & 3).</p>	NO

		Consider re-structuring this list of services to separate the high-level list from the low-level details. 14. Consider incorporating inside 13) for context. This shouldn't look like a standard step in the planning process.	
23	Szeto	6. COMPETENCY 5. Should this be sound insulation or both? Isolation seems to imply separation techniques (e.g. resilient connections, floating floors, general decoupling). Insulation may better represent the use of component mass for blocking reduction techniques.	NO
24	Szeto	7. RESPONSIBILITIES OF THE LEP 2. Consider also including local municipal policies and/or engineering design criteria standards. 3. Consider also including standards, design criteria. Consider adding engineering design criteria. Consider also including stand-alone policies or standards. 4. ensure familiarity with current requirements as set out by the approval authority and/or commenting agencies.	NO
25	Szeto	8.1 Acoustic Analyses Consider adding transportation authority. Future traffic data are often provided by the municipalities.	NO
26	Szeto	8.3 Noise Study - Proposed Sensitive Land Use 1.Consider expanding this point to include new significant roads created within proposed subdivisions. 9. Consider adding... such as major transportation corridor projects	NO
27	Szeto	9. MITIGATION DESIGN Consider adding new item: Prepare appropriate warning clauses for inclusion in subsequent development agreements relating to the mitigation recommended and/or noise impacts expected within the development. 4. Consider adding... This includes the placement of the sound barrier within appropriate property line boundaries. Last sentence: Consider adding... to confirm the designed mitigation measures, conform with the approved noise/vibration study.	NO
28	Szeto	10. CONSTRUCTION SERVICES 4. In connection with 5) below, please clarify.	

		<p>5. Please clarify. This seems to suggest no kind of certification should be done, which could be contrary to what some current/past municipalities have previously done, which is to request a Certification of Conformance (or Completion) of Acoustical Measures.</p> <p>Such certification would seem to be very specific and not a "general review" sign-off.</p> <p>For example, an acoustic fence or acoustic window has either been installed per the noise study specifications or not, which is often verified on-site by the acoustic consultant. Certification in this instance would be to mean that all acoustic features from the approved noise study have been installed.</p> <p>This is somewhat confusing why this should only be a professional opinion, but the LEP may need to consider if they verified each individual mitigation measure or just verified a sample portion. In this case it may be plausible that the LEP provide either Opinion or Certification based on the extent of verification done.</p> <p>Furthermore, the approving municipality should have a say in what extent of verification is required, and possibly whether opinion or certification should be considered on a case-by-case basis.</p> <p>Alternatively, consider if certification may be acceptable in a 'limited' nature.</p>	
29	Szeto	<p>.12. STANDARDS AND GUIDELINES</p> <p>39. Consider if this is still in force with 37) available..</p> <p>47. Notes: This one deals with Rail noise.</p> <p>CMHC may have a separate but similar document that covers the inclusion of Airport Noise Municipal/Other (page 20, before 51): Consider adding a general item:</p> <p>Local current policies, guidelines, standards, by-laws, etc. by various area municipalities (Various).</p> <p>56. Consider if this actually falls under Standards and Guidelines, if not just being software.</p> <p>Note: ORNAMENT was mentioned above but not STAMSON. Also, TNM may not be officially endorsed yet by MECP.</p>	NO
30	Szeto	<p>APPENDIX 1. DEFINITIONS</p> <p>Demonstrated Training and/or Experience</p> <p>Consider making this a numbered item following 1) & 2).</p>	NO
31	Via E mail	<p>11/4/2022</p> <p>There is an important issue that is not addressed by the draft document.</p> <p>We envisage a future in which both electricity and district heat are provided by small nuclear reactors located within major municipalities.</p>	NO

		<p>Under normal operation such reactors and their associated steam equipment are relatively quiet. However, under various emergency conditions and/or severe electricity grid transients it may be necessary to release high pressure steam. That is a noisy process however it is done.</p> <p>Perhaps the draft document should recognize this reality and make specific provisions for occasional safety related high pressure steam releases to avoid possible downstream nuisance litigation relating to this matter.</p> <p>Regards,</p> <p>Charles Rhodes, P.Eng., Xylene Power Ltd.</p>	
32	Via E mail	<p>11/16/2022</p> <p>Good morning:</p> <p>Referring to the draft, maybe it would be helpful also if the guide provides information with:</p> <p>where the copy of all applicable standards and guidelines are made available free and readily accessible for every practising engineer in that services</p> <p>where a certificate course combined relevant theory and practical is available at reasonable cost for those practicing engineers who are interested, but need to refresh the knowledge/skills and/or did not have that in their degree program pursued before and/or their work experience or</p> <p>available certificate programs specific to this guide recommended by PEO.</p> <p>Thank you.</p> <p>Thet Thet Mon 100175613</p>	NO
33	Via E mail	<p>11/17/2022</p> <p>Hi,</p> <p>I am thankful for being given an opportunity to review the aforementioned guideline.</p> <p>I am kindly asking what is the process to ask to add content to this guidelines. For instance, may I provide information on other industries such as aircraft or oil & gas, pipelines, etc.</p>	NO

		<p>I.e. 'Aircraft sound as it relates to the exterior of buildings?' (SAE Aircraft Noise Level Reduction Measurement of Building Facades), oil & gas (drilling, fracking, completions), etc.</p> <p>It would be my pleasure to supporting adding additional content, if this is within the scope and interest of the contributors.</p> <p>I greatly appreciate your consideration, Stephanie Scholte P. Eng</p>	
34	Via E mail	<p>12/30/2022</p> <p>Thank you for the opportunity to submit comments. Please see the following comments from Environmental Assessment and Permissions Branch and Environmental Policy Branch of the MECP for your consideration:</p> <ul style="list-style-type: none"> • Section 7. 2) - typo in red text with yellow highlight "a land use approval authority's terms of reference for acoustic or vibration reports and/or policies that..." • There is a combination of terms with the same meaning (point of noise reception, sensitive point of reception, noise and/or vibration sensitive receptor, receptor) that could be combined into a single term (point of reception) • Section 8.9 - "industrial mall with a place of worship" As per the NPC-300 definition for "Noise sensitive institutional purpose building", "A place of worship located in commercially or industrially zoned lands is not considered a noise sensitive institutional purpose building." • A greater emphasis should be placed on engagement between stationary sources and sensitive land uses in "Section 8 Studies". <ul style="list-style-type: none"> ○ For a noise study in support of a proposed sensitive land use development, engagement with existing stationary sources is very important for awareness of potential concerns from the existing source, greater probability that facility-specific information will be shared to better inform the study, and to facilitate discussions on mitigation and agreements for implementation, monitoring and maintenance of any potential required mitigation measures. ○ For a noise study in support of a proposed stationary source, engagement with existing sensitive land uses can build awareness, inform the study through direct input and improved access to private property where needed and foster positive relationships between neighbouring land uses to avoid future complaints. • Early engagement with planning authorities should also be highly encouraged to: confirm study requirements and expectations; gather applicable input data, zoning information, current development applications under review or future plans for new sensitive land uses or new noise 	Yes

		<p>sources that could impact the proposed development; and to facilitate discussions around mitigation, proposed conditions of approvals and/or any agreements that may be necessary</p> <p>Best regards,</p> <p>Miroslav Ubovic, P.Eng.</p>	
35	Via E mail	<p>1/6/2023</p> <p>Dear Sir/Madam,</p> <p>See my comments below:</p> <ul style="list-style-type: none"> • Mentioning the PEAK program in the guideline is relevant given that it is mandatory starting this year 2023. • In section 6, include the theoretical and practical aspects of measurement of vibration, prediction of vibration propagation and mitigation of adverse vibration; • Section 8.6, there may be cases where the municipality does not request a vibration study but it is still needed, for example, due to future approved sources unknown by the municipality. The LEP should evaluate the site to determine the need for a vibration assessment and inform the client. • Section 8.10, it's a bit ambiguous stating to get information from the source. Is this the data sheet, the IOM manual, or field measurements? Can it be more specific? <p>Thank you,</p> <p>Carlos Yoong, Ph.D., P.Eng.</p>	Yes

Decision Note - Emission Summary and Dispersion Model Performance Standard

Purpose	To consider partially rescinding the previous Council motion directing the Professional Standards Committee to develop a performance standard for Emission Summary and Dispersion Model (ESDM)
Strategic/Regulatory Focus	Strategic Plan Goal: Optimize organizational performance 2.1 Updating and developing standards and practice guidelines
Motion	Requires a simple majority of votes cast to carry That Council approves partially rescinding its September 23, 2016 motion, by no longer requiring that a performance standard be developed for Professional Engineers Providing Engineering Reports under O. Reg. 1/17 (ESDM and AAR Reports)
Attachments	Appendix A – Policy Impact Analysis Appendix B - ESDM Performance Standards Key Issues - for MECP (December 13, 2022)

Summary

PEO staff reviewed the new guideline on *Professional Engineers Providing Engineering Reports under O. Reg. 1/17 (ESDM and AAR Reports)* with the Ministry of the Environment, Conservation and Parks (MECP) in 2022 and determined that there was no public safety need to develop a performance standard as previously directed by Council. PEO's Professional Standards Committee confirmed its recommendation to not create a Performance Standard at its August 10, 2023 meeting. At its October 27, 2023 meeting, RPLC agreed to recommend to Council to not proceed with developing a performance standard.

Public Interest Rationale

Policy development is a core regulatory function. Under the *Professional Engineers Act*, PEO exists to regulate the profession in the public interest by establishing, maintaining and developing standards practice for the practice of professional engineering.

Background

In early 2016, PEO staff received a request from the Ministry of Environment and Climate Change (MECC) to develop a practice guideline with best practices and potentially a performance standard prescribing the manner in which Emission Summary and Dispersion Model (ESDM) reports on air quality assessments are to be carried out, due to concerns about the quality of ESDM reports submitted by roughly one-fifth of professional engineers.

At its May 10th, 2016 meeting, PEO's Professional Standards Committee (PSC) decided that, based on the information that was provided by the Ministry of the Environment and Climate Change, there was a need to develop a practice guideline first, and a performance standard later, once legislation is passed that mandates engineers as qualified persons for preparing ESDM reports.

PSC subsequently recommended the need for a practice guideline and performance standard on ESDM reports, and at its 508th meeting on September 23, 2016 Council passed the following motion:

That Council directs the Professional Standards Committee to form the Emission Summary and Dispersion Model (ESDM) Subcommittee to develop a practice guideline and a performance

standard as described in the Terms of Reference as presented to the meeting at C-508-2.4, Appendix A.

At its 514th Meeting on September 28, 2017, Council received an information Briefing Note on the revised Terms of Reference of the above subcommittee, previously known as Emission Summary and Dispersion Model Reports (ESDMs). It was then mandated only to “prepare a practice guideline for the preparation of ESDM reports.”

PEO’s [Practice Guideline](#) on this topic was subsequently approved by Council on April 30, 2021 and published on August 18, 2021.

Considerations

- A detailed policy impact assessment was conducted and reviewed by the RPLC at its October Meeting. See Appendix A (Policy Impact Analysis)
- The joint meeting between PEO and Ministry staff on December 13, 2022 discussed the following issues: mandatory site visits, enforceable standards (such as 1/17), missing information, deficiencies in MECP regulations, adequate details in the reports, and toxicological reports. Agreement was reached by PEO and MECP that a performance standard is not necessary, since there are no public safety needs that cannot be addressed by the O.Reg. 1/17 or PEO’s guideline (see Appendix B for summary of that review).
 - The ministry has the power to issue work orders and to issue penalties under section 182.1 (6) under the *Environmental Protection Act* for non-compliance with its regulations.
 - “Licensed Engineering Practitioners” (LEPs) (which includes PEO’s licence, limited and temporary licence holders) can be disciplined by PEO for professional misconduct if they do not comply with ASSESSMENTS AND REPORTS (Air Emissions EASR ESDM Reports, Noise Report etc.) which are required by (O. Reg. 1/17 and O. Reg. 419/05).
- Other national standards (government/industry) on ESDM/AA are also covered by Guidelines/ Best Management Practices mentioned in Appendix 2 of the Practice Guideline.

Stakeholder Engagement

- The members of the ESDM Subcommittee are Sadie Bachynski, P.Eng. Linda Drisdelle, P.Eng. Neil Kennedy, P.Eng. Alfred Lightstone, P.Eng. Ravi Mahabir, P.Eng. Nicholas Sylvestre Williams, P.Eng. Heather Swan, P.Eng., and Tony van der Vooren, P.Eng. The subcommittee met between May 31, 2017 and May 27, 2021. On February 17, 2021, they recommended the final version of the guideline to PSC.
- Consulting firms such as Pinchin and RWDI were engaged in the consulting stage and were already involved in the development of the guideline which was published in 2021. Since there is no need for a Performance standard, there is no need for further stakeholder engagement.

Recommendation(s)

- Do not proceed with developing a performance standard for ESDM but retain the current *Professional Engineers Providing Engineering Reports under O. Reg. 1/17 (ESDM and AAR Reports) Guideline*

Prepared By: Tom Granat, P. Eng. – Policy Analyst, P.Eng.

POLICY IMPACT ANALYSIS (PIA) TOOL

Title of the Proposal: Emission Summary and Dispersion Model (ESDM) Guideline Conversion to Standard

PART 1: POLICY INITIATION

CONTEXT AND PROBLEM DEFINITION

1. Clearly identify and define the problem being addressed. Where did it originate? Whom does it potentially affect?

In early 2016, PEO staff received a request from the Ministry of Environment and Climate Change (MECC) to develop a practice guideline with best practices and potentially a performance standard prescribing the manner in which Emission Summary and Dispersion Model (ESDM) reports on air quality assessments are to be carried out, due to concerns about the quality of ESDM reports submitted by roughly one-fifth of professional engineers.

At its May 10th, 2016 meeting, PEO's Professional Standards Committee (PSC) decided that, based on the information that was provided by the Ministry of the Environment and Climate Change, there was a need to develop a practice guideline first, and a performance standard later, once legislation is passed that mandates engineers as qualified persons for preparing ESDM reports.

PSC subsequently recommended the need for a practice guideline and standard on ESDM reports, and at its 508th meeting on September 23, 2016 Council passed the following motion:

That Council directs the Professional Standards Committee to form the Emission Summary and Dispersion Model (ESDM) Subcommittee to develop a practice guideline and a performance standard as described in the Terms of Reference as presented to the meeting at C-508-2.4, Appendix A.

At its 514th Meeting on September 28, 2017, Council received an information Briefing Note on the revised Terms of Reference of the above subcommittee. This subcommittee was previously known as Emission Summary and Dispersion Model Reports (ESDMs). It was mandated then only to "prepare a practice guideline for the preparation of ESDM reports." The members of the Subcommittee were :Sadie Bachynski, P.Eng. Linda Drisdelle, P.Eng. Neil Kennedy, P.Eng. Alfred Lightstone, P.Eng. Ravi Mahabir, P.Eng. Nicholas Sylvestre Williams, P.Eng. Heather Swan, P.Eng. Tony van der Vooren, P.Eng

PEO's Practice Guideline on this topic was subsequently approved by Council on April 30, 2021 and published on August 18, 2021 [Professional Engineers Providing Engineering Reports under O. Reg. 1/17 (ESDM and AAR Reports)]

(<https://www.peo.on.ca/sites/default/files/2021-06/ProvidingEngServicesGdline2021.pdf>).

There are an estimated 500 professional engineers who practice in this area who could be affected if an enforceable Practice Standard is desired. The current guideline is advisory in nature only.

2. Does PEO have jurisdiction to address this problem (cite section of Act and/or Regulations)? What other organizations (e.g., companies, governments) have shared responsibility for or an interest in this problem?

PEO has the authority under its Additional Object of the Association in section 2(4) of the Professional Engineers Act:

“To establish, maintain and develop standards of qualification and standards of practice for the practice of professional engineering. “

Furthermore, Council has the authority under paragraph 17 of section 7(1) of the Act to make regulations “respecting and governing standards of practice and performance standards for the profession”.

PEO has created Performance Standards under O. Reg. 260/08: PERFORMANCE STANDARDS in four instances, As this guideline is intended to comply with O.Reg. 1/17, which is controlled by the Ministry of the Environment, Conservation and Parks, the Ministry has shared jurisdiction over the engineering requirements in that Regulation.

RISK IDENTIFICATION

3. Does this problem create a risk of harm? If yes, explain the risks. How do they arise?

PEO staff reviewed the new guideline with staff at the Ministry of the Environment, Conservation and Parks (MECP) on December 13, 2022 to determine whether there was a public safety need to convert it to a Performance or Practice Standard. The joint meeting discussed the following issues: mandatory site visits, enforceable standards (such as 1/17), missing information, deficiencies in MECP regulations, adequate details in the reports, and toxicological reports. Agreement was reached by PEO and MECP that a practice standard is no longer necessary, since there are no public safety needs that cannot be addressed by the O.Reg. 1/17 or PEO’s guideline. (see Appendix A for summary).

On June 15th, 2022, PEO’s Regulatory Compliance department indicated that there have been no complaints received that would justify the need for an ESDM Performance Standard.

PEO’s Professional Standards Committee confirmed its recommendation to not create a Practice or Performance Standard at its August 10, 2023 meeting.

4. What are the possible outcomes or consequences of these risks? Explain the potential level of harm (quantify frequency and impact).

The Ministry has determined that there are no significant public safety risks that require an enforceable Practice Standard. PEO’s Professional Standards Committee concurred with that determination. The ministry has the power to issue work orders and to issue penalties under section 182.1 (6) under the *Environmental Protection Act* for non-compliance with its regulations.

In addition, if “Licensed Engineering Practitioners” (LEPs) (which includes PEO’s licence, limited and temporary licence holders) do not comply with Section 72 (2) (d) of Regulation 941 under the *Professional Engineers Act* can be disciplined by PEO for professional misconduct if they do not comply with ASSESSMENTS AND REPORTS (Air Emissions EASR ESDM Reports, Noise Report etc.) which are required by (O. Reg. 1/17 and O. Reg. 419/05).

- 5. What information or data about the risk of harm are currently available? From what sources? Does any further information need to be gathered, and from whom?**

No data for risk of harm for not developing a Performance Standard have been identified by PEO or the Ministry. The risks are addressed by compliance with O.Reg 1/17 and PEO’s guideline.

- 6. Are the identified risks currently managed or mitigated? How and by whom? To what extent (full/partial)? Will the risks of harm diminish if left unchecked?**

Yes, all risks for ESDM and AAR Reports are managed by MECP Regulations and referenced codes, as well as PEO’s guideline.

- 7. Are there any alternatives to regulation that will mitigate identified risks? If alternatives exist, explain why they have not been pursued.**

N/A. No Alternatives, as the existing Regulation (O.Reg. 1/17) mentioned in the guideline is to be followed, risks also covered by Guidelines/Best Management Practices mentioned on Appendix 2.

IDENTIFICATION OF NEXT STEPS FOR REGULATORY POLICY DEVELOPMENT

- 8. Which stakeholder group(s) need to be engaged on this problem? How will they be engaged?**

Consulting firms such as Pinchin and RWDI were engaged in the consulting stage and were already involved in the development of the guideline which was published in 2021. Since there is no need for a Practice Standard, there is no need for further stakeholder engagement.

- 9. What further research is required? How will it be done?**

N/A, no further research is required. PEO will monitor feedback through Practice Advisory inquiries and Ministry feedback on any quality issues to identify if any future changes are required.

- 10. What further data analysis needs to be done?**

N/A, no further data analysis is required at this time.

- 11. What further legal analysis needs to be done?**

N/A, no further data analysis is required at this time.

- 12. What is the expected timeframe to complete this policy work?**

N/A, the policy work has been completed.

RPLC recommendation to Council: Do Not Proceed with developing a standard (motion to be included in Council briefing note that Council accepts the RPLC recommendation to not draft a Performance Standard for ESDM) . PSC meeting on August 10th, 2023 made a motion to keep the guideline as is and not to develop a performance standard for Professional Engineers Providing Engineering Reports under O. Reg. 1/17 (ESDM and AAR Reports)

PART 2: POLICY DEVELOPMENT (If Council directs to proceed)

ANALYSIS REPORT

1. What research, stakeholder engagement, and analysis (data, legal, policy) was conducted, and what were the results?
2. What is the desired regulatory goal in addressing this problem?
3. Which regulatory options were considered? How would they mitigate the identified risks?
(List all options and how they would mitigate the identified risks)

PROPOSED RECOMMENDATION AND ASSESSMENT OF IMPACTS

4. Which policy option is recommended, and why?
5. Who is potentially impacted by the recommended policy? (e.g., practitioners, companies, clients, end users, suppliers)
6. What are the impacts? (financial, administrative reporting, time delays, etc.)
7. What are the direct and indirect costs or administrative burdens for compliance for this recommendation? What enforcement is required to ensure compliance?
8. What are the potential consequences or impacts for other parties or organizations from regulatory changes?

(Identify if the initiative creates financial or other costs or imposes administrative burdens for licence holders or businesses and if such costs and burdens are commensurate with the objectives of the initiative or is the burden imposed by regulation greater than the benefits of regulation)

9. Are there any areas of uncertainty that could impact the final decision?

(Areas of uncertainty must be discussed openly and assessed for their impact on the final decision)

EQUITY IMPACT ASSESSMENT

10. Does the proposal seek to reduce disparities for equity seeking groups, including geographically diverse groups? If so, how?

11. What are the anticipated positive outcomes for equity seeking groups?
12. Could a disparate impact or other unintended consequence result from the proposal?
13. If yes, what steps are/will be taken to mitigate the disparate impact?

IMPLEMENTATION PLANNING

14. How and when will this proposal be implemented? (e.g., phased/all-at-once, supporting materials and tools, training)
15. What stakeholder communication will take place? To whom, and how?
16. How will the success of the proposed recommendation be measured and evaluated? By whom?

PART 3: POST-IMPLEMENTATION REPORT (1 year after implementation date)

1. How was the policy implemented? Was it successful?
2. How has regulatory change impacted the risk of harm? Please refer to the measures identified in question #6 of the previous section.
3. What can be learned from this policy change and its implementation?
4. When should the policy be reviewed for effectiveness in the future?

Attachments:

Council Decision and Date:

Future Policy Review Date:

Issue	Subcommittee view	MECP view	Nick's proposal	Staff comments, including Practice Advisory review and focused discussion with Regulatory Compliance staff
Should site visits be mandatory?	Whether a site visit should be required or not, should be up to the professional engineer's judgment some projects may not require a site visit. It is best to address site visits in the guideline. The guideline indicates that a site visit is up to the professional judgment of the engineer and if it is not required, the engineer should indicate why it is not required. How could this type of professional judgment be addressed in a mandatory performance standard?	Many compliance issues and report issues are a result of the LEP not conducting a site visit. MECP expects to see a clear explanation of reasons why a site visit was not done within each report. This would be looked at during any compliance review as well. MECP expects this to be in the standard.	Site visits should be the norm, but for simpler projects, a remote site visit should be the minimum. The current wording in the guideline is adequate, where a site visit should be done, and if it's not done, clear reasoning should be provided.	<p>The practice guideline which recommends a site visit, and yet does not make a site visit mandatory has already been approved by Council.</p> <p>The guideline explains on a few occasions:</p> <p><i>If a site visit is not done, clearly explain the reasons why, in the judgement of the LEP, one or more site/area visits were not necessary;</i></p> <p>Based on the above there is no need to revisit this issue.</p>
Some engineers do not understand the requirements of this area of practice. Lack of knowledge, the lack of care, etc.	Competency is addressed by PEA, specifically Professional Misconduct.	MECP is looking for enforceable standards. Section 72(2) of Regulation 941/90 are general misconduct provisions that do not deal with the minimum requirements for LEP's that practice in this area (e.g. scoping work, report requirements, validation of results, etc.) Expert witness reports will be required in the absence of a standard for issues referred to discipline.	The Discipline Committee may find it challenging to evaluate/find expert witnesses to indicate that any guideline is the standard of practice during discipline cases. There are a significant number of engineers who do noise studies that do not have academic background in acoustics. There are a large number of engineers who do "air & noise" studies.	<p>Discipline panels can utilize s.72(2)(d) which applies to applicable law e.g., violation of Building Code or CSA standards. In other words, regulations such as 1/17 are enforceable without changes to our existing regulatory framework.</p> <p>Furthermore, Regulatory Compliance did not identify any gaps which would warrant the development of a new Performance Standard. However, if regulatory gaps were to be identified in the future this issue might be reconsidered.</p>

			PEO could provide more clarity/enforcement that states engineers do not practice outside their areas of competence. A reference to the PEA may not be sufficient.	
Some engineers have provided reports missing information such as signatures, consents, checklists, etc.	These are administrative issues that could be addressed by the MECP.	O. Reg. 1/17 is a self registration process by the person engaging in the activity. There is no ministry review at the time of submission so MECP will not address administrative issues. The person engaging in the activity is not expected to know or understand the report requirements, and is relying on the LEP to provide the report that meets the requirements in the regulation. This needs to be set out in an enforceable standard. In the initial O. Reg. 1/17 registration audits, similar technical issues to the 2016 data presented to council to develop the standard were present (noise, air, odour).	The guideline adequately addresses this issue.	Please see above comment.
The noise sections of the MECP regulation have some deficiencies and some technical	The guideline addressed all deficiencies and addressed all issues that rely on the engineer's professional judgment. Neither the	Agree with Nicholas. Example is using the wrong model for the facility noise predictions, incorrect on-site measurement	O. Reg. 1/17 could be reviewed to determine if there are important requirements that	If there are deficiencies in MECP regulations it would be up to the MECP to address them at first instance. Otherwise, staff are of the view that the guideline the requisite

requirements should be addressed.	guideline nor the standards can address any technical requirements.	techniques, etc. Much of this is not addressed in ministry guidance or regulation.	should be placed in the performance standards.	amount of clarity for engineers regarding this issue.
Engineers may not review the process description and provide adequate details in their reports.	This issue is addressed in the guideline. The performance standards could not directly prevent engineers from being non-competent. Also, competency is already required under Professional Misconduct.	Guidelines are not enforceable by PEO. Expert witness services are required. This should be in the standard. This is not the only technical issue in reports.	An overriding issue is the one of incompetent engineers doing the work. While the PEA covers incompetency, a performance standard could be more effective.	Based on past prosecutions, Regulatory Compliance's experience teaches that detailed guidelines are helpful in prosecuting issues of negligence or incompetence.
Reliance on toxicological reports and information from facilities could result in problematic situations for engineers.	This issue is addressed by the guideline. How could a performance standard address this issue?	Engineers are expected to include a limitation and reliance on third party statement in all reports. Verify with PEO legal counsel if this can be placed in a standard.	The guideline adequately addresses this issue.	This issue was already addressed by an external legal review of the guideline.

Briefing Note – Information

C-560-2.8

RCC SUMMARY REPORT

Purpose: For information.

No motion required

Spokesperson: Pappur Shankar, Chair, Regional Councillors Committee Committee

At its October 29, 2023 meeting, the Regional Councillors Committee (RCC) reviewed a proposed updated format for the RCC work plan. It was agreed to use this format going forward.

The summary report includes a Workplan for 2023-2024 and summary of discussion.

Appendices:

Appendix A – RCC Summary Report

Appendix B – 2023-24 RCC work plan

Regional Councillors Committee (RCC)
Summary Report to Council
November 16-17, 2023
1. Committee Meeting Date: October 29, 2023

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹
RCC Terms of Reference	Committee received a draft of updated terms of reference mandate document.	Staff	Staff to prepare a document highlighting the proposed differences for RCC review.	Continue
Sponsorship	Committee discussed the challenge of partnering with other organizations and the need for clear guidelines. Staff advised of risks inherent in accepting sponsorships including perceived conflicts of interest and reputational risk, potential risk to PEO's non-profit organization (NPO) status, and availability of adequate funding to support chapter operations.	RCC	Staff advised RCC to contact the Chapters Office for clarification as required on activities that may be considered sponsorship.	Continue
Chapter Manual Task Force	TF presented terms of reference and work plan to RCC. RCC reviewed and approved as amended.	Staff	TF to recruit task force members.	Continue
Dormant Chapters	Committee reviewed proposed policy for Dormant Chapters and recommended document for approval.	Staff	Proposed policy to be prepared for appropriate Governance Committees.	Continue
Position Title for Regional Councillors	Staff confirmed that the RCC request to consider removing Junior and Senior from Regional Councillor title has been shared with staff.	Staff	Staff to include the request when RPLC works on the next Reg/By-law change.	Complete
Chapter method of payment	Following an update from the Chair, Audit and Finance Committee, RCC confirmed that new processes for Chapter Treasurer approvals in Certify removes the need to pursue alternative chapter methods of payment.	NA	Chapter Treasurers to continue as the first level of spending approval.	Complete
Work Plan	Committee reviewed the updated format and content for the 2023-24 work plan and has provided it to Council for information.	NA	NA	Complete

¹ Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue



Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹
2024-25 RCC Dates	RCC requested to have 2024-25 committee dates included in the BN for Council with all committee meeting dates.	Staff	Ask Secretariat to include RCC meeting dates in BN for Committee Calendar.	Complete
Regional Open Issues	See next table			

2. Regional Open Issues

Item/Topic	Regional Open Issue	Assigned to	RCC Update	Status ²
Regulatory Seminars	Eastern ECRC moves that RCC recommend to CEO/Registrar the need for staff-led regulatory seminars, to be conducted at the chapter level.	RCC	RCC acknowledged recent PEO webinars and also supported the request to have staff-led regulatory seminars offered to chapters. Regional Councillors to assemble a list of requested topics and provide to the Chapter Office.	Remain Open
Chapters' Budgets	Eastern ERC moves that RCC consider the development of a funding model for licence certificate presentation ceremonies such that chapter budgets do not include these expenses.	Chapter Staff	The committee discussed the reason for this request and agreed to consider a possible funding model for the 2025 budget. RCC and Chapter Office to discuss options during 2025 budget setting process.	Remain Open
	Western	RCC	RCC discussed the importance of	Recommend Close.

² Green=Recommend Close; Blue=Remain Open



Item/Topic	Regional Open Issue	Assigned to	RCC Update	Status ²
	WRC moves to request RCC advocate against an across-the-board chapter budget reduction during the 2025 budget setting process.		fiscal responsibility in the overall PEO budget and acknowledged the budgetary pressures facing PEO as discussed at its September Council meeting. As was presented in the draft 2024 budget materials to the Audit and Finance Committee and Council, the chapter budget has not been reduced for 2024 and the 2024 budget includes a 5.6% increase for chapter activities as compared to the 2023 budget. Further, overall year-to-date consumption of the 2023 chapter budget allotment until the end of September has been only 40% of the available budget for 2023.	
	Western WRC moves to request that RCC advocate for increased chapter volunteer consultation for chapter budgets and financial issues.	RCC	PEO and RCC support a collaborative approach for chapter budgeting. Through the Chapter Office, RCC will aim to provide more regular budget updates to chapter	Recommend Close.



Item/Topic	Regional Open Issue	Assigned to	RCC Update	Status ²
			treasurers. RCC confirmed that the PEO budget is approved by Council after analysis by the Audit and Finance Committee.	
Licensure	Western WRC moves to highlight for RCC a request from the region for improved communications between PEO and applicants, including using consistent procedures and proactively confirming receipt of emails.	RCC	RCC supports the need for a clear process for applicant communications. This feedback will be summarized for Council in the RCC report.	Recommend Close

REGIONAL COUNCILLOR COMMITTEE:
2023-2024 WORK PLAN

A work plan is a living and flexible document intended to be a framework and provide guidance for the committee's activities. Throughout the year, there may be occasions where Council chooses to or must add, remove, or re-prioritize items and shift business focus based on changing priorities or unforeseen circumstances. Consequently, while respecting the firm deadlines imposed by any relevant legislative or strategic initiatives, 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.

Meeting 1 Q3-2023 Date: July 29/Sept 6, 2023		
Items		Description
1.1	Regional issues	Regional Congresses are the main channel of consultation with the chapters and the meetings engage diverse groups in an equitable manner. RCC reviews congress issues and decides what issues require should be brought forward to Council/committee, and then provides updates for the next congress.
1.2	Chapter policies, processes and operations	RCC is the governing body of PEO chapters. They discuss and make recommendations for improved chapter operations. July/Sept 2023: <ul style="list-style-type: none"> • Chapter mission and vision statements • Chapter by-laws • Volunteer background checks • Event sponsorship and partnership • Chapter method of payment • Chapter websites • Volunteer mileage for chapter events • Dormant chapters • Task force for updated manual • Chapter Leaders Conference • Chapter licence ceremonies and possible changes

1.3	Annual Budget	<p>RCC reviews and makes recommendations for all chapter-related budget items.</p> <p>July/Sept 2023:</p> <ul style="list-style-type: none"> • RCC scholarships • Chapter Leaders Conference • Regional congresses • Regional Councillors Committee • Special Projects • Chapter Office
1.4	Additional discussion issues related to the Regional Councillor role	<p>Regional Councillors seek consensus on matters affecting their position of Regional Councillor.</p> <p>July/Sept 2023:</p> <ul style="list-style-type: none"> • Use of Junior and Senior for Regional Councillors • PEO election candidate travel maximum • RCC Meeting frequency • Council term limits • RCC input on 2024 PEO AGM
1.5	Items carried over from previous meeting	<p>RCC reviews Business Arising from previous meetings.</p>

Meeting 2

Q4-2023

Date: Oct.28, 2023

Items		Description
2.1	Regional issues	Regional Congresses are the main channel of consultation with the chapters and the meetings engage diverse groups in an equitable manner. RCC reviews congress issues and decides what issues require should be brought forward to Council/committee, and then provides updates for the next congress.
2.2	Chapter policies, processes and operations	RCC is the governing body of PEO chapters. They discuss and make recommendations for improved chapter operations. October 2023: <ul style="list-style-type: none">• Event sponsorship and partnership• Chapter method of payment• Review and approve updated terms of reference mandate document for Chapters• Dormant chapters• Chapter Leaders Conference
2.3	Annual Budget	RCC reviews and makes recommendations for all chapter-related budget items. October 2023: <ul style="list-style-type: none">• 2024 chapter budgets
2.4	Additional discussion issues related to the Regional Councillor role	Regional Councillors seek consensus on matters affecting their position of Regional Councillor. October 2023: <ul style="list-style-type: none">• Review and approve 2023-24 work plan• Review and approve updated terms of reference mandate document for RCC• Review and approve new terms of reference mandate for Chapter Manual Task• Committee meeting schedules and mode of delivery• Regional Election Search Committee
2.5	Items carried over from previous meeting	RCC reviews Business Arising from previous meetings.

Meeting 3

Q1-2024

Date: March 2024

Items		Description
3.1	Regional issues	Regional Congresses are the main channel of consultation with the chapters and the meetings engage diverse groups in an equitable manner. RCC reviews congress issues and decides what issues require should be brought forward to Council/committee, and then provides updates for the next congress.
3.2	Chapter policies, processes and operations	RCC is the governing body of PEO chapters. They discuss and make recommendations for improved chapter operations. March 2024: <ul style="list-style-type: none">• Chapter Procedures Manual Task Force• Volunteer Background Checks• Dormant Chapters
3.3	Annual Budget	RCC reviews and makes recommendations for all chapter-related budget items. March 2024: <ul style="list-style-type: none">• RCC scholarships• RCC Special Projects• 2023 Chapter Actuals• 2025 Chapter Budget Planning
3.4	Additional discussion issues related to the Regional Councillor role	Regional Councillors seek consensus on matters affecting their position of Regional Councillor. March 2024: <ul style="list-style-type: none">• Event Engagement Model• By-law No.1
3.5	Items carried over from previous meeting	RCC reviews Business Arising from previous meetings.

Information Note – President’s Report

C-560-3.1

Purpose	To inform Council of the recent activities of the President.
Strategic/Regulatory Focus	
Motion	No motion required.
Attachments	

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

Information Note – CEO/Registrar’s Report

C-560-3.2

Purpose	CEO/Registrar Quaglietta will present the CEO/Registrar’s Report to Council.
Strategic/Regulatory Focus	
Motion	none
Attachments	Appendix A – CEO/Registrar’s Report



Professional Engineers
Ontario

CEO/ REGISTRAR UPDATE

C-560-3.2
Appendix A
Revised

NOVEMBER 16 & 17, **2023**

CEO/REGISTRAR UPDATE



As we approach the end of 2023, I would like to take a moment to reflect on PEO's many accomplishments over the year, many of which I talk about throughout my report. This report is my final update to Council for 2023; I would like to take this time to recognize how fortunate I am to work alongside so many talented and dedicated staff, volunteers and councillors, all of whom have made 2023 a success for PEO.

May the year ahead be filled with many more exciting challenges and groundbreaking achievements. I extend my warmest wishes and toast to a new year brimming with hope, health, and happiness!



CEO/Registrar Jennifer Quaglietta (front row, third from the left), President Roydon Fraser (front row, fourth from the left) and councillors attending the September Council meeting in person take time to pose for a photo.

(l to r) Lieutenant Governor appointee Uditha Senaratne, Parliamentarian Justin Pappano and Lieutenant Governor Appointee George Nikolov, during a break at the September Council meeting



PEO MOVES FORWARD ON 30 BY 30

Of our many successes this year, it is important to recognize that there are many challenges that PEO needs to continue to address. I would like to start by discussing an issue of importance to PEO—the retention and promotion of women in the profession. This is a complex but vital area that requires the attention and continued cooperation of various stakeholders—engineering faculties, engineering employers and PEO.

Women continue to be underrepresented in engineering, representing just 13.1 per cent of all PEO licence holders in 2022, despite representing roughly half of the province's population. The 30 by 30 movement was initiated by the Association of Professional Engineers and Geoscientists of Alberta in 2010 and subsequently adopted by Engineers Canada and all provincial and territorial engineering regulators. Its goal is to have women comprise 30 per cent of newly licensed engineers by 2030 for each provincial and territorial engineering regulator. The good news is that Canada and Ontario have reached the 20 by 20 milestone, when, in 2020, 20 per cent of newly licensed engineers across Canada identified as women. This gives us some cause for hope. Regardless, it remains a significant challenge for PEO, like the other engineering regulators across the country, to meet the 30 by 30 target, given the short timeframe and the need for women candidates to satisfy both the educational and experience requirements before applying. We will continue to report to Council on our progress towards this goal.

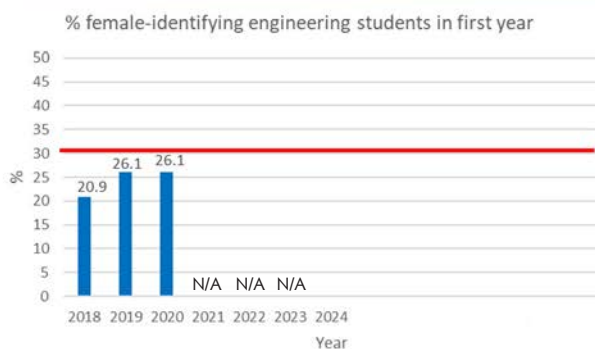
On September 26, I had the pleasure of joining PEO's annual 30 by 30 update, which was attended virtually by various stakeholders and interested parties, including representatives from PEO, Engineers Canada and engineering employer champions. At the update, we were joined by Sonia Kang, PhD, professor of organizational behavior and human resource management at the University of Toronto and faculty research fellow at the Rotman School of Management's Institute for Gender and the Economy; and Joyce He, PhD, assistant professor of Management and Organizations at the Anderson School of Management at the University of California Los Angeles. PEO has partnered with Kang and He to perform a gender audit of PEO's licensing process. During the first phase of their audit, which was conducted over a year ago during PEO's legacy licensing process, Kang and He identified that although women-presenting applicants are as successful at completing the academic component for licensure as men-presenting applicants, women-presenting applicants don't fulfill the experience component of licensure at the same rate. The second stage of the audit will include additional in-depth interviews with past applicants to better understand their experiences in the PEO licensure process. I am interested to review the audit's final findings, particularly in light of PEO's amended licensing process, as earlier this year, changes were introduced to meet provincial criteria under the *Fair Access to Regulated Professions and Compulsory Trades Act*.



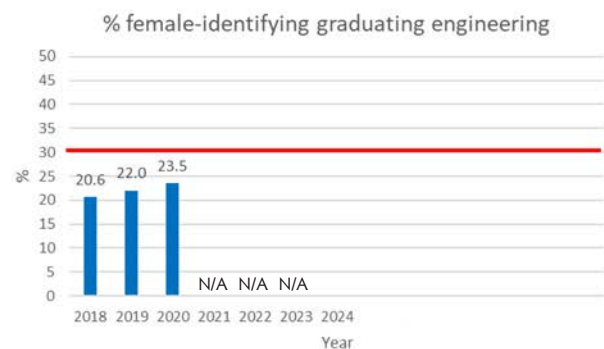
Professional Engineers
Ontario

Female-Identifying Engineering Students

First-Year Engineering Students



Graduating Students



NOTE: Survey conducted every two years; 2021 and 2022 numbers will be available in late 2023 or early 2024.

A slide from the presentation from PEO's annual 30 by 30 check in, which took place on September 26.



During a September all-staff meeting, many staff members wore orange to commemorate National Day for Truth and Reconciliation.

NATIONAL DAY FOR TRUTH AND RECONCILIATION

September 30 is recognized across Canada as the National Day for Truth and Reconciliation Day. It honours the children who never returned home and the survivors of residential schools, as well as their families and communities. The observance flows from the Truth and Reconciliation Commission (TRC), which between 2008 and 2015 gave those affected by the legacy of the residential schools a chance to opportunity to share their stories and experiences. The TRC generated 94 calls to action, the vast majority of which have yet to be implemented.

As a responsible regulator and good corporate citizen, PEO is committed to doing its part to support and highlight the outcomes from the TRC. Among other things, we have ensured that PEO staff take time to commemorate the survivors and victims of Canada's residential school system. On September 20, staff had the opportunity to take part in an Indigenous cultural educational session led by Makatew Workshops. The workshop was followed by an Indigenous-inspired lunch catered by Tea-N-Bannock.

Importantly, from a regulatory perspective, PEO is committed to increasing the representation of Indigenous Peoples amongst its licence holders. Indigenous Peoples represent 2.35 per cent of Ontario's population yet account for just 0.65 per cent of PEO

licence holders. Earlier this year, PEO contracted with Indigenous and Community Engagement, a firm that is working with staff and PEO's Anti-Racism and Anti-Discrimination Exploratory Working Group to conduct a series of Indigenous consultations and help formulate appropriate strategies in line with PEO's overall Anti-Racism and Equity Code. In the new year, we will update Council on the work that is being done and the work that lies ahead.



During a workshop with Makatew Workshops, staff had an opportunity to make medicine bags.

PEO ALL-STAFF MEETING AND HALLOWE'EN SOCIAL EVENT

In recognition of the teamwork and strong work ethic of PEO staff, we hosted an all-staff meeting in conjunction with our Halloween social event on October 31. During the meeting, staff—many in costume!—were updated on various topics, such as PEO's activities during Cybersecurity Month (see p. 15), PEO's new Licensing Dash-

board Project (see p. 13) and a well-received presentation from the Communications department. Throughout 2023, PEO has made many steps in its journey of modernization and successful transformation made possible by the commendable efforts of staff over the past year.

FARPACTA UPDATE

On September 12, 2023, PEO's **Am I ready to apply?** survey was launched. This tool guides prospective applicants interested in finding out if they have the requirements to apply before they begin the application process. As of October 27, 2023, PEO has successfully met the 10-day deadline to acknowledge receipt of all complete applications for the P.Eng. licence. Furthermore, we are on track to issue all P.Eng. licensing decisions within the 180-day deadline. Currently, all applicants are CEAB graduates, since the first technical exam sitting for the FARPACTA-compliant licensing process is Winter 2023.

Between July 1 and Nov 9, 2023, over 5000 candidates started an online application for PEO's new P.Eng. licensing process. Of these candidates, almost 78 per cent completed their education program outside of Canada. Currently, we have over 500 program verification requests pending, and we look forward to updating the recognized program list as more programs are confirmed.

INVENTORY MANAGEMENT PLAN

All existing provisional licence (PL) holders with the required 48 months of professional engineering work experience have now been issued a P.Eng. licence, as they are now able to satisfy PEO's current licensing rules, following the removal of Canadian experience requirements. On September 30, Licensing staff also contacted 350 applicants who were eligible for a PL with an invitation to complete a competency-based assessment (CBA), since these applicants are close to achieving licensure. Furthermore, beginning on October 6, Licensing staff began reaching out to a group of applicants who graduated over 48 months ago and have been accumulating work experience. They, too, will be given an invitation to complete a CBA.

NEW LICENSING PROCESS WEEKLY STATS–NOV 7, 2023

Application Type (July 1 st to present)	10-day Completed Application Review	180-day Licensing Decision Review
P.Eng. Applications (n=16)	Current = 100% Required = 90%	Current = 100% Required = 90%
Transfer Applications (n=401) (Mar 31 st to present)	Current = 100% Required = 90%	Current = 97.8% Required = 100% (30-days)
Limited Licence Applications (n=7)	Current = 85.7% Required = 90%	Current = 100% Required = 90%
Temporary Licence Applications (n=11)	Current = 100% Required = 90%	Current = 100% Required = 90%

Figure 1: Application process, milestones, and EDI for week of Nov 7, 2023.

P.Eng. Candidates – Milestone Data (as of 11/07/2023)		
Category	Information	
CEAB Graduates (n=4944)	CEAB Graduates = 12% Non-CEAB Graduates = 88%	
IIDD List Graduates (n=4346) (excludes CEAB)	Yes = 53% No = 47%	
How many candidates have registered for technical exams?	54 candidates registered for the Winter 2023 Sitting	
What sections have candidates completed? (n=4944)	Academics = 3% Experience = 0.6% Identification = 51% Good Character = 40%	
Equity, Diversity, and Inclusion Data (as of 11/07/2023)		
Category	Candidates (n=4944)	Applicants (n=16)
Gender (n=4944)	Male = 84% Female = 15% Other = 0.1% Prefer Not = 0.6%	Male = 88% Female = 12%

UPDATES TO PROFESSIONAL ENGINEERS ACT

PEO has the statutory authority to make regulation changes, in consultation with the provincial government. Proposing name changes in the Legislative Assembly of Ontario to the *Professional Engineers Act* (PEA) is the exclusive purview of the government, although it does consult and are generally responsive to our requests.

Under Schedule 15 of Bill 139, the *Less Red Tape, More Common Sense Act, 2023*, introduced on October 19, 2023, the provincial government has proposed certain changes to the PEA. PEO's request to the government for these proposed changes to modernize and improve operational and procedural performance was approved by PEO Council on February 18, 2022.



The proposed changes to the PEA requested by PEO include:

- Replacing paragraph 13 of subsection 7(1) to give Council the authority to make regulations, subject to Cabinet approval, requiring holders of all types of licences and certificates of authorization to provide information necessary for mandatory initial and annual reporting and audits;
- Amending subsection 14(2)(b) to more expressly allow the registrar to refuse to issue a licence to an applicant who does not meet the requirements or the qualifications for the issuance of the licence set out in the regulations. This addresses what might have been construed as an inadvertent removal of this power by the government in a previous PEA amendment. Regardless of any ambiguity, PEO has continued to advise applicants of their non-qualification and their right to request a registration hearing;
- Amending subsections 19(3), 24(4) and 43(1) to provide PEO with the ability to deliver documents by email to licensees, applicants and holders; and
- Amending subsections 33(10) and (11) to improve the efficiency of the Complaints Committee by allowing it to take action on a registrar's investigation report without needing to undertake further investigation, specifically, to refer or not refer the matter to the Discipline Committee, or other actions within the authority of the Act.

The government is also proposing the following changes to the PEA:

- Amending subsection 7(1) and adding a new section 46 to provide the registrar with the authority to approve forms for the purposes of the PEA and require their use. This is a housekeeping item that was also referenced during discussions with the government of changes to Regulation 941 to remove the Canadian experience requirement (as per the policy intent approved by Council on March 31, 2023); and
- Replacing references to the "attorney general" by "minister," as requested by the government.

For an excerpt from Bill 139, see Appendix A.

PEAK UPDATE

This summer, PEO surveyed licence holders about PEAK's current and future states. This engagement demonstrates our commitment to a continuing professional development program that protects the public interest while accounting for licence holders' individual circumstances. The survey results will be posted on PEO's website by December, alongside the 2022 survey results.

As per Council's decision in September, PEO will exempt engineers in the fee remission program, 97 per cent of whom are retirees, from any PEAK requirements. However, it is important to stress that engineers in the fee remission program are still subject to the PEA and its regulations in all other respects.

PEO recently informed licence holders about the upcoming 2024 rules for PEAK. Nearly 89,000 licence and limited licence holders received an electronic communication on October 4 and a letter on November 1 reminding them of their PEAK requirements in 2024. On October 5, nearly 13,000 fee remission licence holders were informed via electronic communication of the upcoming PEAK exemption that will apply to them as of 2024.

As of January 1, 2024, the beginning of the next PEAK cycle, PEAK will reflect the new rules, features, exemptions and new professional practice module. Over time, we will continue to introduce enhancements to the user interface to assist licence holders as they satisfy their annual PEAK requirement.

OTHER UPDATES AND WHAT'S NEXT

Throughout 2023, PEO has been working on program adjustments and additions as well as enhancements to the user experience for

licence holders. Some of these have been previously mentioned to Council. The major changes are summarized here.

Licence status terminology: Starting in 2024, two new licence status labels will be implemented: "eligible to practise" and "not currently eligible to practise." They will replace the existing terminology. A campaign announcing the new terminology is planned for early 2024.

CPD admissibility:

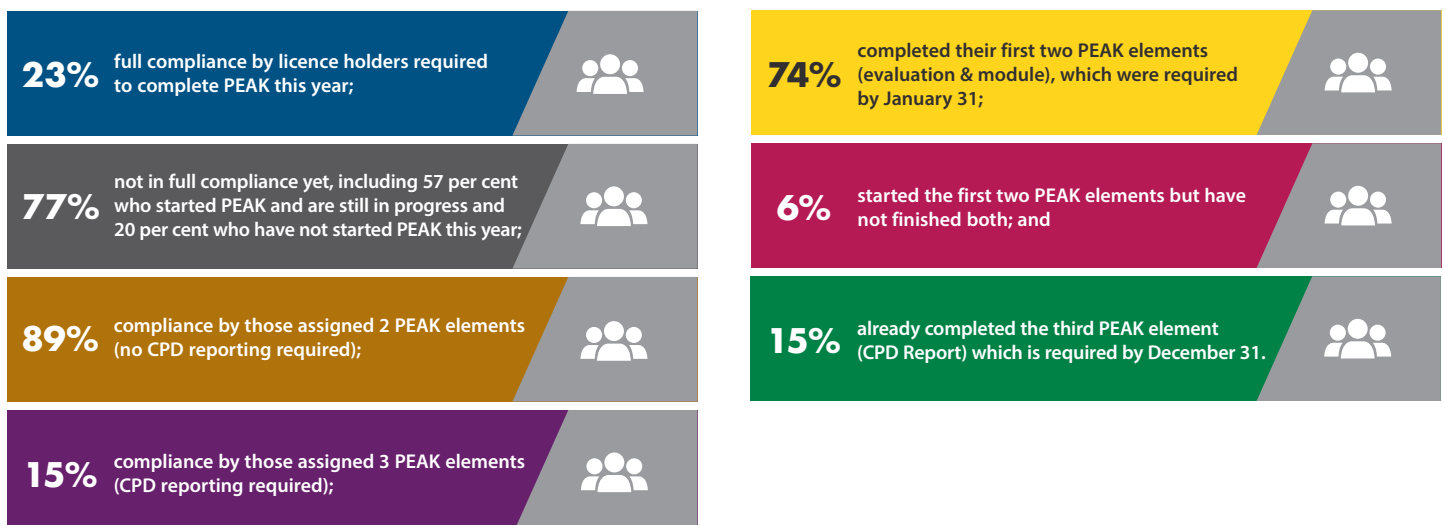
- More CPD options: From 2024, two areas of CPD learning will be available to licence holders: priority CPD and supplementary CPD;
- Mandatory CPD: At least 80 per cent of CPD targets must be met using priority CPD activities that maintain or enhance licence holder competence to practise professional engineering, which is the primary intent of the PEAK program; and
- Optional CPD: The supplementary category is new and will help licence holders satisfy their CPD reporting requirement faster because PEAK will accept some supplementary CPD activities if these complement their professional engineering practice. Supplementary CPD will include learning about project management, contract administration, business management, leadership and non-engineering communications and health and safety knowledge.

Module #2: On January 1, 2023 the second annual PEAK course will be available to licence holders. It is tentatively titled "Responsibility for professional engineering work" and will offer an immersive, interactive learning experience for our licence holders.

PEAK COMPLIANCE FOR 2023

Below are notable statistics from the first year of mandatory PEAK.

As of October 15:



STRATEGIC PLAN

PEO's 2023–2025 strategic plan includes the four goals of modernizing processes, improving governance, optimizing organizational performance and collaborating with stakeholders. In support of this strategic plan, 23 initiatives are planned and underway for 2023. As of November 2023, deliverables for 20 initiatives have been completed, and an additional three are progressing per plan against

a completion timeline of December 2023. Development and budgeting for the 2024 Operational Plan has been completed per operational budget processes, and the 2023–2025 Strategic Plan outlining initiatives planned for 2024 is included for reference.

OPERATIONAL PLAN STATUS REPORT AS OF NOVEMBER 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/approach				
		1.1.1 FARPACTA tech solution - Phase 1 & 2*				
		1.1.2 FARPACTA process				
		1.1.3 Change management and communications				
		1.1.4 Measure FARPACTA compliance				
	1.2 Review licensing processes; implement changes	1.2.1 Implement mandatory CPD - Phase 1 (roll out, reminders)				
	1.3. Ensure licensing reflects EDI values	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				
	2.2. Ensure adequate IT; data collection & management	2.2.1 Digital transformation roadmap				
		2.2.2 Data governance model				
	2.3 Review/improve comms & business processes; ensure EDI values reflected	2.3.1 Organizational EDI strategy				
		2.3.2 HR high performance team roadmap				
		2.3.3 Modernize payroll processes				
		2.3.4 Communications strategy (value, EDI)				
		2.3.5 Modernize budget processes				
		2.3.6 Review financial controls				
		2.3.7 Develop Customer Service Model				
	3.1 Ensure councillor & ELT orientation	3.1.1 Review/revise board manual				
	3.2 Ensure committee/council evidence for decision-making	3.2.1 Strategic plan reporting				
		3.2.2 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)*				

Figure 2: Operational Plan Status Report as of November 2023

NOTE: Initiatives indicated with an * are progressing per plan against a completion timeline of December 2023.



Goals	Sub Goals	Activities	2023	2024	2025
1. Improve licensing processes	1.1 Create fair, transparent, accessible and efficient application process	1.1.0 Present FARPACTA policy/approach			
		1.1.1 FARPACTA tech solution - Phase 1 & 2		*	
		1.1.2 FARPACTA process (licensing and compliance)		*	
		1.1.3 Change management and communications			
		1.1.4 Measure FARPACTA compliance			
	1.2 Review licensing processes; implement changes	1.2.1 Implement mandatory CPD - Phase 1 (roll out, reminders)			
		1.2.2 Implement mandatory CPD - Phase 2 (business rules, sanctions)			
		1.2.3 Implement mandatory CPD - Phase 3 (auditing)			
	1.3. Ensure licensing reflects EDI values	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. Ensure adequate IT; data collection/mgt	2.2.1 Digital transformation roadmap			
		2.2.2 Data governance model			
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.1 Organizational EDI strategy		*	
		2.3.2 HR high performance team roadmap			
		2.3.3 Modernize payroll processes		*	
		2.3.4 Communications strategy (value, EDI)		*	
		2.3.5 Modernize budget processes			
		2.3.6 Review financial controls			
		2.3.7 Develop Customer Service Model			**
3. Implement governance improvement program	3.1 Ensure councillor & ELT orientation	3.1.1 Review/revise board manual			
	3.2 Ensure committee/council evidence for decision-making	3.1.2 Review/revise board orientation			
		3.2.1 Strategic plan reporting			
	3.3 Establish metrics for governance performance	3.2.2 RM framework		*	
		3.3.1 Review governance committee evaluations			
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	3.3.2 Annual assessment council effectiveness			**
		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			
Count:			23	21	7

NOTE: Items marked with an (*) represent initiatives started in 2023 and expected to progress per schedule in 2024. Items marked with an (**) represent initiatives scheduled to begin per plan in 2025.

Figure 3: PEO's 2024 Operational Plan

ARC REVIEWS

The accumulation of applications requiring academic assessment as of October is over 2700 files. ARC and staff will continue to work together to process these applications, and the backlog is expected to decrease throughout 2024, as applications are no longer accepted in the legacy system. The average number of ARC assessments for 2023 is 214 per month.

ERC REVIEWS

As of early October 2023, an average of 27 assessments per month were held in the last six months. If the ERC continues at the recently demonstrated rate of assessments, it will take approximately 12 months to work through the projected accumulation* of files that currently resides at the ARC stage.

*As the accumulation of files are at the ARC stage, these numbers are based on the historical projected percentage of referrals.

FINANCE

	2023 Actual	2022 Actual	Variance
TOTAL REVENUES	\$27,857,121	\$22,600,746	\$5,256,375
Operations expenses	\$21,422,938	\$18,953,076	-\$2,469,862
Special project exp	\$2,044,629	\$2,180,668	\$136,039
TOTAL EXPENSES	\$23,467,567	\$21,133,744	-\$2,333,823
Excess of Rev over Exp	\$4,389,554	\$1,467,002	\$2,922,552

Figure 4: Revenues and expenses as of September 30, 2023

	2023 Actual	2022 Actual	Variance
Cash	\$10,186,356	\$7,422,511	\$2,763,845
Other current assets	\$611,506	\$664,440	-\$52,934
Marketable securities	\$27,986,398	\$26,438,839	\$1,547,559
Capital assets	\$27,492,082	\$28,705,007	-\$1,212,925
Total assets	\$66,276,342	\$63,230,797	\$3,045,545
Current liabilities	\$14,421,039	\$15,390,720	\$969,681
Long term debt	-	\$635,103	\$635,103
Employee future benefits	\$13,260,100	\$11,250,250	-\$2,009,850
Net assets	\$38,595,203	\$35,954,724	\$2,640,479
Total liabilities & net assets	\$66,276,342	\$63,230,797	\$3,045,545

Figure 5: Assets and liabilities as of September 30, 2023

For the nine months ending September 30, 2023, revenues earned were \$27.9 million, and expenses incurred were \$23.5 million, resulting in an excess of revenue over expenses of approximately \$4.4 million, as shown in Figure 4. The increase in revenues in comparison to the prior year actuals for the same period by approximately \$5.3 million is largely attributable to a higher-than-expected investment income, an increase in P. Eng applications, registration and exams revenues and also due to affinity revenues, which PEO has started receiving from July, this year onwards.

On the expenses side, there were \$23.5 million in total expenses for the nine months ending September 30, 2023, versus a spend of \$21.1 million during the same period in the prior year. The increase

in expenses is mainly due to higher spend on staff salaries and benefits, legal (corporate, prosecution and tribunal) expenses, contract staff and chapters.

Figure 5 shows cash reserves of approximately \$10.2 million and an investment portfolio of \$28 million as of September 30, 2023, in comparison to cash reserves of \$7.4 million and an investment portfolio of \$26.4 million, respectively as of September 30, 2022.

REMISSIONS AND RESIGNATIONS

The data in Figures 6 and 7 show the monthly breakdown of the number of members seeking fee remission in 2023 and 2022, respectively. In 2023, the average monthly number of members seeking remissions as of September 30, 2023, is 238, in comparison to 229 for 2022.

As can be seen in Figures 6 and 7, there was an average 214 resignations in 2023 versus 113 resignations in 2022. However, overall, the number of P.Engs as of September 30, 2023, increased by 117 to 87,772 members in comparison to 87,655 members as of September 30, 2022.

Remission Type	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	Total	Monthly Ave.
Parental leave	22	14	11	16	18	10	12	14	26				143	16
Postgraduate	4	4	9	9	8	2	3	8	7				54	6
Unemployment	134	78	121	126	128	83	108	134	100				1012	112
Temporary health	4	1	3	4	4	5	5	2	0				28	3
Permanent health	9	7	4	6	3	2	4	6	3				44	5
Retired	133	118	99	68	110	88	80	79	90				865	96
Total	306	222	247	229	271	190	212	243	226				2146	238
Cumm. Total	306	528	775	1004	1275	1465	1677	1920	2146					
Resignations	362	226	188	268	180	190	155	136	218				1923	214

Figure 6: Remissions and resignations stats for 2023

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

Figure 7: Remission and resignation stats for 2022

CUSTOMER SERVICE

In September 2023, our customer service team continued to effectively manage inquiries, with 74.5 per cent via email, 24.1 per cent through phone calls and 1.4 per cent from walk-in visits. Notably, our front-line team consistently achieved over 90 per cent direct resolution of email inquiries. Technical issues were the primary subject of email inquiries. Phone calls predominantly focused on inquiries related to the new licensing process, as well as queries about the PEAK program.

We continue to centralize our inquiry management system and explore additional customer service improvements. Our aim is to create a satisfactory customer journey while allowing PEO to identify and respond to ongoing stakeholder concerns. We are analyzing customer service data to ensure that we continue to meet our

customers’ needs. The inclusion of this second-level analysis will provide us with a broader perspective on our customers’ requirements, enabling us to optimize our service delivery.

Beyond quantitative metrics, our customer service team is now proactively tracking various qualitative indicators and actively soliciting customer feedback. We’re introducing post-inquiry surveys to collect valuable insights following customer service interactions. By integrating both qualitative and quantitative data, we are creating an additional layer of measurement to finetune our services. This approach ensures we strive to consistently deliver the highest level of service quality and an exceptional experience for our valued customers.

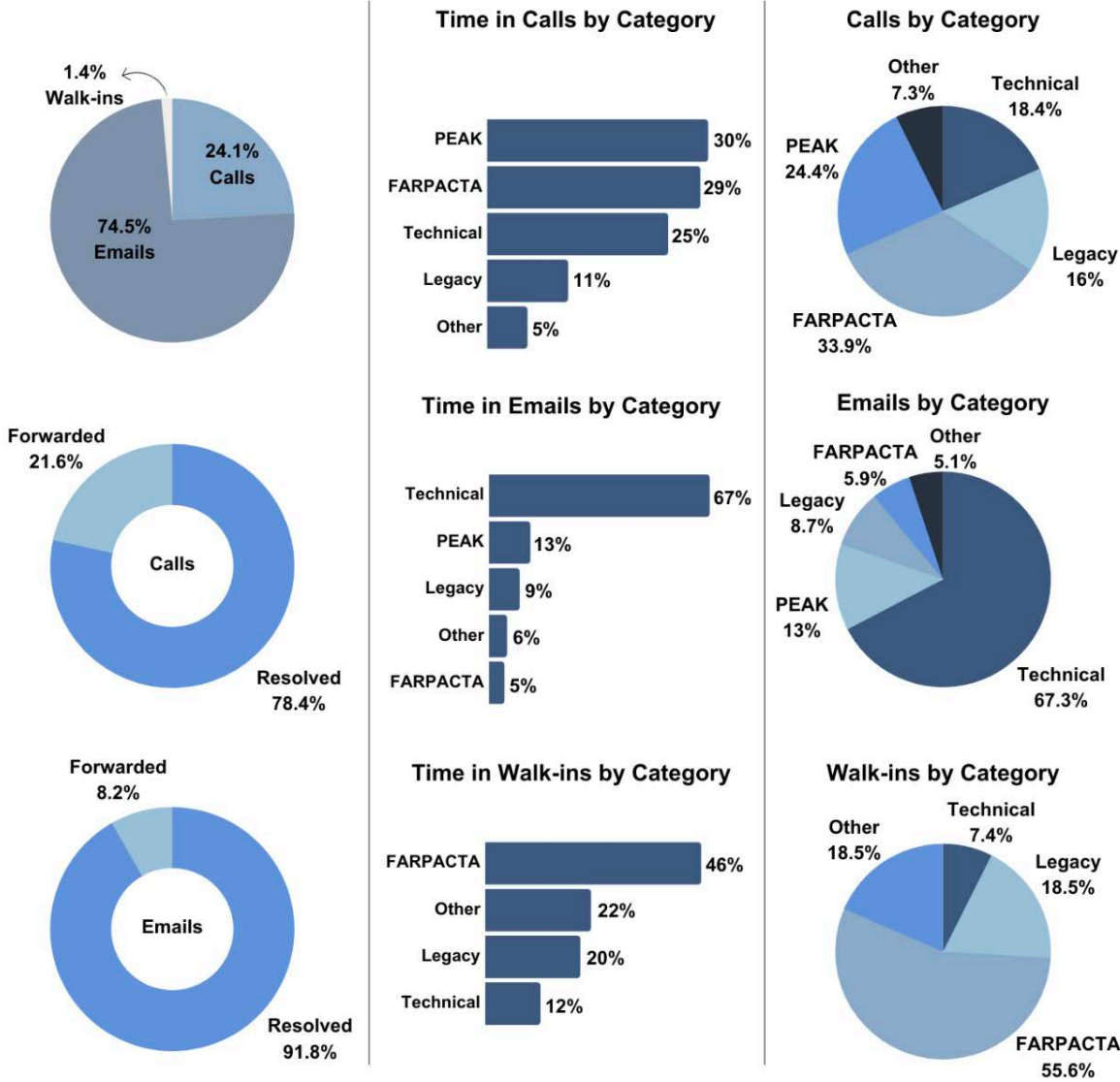


Figure 8: Customer Service Dashboard November 2023.

CHAPTER OFFICE



EVENT ENGAGEMENT MODEL

We are pleased to announce the development of a new initiative designed as a way to engage stakeholders across all regions and chapters. This program will support PEO staff in attending chapter events across the province at all PEO's chapters. Each region will have a minimum of two visits per year, and each chapter will receive a visit at least every three years. This program aligns with the 2023–2025 Strategic Plan, specifically the goal of ensuring stakeholders see relevance and value in PEO through continued dialogue by enabling increased engagement between PEO and licence holders.

PEO values the contributions of local chapters and is keen to collaborate on delivering important messaging from the regulator. This program will also lend support to chapter volunteers who underpin PEO in their communities. Finally, playing an active role in chapter events will enhance communication efforts; staff can share messaging in support of PEO's strategic goals and outcomes.

CHAPTER LEADERS CONFERENCE AND GOVERNMENT LIAISON PROGRAM EVENT

PEO Council is invited to attend both the Chapter Leaders Conference and the Government Liaison Program training summit, both of which take place on Saturday, November 18.

LICENSING DASHBOARD PROJECT

The Licensing operations dashboard launched in September 2023. Currently, we are training staff on how to use this informatic tool to analyze applicant data to support data-driven decision-making, ongoing reporting needs and continuous improvement initiatives across PEO.

This dashboard will enhance PEO's capacity and agility within staff to readily manage and analyze data to meet organizational needs and regulatory objectives while supporting upcoming modernization and organizational performance initiatives.

COMMITTEE ENGAGEMENT PROJECT

In June 2023, PEO launched an initiative to enhance engagement and collaboration with our important volunteer committees through continuous improvement. The aim of this project is to listen to committee feedback and develop a meaningful action plan to support PEO’s transformation as a modern regulator.

From the members of the 10 statutory committees we approached, we received over 100 responses. The vast majority of committee members provided positive feedback and appreciated the opportunity to share their ideas. PEO staff synthesized the feedback into five themes for improvement, and we are currently reviewing them with the 10 committees to refine the proposed solutions and action plans.

We look forward to launching finalized solutions in early 2024.

DIGITAL TRANSFORMATION JOURNEY

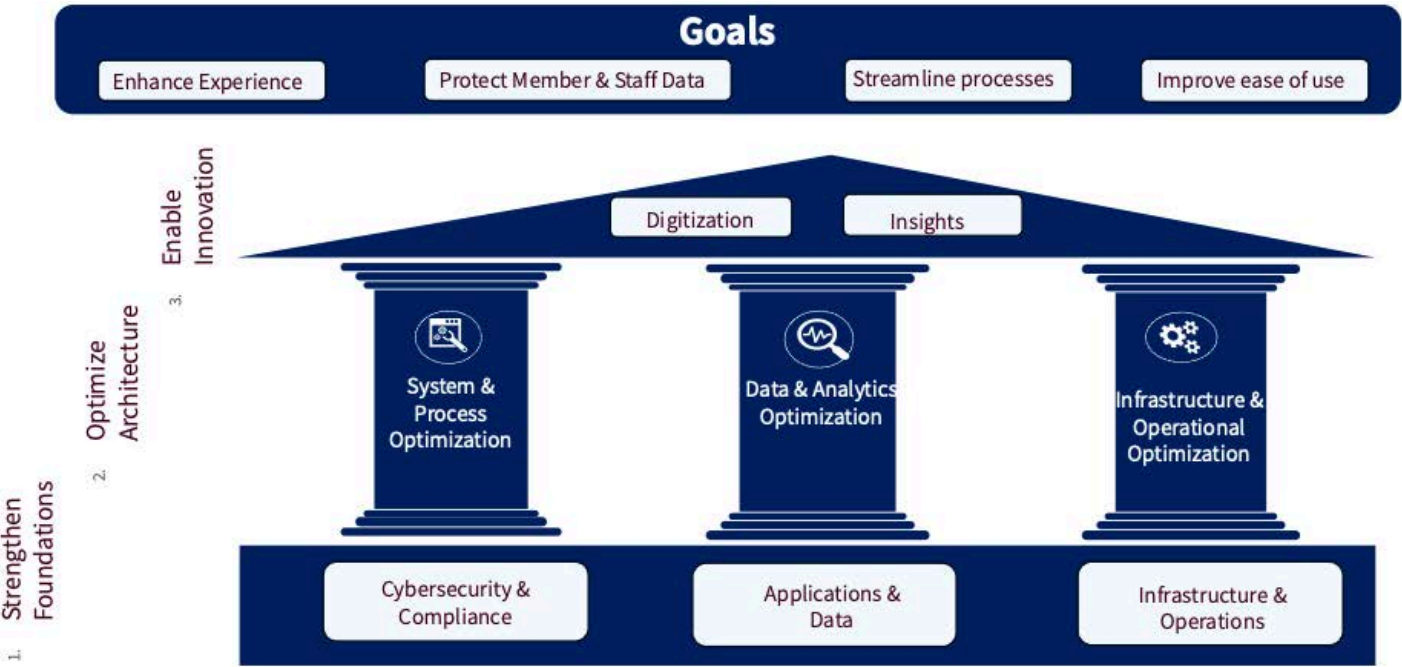


Figure 9: Digital Transformation at PEO

PEO continues to evolve to meet the needs of the public and to respond to an increasingly complex cybersecurity landscape. The need for digital transformation is paramount. PEO’s Digital Transformation Roadmap supports the delivery of the 2023–2025 Strategic Plan and operational deliverables by leveraging technology as a key enabler. It aims to enhance licence holder and staff experience, protect member and staff data, streamline processes and ensure ease of use. Figure 9 highlights the approach to delivery of Digital Transformation at PEO.

Digital Transformation areas of focus include cybersecurity and compliance to protect against potential threats, application architecture

changes to improve performance and data quality enhancements to ensure reliability, as well as infrastructure and operational augmentation to maintain stability. Building on this foundation, the next layer involves optimizing overall IT architecture. This process involves ongoing evaluation of PEO’s IT landscape with the goals of enabling efficiencies and improving the customer journey. Finally, innovation will be further enabled through process optimization leveraging technology where appropriate and through the creation of deeper data insights. With these key changes, PEO strives to continue to serve the public and ensure we deliver optimal service as a regulator.

CYBERSECURITY AT PEO

October is recognized internationally as Cybersecurity Month, and PEO took the opportunity to highlight the importance of organizational cybersecurity. Statistics indicate that 2200 cyber attacks occur each day on average, which equates to one cyber attack every 39 seconds. As threats increase globally, PEO maintains a strong focus on ensuring our assets are protected. In addition to infrastructure and applications awareness and training are essential. To this end, PEO has recently deployed new cybersecurity training modules for all staff.

This is the first time that PEO has organized Cybersecurity Month activities for staff, and I am pleased that the majority of staff were able to participate and learn how to protect against cybersecurity threats.



VOLUNTEER RECOGNITION PROGRAM

In November 2023, PEO will continue to enhance its volunteer recognition program through the introduction of digital badges, which recognize the service that volunteers provide to the regulator. In this program, PEO's volunteer service pins are provided to recognize five, 15 and 20 years of service. The Engineers Canada FEC pin recognizes 10 years of service, and a special sterling silver pin is presented, one time, when a volunteer has 25 or more years of service. Digital badges will be issued on top of the service pins.

There are two core types of digital credentials—digital certificates and digital open badges. Earlier this year, PEO implemented digital certificates for PEO licence holders. Digital badges are designed to be easy to embed and shared across different types of platforms like LinkedIn and other social media.



APPENDIX A

(https://www.ola.org/sites/default/files/node-files/bill/document/pdf/2023/2023-10/b139_e.pdf)

Explanatory Note

SCHEDULE 15

PROFESSIONAL ENGINEERS ACT

The Schedule makes various amendments to the *Professional Engineers Act*, including the following:

1. Subsection 7 (1) of the Act is amended to remove regulation-making authority to prescribe various forms for the purposes of the Act. A new section 46 is added to give the Registrar of the Association of Professional Engineers of Ontario authority to approve forms for the purposes of the Act and require their use.
2. Subsections 19 (3), 24 (4) and 43 (1) of the Act are amended to provide for sufficient delivery of documents under the Act to be by mail, electronically or personally.
3. Subsection 33 (10) of the Act is re-enacted so that the results of an investigation under that section by the Registrar of a member of the Association or a holder of a certificate of authorization, a temporary licence, provisional licence or limited licence are to be reported to the Complaints Committee. A new subsection 33 (11) provides for the actions that the Committee may take in response to the report.

....

SCHEDULE 15

PROFESSIONAL ENGINEERS ACT

- 1 (1) Paragraph 10 of subsection 7 (1) of the *Professional Engineers Act* is repealed.
- (2) Paragraph 11 of subsection 7 (1) of the Act is amended by striking out “and prescribing and requiring the use of forms of such returns” at the end and substituting “and governing the requirements”.

- (3) Paragraph 13 of subsection 7 (1) of the Act is repealed and the following substituted:

13. requiring members of the Association and holders of certificates of authorization, temporary licences, provisional licences and limited licences to provide specified information or documents to the Registrar for the purposes of this Act, and governing the requirements;

- 2 Clause 14 (2) (b) of the Act is amended by striking out “that the holder” at the beginning and substituting “that the applicant for or the holder”.
- 3 Subsection 19 (3) of the Act is amended by striking out “mails or delivers” and substituting “delivers”.
- 4 Subsection 24 (4) of the Act is amended by striking out “mail” and substituting “deliver”.
- 5 Clause 28 (1) (b) of the Act is amended by striking out “27.1 or 37” and substituting “27.1, 33 or 37”.
- 6 Subsection 33 (10) of the Act is repealed and the following substituted:

Report

Summary Report to Council of Audit and Finance Committee (AFC) Activity November 16 & 17, 2023

Committee Meeting Date: October 16, 2023

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
Review of 2024 Draft Operating and Capital Budgets	Final review of draft operating and capital budgets for recommendation to Council.	Staff	For Council approval at Nov 16 & 17, 2023 meeting.	Continue	Yes
2024 Borrowing Resolution	Review of 2024 Borrowing Resolution for recommendation to Council.	Staff	Recommendation to Council for approval at Nov 16 & 17, 2023 meeting.	Continue	Yes
2023 Audit Plan	Committee met with Deloitte partner who presented their 2023 Audit Plan for review.	Staff	March 2024: Review of 2023 Draft Audited Financial Statements	Continue	No
Review of Financial Statements (@ August 30, 2023)	Review of Statements: Financial Position Projection, Projected Cash Flows, Revenues & Expenses, Balance Sheet, and Income Statement Variance Analysis.	Staff	Ongoing activity	Continue	No
Updates: Financial Risks; Investments; and Pension Plan	Committee received updates on and discussed financial risks, investments, and the pension plan.	Staff	Ongoing activities	Continue	No
Auditor and Legal Input Re: Chapters Seeking Sponsorship Revenue	<p>Auditor opinion: Not an audit issue. Noted the requirement to report revenue in the centralize banking process.</p> <p>PEO Legal opinion, conveyed via Director, Finance: Potential conflict of interest risk when revenue is not related to a core regulatory function. Committee discussed the need for this type of revenue in cases where Chapters have not fully spent their allocated funds, including a suggestion that more data should be provided to support their position regarding sponsorship funds.</p>			Complete	No

Next Committee Meeting: March 22, 2024

¹ Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue

Briefing Note – Decision

C-560-4.1

2024 OPERATING and CAPITAL BUDGET

Purpose: To review and approve the draft 2024 operating and capital budgets.

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

That Council approve the draft 2024 operating and capital budgets reviewed by the Audit and Finance Committee and as presented to the meeting at C-560-4.1, Appendix A.

Prepared by Chetan Mehta – Director, Finance

Moved by Tim Kirkby, P.Eng. – Chair, Audit & Finance Committee

1. Need for PEO Action

The Audit and Finance Committee (AFC) completed its second review of the draft 2024 operating and capital budgets (“2024 budgets”) on October 16, 2023 and recommended that these be presented to Council for approval. The budget process has now reached a point where Council must review and approve the draft 2024 operating and capital budget as presented.

A first draft of the budget was presented to the Council on September 22, 2023. Council was invited to participate in an informed, generative discussion on factors impacting the budget and guidance on potential budget management options. There were no decisions made at either meeting, but councillors are at least aware of the broad considerations facing them, particularly with respect to the use of an accumulated surplus and the potential for a fee increase, either now (which does not appear to be supported) or at some point in the future (which cannot be ruled out, given that the last increase was approved in 2018).

As was clarified at the September Council meeting, the 2024 budget is projected to be in a deficit. At this meeting, Council provided guidance to fund the deficit from the PEO’s surplus reserve. The budget documents have been updated to incorporate additional Council feedback along with spend data on the 2024 strategic plan projects. The updated budgets are being presented to the AFC at its Oct 16, meeting for its input and recommendation that these be presented to Council for approval at its Nov 17, 2023 meeting.

Operating Budget

Total revenues in 2024 are budgeted at \$34.6m and total expenses to sustain regular day to day or core operations are budgeted at \$34.7m, resulting in an excess of expenses over revenues of \$124k. In addition to these expenses, an additional spend of \$796k is budgeted for special projects and Council initiatives. The spend for the Strategic plan projects is budgeted to be \$3.5m, resulting in an excess of expenses over revenues or a deficit of \$4.4m, which will be funded from PEO’s cash reserves. Details of the 2024 budget, Council Special Projects, and the Strategic Plan can be seen in Appendix A.

Table 1 – Summary of key financials

	2024 Budget	2023 Forecast	2023 Budget
Revenue	\$34,636,846	\$36,263,121	\$32,043,319
Expenses - core operations	\$34,761,413	\$29,543,233	\$30,521,660
Spend on projects and Council initiatives	\$796,425	\$3,172,150	\$5,083,048
Strategic plan projects	3,522,345	\$1,620,770	-
Excess of revenue over expenses	(\$4,443,337)	\$1,926,968	(\$3,561,389)
Cash & Mkt Securities	\$32,183,219	\$36,635,172	\$30,709,674

Revenue

The 2024 budgeted revenue is expected to be \$34.6m, representing a decrease of \$1.6m or 5% compared to the 2023 forecasted revenue. The main factor contributing to the fall in revenues is a decrease of \$2m or 20% in application, registration and other fees resulting from an expected decrease of over 50% in the number of applications in 2024 (2,800 in 2024 vs 6,400 in 2023); and a reduction in the number of EITs (10,100 in 2024 vs 15,500 in 2023). This is due to the changes in PEO's licensure process. In addition, the budget anticipates a reduction of \$446k or 18% in 40 Sheppard revenues due to the possibility of a tenant not renewing their lease for approx. 19,000 sq ft, which is up for renewal in 2024.

This fall in revenue is partially offset by:

- An increase of \$801k or 70% in the sponsorship revenue for PEO related to the insurance affinity agreement between Engineers Canada and MMI (Meloche Monnex Inc.)
- An increase of \$102k or 0.5% in P.Eng. revenues.
- An increase of \$19k or 10% in Chapters revenues.

Expenses

The 2024 budgeted expenses for regular operations are expected to be \$34.7m vs \$29.5m in 2023 which represents an increase of \$5.2m or 18% over 2023 forecasted expenses. In addition to overall inflationary pressures, the key reasons contributing to the increase are:

- An increase in employee Salaries and benefits and retiree and staff future benefits of \$3.3m over the 2023 forecast due to an increase in headcount and a merit increase of 4% in FY 2024, the same as the merit increase for FY 2023. These merit increases are per the recommendations of an external consultant. The FT headcount in 2024 is expected be 142 vs a budgeted headcount in FY 2023 of 136. The forecasted headcount as of year-end FY 2023 is 127.
- An increase of \$506k or 33% in spend for Computers and Telephones for various software service contract renewals; software application license costs; leasing expenses for hardware. These costs also include funding for various new initiatives such as an emergency broadcast

and notification system, meeting room reservation functionality and Zoom licenses for external broadcasts and webinars.

- An increase of \$454k or 122% for Volunteer business expenses on meals, mileage, accommodation and travel related spend due to an increase in-person meetings for various committees, events, etc.
- An increase of \$449k or 91% for Consultants for services such as the Council workshop, HR consulting, IT security, and investment management., etc.
- An increase of \$348k or 20% for Purchased services largely due to costs for catering, event meals, accommodation, audio visual equipment, and travel related expenses for various in-person events such as the Hybrid 2024 AGM, Volunteer Symposium, Council workshop, Regional Congresses, Chapter Leaders Conference, etc. In addition, higher costs for the Elections Officer and exams (both NPPE and Technical) are expected.

The above increases are partially offset by:

- Reduction of \$224k or 22% for the spend on Engineers Canada due to a lower assessment rate per member. The rate per member for FY 2024 is \$8 vs \$10.21 in FY 2023.
- Reduction of \$48k or 11% in the spend on Professional development.

Capital Budget

The key highlights of the 2024 draft capital budget are summarized below. The details of the capital budget may be seen in Appendix B. The total capital budget for 2024 is \$1m vs \$388k in FY 2023. It is comprised of the following parts:

- 1) Capital improvements to 40 Sheppard and tenant inducements - \$664k; and
- 2) Facilities related capital expenditures - \$375k

A) Capital improvements for 40 Sheppard

An amount \$604k has been budgeted for capital improvements that are part of Common Area Maintenance (CAM) costs which are recoverable from tenants and recommended by AY (Avison & Young), PEO's property manager. These planned improvements in 2024 include:

- \$165k for parking garage repairs;
- \$138k for repairs to the planter box over the hydro vault;
- \$127k for a new access card system;
- \$72k for overhauling the Chiller; and
- \$55k for replacing the five heat pumps, etc.

A total amount of \$60k has been budgeted for leasehold improvements (or inducements) for the vacant space on the 2nd floor. Leasehold inducements are incentives for renovations which are provided to potential tenants for signing leases.

B) Facilities related capital expenditures

The expenditures for 2024 are:

- \$125k for accessible automatic doors

- \$125k for the 5th and 8th office working space renovation.
- \$75k for sound proofing of offices and meeting rooms; and
- \$50k for office furniture and contingencies

2. Proposed Action / Recommendation

That Council approve the draft 2024 operating and capital budgets.

3. Next Steps (if motion approved)

On receiving Council approval, the 2024 operating and capital budgets will be used for supporting PEO operations in 2024.

4. Peer Review & Process Followed

Process Followed	<p>The senior management team and staff began work on the 2024 operating and capital budgets in June. A draft copy of the 2024 operating and capital budgets along with the 2023 forecast was completed in August and distributed to the AFC prior to its meeting on Aug 23, 2023.</p> <p>During this meeting, the AFC met with staff to review the first draft of the 2024 operating and capital budgets. Key highlights of the budgets were reviewed, and questions put forward by the AFC members were answered by staff.</p> <p>After discussion with the AFC, the draft budgets were presented to Council for information and guidance on budget management options at the Council meeting on September 22, 2023.</p> <p>Feedback provided by Council at the Sept Council meeting has been incorporated into the 2024 budgets, which are being presented to the AFC at its meeting on Oct 16. After extensive discussion and questions to staff, the committee agreed that the draft 2024 operating and capital budgets to be presented to Council for approval at its Nov 17, 2023 meeting.</p>
Council Identified Review	Council approve the 2024 budgets as presented.

5. Appendices

- **Appendix A**
 - 2024 Draft Operating budget & projected financial statements from 2024 to 2028
- **Appendix B**
 - 2024 Draft Capital budget
- **Appendix C**
 - 2024 Budget Assumptions

Professional Engineers Ontario - DRAFT 2024 OPERATING BUDGET

Variance Analysis - 2024 Budget Vs 2023 Forecast

DRAFT - reviewed by the AFC on Oct 16, 2023

C-560-4.1
Appendix A

REF. NO	DESCRIPTION	2024 Bud	2023 Fcst	2023 Bud	2022 Act	Variances			
						2024 Bud Vs 2023 Fcst		2023 Fcst Vs 2023 Bud	
						\$	%	\$	%
REVENUE		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	P. Eng Revenue	20,521,567	20,419,470	20,571,765	20,283,903	102,097	0.5%	(152,295)	(0.7)%
2	Appln, regn, exam and other fees	8,630,357	10,736,359	8,456,221	10,348,205	(2,106,002)	(19.6)%	2,280,138	27.0%
3	40 Sheppard Revenue	2,058,461	2,504,430	2,620,583	2,413,344	(445,969)	(17.8)%	(116,153)	(4.4)%
4	Affinity Revenue	1,941,596	1,140,378	-	-	801,218	70.3%	1,140,378	0.0%
5	Investment income	1,200,000	1,200,000	210,000	(586,793)	-	-	990,000	471.4%
6	Chapter revenues	221,865	202,484	85,000	134,816	19,381	9.6%	117,484	138.2%
7	Advertising income	63,000	60,000	99,750	77,922	3,000	5.0%	(39,750)	(39.8)%
TOTAL REVENUE		34,636,846	36,263,121	32,043,319	32,671,397	(1,626,275)	(4.5)%	4,219,802	13.2%
EXPENSES - CORE OPERATIONS									
8	Salaries and benefits / Retiree and staff future benefits	18,542,167	15,183,262	16,669,269	14,339,854	(3,358,905)	(22.1)%	1,486,007	8.9%
9	40 Sheppard expenses	2,143,639	2,172,821	2,132,732	2,088,204	29,182	1.3%	(40,089)	(1.9)%
10	Purchased services	2,086,975	1,738,880	1,946,946	1,621,870	(348,096)	(20.0)%	208,066	10.7%
11	Computers and telephone	2,050,289	1,544,310	1,550,043	1,515,378	(505,979)	(32.8)%	5,733	0.4%
12	Legal (Corporate, Prosecution & Tribunal)	1,422,747	1,372,325	855,308	1,370,014	(50,422)	(3.7)%	(517,017)	(60.4)%
13	Chapters	1,312,234	1,239,000	1,242,000	817,519	(73,234)	(5.9)%	3,000	0.2%
14	Contract staff	1,085,144	1,106,799	796,836	795,590	21,655	2.0%	(309,963)	(38.9)%
15	Consultants	940,981	492,273	413,432	497,067	(448,709)	(91.2)%	(78,841)	(19.1)%
16	Occupancy costs	870,974	866,351	913,895	767,868	(4,622)	(0.5)%	47,544	5.2%
17	Transaction fees	865,775	828,719	838,990	770,104	(37,056)	(4.5)%	10,271	1.2%
18	Engineers Canada	809,976	1,033,732	1,086,750	1,013,057	223,756	21.6%	53,018	4.9%
19	Volunteer expenses	828,201	373,906	435,352	200,400	(454,295)	(121.5)%	61,446	14.1%
20	Amortization	503,031	473,285	473,040	575,522	(29,747)	(6.3)%	(245)	(0.1)%
21	Professional development	374,896	423,135	471,563	79,044	48,239	11.4%	48,428	10.3%
22	Insurance	184,875	176,248	176,651	166,296	(8,627)	(4.9)%	403	0.2%
23	Postage and courier	132,352	158,554	132,595	272,014	26,203	16.5%	(25,959)	(19.6)%
24	Recognition, grants and awards	184,692	124,007	121,776	56,653	(60,685)	(48.9)%	(2,231)	(1.8)%
25	Advertising	147,500	42,500	58,200	38,390	(105,000)	(247.1)%	15,700	27.0%
26	Staff expenses	94,589	66,040	85,250	54,031	(28,549)	(43.2)%	19,210	22.5%
27	Office supplies	102,459	67,517	66,032	47,929	(34,941)	(51.8)%	(1,485)	(2.2)%
28	Printing & photocopying	77,917	59,570	55,000	50,218	(18,348)	(30.8)%	(4,570)	(8.3)%
TOTAL EXPENSES - CORE OPERATIONS		34,761,413	29,543,233	30,521,660	27,137,022	(5,218,179)	(17.7)%	978,427	3.2%
EXCESS OF REVENUE OVER EXPENSES BEFORE UNDERNOTED		(124,567)	6,719,888	1,521,659	5,534,375	(6,844,454)	(101.9)%	5,198,229	341.6%
EXPENSES - NON CORE OPERATIONS									
29	Projects and Council initiatives (Note 1)	796,425	3,172,150	5,083,048	3,463,329	2,375,725	74.9%	1,910,898	37.6%
30	Strategic Plan Project (Note 2)	3,522,345	1,620,770	-	-	(1,901,575)	(117.3)%	(1,620,770)	0.0%
EXCESS OF REVENUE OVER EXPENSES		(4,443,337)	1,926,968	(3,561,389)	2,071,046	(6,370,305)	(330.6)%	5,488,357	(154.1)%

Note 1: Spend details on special projects are on Page 7

Note 2: Spend details on strategic plan projects are on Page 8

Professional Engineers Ontario - DRAFT 2023 OPERATING BUDGET

Variance Analysis - 2024 Budget Vs 2023 Forecast

DRAFT - reviewed by the AFC on Oct 16, 2023

Ref. No.	Variance Explanation
1	Increase of 0.5% in P.Eng revenues due to the expected growth in membership. In 2024, PEO is expected to have 87,917 vs 87,593 members in 2023.
2	Decrease is largely due to the expected fall in applications, and EIT (Engineers in Training) revenues due to FARPACTA (Fair Access to Regulated Professions and Compulsory Trades Act), which is effective July 1, 2023. FARPACTA requires PEO to make changes to its licensure process, where unlike in the past, effective July 1, 2023, all applicants need to meet certain experience and academic criteria (such as having 48 months of engg. experience; passing the NPPE, etc.) before their applications can be accepted for further processing. As a result, the number of applications which can be accepted for subsequent processing is expected to fall by over 50% from 6,400 in 2023 to 2,800 applications in 2024. The number of EIT is expected to fall as well from 15,500 in 2023 to 10,100 in 2024.
3	Decrease in 40 Sheppard revenues as one of our tenants whose lease expires in March 2024, may not renew, which is likely to lead to an additional 19,000 sq ft or 18% in vacancy.
4	Expected affinity revenue from TD Meloche.
5	Expected investment income.
6	Expected monies from Chapters operations.
7	A slight increase in advertising revenue due to the expected improvement in market conditions.
8	Increase in Salaries and benefits due to the recruitment of additional FT staff and a 4% merit increase in 2024. The merit increase is based on the recommendations of an external consultant. The total expected FT staff in 2024 is 142 vs forecasted headcount of 127 in 2023. The budgeted headcount for FY 2023 is 136.
9	Lower 40 Sheppard expenses largely due to lower mortgage interest and amortization costs. The mortgage is expected to be fully paid in April next year.
10	Increase in spend on Purchased services largely due to higher costs for catering, accommodation, audio visual expenses, etc. for various in-person events / meetings such as the hybrid AGM, Volunteer Symposium, Council workshop, Chapters Leader Conference, Regional Congresses. In addition, there is an increase in the cost for an Elections Officer, technical exams and NPPE exams, etc.
11	Higher costs for Computers and telephones due to increase in spend on IT equipment and hardware, costs for secure online platform, costs for various service maintenance contracts for software support, network security, etc.
12	Slight increase in Legal (corporate, prosecution and tribunal) expenses largely due to an increase in costs for independent legal counsel for discipline, and complaints investigations.
13	Higher spend for Chapters in 2024 due to costs for various Chapter activities.
14	Spend on Contract staff in 2024 to support Licensing, ITS, and Project Management Office department needs.
15	Expenses for Consultants include spend on consultants for Council workshop, human resources, IT initiatives such as security consultant to sustain and support operations, etc.
16	Slight increase in Occupancy costs due to increase in operating costs.
17	Transaction fees are higher due to an increase in the volume of online payments resulting in higher credit card commissions and related transaction costs. Currently over 90% payments are via credit card and this trend is expected to continue. In addition, transaction costs for the payroll system are expected to increase along with slightly higher costs for bank service fees.
18	The Engineers Canada assessment rate is expected to fall to \$8 per member in 2024 from \$10.21 per member in 2023.
19	Higher Volunteer expenses for travel, accommodation, mileage, and air/train fare, registrations etc. for in-person attendance at various committee meetings and events, which are expected to increase as the situation with the pandemic improves.
20	An increase in Amortization costs due to spend on new capital projects and the continued amortization of spend on capital items such as furniture, IT and telecon equipment, etc. which were purchased in prior years.
21	Expected spend on Professional Development in 2024.
22	Increase in Insurance costs due to higher premiums for property, errors & omissions/directors & officers, and cyber liability insurance.
23	Lower Postage and courier costs in 2024 due to expected reduction in the volume of paper based correspondence.
24	Higher spend on Recognition, grants and awards in 2024 for events and PR items.
25	Increase in advertising expenses due to higher spend on recruitment related advertisements and corporate communications.
26	Increase in spend on Staff business expenses related to travel for in-person attendance at various events, meetings.
27	Increase in Office supplies on files, folders, binders and other office supplies including consumables such as tea, coffee, etc.
28	Slight higher costs on printing and photocopying in 2024 are due to expected increase in leasing costs for photocopying equipment.

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

DRAFT - reviewed by the AFC on Oct 16, 2023

	2023	2024	2025	2026	2027	2028
	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
ASSETS						
CURRENT						
Cash	9,517,582	9,517,582	9,517,582	9,517,582	9,517,582	9,517,582
Marketable securities at fair value	27,117,590	22,665,637	17,252,534	11,518,535	5,448,610	(972,940)
Cash & marketable securities	36,635,172	32,183,219	26,770,116	21,036,117	14,966,192	8,544,642
Accounts receivable	1,012,188	1,012,188	1,012,188	1,012,188	1,012,188	1,012,188
Prepaid expenses, deposits & other assets	472,747	446,601	411,217	378,958	351,074	328,574
	38,120,107	33,642,008	28,193,521	22,427,263	16,329,455	9,885,404
Capital assets	27,394,208	27,066,065	27,665,832	28,231,013	28,760,125	29,251,615
	65,514,315	60,708,074	55,859,353	50,658,276	45,089,580	39,137,019
LIABILITIES						
CURRENT						
Accounts payable and accrued liabilities	3,589,143	3,589,143	3,589,143	3,589,143	3,589,143	3,589,143
Fees in advance and deposits	12,169,554	12,169,554	12,169,554	12,169,554	12,169,554	12,169,554
Current portion of long term debt	362,904	-	-	-	-	-
	16,121,601	15,758,697	15,758,697	15,758,697	15,758,697	15,758,697
LONG TERM						
Long term debt	-	-	-	-	-	-
Employee future benefits	13,260,100	13,260,100	13,260,100	13,260,100	13,260,100	13,260,100
	13,260,100	13,260,100	13,260,100	13,260,100	13,260,100	13,260,100
Net Assets	36,132,614	31,689,277	26,840,556	21,639,479	16,070,783	10,118,222
	65,514,315	60,708,074	55,859,353	50,658,276	45,089,580	39,137,019

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

DRAFT - reviewed by the AFC on Oct 16, 2023

	2023	2024	2025	2026	2027	2028
<u>Operating</u>	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
Excess (deficit) of revenue over expenses - operation:	1,926,968	(4,443,337)	(4,848,721)	(5,201,077)	(5,568,696)	(5,952,561)
Add (deduct) items not affecting cash						
Amortization	1,317,481	1,367,069	1,400,233	1,434,819	1,470,888	1,508,510
Amortization - other assets (leasing)	64,671	26,146	35,384	32,259	27,884	22,500
Total Operating	3,309,120	(3,050,122)	(3,413,103)	(3,733,999)	(4,069,924)	(4,421,551)
<u>Financing</u>						
Repayment of mortgage	(1,088,796)	(362,904)	-	-	-	-
Total Financing	(1,088,796)	(362,904)	-	-	-	-
<u>Investing</u>						
<i>Additions to Capital Assets:</i>						
Additions to Building	(158,088)	(663,927)	(1,500,000)	(1,500,000)	(1,500,000)	(1,500,000)
Additions to other Capital Assets (F&F, IT, Phone, AV, etc.)	(130,000)	(375,000)	(500,000)	(500,000)	(500,000)	(500,000)
Total Investing	(288,088)	(1,038,927)	(2,000,000)	(2,000,000)	(2,000,000)	(2,000,000)
Net Cash Increase/(Decrease) during the year	1,932,236	(4,451,953)	(5,413,103)	(5,733,999)	(6,069,924)	(6,421,551)
Cash, beginning of year	7,585,346	9,517,582	5,065,629	(347,474)	(6,081,473)	(12,151,398)
Cash, end of year	9,517,582	5,065,629	(347,474)	(6,081,473)	(12,151,398)	(18,572,948)
Cash/Investments, end of year	36,635,172	32,183,219	26,770,116	21,036,117	14,966,192	8,544,642
Comprised of:						
Cash	9,517,582	9,517,582	9,517,582	9,517,582	9,517,582	9,517,582
Investments	27,117,590	22,665,637	17,252,534	11,518,535	5,448,610	(972,940)
	36,635,172	32,183,219	26,770,116	21,036,117	14,966,192	8,544,642

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

DRAFT - reviewed by the AFC on Oct 16, 2023

	2023	2024	2025	2026	2027	2028
	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
REVENUE						
P. Eng Revenue	\$20,419,470	\$20,521,567	\$20,829,391	\$21,141,831	\$21,458,959	\$21,780,843
Appln, regn, exam and other fees	10,736,359	8,630,357	9,061,875	9,514,968	9,990,717	10,490,253
40 Sheppard Revenue	2,504,430	2,058,461	2,244,970	2,285,209	2,326,253	2,368,118
Investment income	1,200,000	1,200,000	1,218,000	1,236,270	1,254,814	1,273,636
Advertising income	60,000	63,000	63,473	63,949	64,428	64,911
Chapter revenues	202,484	221,865	225,193	228,571	231,999	235,479
Affinity Revenue	1,140,378	1,941,596	2,038,676	2,140,610	2,247,640	2,360,022
	\$36,263,121	\$34,636,846	\$35,681,577	\$36,611,408	\$37,574,810	\$38,573,263
EXPENSES						
Salaries and benefits / Retiree and staff future benefits	15,183,262	18,542,167	18,913,010	19,291,271	19,677,096	20,070,638
40 Sheppard expenses	2,172,821	2,143,639	2,180,911	2,208,550	2,235,554	2,262,177
Purchased services	1,738,880	2,086,975	2,191,324	2,300,890	2,415,935	2,536,732
Amortization	473,285	503,031	528,183	554,592	582,321	611,438
Engineers Canada	1,033,732	809,976	850,475	892,999	937,648	984,531
Computers and telephone	1,544,310	2,050,289	2,152,804	2,260,444	2,373,466	2,492,139
Chapters	1,239,000	1,312,234	1,377,846	1,446,738	1,519,075	1,595,029
Occupancy costs	866,351	870,974	888,393	906,161	924,284	942,770
Legal (Corporate, Prosecution & Tribunal)	1,372,325	1,422,747	1,451,202	1,480,226	1,509,831	1,540,028
Transaction fees	828,719	865,775	909,063	954,516	1,002,242	1,052,354
Volunteer expenses	373,906	828,201	844,765	861,660	878,893	896,471
Contract staff	1,106,799	1,085,144	1,139,401	1,196,371	1,256,189	1,318,999
Postage and courier	158,554	132,352	138,969	145,918	153,214	160,874
Consultants	492,273	940,981	988,031	1,037,432	1,089,304	1,143,769
Recognition, grants and awards	124,007	184,692	193,926	203,623	213,804	224,494
Professional development	423,135	374,896	393,641	413,323	433,989	455,689
Office supplies	67,517	102,459	107,582	112,961	118,609	124,539
Insurance	176,248	184,875	194,118	203,824	214,016	224,716
Printing & photocopying	59,570	77,917	81,813	85,904	90,199	94,709
Staff expenses	66,040	94,589	99,319	104,285	109,499	114,974
Advertising	42,500	147,500	154,875	162,619	170,750	179,287
	29,543,233	34,761,413	35,779,651	36,824,306	37,905,918	39,026,356
EXCESS OF REVENUE OVER EXPENDITURE before undernoted	\$6,719,888	(\$124,567)	(\$98,074)	(\$212,898)	(\$331,108)	(\$453,093)
EXPENSES - NON CORE OPERATIONS	4,792,920	4,318,770	4,750,647	4,988,179	5,237,588	5,499,468
EXCESS OF REVENUE OVER EXPENDITURE	\$1,926,968	(\$4,443,337)	(\$4,848,721)	(\$5,201,077)	(\$5,568,696)	(\$5,952,561)

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

DRAFT - reviewed by the AFC on Oct 16, 2023

Description	2023 FORECAST	2024 BUDGET	2025 PROJECTION	2026 PROJECTION	2027 PROJECTION	2028 PROJECTION
Rental income	838,286	635,283	797,989	813,948	830,227	846,832
Operating cost	1,804,750	1,658,002	1,691,162	1,724,986	1,759,485	1,794,675
Property tax	408,462	334,296	340,982	347,802	354,758	361,853
Parking income	155,400	132,300	132,300	132,300	132,300	132,300
Other space rent	98,061	100,720	100,720	100,720	100,720	100,720
TOTAL REVENUE	3,304,958	2,860,601	3,063,153	3,119,756	3,177,490	3,236,380
Less PEO Share of CAM & Tax	800,529	802,140	818,183	834,546	851,237	868,262
TOTAL REVENUE excl. PEO share of CAM & Tax	2,504,430	2,058,461	2,244,970	2,285,209	2,326,253	2,368,118
Utilities	443,485	448,497	457,467	466,616	475,948	485,467
Property taxes	441,198	454,440	463,529	472,799	482,255	491,900
Amortization	365,725	400,787	408,803	416,979	425,318	433,825
Payroll	147,818	157,080	160,221	163,426	166,694	170,028
Janitorial	247,123	246,730	251,665	256,698	261,832	267,068
Repairs and maintenance	192,844	197,989	201,949	205,988	210,108	214,310
Property management and advisory fees	107,087	85,811	85,811	85,811	85,811	85,811
Road and ground	15,722	16,588	16,920	17,258	17,603	17,955
Administration	20,394	45,664	46,577	47,509	48,459	49,428
Security	320,809	303,572	309,643	315,836	322,153	328,596
Insurance	37,869	38,836	39,613	40,405	41,213	42,037
TOTAL RECOVERABLE EXPENSES	2,340,075	2,395,993	2,442,197	2,489,325	2,537,395	2,586,427
Interest expense on note and loan payable	25,003	2,124	-	-	-	-
Amortization of building	388,296	388,296	388,293	388,293	388,293	388,293
Amortization of leasing costs	64,671	26,146	35,384	32,259	27,884	22,500
Amortization of non-recov cap	90,176	74,955	74,955	74,955	74,955	74,955
Other non-recoverable expenses	65,130	58,265	58,265	58,265	58,265	58,265
TOTAL OTHER EXPENSES	633,275	549,786	556,897	553,772	549,397	544,013
TOTAL EXPENSES	2,973,351	2,945,779	2,999,094	3,043,097	3,086,792	3,130,440
Less PEO Share of CAM & Tax	800,529	802,140	818,183	834,546	851,237	868,262
TOTAL EXPENSES excluding PEO share of CAM	2,172,822	2,143,639	2,180,911	2,208,550	2,235,554	2,262,177
NET INCOME	331,608	(\$85,178)	64,059	76,659	90,699	105,940

Professional Engineers Ontario

Council and Special Projects

DRAFT - reviewed by the AFC on Oct 16, 2023

S. No	Projects and Council initiatives	2023 Budget	2023 Forecast	2024	2025	2026
1	HR related expenses (Note 1)	\$850,000	\$800,000	\$500,000	-	-
2	Governance related expenses	\$50,000	\$38,500	\$40,425		
3	Anti-Racism WG	\$210,000	\$59,500	\$106,000	-	-
4	IDDC Project	\$536,936	\$510,667	-	-	-
5	Human Resources Information System	\$33,612	\$33,612	-	-	-
6	IT Related Initiaves	\$75,000	-	-	-	-
7	Transformation and Other Initiatives	\$192,500	\$124,287	\$50,000	-	-
8	Policy development initiatives	\$60,000	\$60,000	\$30,000	-	-
9	Councillor Training	\$75,000	\$40,000	\$70,000	\$73,500	\$77,175
10	FARPACTA (Note 2)	\$3,000,000	\$1,505,584	-	-	-
		\$5,083,048	\$3,172,150	\$796,425	\$73,500	\$77,175

Notes:

- 1 Spend includes costs for HR consultant and various other initiatives
- 2 Spend on FARPACTA includes costs for software, IT vendor costs, advisory services, training costs, etc

PEO Strategic Plan 2023-2024

Consolidated budget report for all goals

DRAFT - reviewed by the AFC on Oct 16, 2023

Goals		Activities	2023	2024
1. Improve licensing processes		1.1.0 Present FARPACTA policy/timeline		\$2,000
		1.1.1 FARPACTA tech soln - Phase 1 & 2		\$710,000
		1.1.2 FARPACTA process		\$250,000
		1.1.3 Change management and communications		\$20,000
		1.1.4 Measure FARPACTA compliance		\$21,250
	1.2 Review licensing processes; implement changes	1.2.1 Implement mandatory CPD - Phase 1 (roll out, reminders)	\$140,500	\$140,500
		1.2.2 Implement mandatory CPD - Phase 2 (business rules, sanctions)	\$419,430	\$289,895
		1.2.3 Implement mandatory CPD - Phase 3 (auditing)		
2. Optimize organizational performance	2.1 Update/develop standards, guidelines	2.1.1 Establish policy development framework/process	\$105,000	
		2.2.1 Digital transformation roadmap	\$350,000	\$850,000
	2.2. Ensure adequate IT; data collection/mgt	2.2.2 Data governance model	\$100,000	\$450,000
		2.3.1 Organizational EDI strategy	\$25,000	\$20,000
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.2 HR high performance team roadmap		\$100,000
		2.3.3 Modernize payroll processes		\$30,000
		2.3.4 Communications strategy (value, EDI)		\$20,000
		2.3.5 Modernize budget processes	\$60,840	\$63,700
		2.3.6 Review financial controls		
		2.3.7. Develop Customer Service Model	\$90,000	\$300,000
3. Implement governance improvement program	3.1 Ensure councillor & ELT orientation	3.1.1 Review/revise board manual	\$30,000	
		3.1.2 Review/revise board orientation	\$10,000	
	3.2 Ensure cttee/council evidence for decision-making	3.2.1 Strategic plan reporting	\$24,000	
		3.2.2 RM framework	\$36,000	
	3.3 Establish metrics for governance performance	3.3.1 Review governance committee evaluations		\$80,000
		3.3.2 Annual assessment council effectiveness		\$40,000
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.1 Establish Visioning taskforce, workplan	\$50,000	
		4.1.2 Council engagement session	\$50,000	
		4.1.3 Stakeholder engagement session(s)	\$100,000	\$60,000
	4.2 Undertake research	4.2.1 Legislative/reg/legal review	\$30,000	
		4.3.1 Draft new vision		\$25,000
	4.3. Develop proposed vision for consultation	4.3.2 Post vision consultation		\$50,000

Total	\$1,620,770	\$3,522,345
Grand Total	\$5,143,115	

Professional Engineers Ontario

2024 Capital Budget

DRAFT - reviewed by the AFC on Oct 16, 2023

C-560-4.1
Appendix B

S. No	Project	2023		2024
		Budget	Forecast	Budget
	40 Sheppard Ave - Recoverable expenses			
1	Cooling Tower Bearing/Drive Belt	9,600		
2	Waterproof Transformer Vault	40,000		137,500
3	Electrical Distribution	75,000		
4	Window Replacement	20,000		
5	Exterior Wall sealant Replacement	200,000		
6	LED Lighting Retrofit		88,632	
7	Parking Garage repair		9,631	165,000
8	New Card Access System			126,500
9	CO2 Sensors			31,002
10	Overhaul Chiller			71,500
11	5 Unit Heat Pump Replacement			55,000
12	ARC Flash Study			17,600
	TOTAL 40 Sheppard- Common Area	344,600	98,263	604,102
	40 Sheppard Ave - Non-Recoverable			
13	Tenant inducements for leasing space on 2nd Floor	59,825	59,825	59,825
	Total 40 Sheppard Ave - Non-Recoverable	59,825	59,825	59,825
	TOTAL 40 Sheppard recoverable expenses	404,425	158,088	663,927
	Hardware			
14	Server replacement	40,000	-	-
15	AV upgrade for Council Chamber		100,000	-
	Total Computer Hardware	40,000	100,000	-
	Facilities			
16	Facilities Capital Expenditure	40,000	130,000	375,000
	Total Facilities	40,000	130,000	375,000
	TOTAL Spend on Capital Assets	\$484,425	\$388,088	\$1,038,927



Professional Engineers Ontario

2024 Operating and Capital Budget Assumptions

For review / approval by AFC

on June 13, 2023

2024 Budget Assumptions

This document presents key assumptions for revenues, operating expenses and capital expenses related to PEO's 2024 operating and capital budgets.

A. General Assumptions

It is assumed that in 2024, PEO will continue with a hybrid mode that allows for both working from home and the office. In line with previous years, Council-directed or special one-time projects will be funded from the cash surplus.

B. Capital Expenditure Assumptions

PEO's capital expenditures in 2024 are expected to be as indicated below:

Technology Projects

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

With the to move to a hybrid workforce, PEO will continue to look at all existing business services to determine the required technology to support this new working style. Necessary investments to replace incompatible, ageing analog AV technology will be critical to a successful transformation will continue to be made. PEO will continue to improve the IT infrastructure, websites and overall cyber security posture. In addition, PEO is looking to upgrade phone systems to modernize and support a centralized customer service.

For a more proactive budgeting model, a 10% technology contingency will be added to the yearly technology budget to cover unexpected costs.

Building improvements – recoverable

Critical and key repairs and upgrades to common areas of the building per the recommendations by PEO's property manager shall be undertaken in 2024.

Facilities

Funding will be made available for workplace changes necessary to accommodate newly hired staff who prefer a return-to-work option.

C. Revenue Assumptions

Based on prior member statistics and current trends, the budget assumptions for the 2024 budget are:

1. Membership levels, fees, and dues

- All fees, including P.Eng. fees, EIT fees, application fees, registration fees, limited license fees and provisional license fees will continue to be billed per the current fee schedule in place.
- The impact of various regulatory changes such as mandatory CPD and FARPACTA will be factored in when arriving at budget estimates
- Net growth rate in the number of full-fee P.Eng. members is expected to be in the range of 0.5 to 2 per cent based on historical trends. It is expected that FARPACTA will result in a significant decline in the number of new applications since applicants will now need to apply after the four-year experience requirement is met.

2024 Budget Assumptions

- Net growth rate in the number of retirees and partial fee members is expected to be in the range of 1 per cent to 5 per cent based on historical trends. The impact of various regulatory changes such as mandatory CPD and FARPACTA will be factored in when arriving at budget estimates.
- Miscellaneous revenue from enforcement-related activities, regulatory recoveries, and administrative fees will be factored in the 2024 budget.

2. Investment income

PEO's fund manager does not predict returns over a twelve-month cycle. Given the expected return to normality in 2024, returns of around 3 per cent are expected. However, this figure could vary depending on unpredictable economic or geo-political developments.

3. Advertising income

Advertising revenue in 2024 is expected to be in the range of \$70k to \$80k. Ad revenue for the year ended December 31, 2022 was \$78k.

4. Rental income from 40 Sheppard

Rental income will depend on the renewal of leases by existing tenants and on whether current vacant space (approx. 3788 sq ft or 4%) is leased.

D. Expense Assumptions

1. Salaries

Additional information on the compensation philosophy will be provided once available.

2. Benefits

Benefits include health, vision, life and dental benefits. For the budget, a premium increase of 16 per cent higher than last year based on the information received from the benefits provider.

3. PEO pension plan

The pension plan contribution for 2024 will be based on the three-year mandatory funding valuation conducted by PEO's actuary. Based on the inputs provided, employer costs are projected to be no more 27.8 per cent of gross salary. GRRSP contributions will be up to a max 5 per cent of gross salary.

4. Statutory deductions

These include Canada Pension Plan (CPP), Employer Health Tax (EHT) and Employment Insurance (EI). For CPP contributions, effective January 1, 2024, both employees and employers, in addition to 5.95 per cent, will each contribute an additional 4 per cent on earnings above the first earnings ceiling (the YMPE – Yearly Maximum Pensionable Earnings), up to the amount of the second earnings ceiling (the YMPE). EHT is expected to remain unchanged at 1.95 per cent; and EI is expected to remain unchanged at 1.63 per cent.

5. Other assumptions

- The increase in spend for regular operations will be assumed to be at the forecasted inflation of 3 to 5 per cent and all programs will be subject to evaluation.

2024 Budget Assumptions

- Chapter spending may vary outside of the range of the forecasted inflation rate, depending on chapter business plans for 2024; in part related to changes to event sponsorship, and changes to hospitality and catering costs.
- The Engineers Canada assessment rate is expected to fall to approx. \$8 per member from the current rate \$10.21 per member.
- It is expected that the nature and volume of complaint, discipline, and enforcement files, as well as claims against PEO will remain consistent with previous years.

6. 40 Sheppard Expenses

Expenses include operating expenses (recoverable and non-recoverable) and financing expenses. Total recoverable tenant expenses are expected to increase by approximately 3 to 5 percent.

Briefing Note – Decision

C-560-4.2

BORROWING RESOLUTION POLICY

Purpose: To renew PEO's existing operating line of credit with Scotiabank until January 31, 2025.

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

That Council:

- a) approve the borrowing of money upon the credit of the association by way of:
 - i) an operating overdraft up to an amount not to exceed CAD\$250,000; and
 - ii) use of corporate credit cards with an aggregate limit not to exceed CAD\$120,000.
- b) in compliance with PEO's Internal Control Banking Policy, hereby confirms that this Borrowing Resolution is to expire on January 31, 2025.

Prepared by: Chetan Mehta, Director - Finance

Moved by: Tim Kirkby, P.Eng. – Chair, Finance Committee

1. Need for PEO Action

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

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

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

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

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

These credit facilities expire on January 31, 2024, so this agenda item is being considered now. In order to renew the existing credit arrangement with the bank for another year, Council is asked to approve the borrowing resolution.

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

2. Proposed Action / Recommendation

The Audit and Finance Committee recommends that Council:

- a) Approve the borrowing of money upon the credit of the association by way of:
 - 1) An operating overdraft up to an amount not to exceed CAD\$250,000; and
 - 2) Use of corporate credit cards with an aggregate limit not to exceed CAD\$120,000.
- b) In compliance with PEO's Internal Control Banking Policy, confirm that this Borrowing Resolution is renewed to expire on January 31, 2025.

3. Next Steps (if motion approved)

If approved by Council, the President and the Registrar will sign the attached (Appendix A) Borrowing Resolution so that Scotiabank can renew the current credit facilities to January 31, 2025.

4. Peer Review & Process Followed

Process Followed	The borrowing resolution was developed by staff after considering PEO's working capital requirements.
Council Identified Review	Council approve the borrowing resolution as presented.
Actual Motion Review	The borrowing resolution was approved by the Audit and Finance Committee in a meeting held on October 16, 2023.

5. Appendices

- Appendix A – Borrowing Resolution

ASSOCIATION OF PROFESSIONAL ENGINEERS OF ONTARIO (PEO)

BORROWING RESOLUTION

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

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

Resolution

That Council:

- a) approve the borrowing of money upon the credit of the Association by way of:
 - i) establishing an operating overdraft up to an amount not to exceed CAD \$250,000;
and
 - ii) obtaining corporate Visa credit cards with an aggregate limit not to exceed CAD\$120,000.
- b) confirm that this Borrowing Resolution expires on January 31, 2025.

Certified this 17th day of November, 2023 to be a true, and a complete copy of section 47 of By-Law No. 1 of the Association and of a resolution passed by Council.

Signed by _____
Roydon Fraser, Ph.D., P.Eng., FEC, President

Signed by _____
Jennifer Quaglietta, P.Eng., MBA, ICD.D, CEO/Registrar

Summary Report to Council of Governance and Nominating Committee (GNC) Activity November 16 & 17, 2023

Committee Meeting Date: October 23, 2023

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
CESC Update	The Committee received on update on the activity of the 2023-2024 Central Election and Search Committee (CESC), including its kick-off meeting on Sep 29 and plans to hold	Staff	Virtual Candidate Open House hosted by CESC in early November. Post-election Issues Report.	Continue	No
Director Conduct: Good Practices	Staff reported on a holistic review that has been conducted of good practices in governance controls vis-à-vis expectations for director conduct, forms of misconduct and options available to a regulatory board to address director misconduct. The committee agreed that Council should receive the good practices report and consider directing staff to propose a plan for a Code of Conduct.	Staff	Recommendation to Council for approval at Nov 16 & 17, 2023 meeting.	Continue	Yes
2024 AGM: Place and Time	To present information to assist Council to choose a place and time for the 2024 Annual General Meeting, in a hybrid format. Committee agreed to defer until more research is conducted on place.	Staff and President-elect	Recommendation to Council for approval at Nov 16 & 17, 2023 meeting.	Continue	Yes
Special Rules Review	See Appendix A	Staff	Jan 24, 2024 GNC meeting	Continue	No
Nomination Process for PEO Representatives on Engineers Canada Board	In follow up to the Aug 29 GNC meeting, the committee reviewed a proposed revised process for nominating PEO representatives for appointment to the Engineers Canada Board of Directors and agreed to recommend it to Council for approval.	Staff	Recommendation to Council for approval at Nov 16 & 17, 2023 meeting.	Continue	Yes

¹ Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue



Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
2024 Councillor Training Protocol	Committee reviewed a proposed revised <i>2024 Councillor Training Protocol</i> outlining the processes, criteria, and rules to support a clear and consistent administrative process to coordinate Councillors' requests Directors and agreed to recommend it to Council for approval.	Staff	Recommendation to Council for approval at Nov 16 & 17, 2023 meeting.	Continue	Yes
Smith, Wolfe, and Sterling Awards	Committee reviewed proposals for the future of these three awards and agreed to recommend them to Council for approval.	Staff	Recommendation to Council for approval at Nov 16 & 17, 2023 meeting.	Continue	Yes (in camera for Sterling Award)

Next Committee Meeting: January 24, 2024

Special Rules Review – Governance and Nominating Committee Report to Council

At its meeting of May 5, 2023, Council referred the Special Rules of Order (Special Rules) to the Governance and Nominating (GNC) for review, with a report back to Council by year's end.

The GNC's Special Rules review focused on two facets: structure and content.

At its meeting of August 29, 2023, the GNC discussed the structure of the Special Rules. Staff presented options to the GNC regarding the requirement in By-Law No. 1 (By-law) that the Special Rules be adopted annually, even where no changes are proposed. Staff identified this requirement as an inefficient use of Council resources and meeting time. The GNC agreed to recommend to Council that the By-law be amended to remove the requirement for annual adoption while ensuring Council can still duly rescind, amend, or adopt new Special Rules.

At its meeting of October 23, 2023, the GNC turned to the content of the Special Rules. Staff recommended two substantive changes to the content:

- 1) Removal of Special Rule 7.4 regarding Councillor submissions. Rule 7.4 allows Councillors to add any item to Council's meeting agenda so long as it is submitted not later than two weeks prior to the meeting. This rule allows a circumvention of the foundational governance direction from Council that all items must be dealt with first by the four governance committees before reaching Council to ensure proper vetting and an evidence base.
- 2) Ensuring the Special Rules state the voting threshold and circumstances for special resolutions.

Staff also recommended that, in concert with the removal of rule 7.4, staff be directed by Council to develop a Councillor submission process.

Following discussion at its October meeting, GNC directed that a Councillor submission mechanism be developed to replace or supplement Special Rule 7.4 to ensure Councillors can introduce items/initiatives. GNC will decide on rule 7.4's removal from the Special Rules when it considers this alternative mechanism.

Briefing Note – Decision

PEO Council Governance Scorecard

Purpose: To review and provide feedback on a scorecard of quantitative indicators developed to support governance oversight of PEO operations.

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

- That Council accepts a scorecard of quantitative indicators as presented to support governance oversight of PEO operations.

Prepared by: Arun Dixit – VP, Digital Transformation & Corporate Operations

1. Summary

In alignment with PEO's 2023-2025 Strategy, a draft scorecard of quantitative indicators has been developed and is presented for input from the Governance and Nominating Committee. The adoption of a Governance Scorecard aligns with PEO's strategic goal of implementing a continuous governance improvement program. The proposed scorecard promotes the adoption of specific indicators to support Council's use of evidence-based information in its decision-making processes.

2. Background

- Scorecards support strategic management and organizational oversight through a balanced set of indicators. These indicators provide a basis for ongoing reporting both to Council and to the CEO/Registrar and their leadership team.
- The concept of balanced scorecards was introduced in the 1990's and refer to a set of indicators representative of overall organizational health¹. Indicators reported on balanced scorecards are whole-system measures used to evaluate organizational performance and the outcomes of strategy.
- The proposed scorecard in Appendix A includes indicators aligning to PEO's functions of Regulatory Operations, Policy, Finance and Strategy and Organizational Culture and was developed with input from PEO staff and operations. The scorecard includes three components:
 - The Report, which is proposed to include the latest data for all scorecard indicators, compared against a target and threshold value to designate a status of Green, Yellow, or Red to each indicator's performance.
 - Definitions, which are proposed to include the reporting frequency, operational definition, and latest available status updates for each indicator.
 - A Framework, which shows the set of twelve scorecard indicators reported to Council and an additional twenty indicators reported to PEO's Executive Leadership Team.

¹ Source: The Balanced Scorecard – Measures that Drive Performance, Kaplan and Norton, 1992. Retrieved from: <https://hbr.org/1992/01/the-balanced-scorecard-measures-that-drive-performance-2>

3. Considerations

- The twelve indicators proposed for the Governance Scorecard are presented below. Additional information is provided in Appendix A.
 - **Regulatory Operations²**
 - Acknowledgment of Complete Applications Within Target
 - Registration Decisions Within Target
 - Transfer Applications Within Target
 - **Policy**
 - Mandatory PEAK Compliance Rate
 - 30x30 Licensure Rate
 - Updated Standards and Guidelines
 - **Finance and Strategy**
 - Year to Date Budget Variance
 - Days Cash on Hand
 - Strategic Initiative Completion
 - **Organizational Culture**
 - Employee Engagement
 - Staff Retention
 - Year-End Performance Review Completion

4. Costs and Financial Impact

- The Governance Scorecard will be updated by PEO staff through operational processes. As such, development of the Scorecard and its ongoing use are not expected to incur significant costs.

5. Recommendation

- That the Governance and Nominating Committee reviews the proposed scorecard and recommends its acceptance by Council at its September 2023 meeting.
- Once accepted by Council, CEO/Registrar will provide regular reports to Council as part of their CEO/Registrar report to Council.

6 Appendices

- Appendix A – *Draft PEO Council Governance Scorecard Template*

² Indicators within this category align with the compliance requirements under the Fair Access to Regulated Professions and Compulsory Trades Act (FARPACTA). Source: <https://www.peo.on.ca/apply/licensing-changes>

PROFESSIONAL ENGINEERS ONTARIO: COUNCIL GOVERNANCE SCORECARD (DRAFT FOR DISCUSSION)

Reporting Date: 29-Aug-23

Indicator	Reporting Frequency	Regulatory Operations	Policy	Finance & Strategy	Organizational Culture	Current	Prior	Desired Direction	Trend	Target	Threshold
Acknowledgment of Complete Applications Within Target (C), (F)	Quarterly	●				N/A	N/A	↑	↔	TBD	TBD
Registration Decisions Within Target (C), (F)	Quarterly	●				N/A	N/A	↑	↔	TBD	TBD
Transfer Applications Within Target (C), (F)	Quarterly	●				N/A	N/A	↑	↔	TBD	TBD
Mandatory PEAK Compliance Rate (C)	Annually		●			N/A	N/A	↑	↔	TBD	TBD
30x30 Licensure Rate (C)	Annually		●			N/A	N/A	↑	↔	TBD	TBD
Updated Standards and Guidelines (C)	Annually		●			N/A	N/A	↑	↔	TBD	TBD
Year to Date Budget Variance (C)	Quarterly			●		N/A	N/A	↓	↔	TBD	TBD
Days Cash on Hand (C)	Quarterly			●		N/A	N/A	↑	↔	TBD	TBD
Strategic Initiative Completion (C)	Annually			●		N/A	N/A	↑	↔	TBD	TBD
Employee Engagement (C)	Annually				●	N/A	N/A	↑	↔	TBD	TBD
Staff Turnover (C)	Annually				●	N/A	N/A	↓	↔	TBD	TBD
Year-End Performance Review Completion (C)	Annually				●	N/A	N/A	↑	↔	TBD	TBD

Notes

The purpose of this dashboard is to provide an "at-a-glance" view of progress against organizational performance and strategic goals.

Operational Definitions are provided on page 2.

A comprehensive indicator reporting table is provided on page 3.

Status Definitions

- Performance on target
- Performance slightly below target
- Performance significantly below target
- Not reportable in this quarter

PROFESSIONAL ENGINEERS ONTARIO: COUNCIL GOVERNANCE SCORECARD - OPERATIONAL DEFINITIONS AND STATUS UPDATES

Indicator	Reporting Frequency	Operational Definition	Status Update
Acknowledgment of Complete Applications Within Target (C), (F)	Quarterly	Number of received P. Eng. licence applications acknowledged as complete within 10 days divided by all P. Eng. licence applications received.	To be provided with first scorecard update.
Registration Decisions Within Target (C), (F)	Quarterly	Number of P. Eng. applicants for whom a decision to issue a licence or a decision to issue a notice of proposal to refuse to issue a licence is made within six months divided by all completed P. Eng. applications received.	To be provided with first scorecard update.
Transfer Applications Within Target (C), (F)	Quarterly	Number of P. Eng. transfer applications processed within 30 days divided by the total number of complete P. Eng. transfer applications received.	To be provided with first scorecard update.
Mandatory PEAK Compliance Rate (C)	Annually	Compliance rate, expressed as a percent, for mandatory PEAK elements.	To be provided with first scorecard update.
30x30 Licensure Rate (C)	Annually	The number of newly licenced female-identifying engineers divided by the total number of newly licenced engineers.	To be provided with first scorecard update.
Updated Standards and Guidelines (C)	Annually	The percent of standards, guidelines and policies reviewed within last five years.	To be provided with first scorecard update.
Year to Date Budget Variance (C)	Quarterly	The variation, in dollars, of the actual year-to-date revenues and spend compared to the year-to-date budget.	To be provided with first scorecard update.
Days Cash on Hand (C)	Quarterly	This indicator is calculated by first determining the total amount of unrestricted cash / cash equivalent funds available and dividing it by annual operating expenses minus depreciation expenses. This value is then divided by 365.	To be provided with first scorecard update.
Strategic Initiative Completion (C)	Annually	The total number of strategic initiatives completed by [end date] divided by the total number of strategic initiatives planned for the year.	To be provided with first scorecard update.
Employee Engagement (C)	Annually	The number of employees indicating Engagement with PEO, divided by the total number of responses received on the annual employee engagement survey.	To be provided with first scorecard update.
Staff Turnover (C)	Annually	The total number full-time employees leaving PEO by December 31st divided by the headcount as of January 1st.	To be provided with first scorecard update.
Year-End Performance Review Completion (C)	Annually	The number of performance management discussions completed by December 31 divided by the total number of eligible employees.	To be provided with first scorecard update.

Notes

* Indicators reported to Council are identified with a (C) label.

* Indicators required under FARPACTA legislation are identified with an (F) label.

PROFESSIONAL ENGINEERS ONTARIO: GOVERNANCE SCORECARD - REPORTING FRAMEWORK

Indicator	Category	Reporting Channel	
		Council Governance Scorecard	PEO Leadership Team
Acknowledgment of Complete Applications Within Target (C), (F)	Regulatory Operations	✓	✓
Registration Decisions Within Target (C), (F)	Regulatory Operations	✓	✓
Transfer Applications Within Target (C), (F)	Regulatory Operations	✓	✓
Number of ARC Reviews	Regulatory Operations		✓
Number of ERC Reviews	Regulatory Operations		✓
Notices of Proposals Issued	Regulatory Operations		✓
Registrar's Certificates Initiated	Regulatory Operations		✓
Active Registrar's Investigations	Regulatory Operations		✓
Licences Issued by Type	Regulatory Operations		✓
Investigation Resolution Time	Regulatory Operations		✓
Investigations by Type	Regulatory Operations		✓
Complaint Resolution Time	Regulatory Operations		✓
Complaints by Priority Level	Regulatory Operations		✓
Mandatory PEAK Compliance Rate (C)	Policy	✓	✓
30x30 Licensure Rate (C)	Policy	✓	✓
Updated Standards and Guidelines (C)	Policy	✓	✓
Social media engagement	Policy		✓
Engineering Dimensions Readership	Policy		✓
EIT Reviews Completed	Policy		✓
Engineering Experience Presentations	Policy		✓
Year to Date Budget Variance (C)	Finance and Strategy	✓	✓
Days Cash on Hand (C)	Finance and Strategy	✓	✓
Strategic Initiative Completion (C)	Finance and Strategy	✓	✓
Current ratio	Finance and Strategy		✓
Operating Reserve	Finance and Strategy		✓
40 Sheppard Vacancy Rate	Finance and Strategy		✓
Customer Service Queries Received	Finance and Strategy		✓
Customer Service Response Time	Finance and Strategy		✓
Employee Engagement (C)	Organizational Culture	✓	✓
Staff Turnover (C)	Organizational Culture	✓	✓
Year-End Performance Review Completion (C)	Organizational Culture	✓	✓
Professional Development	Organizational Culture		✓
Count of Indicators		12	32

Notes

* Indicators reported to Council are identified with a (C) label.

* Indicators required under FARPACTA legislation are identified with an (F) label.

Briefing Note – Decision

2024 ANNUAL GENERAL MEETING: PLACE AND TIME

Purpose: To present information to assist Council to choose a place and time for the 2024 Annual General Meeting (AGM), in a hybrid format.

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

That Council selects Barrie, ON and Saturday, April 20, 2024 as the place and time, respectively, for PEO's 2024 Annual General Meeting.

Prepared by: Meg Feres – Manager, Council Operations

1. Background

At its September 22, 2023, Council decided to endorse a **hybrid** format for PEO's 2024 AGM.

Under PEO bylaws, no other events are required to accompany the AGM; it can be a standalone business meeting. Section 17 of PEO's Bylaw No. 1 is shown in the indented text below. Council's specific role in the decision-making process is shown in *italics*.

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

At its meeting of October 23, 2023, the Governance and Nominating Committee (GNC) reviewed preliminary information regarding options for place and time of the 2024 AGM. The PEO offices in Toronto were discussed and it was noted that it is not a viable option due to space requirements. It was agreed that pending the confirmation of a suitable venue, that the GNC would be inclined to support Barrie, ON as the place for the AGM and April 20 as the date. The Committee requested that staff continue the search and vetting process and consult with the President-elect as needed.

2. Proposed Action / Recommendation

That Council select Barrie, ON and April 20, 2024 as the place and time, respectively, for PEO's 2024 AGM.

3. Next Steps

If motion approved: Once Council decides with respect to place and date, staff will continue making logistical and other preparations for the 2024 AGM.

4. Process Followed

Process Followed	<p>Staff prepared the briefing note with respect to information related to place and date considerations.</p> <p>GNC reviewed the matter on October 23, 2023.</p> <p>Staff met with the President-elect on November 1 to discuss venue options in Barrie.</p>
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5. Appendices – None

Decision Note – Director Conduct

Purpose	To report on a holistic review that has been conducted of good practices in governance controls vis-à-vis expectations for director conduct, forms of misconduct and options available to a regulatory board to address director misconduct.
Strategic/ Regulatory Focus	Governance
Motion	That Council receives the good practices report and directs staff, by February 2024, to propose a plan to Council for a Code of Conduct to confirm Council's expectations for Councillor conduct that includes enforcement mechanisms to enable Council to effectively, fairly, and consistently address serious misconduct, with or without changes to the existing legislation.
Attachments	Appendix A: Governance Controls: Good Practices Report

Summary

Good practices review directed by Council indicate that regulators should establish clear, transparent, and enforceable director conduct controls, including codes of conduct and rules for disqualification and/or removal for cause. These measures support a board's effectiveness, integrity, and cohesion. They also promote accountability and confidence in the regulator. Based on these findings, it is recommended that GNC should propose a plan for developing such framework.

Public Interest Rationale

Adopting strong governance controls, including high standards for director conduct, is crucial for fulfilling PEO's public protection mandate.

Background

- In September 2022, Council approved a motion directing staff to conduct a holistic review of practices in governance controls related to expectations for director conduct, forms of misconduct, and options available to a regulatory board to address director misconduct.
- This decision was initially spurred by Council's review of gaps identified in the Anti-Violence and Harassment Policy. Specifically, the policy lacked both authority and enforcement mechanisms to deal with the conduct of a Council member. At that time, Council also recognized that its existing governance mechanisms provided no remedies to deal with conduct issues pertaining to Council members.
- The September 2022 briefing note to Council highlighted several examples of Council requirements that had presented enforcement challenges. It recommended that staff conduct a holistic review of best practices in regulatory governance controls, including an environmental scan and literature review, considering practices at peer organizations in Ontario and other Canadian and international jurisdictions.
- In 2023, staff retained an external consultant, Will Morrison, to lead the governance controls practices review. Morrison is an Ontario-based lawyer and independent consultant who advises professional regulators on matters of policy, strategy, and governance. Prior to establishing his

consulting business, Morrison spent 8 years working in progressively senior positions at the Law Society of Ontario.

- Morrison was directed to consider each of the governance controls topics set out in the September 2022 Council materials. With staff input and direction, he has produced:
 - a literature review of current research, commentary, and trends,
 - an environmental scan reviewing the current practices of each province's professional engineering regulator as well as leading regulators of other professions in Ontario and Canada; and
 - a report outlining good practices for governance controls.

➤ **Considerations**

- Research findings indicate that Canadian regulators now operate in an environment characterized by (a) increasing public scrutiny, (b) increasing government oversight, and (c) evolving expectations for boards of directors.
- To effectively maintain the confidence of the public they serve, the professionals they regulate, and the governments from whom they enjoy the privilege of self-regulation, regulators should take proactive and continual steps to adapt to these conditions. Specifically, regulators should consider adopting strong governance controls, including high standards for director conduct, is crucial to achieving these goals.
- The governance control good practices report indicates that PEO should not rely on a professional discipline process to address Councillor conduct issues. As a governance problem, Councillor conduct should have a governance solution.

The report is attached to this briefing note as Appendix A.

➤ **Risks**

- Reputational and legal risk to PEO if director conduct controls appear or are found to be inadequate.

➤ **Costs and financial impacts**

- A lack of adequate director controls that result in PEO policies that pertain to Councillors being unenforceable (for example, workplace violence and harassment policy) could attract financial liability for PEO.

Stakeholder Engagement

None at this stage. Council's direction was to conduct good practices review only.

Options

N/A

Recommendation(s)

N/A

Prepared By: Marina Solakhyan, Director - Governance

Governance Controls: Good Practices Report

Will Morrison – July 6, 2023

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Introduction and Executive Summary:

Professional Engineers Ontario (“PEO”) is conducting a holistic review of good practices related to governance controls, particularly focused on director conduct. This report recommends good practices for two main topics:

1. Director conduct: expectations, forms of misconduct, and the circumstances by which elected directors can be disqualified or removed from sitting on the board; and
2. Procedures to be followed when there is an allegation about a director’s conduct.

These practices are supported by a literature review of current research, commentary and trends, as well as an environmental scan reviewing the current practices of each province’s professional engineering regulator as well as leading regulators of other professions in Ontario and Canada. In this report, the detailed literature review and environmental scan follow the outline of common practices.

Governance reform and modernization is a high-profile issue among Canadian regulators today. Many have recently conducted governance review initiatives or are currently engaged in them. This provides a good basis for observation and comparison with PEO, as well as for identifying good practices. Where regulators have carefully considered and implemented detailed governance controls, PEO can benefit from these examples.

Regulators today face increasing scrutiny from the public, from governments, and from the professionals they regulate. This scrutiny extends to their governance practices and has been a key force driving modernization initiatives in recent years. This report outlines common practices that can improve regulatory clarity and transparency, enhance governance effectiveness and accountability, and promote trust and confidence in the regulator.

Outline of Good Governance Practices:

General Considerations for Governance Controls

Canadian regulators now operate in an environment characterized by: (a) increasing public scrutiny, (b) increasing government oversight, and (c) evolving expectations for boards of directors. To effectively maintain the confidence of the public they serve, the professionals they regulate, and the governments from whom they enjoy the privilege of self-regulation, regulators should take proactive and continual steps to adapt to these conditions. Adopting strong governance controls, including high standards for director conduct, is crucial to achieving these goals.

When implementing these controls, clear criteria and processes should be explicitly stated wherever possible. Regulators should aim for transparency in their governance controls. This not only helps maintain trust and confidence in the regulator, but also helps a board make objective and impartial decisions with minimized risks of conflict, bias, or improper influence.

Director Conduct Controls

Regulators should establish clear, transparent, and enforceable director conduct controls, including codes of conduct and rules for disqualification and/or removal for cause. These measures support a board's effectiveness, integrity, and cohesion. They also promote accountability and confidence in the regulator.

It is a good practice to establish a code of conduct for directors that sets clear expectations of acceptable and unacceptable behaviour. The code of conduct should be publicly available, for transparency. For a code of conduct to be effective, it must include an ability to enforce consequences where a director has failed to comply with it. Regulators should expressly describe how compliance will be monitored and enforced, and how violations can be reported. They should also consider requiring all directors to sign the code of conduct as a condition of eligibility.

Some regulators opt to bolster the commitments to good governance from their directors with an oath of office. If an oath of office is used, it should be made mandatory for all directors before taking office, and should be made enforceable.

It is also a good practice to adopt clear and enforceable rules governing how elected directors can be disqualified and/or removed for cause. Regulators should facilitate elected directors being disqualified or removed in appropriate circumstances. This promotes public confidence and board effectiveness. One of a regulator's primary governance functions is to ensure their directors' compliance with fiduciary duties. This can be best accomplished when there is an enforceable mechanism to disqualify or remove any director whose conduct is seriously compromised.

Adopting such rules and processes helps ensure procedural fairness for all directors. By formalizing them in writing, boards can significantly reduce the risk of making arbitrary or selective decisions to sanction or remove individual directors, without sufficient transparency or accountability.

Regulators should establish both (a) criteria that trigger automatic disqualification (similar to, and ideally harmonized with, their election eligibility criteria), and (b) a process allowing the board to remove a

director who has failed to comply with the code of conduct or a similar governance control. The protocols for discretionary removal are discussed in more detail below.

Leading Canadian regulators specify grounds for disqualification/removal, which provide compelling examples. A range of possible grounds should be considered, but two stand out as the most standard and the most directly connected to the performance of governance duties:

- Contravening the code of conduct, oath of office, or other governance regulations or by-laws; and
- Being absent from a certain number (typically 3+) of consecutive board or committee meetings without cause or consent.

Governance Complaint Process – Separation from Professional Disciplinary Process

It is a good practice for regulators to establish formal protocols for investigating and resolving complaints about directors in their governance capacities (recommended features of this process are discussed in the next section). Regulators should avoid using their usual professional disciplinary process to address governance matters. The purposes of a professional disciplinary process, and the protocols by which it operates, are meaningfully different from those of a governance complaint process.

There are several reasons why allegations about a director's conduct related to their service on the board or committees are not well-suited to be addressed through a regulator's usual professional disciplinary process:

- The fiduciary duties legally owed by directors, and the related rules within by-laws and/or board codes of conduct that directors must adhere to in their governance work, are not designed to be aligned with the professional standards that licensed professionals must uphold in their practice. The mandate of a professional disciplinary process is to enforce those latter standards. That process has been developed specifically to achieve that mandate.
 - Where an issue arises with a director's conduct in the performance of their governance duties, that issue will usually not relate to the practice of their profession. This makes it more difficult to successfully prosecute such a complaint if it proceeds through the usual professional disciplinary process, and/or increases the legal risks of such a prosecution withstanding the appeal/review procedures legally available to subjects of professional disciplinary processes.
- There are significant differences in the consequences that are both legally available for, and appropriate for, breaches of professional standards versus governance-related misconduct. The usual professional disciplinary process is not designed to serve a board's governance and fiduciary interests in addressing and correcting governance-related problems. For example, it is not typically legally available for a regulator's tribunal or disciplinary committee to impose governance-related sanctions (e.g. ordering removal or suspension from the board, or requiring board training) in a case of professional misconduct. Nor is it typically available, outside of exceptionally egregious cases, for a regulator's tribunal or disciplinary committee to find professional misconduct based on a complaint that does not relate to a person's practice of their profession, or to impose meaningful penalties based on such a finding. If, on the other

hand, such findings were made, the risk that failing to comply as a director with the board's code of conduct could jeopardize one's professional status would likely deter people from putting themselves forward to serve on the board.

- For boards composed of both registrants of the profession and lay members, the professional disciplinary process would not be available to address governance-related complaints against the latter category of directors. Using that process would create a risk that the same conduct by a registrant director and a lay director could be investigated by different persons, using different procedures, applying different standards, and imposing different consequences. This could undermine a board's goals of effectiveness and accountability.
- The investigation and enforcement of professional complaints is typically a resource-intensive and time-consuming process. Expenses will especially be increased in cases where a professional complaint is made against a director, because in such cases it is more likely that independent, external counsel and/or investigators will need to be retained. A governance-related complaint typically can and should be resolved more expeditiously.
- Where an issue arises with a director that engages both their professional standards and their governance standards, a regulator is not precluded from pursuing both complaints processes, separately, in order to achieve all appropriate outcomes.

Governance Complaint Process - Features

A governance complaint process for investigating and resolving complaints about directors in their governance capacities should be in writing and made publicly available, for transparency. The written protocol should allow any person to initiate a complaint. It should also:

- explain the kinds of complaints or issues that the process is intended to address,
- identify the person(s) to whom complaints should be made, including contact information,
- clearly set out any steps that will be taken to investigate and adjudicate the complaint,
- establish who has the authority to adjudicate the complaint and impose sanctions,
- outline what sanctions are available,
- describe what constitutes appropriate grounds for removal, and
- identify any rights of appeal or review.

Such protocols are valuable to promote accountability and transparency. They also help ensure that governance sanctions cannot be arbitrarily or selectively threatened or imposed. By adopting a robust process for governance-related complaints with the features described above, regulators can ensure that the same fundamental principles and safeguards that are present in their professional disciplinary processes are also applied in this context (e.g. notice to the subject of the governance complaint, an opportunity to know the case against them, and an opportunity to respond to the complaint).

The board itself is the appropriate body for adjudicating any governance complaints. Either the board's chair or a delegated committee can be an appropriate authority responsible for investigating the complaint. In some circumstances, it may be appropriate for an independent, external investigator to be appointed to lead the investigation. However, it is not necessary to require independent investigation in all cases, and in any event the external investigator's role should be limited to making recommendations to the board.

With respect to sanctions, regulators should enable their boards to disqualify or remove a director for conduct reasons. As discussed above, this promotes public confidence and board effectiveness.

In designing a governance complaint process, regulators should also consider establishing separate protocols for resolving interpersonal conflicts between directors that do not involve allegations of misconduct, but nevertheless negatively affect the board's ability to carry out its work. Where such a dispute arises and does not involve any misconduct, boards should consider making mediation or other informal dispute resolution processes available. This can be valuable not only for improving board performance, but also for reducing instances of resorting to a resource-intensive "complaints" process in cases where no real misconduct is at issue and no sanction would be appropriate. In circumstances where there is both misconduct alleged and interpersonal conflict, the separate "conflict resolution" protocol could still proceed in tandem with the investigation and enforcement of a governance complaint, as appropriate.

Literature Review and Environmental Scan:

Methodology and Terminology

In conducting my literature review, I researched reports published by leading authorities on professional regulation, governments and regulators (including reports published as part of governance review or modernization projects).

For the environmental scans, I researched the professional engineering regulators in each Canadian province, as well as the regulators of a range of professions in Ontario (including two that are federal bodies regulating a profession across Canada). With the overall goal of examining a relevant and representative landscape for PEO, I selected some regulators on the basis of their status as respected, established organizations; others that are very new with structures that reflect modern governance practices; and still others that have recently conducted governance modernization initiatives. I reviewed these regulators' enabling legislation, regulations, by-laws, and policies, as necessary.

The environmental scan tables use abbreviations of these regulators. While the engineering regulators are likely familiar, the following are the full names of the other regulators:

- LSO: Law Society of Ontario
- OAA: Ontario Association of Architects
- CPSO: College of Physicians and Surgeons of Ontario
- CPO: College of Psychologists of Ontario
- CDTO: College of Dental Technologists of Ontario
- OCP: Ontario College of Pharmacists
- CNO: College of Nurses of Ontario
- OCT: Ontario College of Teachers
- HCRA: Home Construction Regulatory Authority (Ontario)
- CPATA: College of Patent Agents & Trademark Agents (federal)
- CICC: College of Immigration and Citizenship Consultants (federal)

Notes on terminology in this report:

- The organizations examined in this report are all regulators of professions, and all enjoy self-regulation (some to more limited degrees than others). When I refer to “regulators” throughout this report, I am only discussing those types of organizations (notwithstanding that there are other kinds of regulators besides self-regulating professional regulatory bodies).
- There is considerable variation in the names given to regulators’ boards (e.g. Council) and directors (e.g. Councillors). For ease of reference and comparison I will generally refer to all as “boards” and “directors”.
- There is also considerable variation in the terms used to describe a person who is licensed and permitted to practise their profession (e.g. licensees, registrants, licence holders, members, etc.). There are sometimes meaningful differences in what these terms mean for a person’s ability to practise their profession, but in this governance context the terms can be used interchangeably. For ease of reference and comparison I will generally refer to all as “registrants”.

Part 1 – General Considerations for Governance Controls:

Literature Review:

1. Regulators face increasing public and government scrutiny, including of their governance practices.

As a result of high-profile scandals, conflicts, and failures by regulators in recent years,¹ as well as evolving expectations of board governance more generally, there has been increasing scrutiny of regulators, and of the model of self-regulation. This has also resulted in governments increasing their oversight of regulators. Shifting societal expectations around equity, diversity, and inclusion – particularly at the boardroom level – have also contributed to scrutiny of regulators.²

Engineering regulators across Canada have seen the effects of these increases in public scrutiny and government oversight. A 2023 environmental scan prepared by Engineers Canada highlights the following trends that are increasingly being expected or imposed by governments:³

- Provincial fairness commissioners to oversee and standardize professional registration requirements;
- Umbrella legislation to standardize governance functions, complaints processes, and standards of practice and ethics across professions;
- Requirements for public representation on regulators’ boards;
- Evaluations of regulatory and governance effectiveness; and

¹ E.g. <https://www.theglobeandmail.com/news/british-columbia/college-of-dental-surgeons-of-british-columbia-tried-to-sweep-sexually-inappropriate-comments-under-the-rug-report-finds/article38253210/>; and <https://www.thestar.com/news/gta/2019/06/27/diversity-debate-draws-on-as-lawyers-wrangle-over-key-initiative.html>

² <https://engineerscanada.ca/news-and-events/news/volunteer-boards-and-self-regulating-professions>

³ <https://engineerscanada.ca/sites/default/files/2023-02/2025-27%20Environmental%20scan%20v2.pdf> at p. 16.

- Implementation of board competency profiles, effectiveness metrics, and public reporting requirements, to demonstrate competence and accountability.
2. Many Canadian regulators have recently conducted governance modernization initiatives, or are currently engaged in them.

Most of the regulators reviewed in this research have engaged in some form of governance review or modernization initiative within the past 5 years, and others are currently in progress. It is a clear and significant current trend among regulators to evaluate these issues. Regarding the specific topics covered in PEO's project, most regulators are arriving at similar conclusions, or are at least pointing in the same general direction.

Four rationales for governance renewal articulated by the Ontario College of Pharmacists ("OCP") reflect the general purposes of regulators when approaching these topics:

- Strengthening public confidence
- Acting proactively to reflect emerging best practices
- Aligning with ongoing work at other regulators
- Taking a leadership role in evolving the sector⁴

3. Clarity and transparency are important features of any governance controls.

A common theme that emerges from the many recommendations and commentaries described below is the value of clarity and transparency whenever a regulator adopts governance controls like election eligibility criteria or director removal criteria.

In 2014, the Organisation for Economic Co-operation and Development ("OECD") published a report titled, "The Governance of Regulators: Best Practice Principles for Regulatory Policy."⁵ Although the OECD's focus was on a broader category of regulators than just self-regulating professions, certain key principles are relevant to this project. In particular, one of the report's "principles for maintaining trust" was that "the criteria for appointing members of a regulator's governing body, and the grounds and process for terminating their appointments, should be explicitly stated in legislation."⁶ The report recommended that regulators adopt provisions for maintaining trust because "a high degree of regulatory integrity helps achieve decision making which is objective, impartial, consistent, and avoids the risks of conflict, bias, or improper influence."⁷

⁴ <https://www.ocpinfo.com/about/key-initiatives/governance-renewal/>

⁵ https://read.oecd-ilibrary.org/governance/the-governance-of-regulators_9789264209015-en#page1

⁶ *Ibid.* at p. 48.

⁷ *Ibid.* at p. 49.

Part 2 – Director Conduct Controls:

Literature Review:

4. Regulators should establish clear and enforceable director conduct controls, including a code of conduct.

Leading authorities consistently recommend that regulators implement clear, enforceable, and transparent codes of conduct for directors.

In 2014, the International Council of Nurses published its influential “Regulatory Board Governance Toolkit,” authored by Jean Barry.⁸ In her report, Barry states, “It is good practice to establish and enforce clearly articulated Codes of Conduct and Conflict of Interest policies for Board members for a number of reasons. Board members when performing their roles must act in the public interest at all times versus the professional or personal interest. In addition, Board members engage in challenging and often contentious decision making in Board meetings. Therefore clear guidelines about acceptable and unacceptable behaviour and practices are useful to have in place.”⁹

Barry describes codes of conduct as “key documents in relation to ensuring the efficiency, integrity and transparency of the Board and in promoting a high functioning Board.”¹⁰ She also recommends, “It may be useful to have Board members sign that they agree to uphold the Code of Conduct and Conflict of Interest Policy.”¹¹ In highlighting a number of common elements of codes of conduct, Barry notes that they usually address “repercussions for breaches of the Code which could include up to suspension or removal from the Board.”

In its 2020 publication, “Governance for Regulators,” Steinecke Maciura LeBlanc discusses the importance of directors of public interest regulators demonstrating a high level of integrity.¹² The authors state, “Appropriate conduct must be exhibited both while performing duties on behalf of the regulator and while engaging in personal activities. Unbecoming conduct can indicate that the Board or committee member is unsuitable to hold their position with the regulator.”

Harry Cayton conducted a governance review of the Law Society of British Columbia in 2021. In his report, Cayton emphasized the key role that director conduct plays in achieving good governance, stating, “The true key to successful governance is not rules and procedures but personal values and behaviour, although of course rules are necessary to govern those whose behaviour does not reflect proper values.”¹³ He also offered the following observation: “Being a professional person requires self-discipline. Regulators expect those they regulate to behave to the highest standards both professionally

⁸ https://www.icn.ch/sites/default/files/inline-files/2014_Regulatory_Board_Governance_Toolkit.pdf

⁹ *Ibid.* at p. 43.

¹⁰ *Ibid.*

¹¹ *Ibid.*

¹² <https://www.sml-law.com/wp-content/uploads/2020/07/Governance-for-Regulators.pdf> at p. 18.

¹³ <https://www.lawsociety.bc.ca/Website/media/Shared/docs/about/GovernanceReview-2021.pdf> at p. 12. The same paragraph appears in a 2022 governance review report authored by Harry Cayton and Deanna Williams for the OCSWSSW: <https://www.ocswssw.org/wp-content/uploads/OCSWSSW-governance-report.pdf> at s. 4.18.

and personally. Why should they have respect for their regulator if its board members do not themselves observe the same high standards?”¹⁴

Regarding director conduct controls, Cayton stated, “Most regulatory boards have (and all should have) a Code of Conduct for members. That code of conduct must be adhered to by members individually and enforced by members collectively.”¹⁵

In a primer on non-profit board member codes of conduct and ethics, BoardSource endorses the use of these controls, stating: “Although a code of ethics by itself cannot prevent wrongdoing, it conveys a strong message both internally and externally about the culture and work of the organization.”¹⁶ The authors also provide the following practical tip: “As a way to stress the importance of the code, some organizations request a signature from board and staff members as a sign of understanding and acceptance of the standards.”¹⁷

Similarly, a 2021 article published by BoardEffect describes it as “crucial” for any non-profit organization’s board to establish a code of conduct.¹⁸ Benefits described include guiding better behaviour and decision-making, ensuring accountability, and expressing commitments to ethics and transparency. Regarding designing an effective code of conduct, the author states, “All board members should be clear on how to report violations. Your policy should designate at least two people that are available to receive reports of violations.”

As part of its 2018 governance review, the OCT’s review report recommended that it adopt a written code of conduct for its directors, officers, and employees.¹⁹ The report stated, “The code should constitute written standards that are reasonably designed to promote integrity and to deter wrongdoing. The board should monitor compliance with the code.” In a later section outlining best practices for accountability and compliance, the report recommends publicly disclosing any director code of conduct and how the board monitors compliance with it, as well as describing any other steps the board takes to encourage and promote a culture of ethical business conduct.²⁰

5. Regulators should consider requiring directors to take an oath of office.

Some regulators use an oath of office to generate accountable commitments from directors. If an oath of office is used, authorities recommend that it be made mandatory for all directors before taking office, and that its execution be linked to an enforcement mechanism that could result in disqualification.

¹⁴ *Ibid.* at p. 13.

¹⁵ *Ibid.* at p. 12.

¹⁶ <https://www.clth.ca/wp-content/uploads/2019/10/5-Code-of-Conduct-Ethics.pdf>

¹⁷ *Ibid.*

¹⁸ <https://www.boardeffect.com/blog/code-of-conduct-for-board-members/>

¹⁹ <https://www.oct.ca/-/media/PDF/Governance%20Review%20Report/Governance%20Review%20Report.pdf> at p. 76.

²⁰ *Ibid.* at p. 134.

In 2018, EGBC retained the UK-based Professional Standards Authority to review its legislation and governance.²¹ The authors observed that some EGBC directors had declined to swear or affirm its oath of office, and that the (legally unenforceable) code of conduct only stated that taking the oath was “expected” of all directors.²² Although remarking that they knew of no evidence that directors who fail to take an oath are more likely to act improperly, they nevertheless recommended making it mandatory and bolstering its enforceability, to improve regulatory effectiveness in the public interest.²³

BC’s *Professional Governance Act*, enacted in 2018, requires all elected and appointed directors to take and sign, by oath or solemn affirmation, an oath office before taking office.²⁴

6. Regulators should adopt clear and enforceable rules for elected directors to be disqualified and/or removed for cause.

Leading authorities recommend that regulators develop clear and enforceable rules governing how elected directors can be disqualified and/or removed for cause. Generally, there are two pathways to removal: automatic disqualification via pre-established criteria, and discretionary governance sanctions taken by the board in response to a director’s non-compliance with a code of conduct or a similar governance control.

The OECD’s 2014 report, “The Governance of Regulators: Best Practice Principles for Regulatory Policy,” outlined several best practices regarding director termination/removal provisions.²⁵ The report stated that these policies should be clearly legislated, should outline what constitutes appropriate grounds for removal, and should include the process for removal and any rights of review. It highlighted the risk in permitting removals to be arbitrary. It also listed a number of common grounds for director removal.

In its 2018 review of EGBC’s legislation and governance, the Professional Standards Authority observed that, at that time (like PEO currently), EGBC had provisions in place for a director to be replaced in the event of death, resignation, or incapacity, but no ability to remove a director on any other grounds, such as misconduct.²⁶ The authors commented that it would be in the interest of public protection and good governance to adopt a fair and transparent process for taking action in the event of director conduct that falls short of standards.²⁷

²¹ [https://www.professionalstandards.org.uk/docs/default-source/publications/international-reports/review-of-the-legislation-and-governance-for-engineers-and-geoscientists-in-british-columbia-\(june-2018\).pdf?sfvrsn=b2d7220_9](https://www.professionalstandards.org.uk/docs/default-source/publications/international-reports/review-of-the-legislation-and-governance-for-engineers-and-geoscientists-in-british-columbia-(june-2018).pdf?sfvrsn=b2d7220_9)

²² *Ibid.* at s. 3.63.

²³ *Ibid.*

²⁴ <https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/18047#section28> at s. 28.

²⁵ https://read.oecd-ilibrary.org/governance/the-governance-of-regulators_9789264209015-en#page62 at p. 62.

²⁶ [https://www.professionalstandards.org.uk/docs/default-source/publications/international-reports/review-of-the-legislation-and-governance-for-engineers-and-geoscientists-in-british-columbia-\(june-2018\).pdf?sfvrsn=b2d7220_9](https://www.professionalstandards.org.uk/docs/default-source/publications/international-reports/review-of-the-legislation-and-governance-for-engineers-and-geoscientists-in-british-columbia-(june-2018).pdf?sfvrsn=b2d7220_9) at s. 3.60.

²⁷ *Ibid.*

The authors noted that EGBC had a code of conduct in place which set standards for directors, but that it was not effectively enforceable. In the event of breaches, it simply stated an expectation that a director “is expected to resign.” However, there was no legal mechanism to enforce their removal.²⁸

As part of its 2018 governance review, the OCT’s review report recommended establishing a policy whereby a director may be removed for cause.²⁹ The report also commented positively on a policy already set out in the OCT’s regulations that disqualified directors in certain circumstances.³⁰

In its 2020 publication, “Governance for Regulators,” Steinecke Maciura LeBlanc observes, “It is impossible to identify every type of conduct unbecoming that could cause challenges to the Board or committee member’s continued service with the regulator. However, some examples are often provided in the regulator’s policies.”³¹ The authors note that director codes of conduct (along with organizational discrimination and harassment policies) can be used to address this.

BC’s *Professional Governance Act*, enacted in 2018, establishes criteria for the disqualification and termination of directors.³² These include where a director (a) contravenes a term of their oath of office, (b) contravenes legislation, rules, or by-laws, (c) becomes bankrupt, or (d) is removed by a two-thirds vote of the board based on sufficiently serious circumstances.

7. Regulatory and criminal findings of guilt can trigger removal, and pending charges can trigger a temporary leave of absence.

Some regulators require directors who are the subject of pending criminal charges or regulatory investigations to suspend their participation in board activities pending the resolution of their matter. There is some commentary regarding this practice.

In its 2020 publication, “Governance for Regulators,” Steinecke Maciura LeBlanc discusses “conduct unbecoming” policies for directors.³³ The authors state, “Criminal or regulatory charges or findings can result in a Board or committee member being unable to continue with their duties,” and that a finding of professional misconduct by the regulator itself “will generally result in the Board or committee member being removed from their position.”

In the authors’ view, even if a criminal charge or regulatory complaint remains pending, there may still be a valid basis for a director to take a leave of absence from their duties, or even to be asked to resign if the concerns are serious or have already been screened. With respect to pending criminal charges, there is reputational risk to the regulator, and in the case of professional disciplinary matters, the

²⁸ *Ibid.* at s. 3.61.

²⁹ <https://www.oct.ca/-/media/PDF/Governance%20Review%20Report/Governance%20Review%20Report.pdf> at p. 77.

³⁰ <https://www.oct.ca/-/media/PDF/Governance%20Review%20Report/Governance%20Review%20Report.pdf> at p. 103.

³¹ <https://www.sml-law.com/wp-content/uploads/2020/07/Governance-for-Regulators.pdf> at p. 18.

³² <https://www.bclaws.gov.bc.ca/civix/document/id/complete/statreg/18047#section30> at s. 30.

³³ <https://www.sml-law.com/wp-content/uploads/2020/07/Governance-for-Regulators.pdf> at p. 18.

authors state, “It is very important that there be no perception of the Board or committee member receiving special treatment or interfering in any way with the investigation.”³⁴

Environmental Scan:

Most engineering regulators and other leading regulators have established director conduct controls that include both automatic qualification criteria and a process by which elected directors can be removed for cause (or, in many cases, can also be subject to lesser sanctions). Related to these controls, most engineering regulators and all other leading regulators profiled have enforceable codes of conduct that apply to their directors.

The attached Table 3.1 charts the director conduct controls used by engineering regulators across Canada for their elected directors.

The attached Table 3.2 charts the director conduct controls used by other leading regulators in Ontario and Canada.

Where automatic disqualification is available, common grounds include:

- Contravening the code of conduct, oath of office, or other governance regulations or by-laws;
- Failing to maintain registration in good standing, including becoming suspended;
- Being found to have engaged in professional misconduct or unskilled practice;
- Being found to lack capacity, either by the regulator or by another court;
- Being found guilty of a criminal offence or contravention of other legislation;
- Being absent from a certain number (typically 3+) of consecutive board or committee meetings without cause or consent; and
- Failing to maintain the residency requirements for election eligibility.

With respect to codes of conduct, these are typically made enforceable by connecting them to a legal mechanism in the regulator’s regulations or by-laws that can result in consequences. In some cases, regulators also bolster enforceability by requiring a candidate to sign the code of conduct, and/or to swear or take an oath of office that includes compliance with it.

Most regulators establish the ability for directors to be removed for cause, through their regulations or by-laws.

In comparison to the other regulators profiled in both tables, PEO has notably fewer controls in place to address director conduct issues. Regarding PEO’s code of conduct specifically, in comparison to most other regulators it lacks discussion of certain topics, lacks detail and supportive examples, and lacks enforceability.

As a final observation, the culture and expectations among other leading regulators of documented standards and processes on these issues, and transparency around them, appears to generally exceed those of engineering regulators nationally. The engineering regulators’ director conduct controls and processes, if documented at all, are generally less robust than those of the other regulators profiled. In

³⁴ *Ibid.* at p. 18.

cases where there is missing publicly available information, given the clear correlation between transparent practices and robust processes, it is likely fair to assume that this documentation, if it does exist internally, does not reflect robust, effective, and modern governance practices.

Part 3 – Governance Complaint Process:

Literature Review:

8. Most regulators and authorities strongly discourage using a regulator’s professional disciplinary process to address governance matters.

All regulators administer complaints/disciplinary processes for their registrants. Where those registrants also serve as elected directors of the regulator, however, and an issue has been raised about the director regarding their governance capacity (as opposed to their practising capacity), most regulators and authorities strongly discourage using the ordinary disciplinary process to address the issue.³⁵

A 2023 article by Julie Maciura examines this issue, and outlines the considerations for and against using the disciplinary process to address governance matters.³⁶ Maciura notes that the ordinary disciplinary process has a different mandate than a governance complaint process, and that the latter is preferable because it can better address the issues and is less prone to misuse.

9. Regulators should adopt clear, formal processes for investigating and resolving complaints about directors in their governance capacities.

As discussed above, the OECD’s 2014 report, “The Governance of Regulators: Best Practice Principles for Regulatory Policy,” recommended that director removals should be subject to a clearly defined process with any rights of review identified.³⁷

As part of the OCT’s 2018 governance review, its review report notes with approval that the OCT has protocols in place to deal with directors’ code of conduct breaches formally and with detailed complaint and resolution processes, including disclosures.³⁸

10. There is limited analysis or commentary about the processes regulators should follow in investigating and adjudicating governance-related complaints about their directors.

Beyond the limited exceptions described above, it is difficult to find literature discussing the good practices in establishing a formal process for investigating and adjudicating governance-related

³⁵ <https://mcusercontent.com/db475f28cdc526ee1d03afcbe/files/2e5210d4-3d83-82ae-0366-9b0674bc0a9c/Greyar276.pdf>

³⁶ <https://mcusercontent.com/db475f28cdc526ee1d03afcbe/files/2e5210d4-3d83-82ae-0366-9b0674bc0a9c/Greyar276.pdf>

³⁷ https://read.oecd-ilibrary.org/governance/the-governance-of-regulators_9789264209015-en#page62 at p. 62.

³⁸ <https://www.oct.ca/-/media/PDF/Governance%20Review%20Report/Governance%20Review%20Report.pdf> at p. 134.

complaints that are made against directors. For example, I was unable to identify whether/why it might or might not be a “good practice” for a regulator to establish a specific committee from among the board to investigate these matters, or to appoint an independent, external investigator. Although there may be general corporate governance resources which address these issues, there is little analysis available that is specific to the unique circumstances of regulators that elect professional members as directors.

Environmental Scan:

Most engineering regulators and other leading regulators have established formal, written processes for investigating and adjudicating complaints made against directors in their governance capacities. It is common for these processes to include potential escalation to a hearing before the full board, with the potential consequence of removal from the board.

The attached Table 4.1 charts the governance complaint processes used by engineering regulators across Canada for their elected directors.

The attached Table 4.2 charts the governance complaint processes used by other leading regulators in Ontario and Canada.

Although not captured in these tables, it is important to note that none of the regulators profiled here allow governance-related complaints against their elected directors to be investigated or adjudicated through their usual complaints process for regulatory matters involving their registrants. In addition, where their governance complaint processes provide for sanctions to be imposed, those sanctions pertain to the director’s governance capacity. They do not impose regulatory sanctions on an elected director through these processes.

Of course, there will be rare cases where a complaint made through a governance complaint process is in fact more related to an elected director’s conduct as a registrant practising their profession than it is to their conduct as a director. In those cases, the initial screening processes used by regulators (there is a range of initial screeners, from the CEO or registrar, to a designated committee, to the board chair or president) can assess and direct the complaint appropriately at an early stage.

Complaint processes typically involve multiple stages of investigation and escalation before there is adjudication. The people or committees responsible for investigating and escalating at those earlier stages range widely between different regulators.

Some regulators’ policies make the appointment of an independent, external investigator available either as of right, by request, or at the board’s discretion. (It is possible that some of the regulators whose policies do not explicitly mention the availability of independent investigation may nevertheless use it.) In all cases profiled here, an independent investigator’s capacity is limited to making recommendations. The ultimate adjudicator of the matter is always the board, or in rarer cases a representative or committee of the board.

Where removal for cause is available, it typically requires a two-thirds vote of the board. The most common ground for removal for cause is a determination that the director has failed to comply with the code of conduct, oath of office, or other governance regulations or by-laws, or has in another way fallen

short of their duties as a director. In some cases, the regulator's process requires the board to make a determination about removal based on the kinds of criteria listed above that result in automatic disqualification by other regulators.

Other sanctions besides removal are sometimes explicitly provided for in the written process. These can include: cautions, reprimands, training or coaching requirements, apology requirements, or revocation of certain privileges or responsibilities. Written processes will often give a board leeway to impose any sanction that it deems appropriate.

PEO's lack of any formal process for addressing these kinds of complaints is out of step with most other regulators profiled here.

As a final observation, it is sometimes the case that a board can experience interpersonal conflicts between directors which do not involve allegations of misconduct, but nevertheless negatively affect the board's ability to carry out its work. Some non-profit boards adopt "conflict resolution" protocols to help resolve these situations.³⁹ Among Canadian regulators, such protocols are not common; however, several specify that their governance complaints process can encompass any "disputes between directors that interfere with the ability of the board to carry out its duties."⁴⁰ Where an interpersonal dispute does not involve any misconduct, boards can make mediation or other informal dispute resolution processes available. This can be valuable not only for improving board performance, but also for reducing instances of resorting to a resource-intensive "complaints" process in cases where no real misconduct is at issue and no sanction would be appropriate.

Part 4 – EGBC Profile:

Among leading Canadian regulators that have conducted governance review initiatives, no two are exactly alike when it comes to governance controls. However, as a modern engineering regulator in a larger Canadian province, which commissioned a legislation and governance review in 2018, Engineers and Geoscientists British Columbia ("EGBC") provides one helpful model to explore in greater detail.

The following profile describes the key features of EGBC's governance controls.

Election Eligibility

EGBC is governed by a board composed of elected registrants and government appointees. The election is conducted with a merit-based nomination process, which is overseen by a Nomination Committee.⁴¹ The mandate of the Nomination Committee is "to seek and select a list of candidates that they believe best demonstrate the qualities needed for strong leadership of the organization and is diverse and reflective of the organization's registrant-base." The Nomination Committee is composed of six

³⁹ See, for example: <https://www.governinggood.ca/wp-content/uploads/2021/03/Conflict-and-Complaint-Resolution.pdf>

⁴⁰ <https://www.hcraontario.ca/Administrative%20Agreement%20Jan%2029%202021.pdf>

⁴¹ <https://www.egbc.ca/About/Governance/Board-Election>

members who are appointed by EGBC's board, and must include the immediate past president and at least 1 lay person.

The Nomination Committee develops a candidate selection framework, which is informed by a gap analysis (a review of the skills and experience of incumbent board members), prioritization of desired skills, competencies, and experience for prospective nominees, and diversity considerations. Candidates are selected by the Nomination Committee through a process that involves an application form, an assessment of their skills and competencies, and an interview. The Nomination Committee considers candidates' demonstrated skills in leadership, financial literacy, risk management, human resources, regulatory understanding, governance, and technical proficiency.

Candidates must also respond to conflict-of-interest and disclosure questions, and must provide a CV and three references.

Among other information, the application form asks a series of questions related to "good character". For example, "Generally, are you aware of any facts or matters which, if publicly disclosed, could cause Engineers and Geoscientists BC embarrassment or hinder your performance of your duties as a Board Member?"

Upon completion of its assessment process, the Nomination Committee selects which candidates will be eligible for election to the open board positions.

With this robust discretionary nomination process in place, EGBC has relatively few criteria that make a person automatically ineligible for election. However, candidates must be registered and in good standing with EGBC, and there are term limits.

Director Conduct Controls

EGBC maintains a code of conduct for its directors.⁴² The code contains an acknowledgment and disclosure statement that must be signed annually by each director.

EGBC's enabling legislation also requires all directors to take an oath of office, which if contravened can result in removal from the board. In addition, directors can be removed if they contravene a provision of EGBC's enabling legislation, its regulations, rules, or by-laws, or other legislation, or if they become bankrupt.

In each of these instances, the sanction of removal must be approved by a vote of at least 2/3s of the board, based on the circumstances being "sufficiently serious" to justify removal.

Alternative sanctions available where a director has been found to have breached the code of conduct include an oral or written reprimand, a request that the director complete additional education/training, a request that the director take appropriate corrective action, or a request that the director resign voluntarily.

⁴² <https://www.egbc.ca/getmedia/1ae45747-c45d-4d32-b9bd-1f4b9612d899/CO-21-67-Code-of-Conduct-for-Councillors.pdf.aspx>

In addition, the code of conduct states that a director who has been found guilty in a discipline hearing through EGBC's professional complaints process is expected to resign.

Governance Complaint Process

EGBC's code of conduct for directors sets out the protocols where misconduct or a breach of the code is alleged.⁴³ It identifies that written complaints should be made to the board's president. The president will review the concern and conduct initial inquiries, and will determine whether any further action is required.

The president may decide to refer the complaint to a sub-committee of the board for further inquiry. At that point, the director who is the subject of the complaint (a) must refrain from participating in all board deliberations until the complaint is resolved, and (b) is given a reasonable opportunity to respond to the allegations and to present information to the sub-committee. The president and/or the sub-committee may also refer the matter to an independent investigator to conduct an independent investigation and make recommendations.

The president and/or the sub-committee will then determine whether the director has breached the code. If so, they have a range of possible sanctions available, as discussed above. If removal from the board is sought as a sanction, a resolution must be brought before the full board.

⁴³ <https://www.egbc.ca/getmedia/1ae45747-c45d-4d32-b9bd-1f4b9612d899/CO-21-67-Code-of-Conduct-for-Councillors.pdf.aspx> at p. 7.

Table 3.1 - Director Conduct Controls – Engineering Regulators

Regulator	Are there criteria for automatic disqualification?	Is there a code of conduct?	If so, is it enforceable?	Is director removal for cause available?	If so, are specific grounds for removal for cause articulated?
PEO	No	Yes	No	No	n/a
EGBC	Yes	Yes	Yes	Yes	Yes
APEGA	No	No	No	Yes	Yes
APEGS	Yes	Yes	Yes	Yes	Yes
EGM	No	Yes	Yes	Yes	Yes
OIQ	Yes	Yes	?	?	?
APEGNB	Yes	?	?	?	?
ENS	Yes	?	?	?	?
EPEI	Yes	?	?	?	?
PEGNL	No	Yes	Yes	Unclear - “censure” is the only described consequence of non-compliance	?

Explanatory Notes:

In the case of the OIQ, relevant information was not available in English.

In the cases of APEGNB, ENS, and EPEI, their by-laws identify certain circumstances where a director must be disqualified, but otherwise there is no publicly available information about their director conduct controls (if any).

Table 3.2 - Director Conduct Controls – Other Regulators

Regulator	Are there criteria for automatic disqualification?	Is there a code of conduct?	Is the code of conduct enforceable?	Is director removal for cause available?	Are specific grounds for removal articulated?
LSO	No	Yes	Yes	No	n/a
OAA	Yes	Yes	Yes	Yes	Yes
CPSO	Yes	Yes	Yes	Yes	Yes
CPO	Yes	Yes	Yes	No	n/a
CDTO	Yes	Yes	Yes	Yes	Yes
OCP	Yes	Yes	Yes	Yes	Yes
CNO	Yes	Yes	Yes	Yes	Yes
OCT	Yes	Yes	Yes	Yes	Yes
HCRA	Yes	Yes	Yes	Yes	Yes
CPATA	Yes	Yes	Yes	Yes	Yes
CICC	Yes	Yes	Yes	Yes	Yes

Table 4.1 - Governance Complaint Process – Engineering Regulators

Regulator	Is there a formal process for complaints about directors?	Is an independent investigation available?	Who is the ultimate decision-maker?	Is removal available through this process?	Are other available sanctions besides removal identified?
PEO	No	n/a	n/a	n/a	n/a
EGBC	Yes	Yes, at the discretion of the directors	Board or its chair or a subcommittee	Yes (only by vote of board)	Yes
APEGA	Yes	No	Board	Yes	No
APEGS	No	n/a	Board	Yes	n/a
EGM	Yes	Yes, at the request of the complainant or the subject	Board	Yes	No
OIQ	?	?	?	?	?
APEGNB	?	?	?	?	?
ENS	?	?	?	?	?
EPEI	?	?	?	?	?
PEGNL	Yes	No	Board	Unclear - “censure” is the only described sanction available	?

Explanatory Notes:

In the case of the OIQ, relevant information was not available in English.

In the cases of APEGNB, ENS, and EPEI, there is no publicly available information about whether any process exists for addressing complaints about directors.

Table 4.2 - Governance Complaint Process – Other Regulators

Regulator	Is there a formal process for complaints about directors?	Is an independent investigation available?	Who is the ultimate decision-maker?	Is removal available through this process?	Are other available sanctions besides removal identified?
LSO	Yes	Yes, at the discretion of the board's chair	Board	No	Yes
OAA	No	n/a	n/a	n/a	n/a
CPSO	Yes	No	Board	Yes	No
CPO	Yes	No	Board's Executive Committee	No	Yes
CDTO	Yes	No	Board	Yes	Yes
OCP	Yes	Yes, in all cases that advance past a certain stage	Board	Yes	Yes
CNO	Yes	No	Board	Yes	Yes
OCT	Yes	No	Board's Adjudicative Body of Chairs	Yes	Yes
HCRA	Yes	Yes, at the discretion of the board	Board	Yes	Yes
CPATA	Yes	Yes, at the discretion of the board	Board	Yes	Yes
CICC	Yes	No	Board	Yes	Yes

Briefing Note – Decision

NOMINATION PROCESS FOR ENGINEERS CANADA DIRECTORS

Purpose: To review and approve the revised process for nominating PEO representatives for appointment to the Engineers Canada Board of Directors.

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

That Council approves the revised process to nominate PEO representatives for appointment to the Engineers Canada Board of Directors, as presented to the meeting at C-560—5.4 Appendix B.

Prepared by: Meg Feres – Manager, Council Operations

1. Need for PEO Action

At its February 2023 meeting, Council nominated a PEO representative for appointment to the Engineers Canada (EC) Board of Directors for a three-year term effective as of the 2023 EC Annual Meeting of Members (AMM). During discussion of the item, there was consensus agreement that there is a need to re-assess the current nomination process which was last approved by Council in February 2020. Specific areas discussed by Council and suggested for review include:

- Changing the vote threshold requirement such that successful candidates must receive a majority of the votes cast, instead of a plurality; and
- Consideration of EC's Board competency profile in the nomination process.

On June 23, 2023, Council approved the GNC's 2023-2024 work plan which includes a review of the nomination processes for PEO appointments to external organizations. On August 29, 2023 the GNC reviewed the proposed *"Terms of Reference, Expectations, and Process to Nominate a PEO Representative to Engineers Canada Board of Directors"*. It was agreed that it should be considered for decision by Council, subject to feedback from staff at EC.

On September 11, staff at EC provided their comments/feedback, summarized below:

1. EC nomination of directors is rather simple and has two main items: (a) a list of nominees; and (b) who are engineers in good standing.
2. A list of nominees with more than one nominee is recommended/suggested for Engineers Canada, for its ability to decide for the best directorship at a given time.
3. It is understood that sometimes it may be difficult or impossible to generate the list, in which case one nomination is fine.
4. EC trust each regulator's process and that the best nominations are brought forward at the given time.
5. To their knowledge, there is no nominee election process in other provinces (regulators) such as the one PEO conducts; thus, EC has no feedback regarding majority or plurality threshold.

On September 25, PEO staff had a meeting with EC officials to further discuss the request for a list of nominees and any additional requirements leading up to their AMM at which new members of the Board of Directors are appointed. The relevant feedback is summarized below.

Number of Nominees from Regulators: EC staff advised that it is common practice among the regulators to submit only one nominee from the respective jurisdictions. They noted that if a list of more than one nominee is provided, EC has no preference with respect to the number of nominees on the list.

Annual Information on Competency Gaps: Each Fall, if needed, EC will identify anticipated gaps in competencies so that the regulators can consider this information when deciding which name(s) to submit as (a) nominee(s) for appointment to the EC Board of Directors.

On November 7, EC provided PEO staff with a list of Board of Directors and their terms which confirmed that as of May 2024 the terms will end for two Ontario representatives and that the list of nominees to fill these vacancies is due no later than March 11, 2024.

2. Proposed Action / Recommendation

The GNC is asked to consider the revised document with tracked changes at **Appendix A**, *“Expectations and Process to Nominate PEO Representative(s) to Engineers Canada Board of Directors”* to amend the existing process. A clean version without tracked changes is found at **Appendix B**. The significant changes include:

General Changes

- Title change to reflect that Council nominates, not appoints, the PEO representative.
- Format revised to more clearly show the information prescribed or managed by EC (Part B) and PEO (Part C), respectively.

Changes to Part B, “Engineers Canada Prescribed/Managed Information and Processes”

- Addition of Part B1 - EC’s guiding principles have been added to the existing information regarding core purposes.
- In Part B2, “Role of Engineers Canada Director”, specific points related to Section 4.3.1 of EC’s *Board Policy Manual* have been removed and replaced with a more general overview of Section 4.3 as well as a reference to the manual itself for more information regarding 4.3.1 (conduct guidelines) and 4.3.2 (conflict of interest guidelines). The Table of Contents for the EC *Board Policy Manual* is found at **Appendix C**.
- In Part B3, information has been added regarding Section 4.4 (confidentiality) of EC’s *Board Policy Manual*.
- In Part B4, information has been added regarding Section 4.8 (Board competency profile) of EC’s *Board Policy Manual*.
- Part B7 reflects the addition of the EC bylaw, Section 4.1, related to nomination of Directors.

Changes to Part C, “PEO Prescribed/Managed Information and Processes”

- Addition of Part C2 to indicate that if Engineers Canada identify anticipated gaps in competencies in its Board of Directors for any given year, this information will be included in PEO’s call for expressions of interest.

- In Part C3, “*Process to Nominate an Engineers Canada Director for Appointment*”, step 6 reflects a proposed addition based on the information received from EC regarding anticipated gaps in competencies in any given year. The addition proposes that, during their speech to Council prior to the vote to select a nominee, each candidate should address the competency (or competencies) as it relates to their experience or skills.
- In Part C3, the requirement that the successful candidate must receive a majority of votes is noted at step 10.

3. Next Steps

Since the terms of two Ontario representatives (Arjan Arenja and Marisa Sterling) on the EC Board will end as of EC’s May 2024 Annual Meeting of Members (AMM), Council will be nominating representatives for two (2) appointments.

If Council Approves a New Process: The new/revised process will be used in the call for nominations taking place in mid-January 2024; and Council will proceed with the selection of nominees at its February 2024 meeting.

If Council Does Not Approve a New Process: The existing process will be used in the call for nominations in mid-January and selection of nominees at Council’s February 2024 meeting.

No later than March 11, 2024, PEO staff will advise EC of the two nominees selected by Council.

4. Financial Impact on PEO Budgets

Not applicable

5. Process Followed

Process Followed	<p>Staff prepared the briefing note and associated material related to the current process and presented suggested areas of change in a revised document.</p> <p>GNC reviewed and considered the proposed revisions at its August 29, 2023 meeting and directed staff to solicit feedback/comments from EC.</p> <p>PEO staff provided the document to EC staff and comments/feedback were returned and discussed by the end of September.</p> <p>GNC reviewed and considered the proposed revisions at its October 23, 2023 meeting, with the relevant feedback from EC, and agreed to recommend the revised process to Council for approval.</p> <p>PEO staff incorporated additional information received on November 7, 2023 related to the date by which the list of nominees must be provided to EC staff.</p>
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6. Appendices

- Appendix A – Proposed Revised *Process to Nominate an Engineers Canada Director for Appointment* (with tracked changes)
- Appendix B – Proposed Revised *Process to Nominate an Engineers Canada Director for Appointment* (clean, without tracked changes)
- Appendix C – Table of Contents from *EC Board Policy Manual*



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REVISED Terms of Reference, Expectations and Appointment Process to Nominate for PEO Directors on Representatives for Appointment to Engineers Canada Board of Directors⁴

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Part A: Background:

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Engineers Canada is a federation of the provincial/territorial associations whose mandate is to:
to work on behalf of the provincial and territorial associations that regulate engineering practice and
license the country's 300,000 members of the engineering profession.

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Engineers CanadaThe organization is governed by a Board of Directors, consisting of one or more
representatives from each engineering regulator. The Board provides strategic direction and ensures
appropriate financial and risk management for the organization. PEO nominates five representatives to be
appointed to this Board of Directors by all of the regulators a Meeting of Members.

Part B: Engineers Canada Prescribed/Managed Information and Processes

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Information found in Section B are prescribed and managed by Engineers Canada. The source of the
information is Engineers Canada's Board Policy Manual (posted June 6, 2023), to which references appear
throughout this section.

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B1: Engineers Canada's Guiding Principles and Core Purposes

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Engineers Canada is a federation of the provincial/territorial associations whose mandate is to:
to work on behalf of the provincial and territorial associations that regulate engineering practice and
license the country's 300,000 members of the engineering profession.

The Engineers Canada's guiding principles and core purposes are outlined in Board policies 1.2, Guiding
principles, and 1.3, Purposes of Engineers Canada. Both policies can be found in the Engineers Canada
Board Policy Manual.

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(1) Serve the needs of the Regulators.

a) Achieve a balance between serving the needs of individual Regulators and strengthening the
collective interest:

i. through dialogue, and

ii. as determined collaboratively by the Regulators.

b) Regulators own the relationship and the dialogue with individual license holders of the profession.

c) Demonstrate the link between Board direction, the purpose of Engineers Canada, and the needs
of the Regulators.

(2) Ensure transparency and accountability in the decision-making process.

a) Ensure that the process is clear and transparent.

b) Actively engage all affected parties in the process.

c) Ensure that all comments and guidance provided during consultations are considered during the
process.

d) Share supporting background and rationale for final decisions with all affected parties.

(3) Encourage the commitment and engagement of the Regulators.

a) Proactively develop and maintain a national understanding of and consensus on the issues affecting the Regulators and the profession.

b) Provide Regulators with an effective forum for collaboration and consensus-building to understand, prioritize and advance the collective requirements of the Regulators.

(4) Enable equity, diversity, and inclusion in the Canadian engineering profession.

a) Recognize the critical importance of a diverse engineering profession, which is supported by an inclusive climate for the future of the profession.

b) Support and encourage the equitable opportunity for all qualified people to participate within the engineering profession without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, disability, or age.

c) Develop programs and initiatives designed to advance the profession by promoting a diverse and inclusive culture in the profession.

d) Convene Regulators and engineering stakeholders to support the adoption of best practices in equity, diversity, and inclusion, and to share timely and relevant research on diversity in the profession.

e) Deliver ongoing information, training, and resource support to help the Board, Board committees, volunteers, and staff to develop capacity to address equity, diversity, and inclusion in their work.
i. Equity, diversity, and inclusion training will form part of mandatory Board and staff training so that specific, measurable diversity provisions are incorporated into all areas of work.

Specifically, Engineers Canada's work is focused on 10 core purposes, as established by Engineers Canada's members, the engineering regulators:

1. Accrediting undergraduate engineering programs.
2. Facilitating and fostering working relationships between and among the regulators.
3. Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
4. Offering national programs.
5. Advocating to the federal government.
6. Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.
7. Managing risks and opportunities associated with mobility of work and practitioners internationally.
8. Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.
9. Promoting diversity and inclusivity in the profession that reflects Canadian society.
10. Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects.

B2: Role of Engineers Canada Director:

The role and responsibilities of the Engineers Canada Board and its Directors are outlined in the [Engineers Canada Board Policy Manual](#), in particular [Policy Board policies](#) 4.1, Board Responsibilities, and 4.2, Directors' Responsibilities. The latter provides in part as follows:

¹ ~~Approved by resolution at the February 2020 meeting of Council. Revised to update the description of the EC Board role, based on input from Engineers Canada, April 2021.~~

(1) In order to fulfill their purpose as a Board, individual Directors shall:

- a) Know the business of Engineers Canada.
- b) Ensure sufficient time to fulfill their Director's duties and responsibilities.
- c) Be informed of issues affecting, or likely to affect, Engineers Canada and the Regulators.
- d) Contribute to the Board's decision-making process by:
 - i. Attending meetings on a regular and punctual basis and being properly prepared to participate;
 - ii. Discussing all matters freely and openly at Board meetings;
 - iii. Working towards achieving a consensus that respects divergent points of view;
 - iv. Supporting the legitimacy and authority of Board decisions, regardless of their personal position on the issue, and not discussing the varying opinions of individuals members;
 - v. Respecting the rights, responsibilities, and decisions of the Regulators; and,
 - vi. Participating actively in the work of the Board including by serving on Committees or Task Forces.
- e) Bring the views, concerns, and decisions of the Board to their Regulator.
- f) Seek their Regulator's input on issues to be discussed by the Board so as to be able to communicate the Regulator's position to the Board.
- g) Advise their Regulator of issues to be presented for decision by the Members.
- h) Be knowledgeable of the rules, regulations, policies, and procedures governing the Regulator that nominated/elected them.
- i) Be familiar with the incorporating documents, By-law, policies and legislation governing Engineers Canada as well as the rules of procedure and proper conduct of meetings.
- j) Participate in Board educational activities that will assist them in carrying out their responsibilities.
- k) Provide timely input into Board assessment surveys.

(2) Each individual Director shall act in accordance with the Canada Not-for-Profit Corporations Act (the "Act") and their common law fiduciary duties, including but not limited to:

- a) Acting honestly, in good faith and at all times, in the best interests of the corporation;
- b) Being independent and impartial;
- c) Exercising, in the performance of their duties, the degree of care, diligence and skill required of a Director;
- d) Preserving the confidentiality of information obtained while acting as a Director by avoiding any advertent or inadvertent disclosure of such information;
- e) Exercising vigilance for and declaring any apparent or real personal conflict of interest in accordance with Policy 4.3, Code of Conduct; and
- f) Voicing, clearly and explicitly at the time a decision is being taken, any opposition to a decision being considered by the Board.
- g) Exercising, in the performance of their duties, the degree of care, diligence and skill required of a Director;
- h) Preserving the confidentiality of information obtained while acting as a Director by avoiding any advertent or inadvertent disclosure of such information;
- i) Exercising vigilance for and declaring any apparent or real personal conflict of interest in accordance with Policy 4.3, Code of Conduct; and
- j) Voicing, clearly and explicitly at the time a decision is being taken, any opposition to a decision being considered by the Board.

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The role and responsibilities of Engineers Canada Directors are further outlined in Board Policy Board policy-4.3, ~~Code of Conduct~~, Code of Conduct, provided, in part, as follows:

This policy is intended to provide guidance to members of the Board and Board committees in managing the affairs of Engineers Canada. It does so by setting out the principles, standards and guidelines of ethical conduct, thereby ensuring confidence, transparency and trust in the integrity, professionalism and impartiality of the decisions made by the Board and Board committees.

Details related to Board and committee member conduct and conflict of interest guidelines are found at 4.3.1 and 4.3.2 of the Engineers Canada Board Policy Manual.

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4.3.1 Board and committee member conduct



(1) Engineers Canada is committed to ensuring an inclusive and supportive environment. Board members and members of Committees shall, at all times, conduct themselves in an ethical, professional, and lawful manner. This includes proper use of authority and appropriate decorum.

(2) Expected behavior for Board members and members of Board committees at in-person and/or virtual events, activities and meetings include that:

- a) They shall refrain from violent behavior, harassment, intimidation, retaliation or any form of discrimination and shall treat one another and staff members with respect, co-operation, and a willingness to deal openly on all matters, valuing a diversity of views and opinion;
- b) They should be considerate, respectful, and collaborative with others;
- c) They should communicate openly with respect for others, critiquing ideas rather than individuals;
- d) They should avoid personal attacks directed toward others;
- e) They should be mindful of their surroundings and their fellow participants; and,
- f) They should respect the rules and policies of the meeting venue, hotels, Engineers Canada contracted facility, or any other venue.

(3) Unacceptable behavior by Board or Board committee members includes, but is not limited to:

- a) Verbal or written comments that are not welcome and/or are personally offensive that relate to gender, sexual orientation, disability, physical appearance, body size, race, religion, national origin, or age;
- b) Violations of federal or provincial laws that could result in fines or civil damages payable by Engineers Canada or that could otherwise significantly harm Engineers Canada's reputation or public image;
- c) Unethical conduct and/or conduct that contravenes any Engineers Canada policies or its Code of Conduct; and
- d) Danger to the health, safety or well being of staff, other Board or Board committee members and/or the general public.

(4) Board members and members of Board committees shall ensure that unethical, unprofessional or illegal activities not covered or specifically prohibited by the foregoing or any other legislation are neither encouraged nor condoned and are reported as per section 4.3.3, Compliance with Board policies.

(5) A Board member or a member of a Board committee who is no longer holding good standing status with their provincial Regulator shall be suspended from participation in Board and Board committee activities until they return to good standing status.

(6) A Board member or a member of a Board committee who is alleged to have violated this Code of Conduct shall be so informed. As per section 4.3.3, Compliance with Board policies, such breaches shall be investigated.

(7) Upon appointment, Directors shall sign the oath of office or other suitable undertaking.

(8) Upon appointment and every year thereafter, Board members and members of Board committees shall sign an acknowledgment of Policy 4.4, Confidentiality.

B3: Confidentiality

Board policy 4.4, *Confidentiality*, can be found in the *Board Policy Manual* and is also listed below.

(1) Board members and members of Board committees have a duty to maintain confidentiality with respect to all confidential information that comes into their knowledge or possession in the course of performing their duties.

(2) Confidential information includes:

- a) Unpublished financial information;
- b) Personal information with respect to employees or volunteers;
- c) Any information discussed "in camera" at Board or committee meetings;

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- d) Data entrusted to Engineers Canada by external parties; and,
e) Any item marked as confidential either verbally or in written form.
(3) The duty to maintain confidentiality does not apply to information that is already in the public domain.
(4) Board members and members of Board committees must take reasonable steps to ensure that confidential information that comes into their knowledge or possession is not improperly disclosed or used. This includes properly securing the source or location of the information in their possession or control.
(5) Board members and members of Board committees must not use confidential information for their own advantage or for the gain or advantage of others.
(6) Board members and members of Board committees must return any confidential information in their possession or control upon ceasing to be a Board member or at the request of the Board.
(7) Board members and members of Board committees must be proactive in identifying and reporting any breach of this policy.
(8) Board members and members of Board committees are bound by this duty of confidentiality during their term as a Board member, and this duty continues after their term ends.
(9) An acknowledgement of this policy must be signed by prospective Board members and members of Board committees before they assume their role.

B4: Board Competency Profile

The profile contains three areas associated with the overall competency of the Board:

A. Competencies

Competencies are the collective skills and experience that are deemed necessary to effectively govern. No single Board member is expected to have all competencies contained in this profile. Collectively, the Board of Directors should have sufficient experience to reflect all competencies. From time to time, the Board may determine the prioritization of the competencies to reflect emergent needs.

B. Demographics

Board demographics aim to reflect the representation of the Canadian population. Recruits from Regulators will not be sought solely on the basis of a certain demographic, rather their demographic combined with their talents and abilities.

C. Behavioural skills

Behavioural skills are the desired behavioural skills to help the Board work effectively together. The asset qualifications are not to be included in the competency matrix referenced below, but Regulators should consider these preferred traits when nominating potential candidates to the Board.

As new members come on to the Board, they will be asked to assess their experience and knowledge against the desired competencies. When new Board nominees are requested from the Regulators, they will be advised of **preferred** competencies or demographics the Board is seeking. Notwithstanding the preferences expressed, Regulators are free to nominate whomever they feel is most appropriate for the position.

Additional information related to the Board competency profile can be found in the *Engineers Canada Board Policy Manual* at 4.8.3.

B5: Expectations Regarding Principal Activities as They Relate to PEO:

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-
- Attend Engineers Canada meetings and, subject to confidentiality obligations, report significant activities or decisions to PEO following each meeting, including a report on any special Engineers Canada projects
 - Attend PEO Council meetings. The Directors are expected to attend to the same standard to which a regular member of PEO Council is held.

DRAFT

- Provide a written report to Council through the Registrar in a timeframe acceptable so that it may be included in the Council meeting agenda package.
- Notify PEO's President and Registrar of any specific items for which ~~he/she-they~~ requires a decision of or guidance by, PEO Council, so that they may be included in the agenda for the next PEO Council meeting.

B6: Term of Appointment for Directors

~~PEO Council is responsible for nominating candidates for the Engineers Canada Board. The term of appointment normally commences and ends at an annual meeting of Engineers Canada and shall be of three (3) years duration. Section 4.6 of the Engineers Canada Bylaw sets out that Directors shall be elected for a term of 3 years, and they may be elected for a second term (or a lifetime max of 6 years).~~

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

B7: Engineers Canada Bylaw – Section 4.1

4.1 Nomination of Directors

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

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Part C: PEO Prescribed/Managed Information and Processes

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C1: Eligibility:

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

Term of Appointment for Directors:

~~PEO Council is responsible for nominating candidates for the Engineers Canada Board. The term of appointment normally commences and ends at an annual meeting of Engineers Canada and shall be of three (3) years duration. Section 4.6 of the Engineers Canada Bylaw sets out that Directors shall be elected for a term of 3 years, and they may be elected for a second term (or a lifetime max of 6 years).~~

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

C2: Annual Information on Competency Gaps

If Engineers Canada identify anticipated gaps in competencies in its Board of Directors for any given year, this information will be included in PEO's call for expressions of interest.

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C3: Process to Nominate Appoint an Engineers Canada Director for Appointment

The following process covers steps related to the call for nominations and voting, and is to be used—when making Engineers Canada Director nominations to nominate PEO representatives for appointment to the EC Board of Directors:

1. A call for those who wish to be considered for nomination by PEO Council to the Engineers Canada Board of Directors will be sent to all eligible nominees.
2. The call for prospective nominees will specify the closing date and require prospective nominees to indicate their willingness to serve for a three-year term in accordance with the terms set out in the Engineers Canada Bylaw and Board Policy Manual, and the expectations of PEO's Directors on Engineers Canada Board of Directors, as noted above.
3. A name to be considered for nomination does not require a seconder.
4. No names of prospective nominees will be accepted after the deadline for submission of names or from the floor at the meeting at which such nominations are to be made.
5. At the meeting at which such nominations are to be made, the Chair shall read out the names of those members who have asked to be considered Before the first and all subsequent rounds of voting, the Chair shall ask if any remaining nominees wish to have their name removed from consideration.
6. Each prospective nominee will be afforded an opportunity to make a brief (2 minute) personal introduction should they so wish. If Engineers Canada has identified anticipated gaps in competencies in its Board of Directors for the given year, each candidate should demonstrate that they possess the experience and/or skills to address this/these competency/competencies. Absent prospective nominees may submit a written personal introduction. The Chair will read any comments received from absent prospective nominees.



7. Voting will be by secret ballot¹ in accordance with By-Law No. 1, s.25(4). Where there is only one prospective nominee for a position, the Chair shall declare the prospective nominee to be nominated for appointment to the Engineers Canada Board.
8. Sitting members of Council who put their names forward to be considered for nomination to the Engineers Canada Board of Directors shall abstain from voting. However, should a Councillor's name be removed from the ballot, either through election or elimination, they may vote in any subsequent ballots.
9. ~~If applicable, ballots cast will remain with the Secretariat until a motion to destroy the ballots has been passed by Council. Councillors will vote for each position separately and in succession until all positions have been filled.~~
10. ~~One ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their ballot. Ballots are collected and counted. The candidate receiving a majority of votes is announced as the successful candidate.~~
11. ~~Where no nominee receives at least 50% plus 1 of the votes cast in the first round of voting, the top two nominees receiving the most votes cast shall advance to a second round of voting.~~
12. ~~In the event there is a tie in the last nominee position, the number of nominees advancing to the second round will be expanded to include those nominees that have tied for the last nominee position.~~
13. ~~A new ballot is prepared according to the outcome of step 11 and, if applicable, step 12. This second ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their second ballot. Ballots are collected and counted.~~
14. ~~After each voting round following the first voting round, the nominee receiving the lowest number of votes cast will be eliminated and will not advance to the next round of voting. If there is a tie for the lowest number of votes, a run-off will be held.~~
15. ~~A new ballot is prepared with the applicable number of candidate names. This run-off ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on this run-off ballot. Ballots are collected and counted. The nominee receiving the most votes shall advance to the next round of voting and the others on the ballot are eliminated. Voting rounds will continue in accordance with steps 9 to 15 until one nominee receives at least 50% plus 1 of the votes cast.~~

¹ Applies to both in-person paper ballots and online election platforms in which electronic ballots are used.

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16. In the event of a tie vote between the final two nominees remaining, the nomination as an Engineers Canada Director shall be decided by coin toss conducted by the CEO/Registrar.

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9.17. If applicable, ballots cast will remain with the Secretariat until a motion to destroy the ballots has been passed by Council.

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Nomination of One EC Director

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

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

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

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

Nomination of Two EC Directors

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



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

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



Expectations and Process to Nominate PEO Representatives for Appointment to Engineers Canada Board of Directors

Part A: Background

Engineers Canada is a federation of the provincial/territorial associations whose mandate is to work on behalf of the provincial and territorial associations that regulate engineering practice and license the country's 300,000 members of the engineering profession.

The organization is governed by a Board of Directors, consisting of one or more representatives from each engineering regulator. The Board provides strategic direction and ensures appropriate financial and risk management for the organization. PEO nominates five representatives to be appointed to this Board of Directors by all of the regulators at a Meeting of Members.

Part B: Engineers Canada Prescribed/Managed Information and Processes

Information found in Section B are prescribed and managed by Engineers Canada. The source of the information is Engineers Canada's *Board Policy Manual* (posted June 6, 2023), to which references appear throughout this section.

B1: Engineers Canada's Guiding Principles and Core Purposes

The Engineers Canada's guiding principles and core purposes are outlined in Board policies 1.2, Guiding principles, and 1.3, Purposes of Engineers Canada. Both policies can be found in the Engineers Canada Board Policy Manual.

(1) Serve the needs of the Regulators.

- a) Achieve a balance between serving the needs of individual Regulators and strengthening the collective interest:
 - i. through dialogue, and
 - ii. as determined collaboratively by the Regulators.
- b) Regulators own the relationship and the dialogue with individual license holders of the profession.
- c) Demonstrate the link between Board direction, the purpose of Engineers Canada, and the needs of the Regulators.

(2) Ensure transparency and accountability in the decision-making process.

- a) Ensure that the process is clear and transparent.
- b) Actively engage all affected parties in the process.
- c) Ensure that all comments and guidance provided during consultations are considered during the process.
- d) Share supporting background and rationale for final decisions with all affected parties.

(3) Encourage the commitment and engagement of the Regulators.

- a) Proactively develop and maintain a national understanding of and consensus on the issues affecting the Regulators and the profession.
- b) Provide Regulators with an effective forum for collaboration and consensus-building to understand, prioritize and advance the collective requirements of the Regulators.



(4) Enable equity, diversity, and inclusion in the Canadian engineering profession.

- a) Recognize the critical importance of a diverse engineering profession, which is supported by an inclusive climate for the future of the profession.
- b) Support and encourage the equitable opportunity for all qualified people to participate within the engineering profession without regard to race, color, religion, gender, gender identity or expression, sexual orientation, national origin, disability, or age.
- c) Develop programs and initiatives designed to advance the profession by promoting a diverse and inclusive culture in the profession.
- d) Convene Regulators and engineering stakeholders to support the adoption of best practices in equity, diversity, and inclusion, and to share timely and relevant research on diversity in the profession.
- e) Deliver ongoing information, training, and resource support to help the Board, Board committees, volunteers, and staff to develop capacity to address equity, diversity, and inclusion in their work.
 - i. Equity, diversity, and inclusion training will form part of mandatory Board and staff training so that specific, measurable diversity provisions are incorporated into all areas of work.

Specifically, Engineers Canada's work is focused on 10 core purposes, as established by Engineers Canada's members, the engineering regulators:

- 1. Accrediting undergraduate engineering programs.
- 2. Facilitating and fostering working relationships between and among the regulators.
- 3. Providing services and tools that enable the assessment of engineering qualifications, foster excellence in engineering practice and regulation, and facilitate mobility of practitioners within Canada.
- 4. Offering national programs.
- 5. Advocating to the federal government.
- 6. Actively monitoring, researching, and advising on changes and advances that impact the Canadian regulatory environment and the engineering profession.
- 7. Managing risks and opportunities associated with mobility of work and practitioners internationally.
- 8. Fostering recognition of the value and contribution of the profession to society and sparking interest in the next generation of professionals.
- 9. Promoting diversity and inclusivity in the profession that reflects Canadian society.
- 10. Protecting any word(s), mark, design, slogan, or logo, or any literary, or other work, as the case may be, pertaining to the engineering profession or to its objects.

B2: Role of Engineers Canada Director

The role and responsibilities of the Engineers Canada Board and its Directors are outlined in the [Engineers Canada Board Policy Manual](#), Board policies 4.1, Board Responsibilities; and 4.2, Directors' Responsibilities. The latter provides in part as follows:

- 1) In order to fulfill purpose as a Board, individual Directors shall:



- a) Know the business of Engineers Canada.
- b) Ensure sufficient time to fulfill their Director's duties and responsibilities.
- c) Be informed of issues affecting, or likely to affect, Engineers Canada and the Regulators.
- d) Contribute to the Board's decision-making process by:
 - i. Attending meetings on a regular and punctual basis and being properly prepared to participate;
 - ii. Discussing all matters freely and openly at Board meetings;
 - iii. Working towards achieving a consensus that respects divergent points of view;
 - iv. Supporting the legitimacy and authority of Board decisions, regardless of their personal position on the issue, and not discussing the varying opinions of individuals members;
 - v. Respecting the rights, responsibilities, and decisions of the Regulators; and,
 - vi. Participating actively in the work of the Board including by serving on Committees or Task Forces.
- e) Bring the views, concerns, and decisions of the Board to their Regulator.
- f) Seek their Regulator's input on issues to be discussed by the Board so as to be able to communicate the Regulator's position to the Board.
- g) Advise their Regulator of issues to be presented for decision by the Members.
- h) Be knowledgeable of the rules, regulations, policies, and procedures governing the Regulator that nominated/elected them.
- i) Be familiar with the incorporating documents, By-law, policies and legislation governing Engineers Canada as well as the rules of procedure and proper conduct of meetings.
- j) Participate in Board educational activities that will assist them in carrying out their responsibilities.
- k) Provide timely input into Board assessment surveys.

(2) Each individual Director shall act in accordance with the Canada Not-for-Profit Corporations Act (the "Act") and their common law fiduciary duties, including but not limited to:

- a) Acting honestly, in good faith and at all times, in the best interests of the corporation;
- b) Being independent and impartial;
- c) Exercising, in the performance of their duties, the degree of care, diligence and skill required of a Director;
- d) Preserving the confidentiality of information obtained while acting as a Director by avoiding any advertent or inadvertent disclosure of such information;
- e) Exercising vigilance for and declaring any apparent or real personal conflict of interest in accordance with Policy 4.3, Code of Conduct; and
- f) Voicing, clearly and explicitly at the time a decision is being taken, any opposition to a decision being considered by the Board.

The role and responsibilities of Engineers Canada Directors are further outlined in Board policy 4.3, *Code of Conduct*.

This policy is intended to provide guidance to members of the Board and Board committees in managing the affairs of Engineers Canada. It does so by setting out the principles, standards and guidelines of ethical conduct, thereby ensuring confidence, transparency and trust in the integrity, professionalism and impartiality of the decisions made by the Board and Board committees.



Details related to Board and committee member conduct and conflict of interest guidelines are found at 4.3.1 and 4.3.2 of the [Engineers Canada Board Policy Manual](#).

B3: Confidentiality

Board policy 4.4, *Confidentiality*, can be found in the *Board Policy Manual* and is also listed below.

- (1) Board members and members of Board committees have a duty to maintain confidentiality with respect to all confidential information that comes into their knowledge or possession in the course of performing their duties.
- (2) Confidential information includes:
 - a) Unpublished financial information;
 - b) Personal information with respect to employees or volunteers;
 - c) Any information discussed “in camera” at Board or committee meetings;
 - d) Data entrusted to Engineers Canada by external parties; and,
 - e) Any item marked as confidential either verbally or in written form.
- (3) The duty to maintain confidentiality does not apply to information that is already in the public domain.
- (4) Board members and members of Board committees must take reasonable steps to ensure that confidential information that comes into their knowledge or possession is not improperly disclosed or used. This includes properly securing the source or location of the information in their possession or control.
- (5) Board members and members of Board committees must not use confidential information for their own advantage or for the gain or advantage of others.
- (6) Board members and members of Board committees must return any confidential information in their possession or control upon ceasing to be a Board member or at the request of the Board.
- (7) Board members and members of Board committees must be proactive in identifying and reporting any breach of this policy.
- (8) Board members and members of Board committees are bound by this duty of confidentiality during their term as a Board member, and this duty continues after their term ends.
- (9) An acknowledgement of this policy must be signed by prospective Board members and members of Board committees before they assume their role.

B4: Board Competency Profile

The profile contains three areas associated with the overall competency of the Board:

A. Competencies

Competencies are the collective skills and experience that are deemed necessary to effectively govern. No single Board member is expected to have all competencies contained in this profile. Collectively, the Board of Directors should have sufficient experience to reflect all competencies. From time to time, the Board may determine the prioritization of the competencies to reflect emergent needs.

B. Demographics

Board demographics aim to reflect the representation of the Canadian population. Recruits from Regulators will not be sought solely on the basis of a certain demographic, rather their demographic combined with their talents and abilities.



C. Behavioural skills

Behavioural skills are the desired behavioural skills to help the Board work effectively together. The asset qualifications are not to be included in the competency matrix referenced below, but Regulators should consider these preferred traits when nominating potential candidates to the Board.

As new members come on to the Board, they will be asked to assess their experience and knowledge against the desired competencies. When new Board nominees are requested from the Regulators, they will be advised of **preferred** competencies or demographics the Board is seeking. Notwithstanding the preferences expressed, Regulators are free to nominate whomever they feel is most appropriate for the position.

Additional information related to the Board competency profile can be found in the [Engineers Canada Board Policy Manual at 4.8.3.](#)

B5: Expectations Regarding Principal Activities as They Relate to PEO:

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

B6: Term of Appointment for Directors

PEO Council is responsible for nominating candidates for the Engineers Canada Board. The term of appointment normally commences and ends at an annual meeting of Engineers Canada and shall be of three (3) years duration. Section 4.6 of the Engineers Canada Bylaw sets out that Directors shall be elected for a term of 3 years, and they may be elected for a second term (or a lifetime max of 6 years).

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

B7: Engineers Canada Bylaw – Section 4.1

4.1 Nomination of Directors

(1) Each Member shall deliver a list of nominees, who are engineers in good standing, to the Secretary for consideration at the Annual Meeting of Members.

(2) Only individuals nominated in accordance with this nominations policy are eligible to be a Director.



Part C: PEO Prescribed/Managed Information and Processes

C1: Eligibility

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

C2: Annual Information on Competency Gaps

If Engineers Canada identify anticipated gaps in competencies in its Board of Directors for any given year, this information will be included in PEO's call for expressions of interest.

C3: Process to Nominate an Engineers Canada Director for Appointment

The following process covers steps related to the call for nominations and voting, and is to be used to nominate PEO representatives for appointment to the EC Board of Directors:

1. A call for those who wish to be considered for nomination by PEO Council to the Engineers Canada Board of Directors will be sent to all eligible nominees.
2. The call for prospective nominees will specify the closing date and require prospective nominees to indicate their willingness to serve for a three-year term in accordance with the terms set out in the Engineers Canada Bylaw and Board Policy Manual, and the expectations of PEO's Directors on Engineers Canada Board of Directors, as noted above.
3. A name to be considered for nomination does not require a seconder.
4. No names of prospective nominees will be accepted after the deadline for submission of names or from the floor at the meeting at which such nominations are to be made.
5. At the meeting at which such nominations are to be made, the Chair shall read out the names of those members who have asked to be considered. Before the first and all subsequent rounds of voting, the Chair shall ask if any remaining nominees wish to have their name removed from consideration.
6. Each prospective nominee will be afforded an opportunity to make a brief (2 minute) personal introduction should they so wish. If Engineers Canada has identified anticipated gaps in competencies in its Board of Directors for the given year, each candidate should demonstrate that they possess the experience and/or skills to address this/these competency/competencies. Absent prospective nominees may submit a written personal introduction. The Chair will read any comments received from absent prospective nominees.
7. Voting will be by secret ballot¹ in accordance with By-Law No. 1, s.25(4). Where there is only one prospective nominee for a position, the Chair shall declare the prospective

¹ Applies to both in-person paper ballots and online election platforms in which electronic ballots are used.



nominee to be nominated for appointment to the Engineers Canada Board.

8. Sitting members of Council who put their names forward to be considered for nomination to the Engineers Canada Board of Directors shall abstain from voting. However, should a Councillor's name be removed from the ballot, either through election or elimination, they may vote in any subsequent ballots.
9. Councillors will vote for each position separately and in succession until all positions have been filled.
10. One ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their ballot. Ballots are collected and counted. The candidate receiving a majority of votes is announced as the successful candidate.
11. Where no nominee receives at least 50% plus 1 of the votes cast in the first round of voting, the top two nominees receiving the most votes cast shall advance to a second round of voting.
12. In the event there is a tie in the last nominee position, the number of nominees advancing to the second round will be expanded to include those nominees that have tied for the last nominee position.
13. A new ballot is prepared according to the outcome of step 11 and, if applicable, step 12. This second ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on their second ballot. Ballots are collected and counted.
14. After each voting round following the first voting round, the nominee receiving the lowest number of votes cast will be eliminated and will not advance to the next round of voting. If there is a tie for the lowest number of votes, a run-off will be held.
15. A new ballot is prepared with the applicable number of candidate names. This run-off ballot is given to each eligible voter. The voter is entitled to write or circle the name of one (1) candidate on this run-off ballot. Ballots are collected and counted. The nominee receiving the most votes shall advance to the next round of voting and the others on the ballot are eliminated. Voting rounds will continue in accordance with steps 9 to 15 until one nominee receives at least 50% plus 1 of the votes cast.
16. In the event of a tie vote between the final two nominees remaining, the nomination as an Engineers Canada Director shall be decided by coin toss conducted by the CEO/Registrar.
17. If applicable, ballots cast will remain with the Secretariat until a motion to destroy the ballots has been passed by Council.

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Briefing Note – Decision

ADVISORY GROUP TO REPLACE THE LICENSING, ENFORCEMENT, AND PROFESSIONAL STANDARDS COMMITTEES

Purpose:

To implement Council's directive to staff to "develop one or more Advisory Groups to replace the Licensing, Enforcement, and Professional Standards Committees...7." as directed at Council's March 2023 meeting.

Motion(s) to consider:

That, effective as of December 31, 2023, the Licensing Committee, Enforcement Committee and Professional Standards Committee be stood down with Council's thanks and appreciation to all current and previous members.

Prepared by: David Smith – Director, External Relations

1. Need for PEO Action

(a) Introduction

At its meeting in March 2023, Council passed a motion to "direct staff to develop one or more Advisory Groups to replace the Licensing, Enforcement, and Professional Standards Committees..."

This followed the adoption by Council in March 2021 of a series of governance directions to bring clarity to how PEO will use committees in its new governance system, including that PEO will use only the regulatory committees mandated by legislation, with mandates as per statute.

In August 2023, the GNC reviewed a recommendation from staff to create one advisory group—the Strategic Stakeholder Advisory Group (SSAG)—the Professional Standards Committee, the Licensing Committee and the Enforcement Committee. Its mandate will be to provide input, guidance and recommendations to staff as required on potential strategies and activities related to PEO's regulatory mandate and help to ensure that a diversity of stakeholder perspectives are taken into consideration when positions or initiatives are being considered.

Using only one advisory group, diverse in its composition, allows for PEO to have a singular, primary and centralized resource for all regulatory-related issues that require stakeholder engagement and that can support facilitating dialogue with other key stakeholders or external subject matter experts as required.

This approach aligns with Council's commitment to enhancing PEO's strategic capabilities through increased engagement with our stakeholders. The SSAG will serve as a key instrument in the development of a more comprehensive and far-reaching engagement process to support broader discussions and well-informed deliberations on significant regulatory issues.

2. Proposed Action / Recommendation

The Licensing Committee, Enforcement Committee and Professional Standards Committee be stood down, effective December 31, 2023, with Council's thanks and appreciation to all current and previous members.

3. Next steps

Members of the Licensing Committee, Enforcement Committee and Professional Standards Committee will be informed of Council's decision. Staff will create and oversee the Strategic Stakeholder Advisory Group according to the terms of reference provided in Appendix A.

4. Appendices

Appendix A: Terms of Reference – Strategic Stakeholder Advisory Group

Strategic Stakeholder Advisory Group

Terms of Reference

1. Purpose

PEO's Strategic Stakeholder Advisory Group (SSAG) provides input, guidance and recommendations to staff on potential strategies and activities related to PEO's regulatory mandate.

The SSAG also facilitates meaningful dialogue with members, other stakeholders and external resources, as required, and helps to ensure that a diversity of stakeholder perspectives is taken into consideration when positions or initiatives are being considered.

2. Functions and Deliverables

The SSAG will be called upon as required by the Director, External Relations, to provide input, guidance and recommendations on regulatory matters including, but not limited to:

- Professional practice
- Licensing and registration
- Continuing professional development
- Unlicensed practice
- Stakeholder engagement
- Communications
- General regulatory issues

Specific work may include:

- Reviewing and/or commenting on draft documents, reports, etc.
- Engaging subject matter experts as required
- Facilitating dialogue with key stakeholders
- Assisting with research initiatives
- Recommending and contributing to engagement initiatives, such as surveys, focus groups, webinars, etc.

Input may be provided during SSAG meetings and outside of meetings through email correspondence.

3. Composition

The SSAG will comprise 15 to 20 representatives from the greater engineering community—at least half of whom are licensed engineers in good standing with PEO—and

will reflect the diversity of the profession and the province, including geography, race, gender, age, practice discipline.

4. Term of Appointment

All appointments are for one year and renewable twice.

5. Meetings and Procedures

The SSAG may meet in person or by video conference as determined required by the Director, External Relations.

In accordance with PEO's regulatory mandate and strategic priorities approved by Council, meeting agendas will be developed by the Director, External Relations, and will be provided in advance of the meeting.

SSAG members are expected to regularly attend meetings and review agenda materials prior to the meetings.

6. Budget/Expenses

Except as allocated in PEO's budget, the SSAG has no budget authority beyond reasonable expenses for travel or ancillary expenses as set out in the Expense Reimbursement Policy.

7. Review of Terms of Reference

PEO will review these Terms of Reference annually.



Strategic Stakeholder Advisory Group

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BRIEFING NOTE TEMPLATE MODERNIZATION

Purpose:

- To inform and seek the input of Council on efforts to modernize briefing notes at PEO to ensure that briefing materials support transparent and evidence-based decision-making.

Prepared by: Marina Solakhyan - Director, Governance

1. Background

Briefing notes are meant to convey information clearly and concisely. Their primary audience is often decision-makers. Because they are relied upon to make decisions, briefing notes must be reliable; that is, accurate and based in evidence. They must summarize contextual information, research, analysis, options, and recommendations. While primarily assisting committee and Council members in their work, briefing notes at PEO play an important role in ensuring transparency. They show the evidence base for decisions to stakeholders and the public.

To ensure ease of reference for end users, an organization should standardize its approach to briefing materials with a template and protocol. Well-constructed briefing notes can enhance engagement, productivity, and ensure informed decision-making.

2. Need for PEO Action

This update to briefing material at PEO arises out of strategic goal 3.2: to “[e]nsure committee/council evidence for decision-making.” Along with an updated template and protocol, there are three notable areas for improvement: i) communicating a public interest rationale; ii) linking the work to PEO’s strategic priorities/regulatory mandate; and iii) evolutionary improvement to “peer review”:

- I. Communicating a public interest rationale for Council decision-making is a governance standard required of many regulators¹: “Meeting materials for Council enable the public to clearly identify the public interest rationale and the evidence supporting a decision”.² Accounting for equity impacts and public benefit in Council decision-making is a good practice noted elsewhere.³ As PEO’s statutory mandate is to serve the public interest, it should adopt this practice.
- II. Regulators such as Engineers and Geoscientists BC link matters to the organization’s strategic plan in briefing notes. By stating a link to PEO’s strategic goals/regulatory mandate, briefing notes at PEO can show how the organization is fulfilling its objectives and adhering to its objects.
- III. In September 2009, Council adopted a “Peer-Review Guiding Principle” that stated that “[p]eer involvement is to be a systemic consideration at all levels of policy development and a systemic practice on all motions reaching Council for consideration.” The definition of the term “peer” ranged from the specific: “Committee of engineering volunteers” (in reference to a “Peer

¹ Since 2020, the Ministry of Health has required, through a College Performance Management Framework, that all health regulators be measured against standards related to how well they execute key statutory functions and serve the public interest.

² “Required Evidence” at 2.1 d of College Performance Management Framework.

³ See, for example: Ontario College of Social Workers and Social Service Workers Governance Report 2022, Harry Cayton & Deanna Williams, at pages 24 and 35.

Committee” in September 2008); to the general: “additional review beyond that of a committee” (in defining the term “Peer review” in February 2009).

As an imported term, “peer” has not gained currency in the nearly fifteen years since the adoption of the Peer-Review Guiding Principle. A more appropriate term for an organization like PEO is already in regular use in many facets of its work: stakeholder. “Stakeholder” encapsulates all those who have an interest in PEO and may have important contributions to make to policy development: the public, engineer volunteers, licence holders, government, other regulators, other engineering organizations, and so on. Most importantly, as an organization working in the public interest, PEO’s work must be transparent to the public, not just those with a specialized understanding of a term of art. “Stakeholder” is a more broadly used and understood term. Stakeholders can then be further defined with specific and understandable terms: “engineer volunteer,” “licence holder,” “Ministry,” etc.

A principle of PEO’s new Policy Development Framework is that it must be “participatory,” requiring stakeholder involvement as a systemic consideration and practice—it is the evolution of the “Peer-Review Guiding Principle.” Briefing notes are concise analytical summaries of information, such as the information found in the policy impact assessment tool, and the new template will highlight “stakeholder engagement” to ensure that the involvement of stakeholders is foreground in these high-level summaries to Council.

Proposed Action / Recommendation

An updated briefing note template and protocol are available at Appendix A. The updated PEO briefing notes will:

- 1) Be 1-2 pages long, 3 in exceptional cases where no additional attachments are provided;
- 2) Act as a high level ‘executive summary’ of the more detailed information found in policy briefs, memoranda, recommendation reports, stakeholder engagement results, submissions, and other documents that will be appended to the briefing note. The policy impact assessment tool for all policy proposals will provide detailed information;
- 3) Require a public interest rationale statement;
- 4) Require a stated link to the strategic plan or regulatory mandate;
- 5) Have a readable format and structure, including the following sections:
 - a. An introductory **digest** that gives readers the “bottom line” first;
 - b. **Background**: relevant authorities, policies, history, and context;
 - c. **Considerations**: risks, key strategic issues, costs and financial impact, etc.;
 - d. **Engagement**: how was/will stakeholder participation be used; and
 - e. **Options and Recommendation(s)**.
- 6) The protocol will cover file names, footnotes and references, ensuring consistent terminology, and any other issues that require attention.

3. Next Steps

- This template will be implemented for all Council and committee meetings moving forward.
- Other materials that will be appended to the briefing note will also be standardized.

5. Appendices

- Appendix A – Briefing Note Template

Information Note (or Discussion or Decision) – Short Title (e.g. Special Rules Review)

Purpose	Please include the entity from which the note originates and to which it is directed in this section (i.e., staff, committee, or Council) <i>e.g., For staff to update GNC on the Special Rules review.</i> <i>e.g., For GNC to report to Council about its review of the PEO election process.</i>
Strategic/Regulatory Focus	<i>e.g., Governance improvement</i>
Motion	<i>Include the motion and the threshold of votes required for it to pass (i.e., simple majority, 2/3 of those voting, etc.). The motion should be in a form that can eventually be passed by Council, even if it first needs to be considered and recommended by a committee.</i>
Attachments	Attach relevant documentation, including longer materials that the note is summarizing or referencing. Appendix A – <i>e.g., Appendix A – Election Integrity Staff Report – January 2023</i>

Summary

What is the bottom line? What is proposed? What is the time sensitivity of this item?

e.g. Staff recommend removing the Special Rules annual adoption requirement in the by-law to ensure efficient use of Council resources. GNC to report to Council on its Special Rules review by end of year.

e.g. In applying Elections Canada's Electoral Integrity Framework principles, GNC has 11 recommendations for enhancing integrity and confidence in PEO elections.

Public Interest Rationale

How is this information connected to PEO's public interest mandate?

Background

Sets the context for the note. The key is to not have too much detail. However, it should include:

- Relevant authorities (legislation, regulations)
- Relevant PEO bylaw, policies, practices
- Relevant historical developments (internal and external to PEO)

Considerations

Use subheadings where appropriate to organize this section:

- Risks
 - Types of risk and to whom? *e.g., reputational risk to PEO if an issue is unaddressed.*
- Equity
 - Council and committees should take account of equity in their decision-making.
- Key strategic issues
- Costs and financial impacts
 - Focus on additional costs required to fund a decision or implied by an informational briefing note. Some briefing notes will address initiatives which are already fully budgeted and costed.

Stakeholder Engagement

Evaluate how engagement and participation was or can be utilized here, internally and with stakeholders.

Type of Meeting – Date of Meeting

Options

- This section may not be necessary depending on the type of briefing note.
- If options are being presented, summarize with a table that indicates in a concise manner the risks/costs/benefits/advantages/pros/cons (whichever headings are relevant). Depending on the size and content, a table of options may be better suited as an appendix. Example:

	Option	Risks	Costs	Advantages
1	Do nothing	- reputational damage - potential of major legal liability if issue unaddressed	- no new costs	- status quo is currently working
2	Implement policy change	- key stakeholders may not 'buy in'	- substantially higher costs	- inclusive - opportunity for stakeholder engagement - mitigates reputational risk - minimizes legal liability once implemented

Recommendation(s)

This section may not be necessary depending on the type of briefing note.

Next Steps

This section may not be necessary depending on the type of briefing note.

Prepared By:

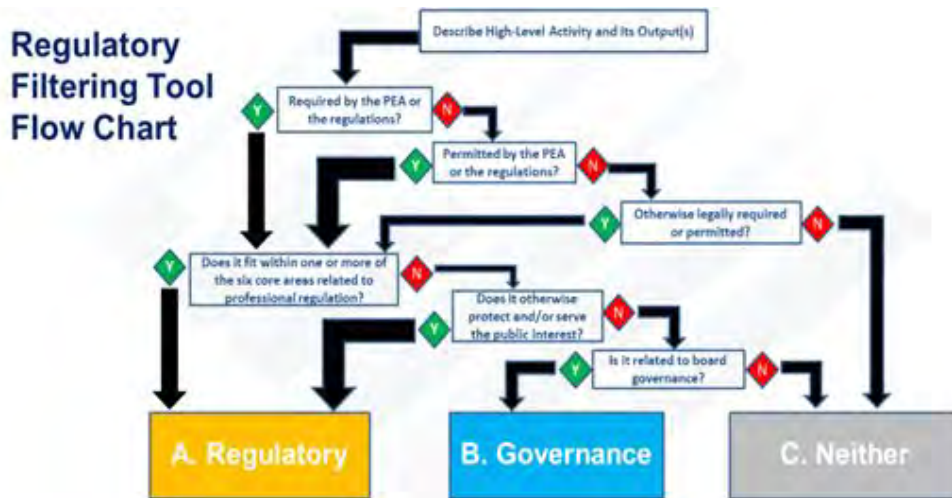
Briefing Note Protocol

➤ Public documents

- Most briefing notes are publicly available documents and should be drafted with this in mind.

➤ Strategic/Regulatory Focus

- PEO Council has adopted an “activity filter” tool that provides a consistent and objective mechanism by which to categorize PEO activities as related to professional regulation, board governance, or neither. For a note where the item does not relate to a regulatory or governance function, a general statement such as “the item is neither regulatory nor governance” should be used.



➤ Public Interest Rationale

- In some cases, an item will not have a clear public interest rationale or public interest connection (direct or indirect). For notes lacking a public interest rationale/connection, a statement such as “No public interest rationale” will suffice.

➤ Length

- Notes should be 1-2 pages long. They can be 3 in exceptional cases, for example where a decision is required, and no additional attachments are provided.

➤ Standardized file names

- File names should follow the same format and indicate whether it is a draft or final version, the committee’s initials or “Council” depending on the audience, “BN” for briefing note, a short title about the content, and the date that the draft is being worked on or the date it is finalized. It should also indicate if it is presented in camera with the letters “IC.” For example:
 - DRAFT_GNC_BN Election Reform_19 June 2023.
 - FINAL_GNC_BN Election Reform_IC_25 June 2023.

➤ **Types of Notes**

- **Information:** A briefing note for information is to inform a committee or Council about issues or activities. This item can include discussion and questions, but it will generally never return to that committee or Council.
- **Discussion:** A briefing note is for discussion when an item will eventually return to committee or Council for a decision. Committee or Council members are providing feedback and input, but the item is not ready to be brought forward for a decision.
- **Decision:** A briefing note for decision is putting information before a committee or Council for a decision. This type of note will include a motion in the 'digest' section.

➤ **Consistency in terminology**

- Use the term "licence holders" instead of "members."
- Use the language of "recommendation" when it is a committee decision, as committees make recommendations to Council. Council is the body that ultimately decides. Briefing notes for "Decision" for committees will be presenting recommendations to committees. Committees will 'decide' what to forward as recommendations to Council.

➤ **Footnotes**

- Use footnotes where appropriate to document sources or for information that can assist the reader. There is no required citation style, but please ensure the footnote includes the title of the source, the author(s) where relevant, website link if relevant, and specific details like page numbers and paragraph numbers. The goal is to assist the reader in quickly finding the source information that was referred to or relied on in the document. If a lot of information is being added as a footnote, ask whether it should be in the body of the note, or, whether it needs to be in the note at all.

➤ **Subheadings and bullet points**

- Make use of subheadings and bullet points to make the document more readable. Avoid overuse.

➤ **Be mindful of acronym use**

- Acronyms for Professional Engineers Ontario or committee names are acceptable.
- Do not use acronyms where it may be confusing (e.g., Chief Elections Officer should not be "CEO" as PEO has a Chief Executive Officer)

Summary Report to Council of Human Resources & Compensation Committee (HRCC) Activity November 16 & 17, 2023

Committee Meeting Dates:

Complete: October 19, 2023

Planned: November 13, 2023

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
CEO/Registrar Performance Review Process: Proposed Alignment with Strategy and Operational Planning Timelines	The Committee reviewed and endorsed a new CEO/Registrar Performance Review Process that is aligned to the strategic plan and the operational planning timelines of the organization.	Staff	Recommendation to Council at Nov 16 & 17, 2023 meeting.	Continue	Yes
Workplace Anti-Violence and Harassment Policy (WVHP): PEO Volunteers – Current Structure	The Committee reviewed background information about the <i>Anti-Workplace Violence and Harassment Policy</i> , including an outline of key differences between volunteer types at PEO to assist in proposing changes to the policy. An update on the Governance and Nominating Committee's related work on director conduct was also reviewed.	Staff	A draft policy for volunteers will be brought to HRCC at its next meeting for discussion.	Continue	No
CEO/Registrar Performance Review	Mid-year and year-end discussions took place.	HRCC	Year-end Performance Review at Nov 16 & 17 Council meeting (in camera)	Continue	Yes (in camera)

Next Committee Meeting: January 23, 2024

¹ Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue

Briefing Note – Decision

C-560-6.1

CEO/Registrar Performance Review Process

Purpose: To propose changes to the current CEO/Registrar Performance Review Process to align it with PEO strategy and operational planning timelines as well as PEO staff Merit Program timelines.

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

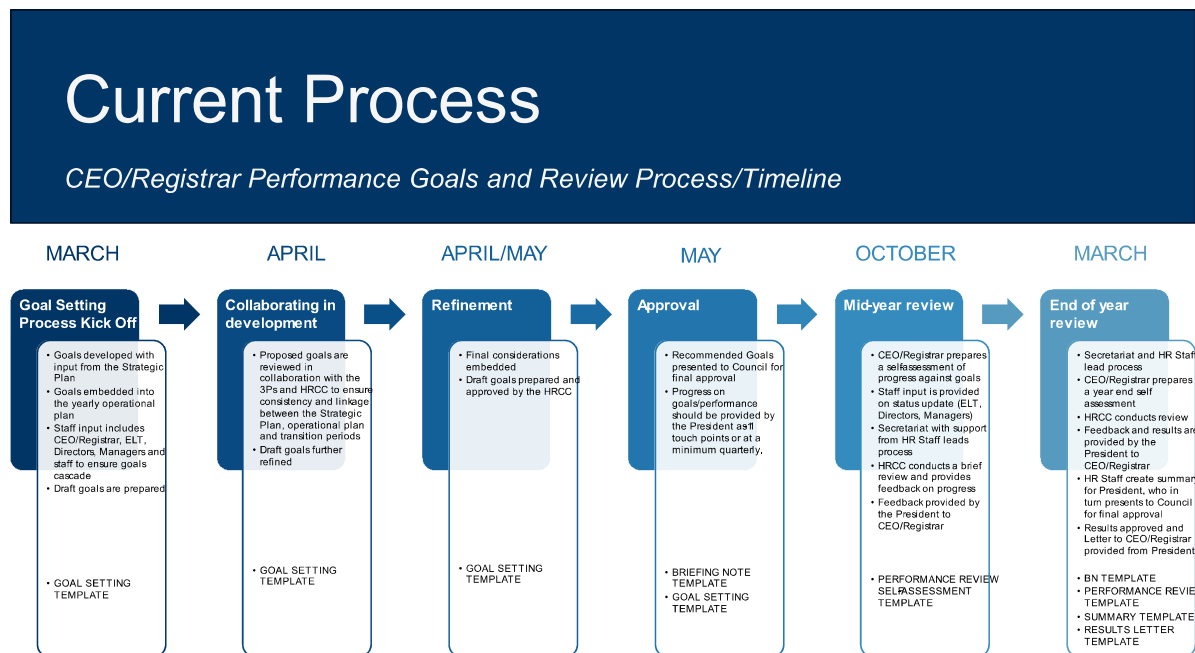
That Council approve the proposed aligned *CEO/Registrar Performance Review Process* presented at Appendix B to item C-560-6.1.

Prepared by: Marina Solakhyan – Director, Governance and Meg Feres – Manager, Council Operations

1. Background

Regular, purposeful, CEO/registrar performance evaluation by the board of directors (Council) is a cornerstone of effective governance. The CEO/Registrar current performance evaluation is conducted on an annual basis and follows a process that was set a few years ago and refined from time to time.

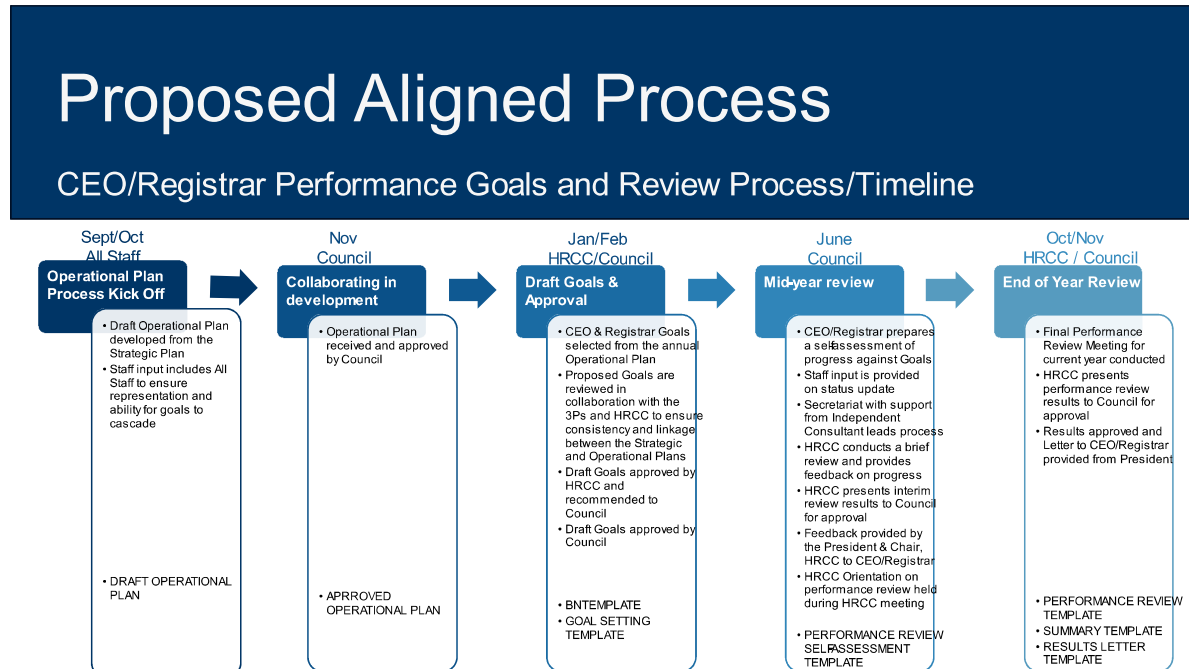
The current process is outlined below:



2. Proposed Action / Recommendation

Currently, the CEO/Registrar process is not aligned with PEO Strategy and Operational Plan timelines. Nor is it aligned with PEO staff Merit Program timelines. Please refer to Appendix A for more detailed information, including the proposed recommendations.

The proposed aligned process is provided below and is also shown at Appendix B.



3. Next Steps (if motion approved)

Once approved by Council, the HRCC will work with the CEO/Registrar to follow the new process starting 2024.

4. Policy or Program contribution to the Strategic Plan

The proposed CEO/Registrar Performance Review Process is in alignment with PEO's Strategy and Operational Planning timelines.

5. Financial Impact on PEO Budgets

None.

6. Appendices

- Appendix A – Strategic Planning Process: Alignment to CEO/Registrar's Performance Review Process
- Appendix B – Proposed Aligned Process



Professional Engineers
Ontario

C-560-6.1
Appendix A

Strategic Planning Process

Alignment to CEO & Registrar's
Performance Review Process
September 2023

Land Acknowledgement

We respectfully acknowledge that we are on the traditional territory of the Huron-Wendat, the Seneca, the Mississaugas of the Credit, the Anishnabeg, the Haudenosaunee, and is now home to many diverse First Nations, Inuit, and Métis Peoples.



Objectives

- Why Strategic Planning is Important
- Mission and Values Recap
- Strategy 2023-25 Recap
- 2023 Operational Plan
- Important Milestones and Timelines
- Alignment with Performance Review Process

Why Strategic Planning

- “In the past few decades, strategy has become increasingly sophisticated and complicated...With alarming frequency, all these well-intentioned initiatives don’t add up to corporate success.... By simplifying strategy – by selecting fewer initiatives with greater impact – we can make it more powerful.” Oberholzer-Gee, F. (2021)
- “Strategy, done well, empowers organizations by showing employees how to deploy the resources they control (time, focus, capital, etc.) in the absence of direct, hands-on leadership.” Frei, F., Morriss, A. (2020)
- “In the best companies, the orientation toward value creation is reflected in every decision made by employees at all levels of the organization. The focus on creating value shows up in big strategic plans and in small everyday choices.” Oberholzer-Gee, F. (2021)

Transformation

A useful Analogy



Mission and Values Recap



Our Mission

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



Our Values

- Accountability
- Respect
- Integrity
- Professionalism
- Teamwork

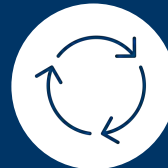
2023-25 Strategic Goals Recap



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



2. Optimize organizational performance



3. Implement a continuous governance improvement program



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

Summary Strategy 2023-25

Goals	Sub Goals	Activities	2023	2024	2025
1. Improve licensing processes	1.1 Create fair, transparent, accessible and efficient application process	1.1.0 Present FARPACTA policy/timeline			
		1.1.1 FARPACTA tech solution - Phase 1 & 2			
		1.1.2 FARPACTA process			
		1.1.3 Change management and communications			
		1.1.4 Measure FARPACTA compliance			
	1.2 Review licensing processes; implement changes	1.2.1 Implement mandatory CPD - Phase 1 (roll out, reminders)			
		1.2.2 Implement mandatory CPD - Phase 2 (business rules, sanctions)			
		1.2.3 Implement mandatory CPD - Phase 3 (auditing)			
	1.3. Ensure licensing reflects EDI values	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. Ensure adequate IT; data collection/mgt	2.2.1 Digital transformation roadmap			
		2.2.2 Data governance model			
	2.3 Review/improve comms & business processes; ensure reflects EDI values	2.3.1 Organizational EDI strategy			
		2.3.2 HR high performance team roadmap			
		2.3.3 Modernize payroll processes			
		2.3.4 Communications strategy (value, EDI)			
		2.3.5 Modernize budget processes			
		2.3.6 Review financial controls			
		2.3.7 Develop Customer Service Model			
3. Implement governance improvement program	3.1 Ensure councillor & ELT orientation	3.1.1 Review/revise board manual			
		3.1.2 Review/revise board orientation			
	3.2 Ensure cttee/council evidence for decision-making	3.2.1 Strategic plan reporting			
		3.2.2 RM framework			
	3.3 Establish metrics for governance performance	3.3.1 Review governance committee evaluations			
	3.3.2 Annual assessment council effectiveness				
4. Refresh vision; ensure stakeholders see PEO value	4.1 Dialogue with members & stakeholders	4.1.1 Establish Visioning taskforce, workplan			
		4.1.2 Council engagement session			
		4.1.3 Stakeholder engagement session(s)			
	4.2 Undertake research	4.2.1 Legislative/reg/legal review			
		4.3. Develop proposed vision for consultation	4.3.1 Draft new vision		
	4.3.2 Post vision consultation				
Count of activities:			24	16	4

Operational Plan

As of September 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/approach				
		1.1.1 FARPACTA tech solution - Phase 1 & 2				
		1.1.2 FARPACTA process				
		1.1.3 Change management and communications				
		1.1.4 Measure FARPACTA compliance				
	1.2 Review licensing processes; implement changes	1.2.1 Implement mandatory CPD - Phase 1 (roll out, reminders)				
	1.3. Ensure licensing reflects EDI values	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				
		2.2.1 Digital transformation roadmap				
	2.2. Ensure adequate IT; data collection & management	2.2.2 Data governance model				
		2.3.1 Organizational EDI strategy				
	2.3 Review/improve comms & business processes; ensure EDI values reflected	2.3.2 HR high performance team roadmap				
		2.3.3 Modernize payroll processes				
		2.3.4 Communications strategy (value, EDI)				
		2.3.5 Modernize budget processes				
		2.3.6 Review financial controls				
		2.3.7 Develop Customer Service Model				
3. Implement governance improvement program	3.1 Ensure councillor & ELT orientation	3.1.1 Review/revise board manual				
	3.2 Ensure committee/council evidence for decision-making	3.2.1 Strategic plan reporting				
		3.2.2 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)				

Important Milestones and Timelines

Strategy and Operational Planning Timelines



CEO & Registrar Goal Setting

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

Guiding Principles

Proposed goals will align with the yearly Operational Plan

3 P's, HRCC and Council will have an opportunity to collaborate on the goals

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

Council will provide final approval

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

Jan – Dec
Fiscal

Annually in
October

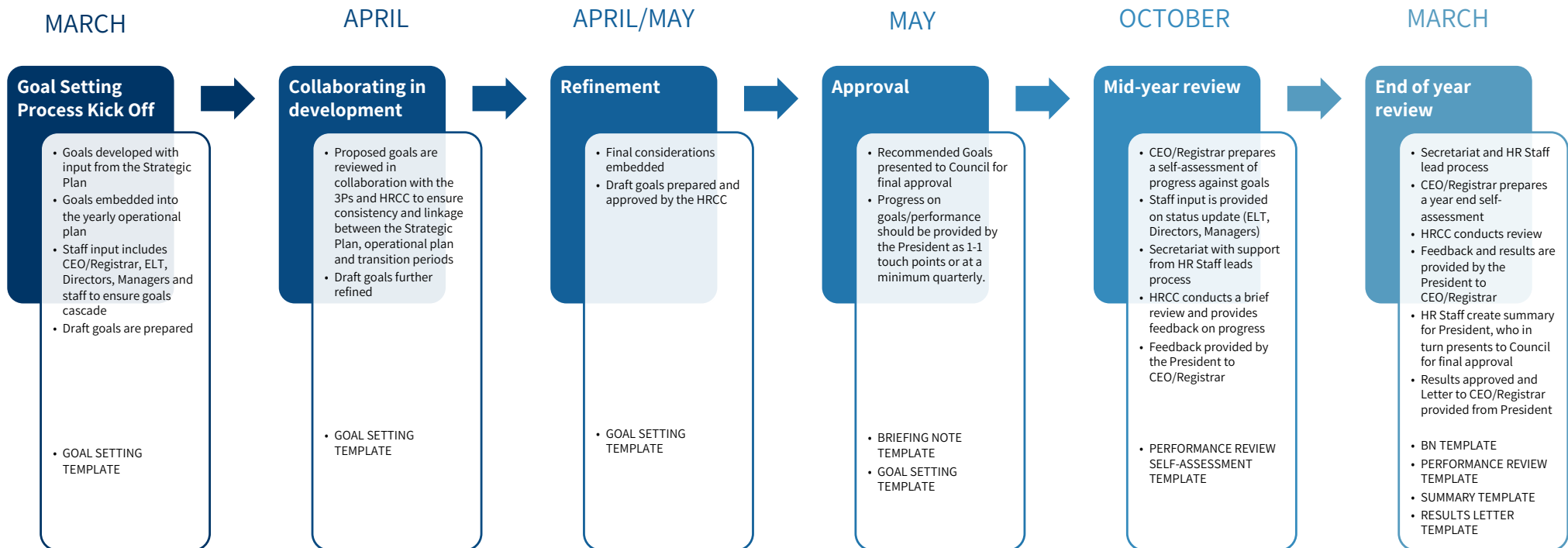
Annually in
November

Annually in
November

Apr - Mar
Council Cycle

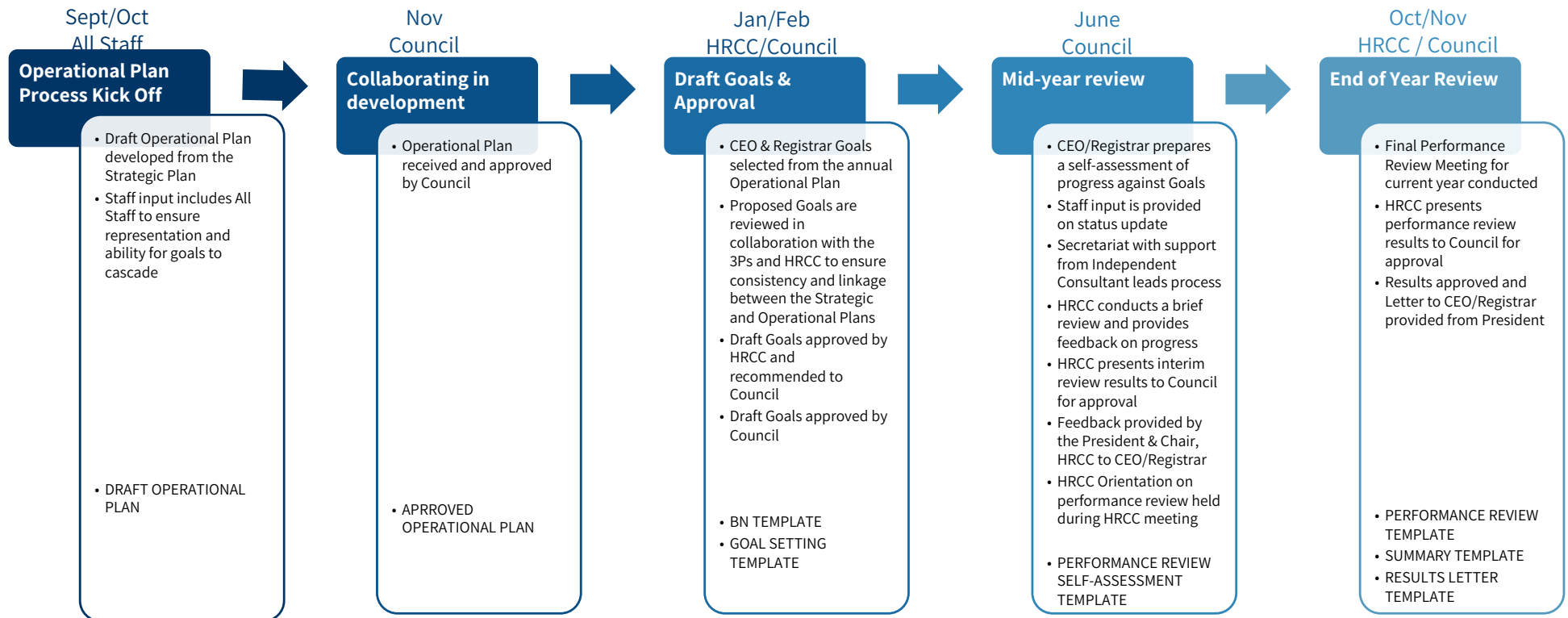
Current Process

CEO/Registrar Performance Goals and Review Process/Timeline



Proposed Aligned Process

CEO/Registrar Performance Goals and Review Process/Timeline



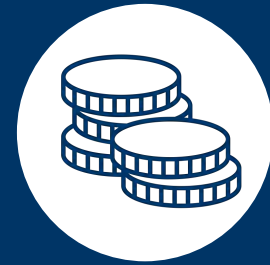
Weighting



Current process is that the Goals all have an equal weighting (total 100%)



The review has the following ratings:
Exceeds Expectations = 4
Meets all Expectations = 3
Meets Most Expectations = 2
Meets Some Expectations = 1
Does Not Meet Expectations = 0



Sample Calculation:
Employee Rating =
Bonus Potential %
Current Salary \$
Bonus \$

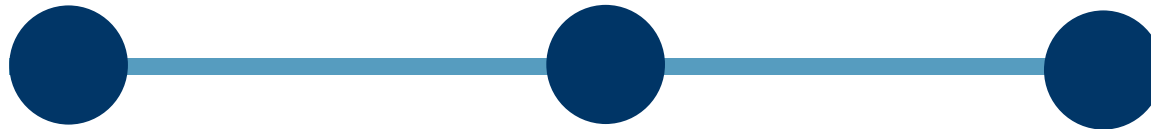
Summary



Operational Planning



CEO Performance Management



January



Merit Program Starts
Operational Plan



CEO Goals approved &
cascade to all staff using
operational plan

June



Staff Merit Program Mid
Year Review



CEO Mid Year Review

November



Draft Operational Plan
Developed
Operational Plan
Approved for Next
Calendar Year



CEO End of Year Review &
Results

Q&A

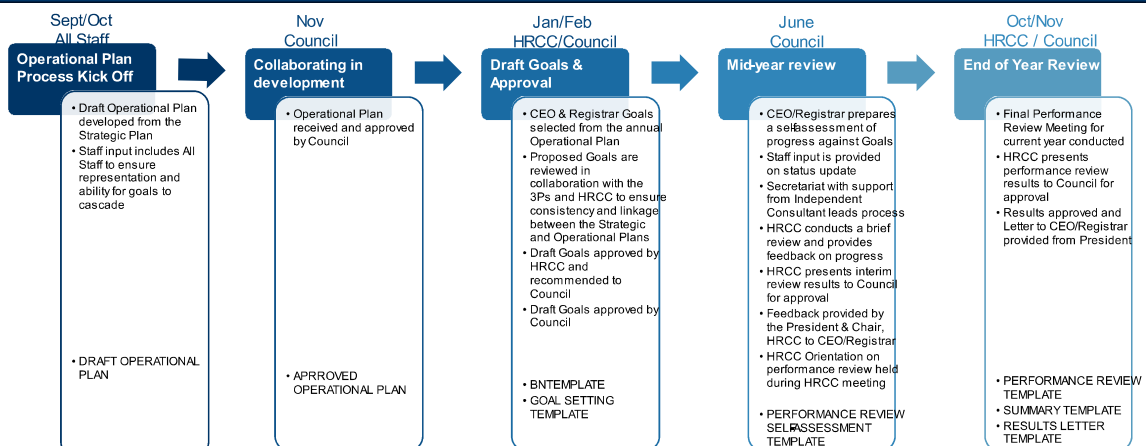


Appendix B

Proposed Aligned CEO/Registrar Performance Review Process

Proposed Aligned Process

CEO/Registrar Performance Goals and Review Process/Timeline





**Summary Report to Council of Regulatory Policy and Legislation Committee (RPLC) Activity
November 16 & 17, 2023**

Committee Meeting Date: October 27, 2023

Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
"Reducing 4-year Eng. Experience Time Requirement" Item Submitted Pursuant to s.7.4 of the 2023 - 2024 Special Rules	<p>Committee discussed Council motion approved at its September meeting:</p> <p><i>That RPLC provide Council with a plan at the November 2023 meeting of Council, that includes a timeline and a plan for involving ERC experience requirement experts, to:</i></p> <ul style="list-style-type: none"> (a) <i>consider introducing an apprentice/intern pathway to engineering experience as an alternative to CBA; and</i> (b) <i>consider reducing the 4-year experience requirement for all experience pathways to licensure.</i> <p>It was noted that the RPLC 2023-24 work plan, already includes an item for the "Future of the EIT program" and "Discussion of the Current Experience requirement. More detailed data and policy analysis, in accordance with the new policy development framework adopted by Council in June 2023, are scheduled for the January 2024 RPLC meeting. Policy Impact Analysis (PIA) process is iterative and parallel pathways may emerge as an option. Committee agreed the PIA process should continue and that Council should be updated accordingly.</p>	Staff	Discussion Note at Council's Nov 16 & 17, 2023 meeting.	Continue	Yes
Evolutionary Improvements to Admissions: Canadian B. Tech Programs	<p>Council's FARPACTA decisions, including the decision that a Bachelor of Engineering degree, subject to legitimacy confirmation is the minimum academic requirement for those not applying from CEAB accredited programs, meant that these B.Tech. degrees are no longer considered for those applying for a Professional Engineer licence. Committee reviewed elements of a PIA including context and problem definition;</p>	Staff	Continue PIA	Continue	No

¹ Green=Complete; Blue=Continue; Yellow=Modify; Red=Discontinue



Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
	<p>risk identification; and next steps for regulatory policy development.</p> <p>Staff are planning to hold a meeting with McMaster B. Tech program coordinators to review PEO exam performance data before making a recommendation to RPLC.</p>				
Future Direction of the Engineering Intern Program (EIT)	<p>Program suspended because the EIT designation is now incompatible with the new FARPACTA-driven licensing regime, which targets a registration decision within six months of the receipt of a completed application and which therefore requires prospective licence holders to present both completed academic qualifications and 48 months' work experience at the time of application.</p> <p>Four surveys were conducted between July and September 2023 to assess the merits of the EIT program.</p> <p>Committee discussed survey results, including a complete list of all open text comments and responses. Importance of value proposition noted.</p>	Staff	Gather more evidence to understand the regulatory purpose of the EIT designation to be able to come up with some policy options for RPLC's and Council's consideration by the end of the Council term.	Continue	No
Acoustical Engineering Service in Land Use Planning Guideline	<p>Follow up to RPLC's last meeting at which staff were requested to prepare a document summarizing the consultation results. This document was created and is included in the package. Committee requested that the material include more clearly how the subcommittee of experts were involved.</p>	Staff	Recommendation to Council for approval at Nov 16 & 17, 2023 meeting	Continue	Yes
Emission Summary and Dispersion Model (ESDM) Guideline Conversion to Standard	<p>Council motion passed in 2016 that directed the Professional Standards Committee to form the Emission Summary and Dispersion Model (ESDM) Subcommittee to develop a practice guideline and a performance standard.</p> <p>PEO's Practice Guideline on this topic was subsequently approved by Council in 2021.</p> <p>Committee discussed and agreed to recommend that PEO does not proceed with developing a standard.</p>	Staff	Recommendation to Council for approval at Nov 16 & 17, 2023 meeting	Continue	Yes



Item/Topic	Discussion Summary	Assigned to	Next Steps	Status ¹	Separate Council Agenda Item?
Removal of the Canadian Experience Requirement from Regulation 941 – Monitoring Plan	<p>Council decided in March 2023 to remove the Canadian experience requirement from the regulation and directed staff to initiate a further study to explore and address any unintended consequences of this change.</p> <p>Committee reviewed the monitoring plan that staff proposes to fulfill Council's direction and discussed important factors including gathering evidence and being proactive, anticipating issues/consequences.</p> <p>Importance noted of the need for regular involvement of experts in quality assurance and control.</p>	Staff	<p>Proceeds with work multi-year, evidence-based plan.</p> <p>RPLC and Council will receive regular reports.</p>	Continue	No

Next Committee Meeting: January 30, 2024

Decision Note – Direction to Examine the Current Four-Year Experience Requirement

Purpose	To consider and approve a policy development plan to examine and develop possible changes to the current experience requirements as directed by Council at its September meeting.
Strategic/Regulatory Focus	Licensing Requirements
Motion	Simple majority required That Council approves the proposed plan to examine P.Eng. experience requirements, using PEO's Policy Development Framework, as presented in Appendix A.
Attachments	Appendix A – Experience Requirement Policy Development Plan

Summary

The proposed policy development plan was developed in response to a decision made at the September 2023 Council meeting. It will examine the current experience requirements for P.Eng. licensing, using the Policy Development Framework approved by Council in June 2023.

Public Interest Rationale

As a result of Council's adoption of competency-based assessment (CBA) for meeting experience requirements for licensing (which includes 34 competencies for entry to practice), it is appropriate to review the need for the current experience requirements (48 months). Such changes could improve the fairness and efficiency of the licensing process by reducing potential barriers to licensing eligibility.

Background

PEO currently has both a time-based requirement and CBA to determine if the applicant meets the experience requirement for P.Eng. licensure. As of May 15, 2023, a prospective applicant for a P.Eng. licence must meet these two conditions to be eligible to apply.

At its meeting of September 22, 2023, Council passed the following motion:

That RPLC provide Council with a plan at the November 2023 meeting of Council, that includes a timeline and a plan for involving ERC experience requirement experts, to:

- (a) consider introducing an apprentice/intern pathway to engineering experience as an alternative to CBA; and*
- (b) consider reducing the 4-year experience requirement for all experience pathways to licensure.*

Considerations

At its June 2023 meeting, Council adopted a new rigorous approach to policy development to ensure that its policy decisions are based on a proper evaluation of risk, a solid evidence base, and a thorough analysis of options and impacts. The new policy development framework is based on the principles of good regulation and ensures that:

1. Regulatory policy proportionate to the risk of harm being managed.
2. Regulatory policy is evidence-based and reflects current best practice.
3. Regular and purposeful engagement is undertaken with partner organizations, engineers, and the public throughout the policymaking process.

RPLC discussed Council's September motion at its October 27, 2023 meeting and agreed that any review of the current experience requirements should be conducted in accordance with PEO's new policy development framework, that includes detailed policy impact analysis.

The RPLC also discussed the time-based experience review conducted by the Time-Based Experience Group (TBEG). TBEG is a subgroup of the National Admissions Officials Group (NAOG) that was formed to "share ideas, information, research and identify opportunities for potential changes or a reduction of the time-based experience requirements that are largely still a part of the P.Eng licensure assessment processes in Canada". The group is comprised of representatives from APEGA, EGBC, APEGS, PEO, OIQ and Engineers PEI and has been meeting monthly.

The preliminary TBEG recommendations in September 2023 endorsed strengthening the CBA system and moving toward a time-based experience recommendation, rather than requirement. TBEG plans to issue a final report and recommendations in January 2024 to the Engineers Canada CEO Group. RPLC agreed that it is advisable for PEO to wait to see the TBEG report and recommendations before PEO proposes any changes to its current experience requirements.

Stakeholder Engagement

No stakeholder engagement has specifically been undertaken for this project as yet. Stakeholder engagement for the next stages of this project is described in the attached policy development plan. It includes employers, educators, students, current EITs, former EITs and ERC members, who will be engaged for comments when options are produced, and stakeholder comments will be included along with the options presented to RPLC.

Recommendation(s)

Council to approve the attached policy development plan.

Next Steps

PEO will begin work on the experience requirement policy development plan recommended by RPLC and approved by Council.

Prepared By: Adam Waiser, Policy & Governance

Appendix A – Experience Requirement Policy Development Plan

November 2023	<ul style="list-style-type: none"> Start validation of perceived problem(s) with 48-month experience requirement by reviewing Time-Based Experience Group (TBEG) report¹
December 2023	<ul style="list-style-type: none"> Complete Part 1 of the Policy Impact Analysis, including identifying risks of harm to the public interest and assess potential costs and benefits, both direct and indirect Conduct preliminary legal analysis of the Act and regulations that provide authority, could be impacted if changes are proposed to the current time-based experience requirements
January 2024	<ul style="list-style-type: none"> Receipt of the final report and recommendations from the NAOG Time-Based Experience Requirement Group to the CEO Group RPLC meeting (30th): project update
February 2024 and beyond	<p>Complete part 2 of the Policy Impact Analysis</p> <ul style="list-style-type: none"> Review TBEG recommendation as considered by CEO Group Review existing data about time-based experience requirements in other jurisdictions Search for research about the merits and effects of time-based experience requirements (including an apprentice/intern pathway to engineering experience) Stakeholder engagement activities with employers, educators, students, current EITs, former EITs and ERC members, OFC, and other stakeholders Make inquiries about how licensure changes would affect the recognition of an Ontario license in other jurisdictions Develop and evaluate potential alternative options and conduct more detailed legal analysis of each option RPLC meeting (TBC): present options and recommendations for RPLC approval Council Meeting (TBC) to approve recommendation Implementation Planning (TBC)

¹ TBEG is a subgroup of the National Admissions Officials Group (NAOG) that was formed to review the time-based experience requirements that are largely still a part of the P.Eng licensure assessment processes in Canada. The group is comprised of representatives from APEGA, EGBC, APEGS, PEO, OIQ and Engineers PEI.

Briefing Note- Information

C-560-8.1

Tribunals Office Report – Activities of Tribunals

Purpose: To update Council about the activities of the Tribunal Office and related Committees.

For Information (Appendices A and B)

Prepared by: Nedra Brown, LL.B. – Legal Counsel and Manager Tribunals

1, Status Update

Discipline Committee:

- The Discipline Committee is organizing updated training for its members.

Registration Committee

- Is working on new rules and procedures and is establishing procedures for dealing with the increase in requests for a hearing de novo.
- The increase is related to the FARPACTA changes.
- The Committee is organizing updated training for its members.

Complaints Review Councillor

- Where the Complaints Review Councillor (CRC) investigates a report is filed for Council's information.

Considerations

The Tribunals Office Committees do work that supports PEO's regulatory mandate.

- The Committees and Tribunal staff have worked diligently to ensure that matters are managed and heard in a responsive and flexible manner taking into account the legal requirements and practical requirements.
- Meeting the FARPACTA increase in applicants asking for REC hearings.

Costs and Financial Impacts

- These committees and the matters they are responsible for are fully budgeted.

Engagement

Committee members are generally responsive to requests to sit on a panel.

Training is being developed and provided that takes the new appointments into consideration.

Hearing Information

Upcoming hearings are listed on the [PEO website](#)

Appendices

Appendix A – Report on the work of the Discipline Committee (**information**)

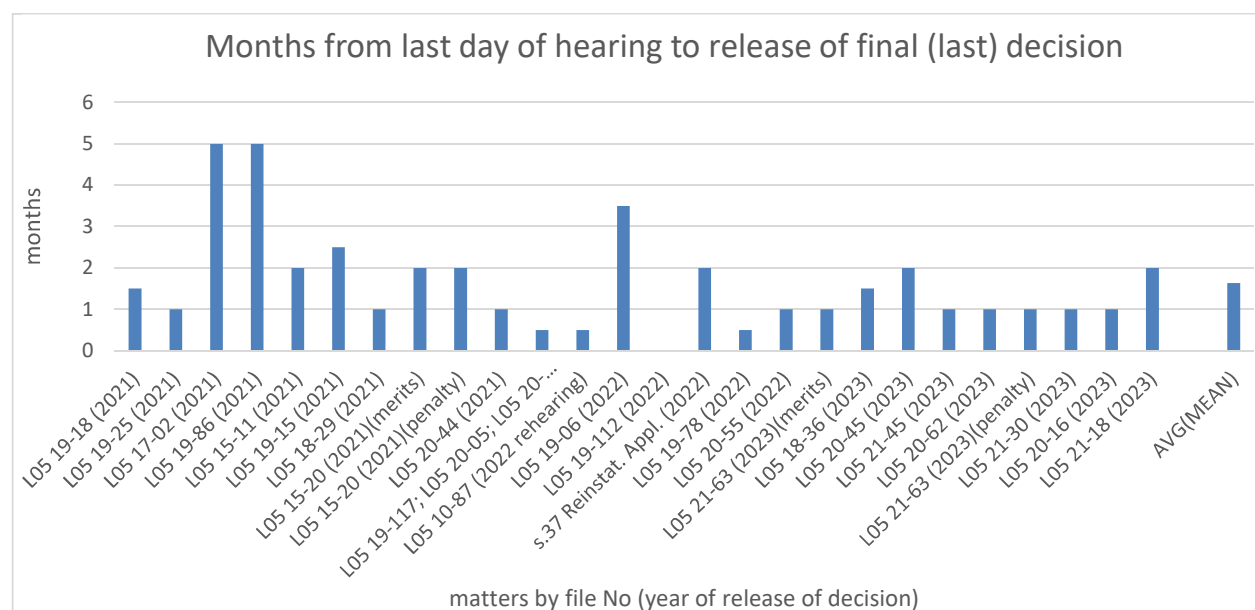
Appendix B - Report on the work of the Registration Committee (**information**)

DISCIPLINE STATISTICS – October 2023 Council Meeting Report

Discipline Phase

	2021	2022	2023
			(as of Oct 31)
Matters Referred to Discipline	5*	13	4
Matters Pending (Caseload)	5	12	8
Written Decisions Issued	11	6	9
<i>DIC Activity</i>			
Pre-Hearing Conferences Held	8	17	5
Hearings Phase commenced (but not completed)	0	0	0
Hearings Phase completed (but no D&R issued)	0	0	1

* One (1) reinstatement application (s.37 of the Act) was received in late 2021.



REGISTRATION STATISTICS – October 2023 Council Meeting Report

Registration Phase

	2021	2022	2023 (as of Oct 31)
Requests for Hearing	0	5**	14
Premature Applications (No Notice of Proposal)	0	0	0
Matters Pending (Caseload)	3*	5	14
Written Final Decisions Issued	1	1	2
Appeals to the Divisional Court	0	0	1
Complaints to the Human Rights Tribunal of Ontario			1
<i>REC Activity</i>			
Pre-Hearing Conferences Held	1	5	7
Hearings Phase completed, but no D&R issued	0	0	0

* Withdrawals by applicants: 5 withdrawals in 2021 and 2022.

** Parties resolved the issue – the Applicants have met the requirements for licensure (no REC hearing required): 1 in 2023 (request for hearing filed in 2022)

Briefing Note – Discussion

C-560-9.1

STAFF RESPONSE TO MEMBER SUBMISSION RECEIVED AT THE 2023 ANNUAL GENERAL MEETING

Purpose: To provide a staff report to Council on the member submission received at the 2023 AGM, as required by the *Guide for Member Submissions at the Annual General Meeting*.

Prepared by: Marina Solakhyan – Director, Governance

1. Need for PEO Action

At the 2023 PEO Annual General Meeting held on April 29, 2023, in accordance with Council policy, and as permitted by the by-laws, members were invited to make submissions on issues related to governance, regulatory policy and other activities of the Association. All submissions were accepted for consideration by Council as presented, and members in attendance were invited to review and submit their comments and questions. One member submission was received.

Legal Context

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

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

2. Proposed Action / Recommendation

Issues raised in the member submission are already being considered as part of committee workplans for 2023/2024. Staff's analysis and proposed response is set out below.

Member Submission: Response to Councillor Motion Made Under the Special Rules

That,

- 1. The Council motion in question be formally retracted;***
- 2. Council release a formal statement rejecting the inclusion of misinformation in its business;***
- 3. Councillors be required to engage with governance education and/or obtain governance designations prior to participating in Council business;***
- 4. Future potential councillors receive communication prior to elections regarding desired qualifications and required duties and in the lead up to elections members should be notified in writing of candidate status with PEO (e.g. practising status, disciplinary history, etc.) and any potential conflict of interest.***

This submission was made in response to a motion, "Repealing the *Entering PEO Office Protocols*," directly added to the March 2023 Council agenda by a Councillor under rule 7.4 of Council's Special Rules

560th Meeting of Council – November 16-17, 2023

of Order (Special Rules). Rule 7.4 was adopted by Council in May 2022 and allows a member of Council to add an item to the meeting agenda by submitting it to the Secretariat at least two weeks prior to the meeting. The Special Rules are adopted annually by Council to supplement or supersede its parliamentary authority. At the March 31, 2023 meeting of Council, Council voted to remove the motion in question from the agenda.

Governance Process

The concern in the member submission regarding misinformation in Council business points to a larger structural issue regarding the process by which matters come before Council.

In November 2020, Council adopted the following governance directions:

- “1. Council will be a governing-type board:
 - a. Council will primarily direct (set strategic vision and direction) and control (monitor and evaluate actual results to gain confidence PEO is moving in the direction set), delegating substantive operations to staff supported by committees as appropriate.
 - b. Submissions from Members, Councillors or others will first be referred to the responsible committee or staff for review and input before coming to Council with any recommendation for a decision (the originator will be consulted as needed by the committee or staff, and be advised of any disposition).”

Council endorsed the principle that the task of developing solutions and recommendations would be delegated to professional staff, while Council would provide higher level direction and control (through its governance committees). As approved by Council, all regulatory and governance items must be first dealt with by the four governance committees before reaching Council. This is to ensure that Council decisions are based on a proper evidentiary and analytical foundation. Staff are expected to provide the necessary evidence to governance committees and Council, and if a committee or Council require further information, staff should be directed to complete the necessary work before a decision can be made. In short, information should be evidence-based and vetted before it reaches Council.

In the case of the motion at issue, its addition to the Council agenda via rule 7.4 resulted in a circumvention of the triaging and vetting process described above.

The Governance and Nominating Committee (GNC) has been tasked with a review of the Special Rules, and staff will recommend that rule 7.4 be replaced with a process for Councillor submissions that aligns with the governance process established by Council.

Governance Education and Other Matters

Other concerns raised in the member submission are being addressed. Councillors already undergo a “Board Basics” governance education training program, and for the upcoming 2024 election, candidates for Council will have to complete the program in advance of the election. Additionally, when accepting their nomination, candidates must acknowledge they have read the Councillor Code of Conduct and familiarized themselves with the role and responsibilities of the office for which they are standing. As part of PEO’s ongoing election reform, GNC has recommended that narrow eligibility criteria be developed for prospective candidates.

Briefing Note: Decision

GOVERNANCE ROADMAP – PHASE 4: PEO COMMITTEE AND TASK FORCE ACTIVITIES WHICH ARE NEITHER GOVERNANCE NOR REGULATORY – FINAL RECOMMENDATIONS FOR THE REMAINING PEO AWARD PROGRAMS: V.G. SMITH AWARD AND S.E. WOLFE THESIS AWARD

Purpose:

To approve final recommendations for the remaining PEO award programs which are neither governance nor regulatory, and which have been suspended, pending further review.

Motion to consider:

That, effective immediately, Council approves to discontinue the following programs: V.G. Smith Award and S.E. Wolfe Thesis Award.

Prepared by: Rob Dmochewicz, MPR, CVA, Recognition Coordinator

1. Need for PEO Action

(a) General

Currently, PEO has three remaining award programs, all of which are suspended by Council and under a review. These three award programs include the V.G. Smith Award and S.E. Wolfe Thesis Award, both of which were given to applicants for PEO licensure who have written exams or theses as part of their application (under PEO's legacy licensing process), which was phased out on May 15, 2023. Both awards date back to the 1960s and have a long history at PEO.

Further review of the Smith and Wolfe Awards was performed, resulting from the changes to PEO licensing application process made to comply with the amendments to the Fair Access to Regulated Professions and Compulsory Trades Act (FARACTA) that came into effect over the course of 2023.

(b) Specific recommendations

After further review performed by a focus group (PEO Licensing, Communications, and Volunteer Management) it is recommended that the V.G. Smith and S.E. Wolfe Thesis Awards be discontinued. Further details and the rationale for these decisions are provided in the Appendix A.

2. Proposed Action / Recommendation

That Council be asked to approve discontinuation of the following award programs: V.G. Smith Award and S.E. Wolfe Thesis Award.

3. Process Followed

Process Followed	<ul style="list-style-type: none"> Risk assessment, as presented and discussed at the previous GNC and Council meetings in Q1 and Q2 2023.
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	<ul style="list-style-type: none"> • Consultations with PEO stakeholders as presented and discussed at the previous GNC and Council meetings in Q1 and Q2 2023 and below: <ul style="list-style-type: none"> - Ontario Professional Engineers Foundation for Education - Ontario Society of Professional Engineers (OSPE) - PEO Communications - PEO Licensing - PEO Project Management Office - Sterling Award Subcommittee • Further review as presented in the Appendix A.
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:

Report with the recommended changes for the V.G. Smith Award and S.E. Wolfe Thesis Award programs, following further review

APPENDIX A



FINAL RECOMMENDATIONS FOR THE REMAINING PEO AWARD PROGRAMS: V.G. SMITH AWARD AND S.E. WOLFE THESIS AWARD

By Adam Sidsworth, Associate Editor, Communications,
José Vera, P.Eng., Director, Licensing, and
Rob Dmochewicz, MPR, CVA, Recognition Coordinator, Volunteer Management

NOVEMBER 2023

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BACKGROUND: SMITH & WOLFE AWARDS	Page 3
DECISION MAKING: SMITH & WOLFE AWARDS	Page 3

1. EXECUTIVE SUMMARY

Over the years, PEO has had several awards programs. In 2019, PEO conducted an activity filter review that assessed over 90 activities of PEO committees, subcommittees, task forces, and chapters. The activity filter was a direct result of the 2019 external review of PEO's performance as the provincial engineering regulator. These activities were assessed in three categories - supporting PEO's regulatory mandate, supporting PEO's governance, or supporting neither PEO's regulatory activities nor governance. Almost a third of the activities were assessed as fitting neither into PEO's regulatory nor governance activities, including PEO's awards.

The Ontario Professional Engineers Awards, founded by PEO in 1947 and co-presented with the Ontario Society of Professional Engineers (OSPE) beginning in 2005, were fully transferred to OSPE shortly after the 2021 award presentation. Similarly, PEO transferred the President's Award to OSPE as the President's Ally Award. And in mid-2023, PEO announced that it was rebranding the Order of Honour (OOH) as a volunteer recognition program. The OOH, founded in 1963 to recognize licence holders who volunteer with PEO and give back to the profession, was also given an updated and measurable nomination and selection process that weighs volunteers' contributions to PEO's regulatory mandate and justice, equity, diversity, and inclusion obligations. The first recipients of the rebranded OOH will be recognized at the OOH's 2024 presentation.

PEO has three remaining awards, all of which are suspended and under a review. These three awards include the V.G. Smith Award and S.E. Wolfe Thesis Awards, both of which are awarded to applicants for PEO licensure who have written exams or theses as part of their application process under PEO's legacy licensing process, which was phased out on May 15, 2023. Both awards date back to the 1960s and have a long history at PEO.

In short, this report makes a final recommendation on PEO's remaining award programs: V.G. Smith and S.E. Wolfe Thesis Award. It is recommended that the V.G. Smith and S.E. Wolfe Thesis Awards be discontinued. Below in further detail is the rationale for this decision.

2. V.G. SMITH & S.E. WOLFE THESIS AWARDS

2.1. BACKGROUND: SMITH & WOLFE AWARDS

The V.G. Smith Award is named in honour of Victor George Smith, a professor of electrical engineering at the University of Toronto, where he spent his entire academic career; he specialized in electrical circuit theory and computers. Smith also volunteered at the Board of Examiners, a committee that preceded the Academic Requirements Committee and Experience Requirements Committee. He also served on PEO's Accreditation Committee, a precursor to the Engineers Canada-organized Accreditation Board. The earliest confirmed mention of the V.G. Smith Award is in the October 1961 Council minutes, when it was determined that a candidate for licensure who wrote at least three examinations (some exams, such as those on engineering economics, ethics, and a thesis were excluded) with the candidate achieving the highest two marks in two examinations would be awarded the V.G. Smith Award at PEO's 1962 Annual General Meeting (AGM). At that same AGM, Smith was given an award for his work with the Board of Examiners.

At the time of the award's suspension, the criteria for awarding were to honour an engineer "who has achieved registration during the past year by examination. The awardee possessed the highest standing of those completing examinations in that year". The monetary value of this award is \$1000.

The S.E. Wolfe Thesis Award was first mentioned in the January 1966 Council minutes, when it was mentioned that the award was named in honour of a 20-year member of the Board of Examiners. I am unable to independently verify Wolfe's first or middle names or gender or where Wolfe taught. (Given the role of the Board of Examiners at the time, I assume Wolfe was an educator.) The initial criteria of the S.E. Wolfe Thesis Award were to honour a member who passed at least one examination and presented a "thesis judged to be the best of all outstanding theses submitted during 1965". In 1965, two members were jointly awarded the award because their theses both received marks of 95 per cent.

At the time of the award's suspension, the criteria for awarding were to honour "a member who has passed at least one examination and whose thesis has been awarded the highest mark of all those presented during the year". The monetary value of this award is \$1000.

2.2. DECISION MAKING: SMITH & WOLFE AWARDS

PROs for keeping the Smith and Wolfe Thesis Awards:

- History: both awards have been around for around 60 years.
- Both have clear, objective criteria for the awarding of the awards (highest marks).

CONs for keeping the Smith and Wolfe Thesis Awards:

In most cases, the candidates were not even aware that they were in the running for an award. Both awards are named after people who are likely long deceased. It is incredibly rare for Engineers Canada, the engineering regulators, and regulators of other professions to have awards named after deceased people (output of an environmental scan performed by PEO in 2019).

CONs regarding focus on PEO's mandate:

- When both awards were created, PEO was both a regulatory and advocacy body, and many of its activities at the time reflected its advocacy role. Council notes and PEO publications from the 1940s to 1960s speak of dinners, award presentations, dances, art shows, big band jazz shows and engineering wives' clubs.
- Both are clearly awards and don't necessarily fit into PEO's regulatory mandate. PEO officially devolved its advocacy activities to the Ontario Society of Professional Engineers (OSPE) in 2000, and has increased its focus on its regulatory mandate since the 2019 external review of PEO's activities.
- PEO has moved away from granting awards over the past couple of years, with awards either transferred to advocacy organizations or rebranded as volunteer recognition programs.
- PEO's current publication, *Engineering Dimensions*, stopped publishing its "Awards" section in 2020. "Awards" acknowledged engineers who received various awards and grants and was phased out because it was felt that the section was too advocacy focused.

CONs regarding changes to Licensing:

- PEO's licensing criteria have changed substantially since the 1960s (notably with the changes in the 1984 amendments to the *Professional Engineers Act* and recent FARPACTA-compliant licensing practices introduced in the spring of 2023). **The award criteria aren't aligned with PEO's current licensing process.**
- With the FARPACTA-compliant process, the examination has become much more structured and codified. Only those who didn't graduate from a CEAB-accredited program will write an exam. Theses are no longer written in our current licensing process.
- It is unclear what the benefit is to recognize a licence holder who obtained the highest marks. Honouring the achievement of highest marks is more in the interests of the individual schools who award engineering degrees. From a regulatory perspective, PEO cares only if applicants meet the qualifications for licensure.
- A candidate who earns exceptionally high marks isn't more qualified for licensure under PEO's current rules. High marks are merely an indication that the applicant studied and was well prepared.
- It is unclear what the benefit is to recognize a licence holder who obtained the highest marks. Honouring the achievement of highest marks is more in the interests of the individual schools who

award engineering degrees. From a regulatory perspective, PEO cares only if applicants meet the qualifications for licensure.

- Currently, a pass for any one individual exam is 50 per cent. A candidate needs to average 55 per cent for the three technical exams.
- Candidates are now free to write exams not tied to the discipline they studied at school.
- Some exams may be perceived as being subjectively easier than other exams.

Recommendation for the Smith and Wolfe Thesis Awards:

There are essentially three solutions for the Smith and Wolfe Thesis Awards. One is that PEO continues to grant the awards on a yearly basis. However, as noted above, there is a much longer list of reasons for PEO to stop participating in the awards than to keep them.

A second solution would be to transfer these awards to an engineering advocacy body such as the Ontario Society of Professional Engineers (OSPE). However, the Smith and Wolfe Thesis Awards don't fit the mandate of any engineering advocacy body in Ontario. The [Ontario Professional Engineers Foundation for Education](#), which was founded by PEO in 1959 and subsequently became independently run, has the closest mandate. However, its scholarships are not tied to PEO licensure in any way. The foundation has also not expressed any interest in taking on these awards.

The third option is to discontinue these awards altogether. This may be sad to people who hold a nostalgia for history and tradition. Indeed, the two awards go back to the 1960s. However, as noted above, only some applicants under our current licensing process qualify for these awards. There is little value for PEO to recognize high marks in examinations. PEO is a regulator that currently has no incentive for recognizing higher marks.

FINAL RECOMMENDATION: THE V.G. SMITH AWARD AND S.E. WOLFE THESIS AWARD SHOULD BE DISCONTINUED.

NOTICE OF MOTION/COUNCILLOR ITEMS PROPOSED PURSUANT TO S.7.4 OF THE 2022-2023 SPECIAL RULES

Purpose: Decision of three submitted Councillor items.

Prepared by: Eric Chor, Research Analyst

Decision of items submitted:

- a) Explicitly List Equity, Diversity, and Inclusivity (ED) Alongside PEO's Other Explicitly Listed Admissions Guiding Principles
- b) Council Registry of Activities and Open Issues
- c) Term Limits for Elected Councillors

Briefing Note – Decision

C-560-9.3(a)

EXPLICITLY LIST EQUITY, DIVERSITY, AND INCLUSIVITY (EDI) ALONGSIDE PEO'S OTHER EXPLICITLY LISTED ADMISSIONS GUIDING PRINCIPLES

Purpose: To increase visibility of PEO's commitment to EDI and update listed Admissions Guiding Principles.

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

That the fairness principles of equity, diversity, and inclusivity (EDI) be added as explicit Admissions Guiding Principles.

Prepared by: Roydon Fraser, P.Eng., Ph.D., FEC, President

Moved by: Roydon Fraser, P.Eng., Ph.D., FEC, President

1. Need for PEO Action

- This motion is consistent with PEO's Anti-Racism and Equity Code "Principle 2: Regulatory processes. PEO commits to steadfast and continuous improvements that achieve equity and foster inclusivity in all its regulatory processes, with priority focus on licensing, complaints, and discipline processes." (<https://peo.on.ca/sites/default/files/2022-04/ARECODE.pdf>).
- This motion is also consistent with PEO's 2023-2025 Strategic Plan, "Goal 1: Improving PEO's licensing processes, without compromising public safety; Subgoal: Ensuring all licensing activities reflect the values of equity, diversity and inclusion." (<https://peo.on.ca/sites/default/files/2022-09/PEO-SP2023-25.pdf>).
- However, a review of PEO's explicit Admissions Guiding Principles reveals that the EDI principles to date have not been explicitly included in PEO's Admissions Guiding Principles. Given the recent admissions process changes due to FARPACTA, and given the very active RPLC workplan centered on admissions in 2023-24, it is important that EDI be explicit Admissions Guiding Principles to ensure they are explicitly considered as criteria for any future admissions process changes, one of the main purposes of having explicit Admissions Guiding Principles. This explicit nature strengthens the ability of PEO to meet its EDI commitments.

2. Proposed Action / Recommendation

- RPLC to provide Council with an updated set of PEO Admissions Guiding Principles that includes EDI as part of their 2023-24 workplan.

3. Next Steps (if motion approved)

- Add EDI to explicit PEO Admissions Guiding Principles.

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

- No significant financial impact. Current RPLC budget sufficient. Once EDI is explicitly considered as Admissions Guiding Principles there could be changes to PEO's admissions processes that could have financial impact in the future.

5. Peer Review & Process Followed

- Councillor generated motion.
- Full Peer and Stakeholder review is part of the process starting with this motion going to RPLC. This further process includes completion of the Policy Impact Analysis (PIA) Tool.

6. Appendices

None

Briefing Note – Decision

C-560-9.3(b)

COUNCIL REGISTRY OF ACTIVITIES AND OPEN ISSUES

Purpose: To assist Council in remembering, prioritizing, and monitoring activities, issues, and future work.

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

That GNC provide Council with a plan for developing and maintaining a Council Registry of Activities and Open Issues for the November 2023 meeting of Council.

Prepared by: Roydon Fraser, P.Eng., Ph.D., FEC, President

Moved by: Roydon Fraser, P.Eng., Ph.D., FEC, President

1. Need for PEO Action

- The idea of a Council Registry is modelled after the Chapter demonstrated successful utility of an Open Issues Registry or Log that is reviewed at every Chapter Regional Congress. It is envisioned the Council Registry would operate similarly.
- Currently there exists a Council Decision Log, but no log of activities, open issues, and future considerations.
- The Registry would improve near term corporate memory for the benefit of Councillors.
- PEO Council has a history of forgetting good ideas and suggestions that do not fit into current work plans but are worthy of consideration in future work plans.
- A registry would assist Council to stay on top of important activities and open issues, to provide a convenient summary of issues for prioritization consideration, and to provide a parking lot for future work items that might otherwise be forgotten.

2. Proposed Action / Recommendation

- GNC to provide Council with a plan for developing and maintaining a Council Registry of Activities and Open Issues for the November 2023 meeting of Council.

3. Next Steps (if motion approved)

- Create a Council Registry of Outstanding Activities and Issues.

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

- No significant financial impact. Current GNC budget should be sufficient and ongoing cost of maintaining the registry is anticipated to be small and within Council's operation budget. There is no cost for an item to be in the registry, and any costs associated with acting on items in the registry must be costed out and approved separate from this motion.

5. Peer Review & Process Followed

- Councillor generated motion.
- Full Peer and Stakeholder review is part of the process starting with this motion going to GNC. This further process includes completion of the Policy Impact Analysis (PIA) Tool.

6. Appendices

None

Briefing Note – Decision

C-560-9.3(c)

TERM LIMITS FOR ELECTED COUNCILLORS

Purpose:

Motion for staff to prepare a report on the potential to increase or potentially remove the term limit for elected Councillors. This change would provide greater equity with the LGA Councillors who currently do not have term limits.

Prepared by: Eric Chor, Research Analyst

Briefing Note – Information

C-560-9.4

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 Appendix A.

Appendix:

Appendix A – Director’s Update (EN)

Appendix B – Director’s Update (FR)

**Engineers Canada Director Update
November 2023****Engineers Canada Board**

Engineers Canada hosted its fall meetings, which included the CEO Group meeting, Presidents Group meeting, Collaboration and Harmonization consultation, Strategic Priorities session, and Board meeting. The Board approved (a) the committees' respective work plans; (b) the CEAB and CEQB volunteer recruitment and succession plans; and (c) four National Position Statements. Motions from the meeting are available [here](#).

The HR Committee met to review operational and Board policies, confirm the content of the chair, Board, and Director assessments, and select external consultants for the CEO's 360 performance assessment and compensation review. The HR Committee also discussed CEO development planning, reporting to the Board and attendance at AGMs, and the draft 2024 CEO objectives. During the in-camera session, the committee discussed CEO succession planning.

The Governance Committee met to consider revisions to several Board policies and conducted its annual review of Engineers Canada's Bylaw. The committee also discussed a process to manage committee work plan additions, and the timing and approach of the next Governance Effectiveness Survey.

Engineers Canada and Ordre des ingénieurs du Québec (OIQ) participated in and presented at [meetings](#) of the World Federation of Engineering Organizations (WFEO) and World Engineers Convention (WEC) 2023. In February 2021, Engineers Canada's Board endorsed a resolution to submit a proposal to the WFEO, on behalf of OIQ, to host WEC 2027 in Montreal; in March 2022, we learned that OIQ's proposal was successful.

The FAR Committee met on October 17 to review the final 2024 budget and Per Capita Assessment fee recommendation and proposed changes to finance-related policies that will be reviewed by the Governance Committee in November.

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

The Academic Requirement and Purpose of Accreditation Task Forces working on Futures of Engineering Accreditation created final proposals and questions for regulator, CEAB, CEQB, and Engineering Deans Canada consultations in fall 2023 on a national academic requirement for licensure and new focus for the purpose of accreditation.

In mid-September the Futures of Engineering Accreditation consulted with the CEAB and CEQB on options for the Purpose of Accreditation and on a Full Spectrum Competency Profile in service of a National Academic Requirement for Licensure. The project team also circulated information packages

that provide background information on work completed to-date, a summary of the data collected so far, and presents the Full Spectrum Competency Profile concept and three options for the focus for the Purpose of Accreditation, as developed by the task forces.

In October, Engineers Canada kicked off regulator consultations for Futures of Engineering Accreditation. We shared information and received great feedback from Engineers Nova Scotia, APEGNB, Engineers PEI, PEO, OIQ, and Engineers and Geoscientists Manitoba. There are seven more regulator consultations to be completed.

Strategic Priority 1.2: Strengthen collaboration and harmonization

The Collaboration task force working on SP1.2 met to discuss communications related to the national consultation with regulator CEOs, Presidents and the Board that took place on October 4th in conjunction with the fall board meeting. The purpose of this national consultation was to give regulators the opportunity to hear from each other, and to co-create a mandate for Engineers Canada and a commitment for regulators regarding future collaboration and harmonization.

Strategic Priority 2.1: Accelerate 30 by 30

In support of SP2.1, in late August, Engineers Canada met with Maple Leaf Foods Inc. regarding their award-winning national Diversity & Inclusion Blueprint. That same week, Engineers Canada presented our equity, diversity and inclusion work, including 30 by 30, at Concordia University's virtual Women in Engineering – Career Launch Experience (WIE-CLE).

This summer, Engineers Canada and three other Canadian delegates to the United Nations Commission on the Status of Women (UNCSW) were interviewed by the Royal Canadian Mint for the launch of the Elsie MacGill coin. Elsie MacGill was the first practicing Canadian woman engineer and a passionate advocate for human rights. The [interview](#) includes content about Engineers Canada and our work as well as key messaging from our SP2.1 including: that culture and systems need to change; and that the true commitment of those who hold the levers to make change, such as employers' boards and senior leaders in all workplaces, is essential in making change.

In September, as part of SP2.1, Engineers Canada was seeking proposals from firms or individual consultants for the development of a national research strategy. The successful bidder has been selected.

Engineers Canada used [Gender Equality week](#) to work on SP2.1, and Core Purpose 9 (CP9): Promote diversity and inclusion in the profession that reflects Canadian society, by taking the opportunity to reaffirm our commitment to addressing the culture of exclusion that prevents women and gender diverse folks from fully participating in the engineering profession.

Engineers Canada met virtually with Engineers Geoscientists Manitoba, and our 30 by 30 Board Champion Tim Joseph about the 2024 30 by 30 Conference, taking place on Wednesday, May 22, 2024 during Engineers Canada's Spring Meetings in Winnipeg. Every year, Engineers Canada collaborates with a different provincial or territorial engineering regulator to organize the conference. Save the date!

Additionally, Engineers Canada presented at the Professional Engineers Ontario (PEO) 30 by 30 virtual Annual Check-In. It included an update on 30 by 30 key milestones, Engineers Canada's Strategic Plan 2022-2024 and the SP2.1 strategic priority within it, results of work completed to date, and an overview of upcoming work including our launch of an Employer Task Force to develop the Engineering Employer Champion Program.

In October, Engineers Canada participated in meetings of the World Federation of Engineering Organizations (WFEO) Women in Engineering (WiE) Committee and moderated a panel on "Engineering for life" with panelists representing Cameroon, Italy, Nigeria, Poland, South Africa, Taiwan, and the United Kingdom, as well as led a roundtable discussion on "The benefits of licensure/professional registration" at the Women in Engineering speed networking session.

Strategic Priority 2.2: Reinforce Trust and Value

In September, Engineers Canada launched the fall flight of its national marketing campaign, Building Tomorrows. This 7-week paid promotion is focussed on social media and digital display advertising. Following this, we'll be undertaking follow up research with our target audience to assess changes in awareness and perceptions.

Initial findings from the spring flight of the marketing campaign were presented to the Engineers Canada Board in early October. Overall, performance exceeded expectations, and in some cases annual performance targets were met within this portion of the campaign alone. [The presentation to the Board is available on the Engineers Canada website](#). These results should only be shared internally within regulators. A full summary of the 2023 campaign will be prepared in early 2024 for broader distribution to registrants and other public audiences.

In addition to the national marketing campaign, Engineers Canada is also launching a new portal targeting final year engineering students and recent graduates. Titled Pathway to Engineering, the objective is to engage engineering students and graduates to enroll in licensure processes by highlighting the value of licensure and equipping them with the knowledge to succeed. The key learning from our initial research is that students and graduates have an incomplete understanding of the licensure process, the value of licensure beyond legal requirements, and, in general, aren't ready to take that step. In addition, unless a graduate enrolls in an EIT or equivalent program, there are no existing ways of reaching them with information to foster further interest in licensure. This portal will be focused on sharing the experiences of peers and those in the profession to provide a relatable perspective as they continue the journey to become an engineer.

Accreditation Board (CEAB)

In August, CEAB's Policies and Procedures Committee met and approved revisions to the visiting team report template and role descriptions for visiting team members, and provided input on revisions to the CEAB's Accountability in Accreditation evaluation framework. The Committee also endorsed the transition to Tandem for the 2024/2025 visit cycle.

In mid-September the CEAB fall meetings took place in Edmonton. Accreditation decisions were made for two visits to two new programs, two requests for extension of accreditation, and one notice of

significant change. Presentations were provided by Engineering Deans Canada, the Canadian Federation of Engineering Students, and the National Admissions Officials Group. Additionally, final work products from sub-committees were approved including: the 2023 Accountability in Accreditation Report, a revised Accreditation Visit Exit Statement template, and a proposal to amend the approach to making observations in an accreditation report visit template. The Policies and Procedures Committee submitted a final report on alternative curriculum measurement and introduced a revised visit schedule template. Members discussed the CEO Group's decision not to appoint General Visitors and made plans for identifying and filling any gaps on visiting teams. The proposed 2025-2029 strategic priorities were presented for information and feedback. Finally, members engaged in a workshop on approaches and tools to managing an accreditation visit.

The CEAB's Policies and Procedures Committee advanced their remaining 2023 work plan deliverables including revised and new visiting team role descriptions, methods to monitor the implementation of the "Temporary exemption for students going on international exchange", and the development of a gap analysis between the IEA and the CEAB Graduate Attributes. The Committee also began discussions around their 2024 work plan.

The CEAB's Working Group to review the "Interpretive statement on curriculum content for options and dual-discipline programs" held multiple meetings this fall. The mandate of the group is to study the statement and bring forward recommendations to enhance its clarity and utility. The working group has representation from both the CEAB and Engineering Deans Canada. In these meetings the Group considered potential revisions to the interpretive statement as informed by a scan of approaches by other international bodies and feedback from the Admissions Officials group.

The [CEAB's 2023 Accountability in Accreditation](#) report has been published with a series of recommendations starting on page 8 of the report. The recommendations support the CEAB and its sub-committees in making data-informed decisions about improvements to criteria, policies, and/or procedures. The recommendations are based on data collected from higher education institutions, visiting team members, regulators, students, Engineers Canada Board members, CEAB members, and Engineers Canada staff.

Qualifications Board (CEQB)

In August, the CEQB consulted on the General direction for a Guideline on fitness to practice, the revised Guideline on code of ethics, the revised Guideline on conflict of interest and the revised Industrial engineering syllabus. Consultations ended mid-September.

The CEQB Engineer-in-Training (EIT) Committee reviewed the public [Guideline on assuming responsibility for the work of engineers-in-training](#). The guideline was last reviewed in 2016, and it outlines responsibilities of regulators, employers, supervisors, and EITs. A revised version is planned to go out for consultation following the January 2024 CEQB meeting.

In mid-September the CEQB fall meetings took place in Edmonton. Over two days the CEQB advanced their work plan, shared information, and workshoped new ideas. The draft guideline on duty to report was approved for regulator consultation; all sub-committees provided updates on their work, and the

group received presentations from the Admissions Officials, Practice Officials and Discipline & Enforcement Officials. Additionally, the proposed 2025-2029 strategic priorities were presented for information and feedback. A workshop on the second day focused on “right touch regulation” and how the CEQB could support regulators in this type of work.

The CEQB Admissions Issues Committee reviewed materials for the upcoming CEQB workshop on emerging disciplines. Project consultants Critical Systems Labs will use the workshop to outline issues in emerging disciplines and gather input from participants on the key issues they would like to see addressed in a high-level paper on emerging disciplines.

National Discipline and Enforcement Officials Group (NDEOG)

The NDEOG held a virtual meeting to share updates, review the results of their annual survey and consult on the CEQB’s work on guidelines on the code of ethics and fitness to practice.

National Admissions Officials Group (NAOG)

In August, the Time-based experience requirements group, a working group of the NAOG, met to finalize their research and analysis of the current and future state of time-based experience requirements for licensure. The group was formed to pro-actively discuss this issue given ongoing pressure from governments to either accelerate licensure or justify current requirements. This work was discussed at the September meeting of NAOG.

In mid-September, the NAOG met face-to-face in Edmonton. Members provided updates on happenings in the jurisdiction, working to understand each other's processes, and seeking to find areas where further harmonization could be possible. The CEQB provided an update and sought feedback on the Industrial engineering syllabus, the revised Guideline on the code of ethics, and the revised General direction on fitness to practice. Also, updates on changes at PEO, the CEAB’s work, and SP1.1 and SP1.2 were provided. Developing a joint approach to international mobility for individuals from countries that are part of the International Engineering Alliance was considered. Improvements to the Competency-Based Assessment systems and next steps regarding Time-based experience requirements were also reviewed and developed.

National Practice Official Group (NPOG)

The NPOG met virtually to provide feedback to the CEQB consultations and to share updates, challenges and lessons learned from their own activities. The group spent time considering the ongoing efforts of some groups of regulators to harmonize both continuing professional development and entity regulation programs, and discussed the merits (and challenges) of expanding this work.

Regulatory affairs

Engineers Canada participated virtually in a Ministerial Round Table on the Software Engineer Title hosted by the Honourable Rajan Sawhney, Alberta Minister of Advanced Education and the Honourable Nate Glubish, Alberta Minister of Technology and Innovation. Jay Nagendran of APEGA and Heidi Yang of EGBC were also in attendance along with select other engineering professionals. Of the four policy

options presented, none were appealing, however one which clearly indicated the title holder was not licenced received tepid support. The Ministers indicated they felt the province was being put at a disadvantage because other jurisdictions, most notably Ontario, were allowing for the use of the title by non-licensed practitioners.

Belonging and Engagement

As part of Core purpose 8 (CP8): Fostering recognition of the value of the profession and sparking an interest in the next generation of engineers, in August, Engineers Canada led a meeting with our National Strategic Engagement Working Group. The agenda included updates from regulator staff and updates regarding work related to EITs/MITs/interns and SP2.2.

In September, as part of Core purpose 9 (CP9): Promote diversity and inclusion in the profession that reflects Canadian society, Engineers Canada participated in the first in-person Black Engineers of Canada (BEC) engineering student session at the University of Ottawa.

Engineers Canada gave a presentation to the Transportation Association of Canada's (TAC) Workforce Development Council. The talk included the education of tomorrow's practitioners, the professional development of today's practitioners, EDI, the important role that employers play in achieving 30 by 30, integration of new Canadians, attracting youth to STEM, promoting EIT programs, and links to Engineers Canada's resources in all these areas.

As part of our work on CP8, Engineers Canada participated in the launch of Engineers Canada's K-12 STEM Collective Impact Project with our partner Engineers of Tomorrow. This project is based on the recommendations of a report commissioned by Engineers Canada entitled "Where is the E in STEM?". The meeting included representation from Let's Talk Science, Boys and Girls Club, York University's Engineering Outreach Department's K2i, McMaster University, Halton District School Board, Spin Master, Ontario Network of Women in Engineering, Leacross Foundation, and the Tamarack Institute.

September 30 was the National Day for Truth and Reconciliation and Orange Shirt Day in Canada. As we acknowledge the tragic history and ongoing trauma of the Residential School system, Engineers Canada staff wore orange last week to honour the survivors, their families, and communities. Our staff reflected on what we have done to advance truth and reconciliation in engineering, and what work we will continue to undertake. As part of our work on CP9 and our CP9 sub-strategy on Indigenous access to engineering, we've released a [land acknowledgment guide](#) as well as reports on the current state of reconciliation in the engineering profession and in engineering education including: partnering with Big River Analytics on a [pilot survey](#) to explore the characteristics and experiences of Indigenous engineers in Manitoba, British Columbia, and Saskatchewan from their early education through to their professional experiences; and [a report](#) in which Indigenous students, staff, and faculty in engineering faculties shared their experiences in engineering education and their visions for inclusive and just engineering faculties. Engineers Canada also recently released the [Guideline for Engineers and Engineering Firms on Indigenous Consultation](#) and Engagement and held a webinar on this new guideline.

The virtual panel discussion on the new Guideline for Engineers and Engineering Firms on Indigenous Consultation and Engagement, entitled, Empowering Indigenous voices in engineering: Guidance for meaningful consultation and engagement, covered: contextual background on Indigenous consultation and engagement; an overview of the guideline and its development; implementing practices within the guideline; and hopes for the broader impact of the guideline. The recording is available [here](#).

Public Affairs and Government Relations

As part of Engineers Canada's work on Core purpose 5 (CP5): Advocating to the federal government, Engineers Canada's comments to the House of Commons Standing Committee on Finance regarding the Pre-Budget Consultations in Advance of the 2024 Federal Budget have been submitted and posted on our public website at the following [link](#).

Also as part of CP5, the Public Affairs Advisory Committee met to discuss three newly developed national position statements for the national consultation on October 16. They include:

- Building a Safer and more Resilient Future: Engineers' Role in Strengthening Canada's Building Code (New)
- Engineers' Contributions to Inclusive Design: Creating Accessible Environments (New)
- Transforming Indigenous Peoples Access to Post-Secondary Engineering Education (Update)

Additionally, Engineers Canada had an [interview](#) with Radio-Canada Acadie regarding "[Bill C-49](#), An Act to amend the Canada–Newfoundland and Labrador Atlantic Accord Implementation Act and the Canada–Nova Scotia Offshore Petroleum Resources Accord Implementation Act and to make consequential amendments to other Acts".

Engineers Canada Director Update
Compte rendu à l'intention des administrateurs et administratrices d'Ingénieurs Canada
Novembre 2023

Conseil d'Ingénieurs Canada

Ingénieurs Canada a tenu ses réunions d'automne à Ottawa, dont la réunion du Groupe des chefs de la direction, la réunion du Groupe des présidents, la consultation sur la collaboration et l'harmonisation, la séance d'information sur les Priorités stratégiques, et la réunion du conseil. Le conseil a approuvé (a) les plans de travail respectifs des comités; (b) les plans de recrutement et de relève des bénévoles du BCAPG et du BCCAG, et (c) quatre énoncés de principe nationaux. Les résolutions découlant de l'adoption des motions sont disponibles [ici](#).

Le Comité RH s'est réuni pour réexaminer les politiques opérationnelles et du conseil, valider le contenu des évaluations des présidents, du conseil et de ses administrateurs et administratrices et sélectionner des consultants externes pour l'évaluation exhaustive du chef de la direction et l'examen complet de sa rémunération. De plus, le Comité RH a discuté de la planification du développement professionnel du chef de la direction, de ses rapports au conseil et de sa présence aux AGA, ainsi que de ses objectifs préliminaires pour 2024. Lors de la séance à huis clos, le comité a discuté de la planification de la relève du chef de la direction.

Le Comité sur la gouvernance s'est réuni pour examiner les révisions de plusieurs politiques du conseil et a procédé à l'examen annuel du Règlement administratif d'Ingénieurs Canada. Le Comité a également discuté d'un processus pour gérer les ajouts aux plans de travail des comités, ainsi que du calendrier et de la méthode du prochain sondage sur l'efficacité de la gouvernance.

Ingénieurs Canada et l'Ordre des ingénieurs du Québec (OIQ) ont participé aux réunions de la Fédération mondiale des organisations d'ingénieurs (FMOI) et du Congrès mondial des ingénieurs (CMI) 2023, et y ont fait des présentations. Rappelons qu'en février 2021, le conseil d'Ingénieurs Canada a approuvé une résolution visant à soumettre à la FMOI la proposition de l'OIQ d'accueillir le CMI 2027 à Montréal; en mars 2022, nous avons appris que la proposition de l'OIQ avait été approuvée.

Le Comité FAGR s'est réuni le 17 octobre pour examiner le budget final pour 2024 et la cotisation par personne recommandée, ainsi que les propositions de modification des politiques financières qui seront examinées par le Comité sur la gouvernance en novembre.

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

Les Groupes de travail sur l'exigence de formation et le but de l'agrément qui travaillent au projet *Avenir de l'agrément en génie* ont mis sur pied des propositions et des questions finales pour les consultations auprès des organismes de réglementation, du BCAPG, du BCCAG et de Doyennes et doyens d'ingénierie

Canada au cours de l'automne 2023 sur une exigence nationale de formation universitaire pour l'obtention du permis d'exercice et une nouvelle orientation pour le but de l'agrément.

À la mi-septembre, l'équipe du projet Avenir de l'agrément en génie a consulté le BCAPG et le BCCAG concernant les options pour le but de l'agrément et un profil de compétences complet en vue d'une exigence nationale de formation pour l'obtention du permis d'exercice. L'équipe du projet a également distribué des dossiers d'information qui contiennent des informations générales sur les travaux réalisés à ce jour, un résumé des données recueillies jusqu'à présent et présenté le concept de profil de compétences à spectre complet, ainsi que trois options d'orientations pour le but de l'agrément élaborées par les groupes de travail.

En octobre, Ingénieurs Canada a donné le coup d'envoi des consultations auprès des organismes de réglementation sur le projet Avenir de l'agrément en génie. Nous avons partagé des informations avec Engineers Nova Scotia, l'AIGNB, Engineers PEI, PEO et Engineers and Geoscientists Manitoba, qui nous ont fait part de leurs excellents commentaires. Il reste sept autres organismes de réglementation à consulter.

Priorité stratégique 1.2 : Renforcer la collaboration et l'harmonisation

Le Groupe de travail sur la collaboration, qui travaille sur la Priorité stratégique 1.2, s'est réuni pour discuter des communications relatives à la consultation nationale des chefs de la direction et des présidents des organismes de réglementation, ainsi que du conseil d'IC, qui a eu lieu le 4 octobre en marge de la réunion d'automne du conseil. Cette consultation nationale avait pour objectif de donner aux organismes de réglementation l'occasion d'échanger, de faire le point et de définir conjointement le mandat d'Ingénieurs Canada et l'engagement des organismes de réglementation en ce qui concerne la collaboration et l'harmonisation futures.

Priorité stratégique 2.1 : Accélérer l'initiative 30 en 30

Dans le cadre du travail à l'appui de la PS2.1, à la fin d'août, Ingénieurs Canada a rencontré Les Aliments Maple Leaf Inc. au sujet de leur Plan national primé de diversité et d'inclusion. La même semaine, Ingénieurs Canada a donné une présentation sur son travail en matière d'équité, de diversité et d'inclusion, y compris l'initiative 30 en 30, à l'événement virtuel de Femmes en ingénierie - expérience de lancement de carrière (FEI-ELC) de l'Université Concordia.

Au cours de l'été, Ingénieurs Canada et trois autres membres de la délégation canadienne aux réunions de la Commission de la condition de la femme des Nations Unies (UNCSW) ont été interviewées par la Monnaie royale canadienne à l'occasion du lancement de la pièce à l'effigie d'Elsie MacGill. Elsie MacGill a été la première ingénieure canadienne en aéronautique et une militante passionnée des droits de la personne. [L'entrevue](#) comporte du contenu sur Ingénieurs Canada et notre travail, ainsi que des messages clés sur notre Priorité stratégique 2.1, notamment que la culture et les systèmes doivent changer et que l'engagement véritable de ceux qui détiennent les leviers du changement – à savoir, les conseils d'administration des employeurs et les cadres supérieurs de tous les milieux de travail – est essentiel pour opérer ce changement.

En septembre, dans le cadre de notre travail au titre de la PS2.1, Ingénieurs Canada a sollicité des propositions de la part d'entreprises ou de consultants individuels pour l'élaboration d'une Stratégie de recherche nationale. Un soumissionnaire a été sélectionné.

Ingénieurs Canada a profité de la [Semaine de l'égalité des sexes](#) pour travailler au titre de la PS2.1 et de l'Objectif fondamental 9 (OF9) : *Promouvoir au sein de la profession une diversité et une inclusion qui reflètent celles de la société canadienne*, pour réaffirmer notre engagement à remédier à la culture de l'exclusion qui empêche les femmes et les personnes de diverses identités de genre de participer pleinement à la profession d'ingénieur.

Ingénieurs Canada a rencontré virtuellement Engineers Geoscientists Manitoba et Tim Joseph, champion 30 en 30 du conseil, au sujet de la Conférence 30 en 30 de 2024 qui aura lieu le mercredi 22 mai 2024 en marge des réunions de printemps d'Ingénieurs Canada à Winnipeg. Chaque année, Ingénieurs Canada collabore avec un organisme de réglementation provincial ou territorial différent pour organiser cette conférence. Marquez vos calendriers!

En outre, Ingénieurs Canada a donné une présentation à la réunion annuelle virtuelle de bilan 30 en 30 de Professional Engineers Ontario (PEO). La présentation comprenait une mise à jour sur les principaux jalons de l'initiative 30 en 30, sur le Plan stratégique 2022-2024 d'Ingénieurs Canada et la priorité stratégique PS2.1 qu'il contient, sur les résultats des travaux réalisés jusqu'à présent et les travaux à venir, notamment la création d'un Groupe de travail sur les employeurs chargé de développer le Programme de champions des employeurs d'ingénieurs.

En octobre, Ingénieurs Canada a participé à des réunions du Comité sur les femmes en génie (WiE) de la Fédération mondiale des organisations d'ingénieurs (FMOI) et animé une table ronde sur « L'ingénierie pour la vie » avec des intervenants représentant l'Afrique du Sud, le Cameroun, l'Italie, le Nigeria, la Pologne, Taïwan et le Royaume-Uni, ainsi qu'une discussion en table ronde sur les avantages de l'obtention du permis d'exercice et de l'inscription professionnelle dans le cadre de la séance de réseautage rapide du Comité Women in Engineering.

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

En septembre, Ingénieurs Canada a lancé le volet d'automne de sa campagne nationale de marketing, Construire l'avenir. Cette campagne payante durera 7 semaines et sera axée sur les médias sociaux et la publicité par affichage numérique. Ensuite, nous entreprendrons une étude de suivi auprès de notre public cible afin d'évaluer les changements en matière de perception et de sensibilisation.

Les résultats initiaux du volet de printemps de la campagne de marketing ont été présentés au conseil d'Ingénieurs Canada au début d'octobre. De manière générale, le rendement a dépassé les attentes, et dans certains cas, les objectifs de rendement annuels ont déjà été atteints pour cette seule partie de la campagne. La [présentation au conseil est disponible sur le site Web](#) d'Ingénieurs Canada. Ces résultats ne doivent être partagés qu'à l'interne au sein des organismes de réglementation. Un résumé complet de la campagne de 2023 sera rédigé au début de 2024 pour une distribution à plus grande échelle aux inscrits et à d'autres publics cibles.

En plus de la campagne nationale de marketing, Ingénieurs Canada lance également un nouveau portail destiné aux étudiants de dernière année et aux nouveaux diplômés. Intitulé Parcours vers l'ingénierie, ce portail a pour objectif d'inciter les étudiants et les diplômés en génie à amorcer le processus d'obtention du permis d'exercice en soulignant la valeur du permis d'exercice et en leur fournissant les connaissances nécessaires pour réussir. La conclusion principale de nos recherches initiales est que les étudiants et les diplômés en génie ont une idée incomplète du processus d'obtention du permis d'exercice, de la valeur de ce permis au-delà des exigences juridiques et qu'en général, ils ne sont pas prêts à prendre ces mesures. En outre, à moins que les diplômés en génie ne s'inscrivent à un programme d'ingénieur stagiaire ou un programme équivalent, il n'existe aucun moyen de leur communiquer des informations visant à susciter leur intérêt pour l'obtention du permis d'exercice. Ce portail sera axé sur le partage des expériences par les pairs et les membres de la profession afin d'offrir un point de vue pertinent dans le cadre de leur parcours pour devenir ingénieur.e.

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

En août, le Comité des politiques et des procédures du BCAPG s'est réuni et a approuvé les révisions du modèle de rapport de l'équipe de visiteurs, ainsi que les descriptions des rôles des membres des équipes de visiteurs, et a donné son avis sur les révisions du cadre d'évaluation de la responsabilité en matière d'agrément du BCAPG. Le comité a également approuvé la transition vers Tandem pour le cycle de visites 2024-2025.

Les réunions d'automne du BCAPG ont eu lieu à la mi-septembre à Edmonton. Des décisions d'agrément ont été prises concernant deux visites de nouveaux programmes, deux demandes de prolongation d'agrément et un avis de changement important. Des présentations ont été données par Doyennes et doyens d'ingénierie Canada, la Fédération canadienne étudiante de génie et le Groupe national des responsables de l'admission. En outre, les produits de travail finaux des sous-comités ont été approuvés, notamment : le rapport de 2023 sur la responsabilité en matière d'agrément, la révision de l'énoncé standard relatif au compte rendu de la réunion de fin de visite, et une proposition de modification de la façon de formuler des observations dans le modèle de rapport de visite d'agrément. Le Comité des politiques et des procédures a soumis un rapport final sur d'autres mesures du contenu des programmes d'études et présenté un modèle révisé d'horaire de visite. Les membres ont discuté de la décision du Groupe des chefs de la direction de ne pas nommer de visiteurs généraux et ont prévu de cerner et de combler les lacunes au sein des équipes de visiteurs. Les priorités stratégiques proposées pour 2025-2029 ont été présentées pour information et commentaires. Enfin, les membres ont participé à un atelier sur les approches et les outils pour gérer une visite d'agrément.

Le Comité des politiques et des procédures a par ailleurs fait progresser les livrables restants de son plan de travail 2023, notamment les descriptions révisées et nouvelles des rôles des équipes de visiteurs, les méthodes de suivi de la mise en œuvre de l'Exception provisoire pour les étudiants qui participent à des échanges internationaux, et l'élaboration d'une analyse des écarts entre les Graduate Attributes de l'IEA et les qualités requises des diplômés du BCAPG. Le Comité a également entamé des discussions au sujet de son plan de travail pour 2024.

Le Groupe de travail du BCAPG chargé de réviser l'Énoncé d'interprétation : Matière des cours dans les options d'un programme et dans les programmes bidisciplinaires a tenu plusieurs réunions cet automne.

Le groupe a pour mandat d'examiner l'énoncé et de formuler des recommandations pour en améliorer la clarté et l'utilité. Le groupe de travail est composé de représentants du BCAPG et de Doyennes et doyens d'ingénierie Canada. Au cours de ces réunions, le Groupe a examiné les révisions potentielles à apporter à l'énoncé à la lumière des approches adoptées par d'autres organismes internationaux et des commentaires du Groupe national des responsables de l'admission.

Le [Rapport sommaire de 2023 sur la responsabilité en matière d'agrément](#), qui contient une série de recommandations commençant à la page 8, a été publié. Ces recommandations aident le BCAPG et ses sous-comités à prendre des décisions fondées sur des données probantes concernant l'amélioration des normes, des politiques et/ou des procédures. Les recommandations sont fondées sur les données recueillies auprès des établissements d'enseignement supérieur, des membres des équipes de visiteurs, des organismes de réglementation, des étudiants, des membres du conseil d'Ingénieurs Canada, des membres du BCAPG et du personnel d'Ingénieurs Canada.

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

En août, le BCCAG a mené des consultations sur l'Orientation générale d'un guide sur l'aptitude à l'exercice, sur la révision du Guide sur le code de déontologie, sur la révision du Guide sur les conflits d'intérêts et sur la révision du programme d'examens de génie industriel. Les consultations ont pris fin à la mi-septembre.

Le Comité sur l'ingénieur stagiaire du BCCAG a examiné le [Guide public Assumer la responsabilité du travail de l'ingénieur stagiaire](#). Ce guide, dont la dernière révision remonte à 2016, décrit les responsabilités des organismes de réglementation, des employeurs, des superviseurs et des ingénieurs stagiaires. Une version révisée doit être envoyée pour consultation à la suite de la réunion du BCCAG en janvier 2024.

Les réunions d'automne du BCCAG ont eu lieu à la mi-septembre à Edmonton. Au cours de deux jours, le BCCAG a fait progresser son plan de travail, a partagé des informations et a travaillé à de nouvelles idées dans le cadre d'un atelier. L'ébauche du guide sur le devoir de dénoncer les actes répréhensibles a été approuvée pour consultation auprès des organismes de réglementation : tous les sous-comités ont fait le point sur leurs travaux et le groupe a assisté à des présentations données par les responsables de l'admission, de l'exercice, et de la discipline et de l'application de la loi. En outre, les priorités stratégiques proposées pour 2025-2029 ont été présentées pour information et commentaires. Le lendemain, un atelier a eu lieu sur la « réglementation adaptée » (dite « right touch ») et la façon dont le BCCAG peut soutenir les organismes de réglementation dans ce type de travail.

Le Comité sur la question de l'admission du BCCAG s'est réuni pour examiner les documents de travail pour le prochain atelier du BCCAG sur les nouvelles disciplines. Lors de l'atelier, les consultants du projet, Critical Systems Labs, ont décrit les enjeux liés aux nouvelles disciplines et recueilli les commentaires des participants sur les questions clés qu'ils souhaiteraient voir abordées dans un document de haut niveau sur les nouvelles disciplines.

Groupe national des responsables de la discipline et de l'application de la loi

Le Groupe national des responsables de la discipline et de l'application de la loi (GNRDAL) s'est réuni virtuellement pour faire le point, examiner les résultats de son sondage annuel et se concerter sur les travaux du BCCAG concernant le Guide sur le code de déontologie et le Guide sur l'aptitude à l'exercice.

Groupe national des responsables de l'admission (GNRA)

En août, le sous-groupe Exigences en matière d'expérience basée sur la durée du GNRA s'est réuni pour finaliser sa recherche et son analyse de l'état actuel et futur des exigences en matière d'expérience basée sur la durée pour l'obtention d'un permis d'exercice. Le groupe a été formé pour discuter de cette question de manière proactive, étant donné la pression constante exercée par les gouvernements pour accélérer l'attribution du permis ou justifier les exigences actuelles. Ce travail a fait l'objet de discussions au cours de la réunion du GNRA en septembre.

Au milieu de septembre, le GNRA s'est réuni en personne à Edmonton. Les membres ont fait le point sur les activités dans leur zone de compétence, se sont efforcés de comprendre leurs processus respectifs et ont cherché à cerner des domaines dans lesquels une harmonisation plus poussée serait possible. Le BCCAG a fait le point et sollicité des commentaires sur le programme d'examens de génie industriel, la révision du Guide sur le code de déontologie et la révision de l'Orientation générale d'un guide sur l'aptitude à l'exercice. Des mises à jour sur les changements au sein de PEO, le travail du Bureau d'agrément et les Priorités stratégiques 1.1 et 1.2 ont été présentées. L'élaboration d'une approche commune en matière de mobilité internationale pour les professionnels issus de pays membres de l'International Engineering Alliance a été envisagée. Les améliorations des systèmes d'évaluation sur la base des compétences et les prochaines étapes concernant les exigences en matière d'expérience basée sur la durée ont également été examinées et développées.

Groupe national des responsables de l'exercice

Le Groupe national des responsables de l'exercice s'est réuni virtuellement pour formuler des commentaires dans le cadre des consultations du BCCAG et rendre compte de ses propres activités, ainsi que faire part des défis et des leçons apprises de ces activités. Le groupe s'est penché sur les efforts de certains groupes d'organismes de réglementations visant à harmoniser à la fois les programmes de développement professionnel continu et de réglementation des entités, et a discuté des avantages et des défis liés à l'expansion de ces travaux.

Affaires réglementaires

Ingénieurs Canada a participé virtuellement à une table ronde ministérielle sur le titre de « software engineer » (ingénieur en logiciel) organisée par l'honorable Rajan Sawhney, ministre de l'Enseignement supérieur de l'Alberta et l'honorable Nate Glubish, ministre de la Technologie et de l'Innovation de l'Alberta. Jay Nagendran de l'APEGA et Heidi Yang d'EGBC étaient également présents, ainsi que d'autres professionnels du génie. Aucune des quatre options de politiques proposées n'a particulièrement séduit le groupe, mais l'une d'entre elles, qui indiquait clairement que le détenteur du titre n'était pas titulaire d'un permis d'exercice, a reçu un soutien mitigé. Les ministres ont indiqué qu'ils considéraient que la province est désavantagée du fait que d'autres zones de compétence, notamment l'Ontario, autorisent l'utilisation du titre par des praticiens non-détenteurs de permis d'exercice.

Appartenance et Engagement

Dans le cadre de notre travail lié à l'Objectif fondamental 8 (OP8) : *Favoriser la reconnaissance de la valeur de la profession et susciter l'intérêt de la prochaine génération d'ingénieurs*, Ingénieurs Canada a dirigé en août une réunion avec notre Groupe de travail national sur l'engagement stratégique. L'ordre du jour comprenait des comptes rendus du personnel des organismes de réglementation, et des mises à jour sur les travaux liés aux ingénieurs/membres stagiaires et la Priorité stratégique 2.2.

En septembre, dans le cadre de notre travail au titre de l'Objectif fondamental 9 (OF9) : *Promouvoir au sein de la profession une diversité et une inclusion qui reflètent celles de la société canadienne*, Ingénieurs Canada a participé à la première séance en personne à l'intention des étudiants en génie organisée par Black Engineers of Canada (BEC) à l'Université d'Ottawa.

Ingénieurs Canada a donné une présentation au Conseil du développement de la main-d'œuvre de l'Association des transports du Canada (ATC). L'exposé portait sur nos domaines d'intérêt commun, notamment la formation des praticiens de demain, le développement professionnel des praticiens d'aujourd'hui, l'EDI, l'initiative 30 en 30, le rôle important que jouent les employeurs dans la réalisation de cet objectif, l'intégration des nouveaux Canadiens, la façon d'intéresser les jeunes aux STIM, la promotion des programmes d'ingénieurs stagiaires, et les liens vers les ressources d'Ingénieurs Canada dans tous ces domaines.

Dans le cadre de notre travail en lien avec l'OF8, Ingénieurs Canada a participé au lancement du projet d'impact collectif d'Ingénieurs Canada touchant les activités liées à l'ingénierie dans les STIM pour les élèves de la maternelle à la fin du secondaire conjointement avec notre partenaire Engineers of Tomorrow. Ce projet est basé sur les recommandations du rapport commandé par Ingénieurs Canada intitulé « Qu'en est-il du "I" des STIM? Des représentants de Parlons sciences, du Boys and Girls Club, de l'académie K2i de l'Engineering Outreach Department de l'Université York, de l'Université McMaster, du conseil scolaire du district de Halton, de Spin Master, de l'Ontario Network of Women in Engineering, de la Fondation Leacross et de l'Institut Tamarack ont participé à la réunion.

Le 30 septembre a marqué la Journée nationale de la vérité et de la réconciliation et la Journée du chandail orange au Canada. Reconnaissant l'histoire tragique et le traumatisme persistant associés au système des pensionnats, le personnel d'Ingénieurs Canada a porté des vêtements orange la semaine dernière pour rendre hommage aux survivants, à leurs familles et à leurs communautés. Notre personnel a réfléchi à ce que nous avons fait pour faire progresser la vérité et la réconciliation dans le domaine du génie, et au travail que nous continuerons à faire. Dans le cadre de notre travail au titre de l'OF9 et de notre sous-stratégie *Accès des Autochtones au génie*, nous avons publié ce [guide de reconnaissance des Premières Nations et des territoires ancestraux](#), ainsi que des rapports sur l'état actuel de la réconciliation dans la profession d'ingénieur et dans la formation en génie, notamment : en collaboration avec Big River Analytics, un [sondage pilote](#) visant à explorer les caractéristiques et le vécu des ingénieurs autochtones du Manitoba, de la Colombie-Britannique et de la Saskatchewan depuis leurs premières années de formation jusqu'à leur vie professionnelle; et [un rapport](#), dans lequel des étudiants, des employés et des professeurs autochtones de facultés de génie ont raconté ce qu'ils ont vécu dans les programmes d'études en génie et fait connaître leur point de vue et leur vision d'avenir pour rendre les facultés de génie inclusives et équitables. Ingénieurs Canada a aussi publié récemment

le [Guide sur la consultation et la mobilisation des Autochtones à l'intention des ingénieurs et des firmes d'ingénierie](#) et a organisé un webinaire sur ce nouveau guide.

Ce webinaire sous forme de panel, intitulé *Donner la parole aux Autochtones : pour une consultation et un engagement significatifs*, a porté sur : le contexte de la consultation et de la mobilisation des Autochtones; un aperçu du guide et de sa mise au point; la mise en œuvre des pratiques présentées dans le guide; les attentes concernant l'impact élargi du guide. Un enregistrement du webinaire est disponible [ici](#).

Affaires publiques et relations gouvernementales

Dans le cadre de son travail au titre de l'Objectif fondamental 5 (OF5) : *Faire valoir les intérêts de la profession auprès du gouvernement fédéral*, Ingénieurs Canada a fait parvenir au Comité permanent des finances de la Chambre des communes ses commentaires pour les consultations prébudgétaires en vue du budget fédéral de 2024. Le mémoire est accessible dans notre site public [ici](#).

Également dans le cadre du travail au titre de l'Objectif fondamental 5, le Comité consultatif des affaires publiques d'Ingénieurs Canada s'est réuni pour discuter de trois énoncés de principe nationaux nouvellement élaborés en vue d'une consultation nationale le 16 octobre. Il s'agit des énoncés suivants :

- Construire un avenir plus sécuritaire et plus résilient : le rôle des ingénieurs dans le renforcement du Code national du bâtiment du Canada (nouvel EPN)
- Les contributions d'Ingénieurs Canada à la conception inclusive : la création d'espaces accessibles (nouvel EPN)
- Transformer l'accès des Autochtones aux études postsecondaires en génie (EPN mis à jour)

En outre, Ingénieurs Canada a eu un [entretien](#) avec Radio-Canada Acadie concernant le [Projet de Loi C-49](#), Loi modifiant la Loi de mise en œuvre de l'Accord atlantique Canada - Terre-Neuve-et-Labrador et la Loi de mise en œuvre de l'Accord Canada - Nouvelle-Écosse sur les hydrocarbures extracôtiers et apportant des modifications corrélatives à d'autres lois.

Briefing Note – Discussion

C-560-9.5

COUNCILLOR QUESTIONS

Purpose: To field questions from Council at the end of the Open session.

No motion required.

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