



Council Meeting

514th Meeting of Council
of Professional Engineers Ontario

to be held on
Thursday, September 28, 2017
5:30 p.m. – reception
6:00 p.m. – dinner
7:00 – plenary session

Friday, September 29, 2017
7:45 – 8:45 a.m. – breakfast
9:00 a.m. – 4:00 p.m.

PEO Council Chambers
8th Floor
40 Sheppard Avenue West
Toronto, Ontario

Thursday, September 28, 2017

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

2. Plenary Session – 7:00 p.m. to 9:00 p.m.
(8th Floor Council Chambers)
 1. a) Introduction to Engineers Canada
Affinity Program (attached)
b) Engineers Canada Affinity Program
Update
 2. CEDC Presentation
 3. 30by30 Initiative



PEO, OSPE and EC Affinity Products and Services

Background on how we got where we are at today

Presentation to PEO Council Plenary Session
September 28, 2017





EC Affinity Products and Services

- A wide range of products and services, negotiated by Engineers Canada (EC) on behalf of its participating engineering regulators with an objective of realizing value-added products and competitive rates for Canadian professional engineers.
- EC receives revenues from these products and services which are shared with participating engineering regulators.
- The 2017 EC affinity revenues are budgeted at \$5.9M
- PEO does not currently receive any affinity revenue from EC



Affinity Products and Services (Cont'd)

- EC offers a total of 11 products and services with 8 partners.
- Programs are offered in the following areas:
 - Home and Auto insurance
 - Term Life and Major Accident Insurance Program*
 - Critical Illness*
 - Professional Retiree Health & Dental Insurance Program*
 - Sickness & Accident Insurance Program (Health and Dental, Disability Income Replacement, Business Overhead)*
 - Financial Security Program (RRSP, NRSP, TFSA, RRIF/LIF)*
 - Pet Health Insurance*
 - Professional Liability Insurance Program
 - Car Rental
 - Shipping Services
 - Manulife One



** OSPE participates in and receives revenue from these programs, 2016 revenue ~ \$228k*



Genesis of Current Situation

- Prior to 2004 PEO received affinity program revenue
- With the formation of OSPE, PEO agreed to, inter alia:
 - facilitate the transfer of non-regulatory activities to OSPE; and,
 - not compete with OSPE in the delivery of programs and services for members.
- In the spirit of these clauses in the Agreement, PEO agreed to transfer the money it received from affinity programs to OSPE starting in 2004
- An Assignment Agreement to this effect was concluded between PEO and OSPE in February 2005 and remains in force
- Home and auto insurance was excluded from the Assignment Agreement as OSPE had decided to conclude a separate agreement with another service provider (the Personal)
- In 2011, because of unrelated issues, PEO members decided, by referendum, to terminate its original agreement with OSPE
- PEO is under no legal obligation to honour any terms of the original agreement



Where we are at today

- EC is currently renegotiating their partnership agreement with TD Insurance for home and auto insurance program
- It is expected that the revenue available to participating regulators will significantly increase with this new agreement
- Presently PEO does not have access to the revenue stemming from PEO policy holders as PEO is not a participating regulator
- EC does receive revenue from the PEO book of business, but the PEO portion of that revenue (i.e. the portion that other regulators keep) remains with TD
- The majority of PEO policy holders are not OSPE members
- As part of the negotiation, EC wants to present the opportunity to PEO to become a participating regulator
- If PEO accepts, it would be expected to promote the EC sponsored program with TD insurance





What is being asked of Council

- No final decision is being requested today
- Council is being asked to consider whether it should accept the EC opportunity to become a participating regulator
- If yes, should PEO consider allocating some portion of these funds to OSPE? If so, what portion of the revenue flowing to PEO would be reasonable to share with OSPE?
- Should PEO attach any conditions to the funds being shared?

Briefing Note - Decision

C-514-1.1

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-514-1.1, Appendix A be approved; and*
- b) the Chair be authorized to suspend the regular order of business.*

Prepared by: Dale Power, Secretariat Administrator

Appendices:

- Appendix A – 514th Council meeting agenda



C-514-1.1
Appendix A

Agenda

514th Meeting of the Council Professional Engineers Ontario

Date: Thursday, September 28 and Friday, September 29, 2017
Time: Thursday - 5:30 p.m. – reception; 6:00 p.m. – dinner;
 7:00 p.m. – 9:00 p.m. – meeting
 Friday – 9:00 a.m. – 4:00 p.m.
Place: PEO Offices – 8th Floor Council Chambers OR Dial-in: 1-888-866-3653
 40 Sheppard Avenue West Participant Code: 9394319#
 Toronto, Ontario

Thursday, September 28th – 7:00 p.m. – 9:00 p.m.

	Spokesperson
<u>PLENARY SESSION</u>	
1. Introduction to Engineers Canada Affinity Program (attached) Engineers Canada Affinity Program Update	Registrar McDonald
2. CEDC Presentation	Stephanie Price
3. 30by30 Initiative	Eric Negat Helen Wojcinski

Friday, September 29th – 9:00 a.m. – 4:00 p.m.

CALL TO ORDER			
1. <u>APPROVAL OF AGENDA AND LEADERSHIP REPORTS</u>		Spokesperson/ Moved by	Type
1.1	APPROVAL OF AGENDA	Chair	Decision
1.2	PRESIDENT/REGISTRAR’S REPORT	Chair/Registrar	Information
2. <u>PRIORITY ITEMS</u>		Spokesperson/ Moved by	Type
2.1	2018 OPERATING BUDGET	Councillor Wesa	Information
2.2	2018 CAPITAL BUDGET	Councillor Wesa	Information
2.3	2017 AGM SUBMISSION – ENGAGING AN EXTERNAL GOVERNANCE EXPERT	Councillor Houghton	Decision
2.4	2017 AGM SUBMISSION – ENGINEERING INTERN FINANCIAL CREDIT PROGRAM	Past President Comrie	Decision
2.5	30by30 INITIATIVE – PEO’S FORMAL ENDORSEMENT	President Dony	Decision

2.6	AMENDED 2018 ELECTION PUBLICITY PROCEDURES	Councillor Hidalgo	Decision
2.7	UNIQUE EMAIL ADDRESS POLICY	Councillor Bellini	Decision
2.8	COUNCIL COMPOSITION TASK FORCE REQUEST FOR ADDITIONAL FUNDING	Councillor Kirkby	Decision
2.9	EASTERN REGION OFFICE	Councillor Turnbull	Decision
2.10	RCC POLICY INTENT	Councillor Turnbull	Decision
2.11	PEO-OSPE JOINT POSITION PAPER ON MATHEMATICS EDUCATION QUALITY IN ONTARIO	Past President Comrie	Decision
2.12	CHANGES TO THE 2017 PEO COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER	Councillor Bellini	Decision
2.13	COMMITTEE WORK PLANS	Councillor Bellini	Decision
2.14	APPOINTMENT OF PEO REPRESENTATIVE TO THE CANADIAN NATIONAL EXHIBITION ASSOCIATION (CNEA) MEMBERSHIP	Councillor Chong	Decision
2.15	COMMITTEE TERM LIMITS	President-elect Brown	Decision
2.16	2018-20 STRATEGIC PLAN	Registrar McDonald	Information
3.	<u>CONSENT AGENDA</u>	Spokesperson/ Moved by	Type
3.1	MINUTES – 247 TH EXECUTIVE COMMITTEE MEETING	Chair	Decision
3.2	MINUTES – 248 TH EXECUTIVE COMMITTEE MEETING	Chair	Decision
3.3	OPEN SESSION MINUTES – 513 TH COUNCIL MEETING – JUNE 23, 2017	Chair	Decision
3.4	APPROVAL OF CEDC APPLICATIONS	Councillor Bellini	Decision
4.	<u>IN-CAMERA</u>	Spokesperson/ Moved by	Type
4.1	MINUTES – 247 TH EXECUTIVE COMMITTEE MEETING	Chair	Decision
4.2	IN-CAMERA MINUTES – 513 TH COUNCIL MEETING – JUNE 23, 2017	Chair	Decision
4.3	ACT CHANGE – PROCLAMATION OF BY-LAW-MAKING POWERS FOR FEES	Councillor Bellini	Decision
4.4	ENGINEERS CANADA DIRECTOR EVALUATION SURVEY	President-elect Brown	Decision
4.5	APPOINTMENT OF THE OFFICIAL ELECTION AGENT	Councillor Wesa	Decision
4.6	APPROVAL OF CHIEF ELECTIONS OFFICER	Councillor Chong	Decision
4.7	LEGAL RISKS OF PRACTICE GUIDELINES AND PERFORMANCE STANDARDS	Johnny Zuccon	Information
4.8	HRC UPDATE	President Dony	Information

4.9	DISCIPLINE COMMITTEE – DECISIONS AND REASONS	Linda Latham	Information
4.10	LEGAL UPDATE	Linda Latham	Information
4.11	PEO'S ANTI-WORKPLACE HARASSMENT AND VIOLENCE POLICIES – COUNCILLOR VIOLATIONS, IF ANY	Chair	Information
5.	<u>INFORMATION ITEMS</u>	Spokesperson/ Moved by	Type
ONGOING ITEMS			
5.1	PUBLIC INFORMATION CAMPAIGN (PIC) TF UPDATE	Vice-President Spink	Information
5.2	LEGISLATION COMMITTEE UPDATE	Councillor Bellini	Information
5.3	REGIONAL COUNCILLORS COMMITTEE UPDATE	Councillor Turnbull	Information
5.4	OSPE-PEO JOINT RELATIONS COMMITTEE (JRC) UPDATE	President Dony	Information
5.5	ENGINEERS CANADA UPDATE	Chris Roney	Information
5.6	2015-2017 STRATEGIC PLAN UPDATE	Registrar McDonald	Information
5.7	STATISTICS - COMPLAINTS, DISCIPLINE, LICENSING AND REGISTRATION UPDATE	Latham/Price/ Zuccon	Information
5.8	STATUS UPDATE FOR REGULATORY STUDIES AND ASSESSMENTS UNDER O. REG. 1/17 SUBCOMMITTEE	Johnny Zuccon	Information
5.9	COUNCILLOR ITEMS	Chair	Information
6.	<u>CONCLUSION</u>		
6.1	CHAIR EVALUATION (IN CAMERA)	All Councillors	

Councillors Code of Conduct

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

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

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

[s. 2.4 of the Council Manual]

2017 Council Committee Meeting/Mailing Schedule

2017 Council Mailing Schedule

Meeting #		Meeting Date	Initial BN Due Date – Members at Large	Initial BN Due Date – Councillors/Staff	Initial Agenda Mailing Date	Supp. Agenda ¹ Due Date	Supp. Agenda Mailing Date
514	Council	Sept. 28-29	Sept. 8	Sept. 12	Sept. 15	Sept. 19	Sept. 22
250	Executive	Oct. 17	Sept. 26	Sept. 29	Oct. 3	Oct. 5	Oct. 10
515	Council	Nov. 16-17	Oct. 27	Oct. 31	Nov. 3	Nov. 7	Nov. 10

¹ - requires the approval of the Chair or Registrar

Upcoming Events

Date	Event	Location
Wednesday, October 4, 2017	Queen's Park Day	Toronto, Ontario
Friday, November 3, 2017	Committee Chairs Workshop	Toronto, Ontario
Saturday, November 18, 2017	Chapter Leaders Conference	Toronto, Ontario
Saturday, November 18, 2017	OPEA Gala	Toronto, Ontario
Friday, April 20, 2018	Volunteer Leaders Conference Order of Honour Gala	Westin Harbour Castle, Toronto, Ontario

Saturday, April 21, 2018

Annual General Meeting

Westin Harbour Castle, Toronto, Ontario

Briefing Note – Information

C-514-1.2

PRESIDENT’S/REGISTRAR’S REPORT

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

Motion(s) to consider:

none required

President Dony and Registrar McDonald will provide a verbal report on their recent PEO activities.

2018 DRAFT OPERATING BUDGET

Purpose: To review the draft 2018 operating budget.

No motion required

Prepared by: Chetan Mehta – Director, Finance

1. Need for PEO Action

In accordance with the Council approved PEO business planning cycle, the draft operating budget (Appendix A) is provided to Council for review.

Council's feedback will be incorporated into the final 2018 operating budget to be presented at the November 2017 meeting for approval.

Despite the best efforts by management to reduce and control costs wherever possible, the 2018 operating budget is expected to have a deficit of \$233k. This deficit is currently shown to be funded from the operating reserve which, at the end of 2017, is expected to be \$8.8m – this is \$4.3m above the minimum cash balance requirement of \$4.5m.

Some of the main reasons for the deficit in 2018 are:

- a) There have been no membership fee increases since 2008 and revenues from the growth in the number of license holders, applications, examinations, etc. have not been adequate to keep pace with operating expenditures which have increased cumulatively by 15.8% since 2009 due to inflation.
- b) The increase in membership revenues has also been negatively impacted due an increase in the backlog of applications in 2017 that await processing. This is largely due to staff absences resulting from accidents and long term disability. Steps have been taken to hire additional resources to deal with this backlog which is expected to be cleared within the next few months.
- c) Apart from inflation, there has also been an increase in the scope and breadth of PEO's operations. Several programs have been added and become part of regular operations over the course of the past several years. A few examples are the PEAK program which was introduced in 2017 but has become part of regular operations in 2018, an increase in the contribution for the OPEA gala in 2017 which has become part of regular operations in 2018, etc.

To address this shortfall in 2018, areas for potential cost savings have been identified by management after seeking inputs from the Finance Committee. These are shown in Appendix C. These cost savings will be implemented in the budget after feedback and direction from Council.

The key highlights of the 2018 draft operating budget are summarized below and compared to the 2017 forecast. Total revenues in 2018 are budgeted at \$25.9m and total expenses are budgeted at \$26.2m resulting in an excess of expenses over revenues of \$233k.

Revenue

The 2018 budgeted revenue is planned to be \$25.9m representing an increase of \$480k or 1.9% over the 2017 forecasted revenue. This increase is largely due to:

- An increase in application, registration, exam and other fees of \$327k or 5.1% due to an increase in CofA, application, examination and EIT revenues;
- An increase in P. Eng revenue dues of \$256k or 1.6% due to natural growth in P.Eng membership based on the historical trend; and
- An increase in advertising revenues by \$60k or 20% due to an expected improvement in market conditions

P.Eng license fees are the lowest in Canada and will remain frozen for the tenth consecutive year. All other fees remain frozen for the seventh consecutive year. The current version of the 2018 budget assumes that all fees remain unchanged.

Expenses

The 2018 budgeted expenses are planned to be \$26.2 which represents an increase of \$925k or 3.6% over 2017 forecasted expenses. The increase is largely due to:

- An increase in employee salaries and benefits and retiree and future benefits of \$411k over the 2017 forecast due to a 3% increase in staff salary for merit increases and CPI adjustment.
- An increase in costs for Computers and telephone of \$300k due to web hosting expenses for the PEAK program application, support contracts for various IT infrastructure services and teleconferencing costs for the regional candidate meetings approved by Council.
- An increase of \$115k in Purchased Services largely due to higher costs for the electronic voting agent, costs for event meals and related expenses for the OOH and various events and costs for producing the ethics video for the PEAK program.
- An increase of \$63k for two new Contract staff – one for assisting in clearing up the current application backlog and one for helping in cleaning up member data.
- An increase of \$36k in Occupancy costs due to higher operating costs.
- An increase of \$33k in Volunteer Business Expenses due to higher costs for meals, mileage, accommodation and travel related expenses for attending various events, committee meetings and conferences.
- An increase of \$31k in Amortization due to the completion of IT projects.

The above are partially offset by:

- Reduction of \$105k in Legal costs primarily due lower legal expenses for small claims related litigation and employment related matters.
- Reduction of \$26k in costs for Consultants largely due to no costs for consultants for the public information campaign in 2018 as the relevant work is expected to be completed in

2017, no consulting costs for the elections audit in 2018, lower costs for IT consultants, etc. These decreases are partially offset by an increase in costs for a consultant for PEAK, succession planning task force, consultant for the GLP, HRC, etc.

- Reduction of \$13k in Postage and courier costs as members are being encouraged to download receipts and related correspondence directly from the web portal.

2. Background

Council approved the following motions in the Jun 23, 2017 meeting:

- a) That the 2018 Budget Assumptions, as presented in C-513-2.1, Appendix A and as recommended by the Finance Committee, be approved.
- b) That the Registrar be directed to initiate the budgeting process, per PEO's Budgeting Cycle, and provide the 2018 operating budget and capital budget at the September 2017 Council meeting based on the approved assumptions.

As per Council direction, the senior management team and staff began work on the 2018 operating budget and 2017 forecast in July. A draft copy of the 2018 operating budget and the 2017 forecast was completed in August and distributed to the Finance Committee prior to its meeting on August 29, 2017.

During this meeting on August 29, 2017, the Finance committee met with members of the senior management team to review the first draft of the 2018 operating budget. Key highlights of the operating budget were reviewed and questions put forward by the Finance Committee members to the senior management team were answered. After discussion and inputs from staff, the Chair of the Finance Committee requested the Registrar to send him a list of potential options to address the 2018 budget shortfall. This list, after incorporating feedback from the Finance Committee, is shown in Appendix C. During the meeting on August 29, the Finance Committee concurred that the draft version of the 2018 operating budget be presented to Council for information and feedback.

3. Appendices

- **Appendix A** - 2018 Draft Operating Budget and Variance Analysis
Projected Financial Statements 2018 to 2022
- **Appendix B** - Highlights of Significant Changes in 2018 Budget Program Expenses as compared to the 2017 Forecast
- **Appendix C** – List of potential savings to address 2018 budget deficit
- **Appendix D** – 2018 Budget Assumptions

Professional Engineers Ontario - DRAFT 2018 OPERATING BUDGET

C-514-2.1
Appendix A

Variance Analysis - 2018 Budget Vs 2017 Forecast

DRAFT - Sept 11, 2017 - Revisions based on FIC feedback

REF. NO	DESCRIPTION	2018 Bud	2017 Fcst	2017 Bud	2016 Act	Favourable (Unfavorable) Variances			
						2018 Bud Vs 2017 Fcst		2018 Bud Vs 2017 Bud	
						\$	%	\$	%
	(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)	
1	P. Eng Revenue	\$ 15,955,500	\$ 15,700,000	\$ 15,823,705	\$ 15,300,492	\$ 255,500	1.6%	\$ 131,795	0.8%
2	Appln, regn, exam and other fees	6,798,972	6,471,531	6,928,708	6,186,429	\$ 327,441	5.1%	(129,736)	(1.9)%
3	40 Sheppard Revenue	2,563,193	2,733,049	2,542,260	2,044,589	(169,856)	(6.2)%	20,933	0.8%
4	Advertising income	360,000	300,000	420,000	437,187	\$ 60,000	20.0%	(60,000)	(14.3)%
5	Investment income	282,000	275,000	275,000	171,538	\$ 7,000	2.5%	7,000	2.5%
	TOTAL REVENUE	25,959,665	25,479,580	25,989,673	24,140,235	480,085	1.9%	(30,008)	(0.1)%
	EXPENSES								
6	Salaries and benefits / Retiree and future benefits	12,668,726	12,257,391	12,231,188	11,286,681	(411,335)	(3.4)%	(437,538)	(3.6)%
7	40 Sheppard expenses	2,476,279	2,463,515	2,506,869	2,485,858	(12,764)	(0.5)%	30,590	1.2%
8	Purchased services	1,660,352	1,544,873	1,646,762	1,402,475	(115,479)	(7.0)%	(13,590)	(0.8)%
9	Amortization	1,307,096	1,275,793	1,364,462	1,242,064	(31,303)	(2.3)%	57,366	4.2%
10	Computers and telephone	1,075,848	775,803	764,770	628,847	(300,045)	(39.2)%	(311,078)	(40.7)%
11	Engineers Canada	964,000	960,077	966,243	977,311	(3,923)	(0.4)%	2,243	0.2%
12	Chapters	957,800	960,733	997,450	765,181	2,933	0.3%	39,650	4.0%
13	Occupancy costs	915,554	879,166	908,266	857,468	(36,388)	(4.0)%	(7,288)	(0.8)%
14	Volunteer expenses	793,065	759,920	953,375	660,736	(33,145)	(3.5)%	160,310	16.8%
15	Postage and courier	617,120	629,735	629,775	626,926	12,615	2.0%	12,655	2.0%
16	Consultants	547,500	573,420	350,300	410,711	25,920	7.4%	(197,200)	(56.3)%
17	Transaction fees	542,540	515,675	548,635	500,306	(26,865)	(4.9)%	6,095	1.1%
18	Legal (Corporate, Prosecution & Tribunal)	493,555	598,755	580,495	614,293	105,200	18.1%	86,940	15.0%
19	Professional development	206,500	206,580	242,300	168,011	80	0.0%	35,800	14.8%
20	Contract staff	203,981	140,786	8,500	399,882	(63,195)	(743.5)%	(195,481)	(2299.8)%
21	Recognition, grants and awards	173,600	173,412	187,850	196,051	(188)	(0.1)%	14,250	7.6%
22	Staff expenses	141,560	122,956	156,820	83,808	(18,604)	(11.9)%	15,260	9.7%
23	Insurance	116,260	110,676	115,987	111,637	(5,584)	(4.8)%	(273)	(0.2)%
24	Printing	116,000	116,278	118,600	98,841	278	0.2%	2,600	2.2%
25	Advertising	112,050	98,550	99,600	107,711	(13,500)	(13.6)%	(12,450)	(12.5)%
26	Office supplies	103,280	103,180	104,330	132,379	(100)	(0.1)%	1,050	1.0%
27	TOTAL EXPENSES	26,192,666	25,267,274	25,482,577	23,757,177	(925,392)	(3.6)%	(710,089)	(2.8)%
28	EXCESS OF REVENUE OVER EXPENSES BEFORE UNDERNOTED	(233,001)	212,306	507,096	383,058	(445,307)	(87.8)%	(740,097)	(145.9)%
	Council Discretionary Expenses								
29	PEAK	-	140,000	300,000	-	140,000	46.7%	300,000	100.0%
30	Public information campaign	-	100,000	100,000	-	100,000	100.0%	100,000	100.0%
31	2017 OPEA	-	42,000	42,000	-	42,000	100.0%	42,000	100.0%
32	Misc Council TFs	-	18,000	-	12,433	18,000	-	-	-
	EXCESS OF REVENUE OVER EXPENSES	(233,001)	(87,694)	65,096	370,625	(145,307)	(165.7)%	(298,097)	(457.9)%

Professional Engineers Ontario

2018 DRAFT - Operating Budget

C-514-2.1
Appendix A

Variance explanations for key variances in the 2018 budget Vs 2017 forecast

DRAFT - Sept 11, 2017 - Revisions based on FIC feedback

Ref. No.	Variance Explanation
1	P.Eng membership revenues in 2018 are expected to grow by 1.6% over the 2017 forecast. The expected growth of 0.8% in 2018 vs the 2017 budget is lower than in the prior years due to an increase in the number of applications in 2017 that need to be processed.
2	Increase is largely due to an increase in CofA, P.Eng application, EIT and exam revenues in 2018. The decrease in the 2018 budget vs the 2017 budget is largely due to lower exam revenues, registration fees and CofA applicants.
3	Rent revenues and recoverable cost revenues due to leasing of vacant units on the 2nd, 4th and 8th floor. The 2017 forecast figure is higher due to a onetime lumpsum payout by a tenant due the early termination of a lease agreement.
4	Higher advertising revenues expected in 2018 due to an expected improvement in market conditions.
5	This represents the income expected from investments based on average holdings during the year.
6	Increase largely due to CPI and merit increases for a total of 3% in 2018 based on compensation surveys conducted by HR.
7	40 Sheppard expenses holding steady with an increase of 0.5% over the 2017 forecast due to higher recoverable expenses which are partially offset by a reduction in non-recoverable expenses, including mortgage interest.
8	Increase in the 2018 budget largely due to higher costs for the electronic voting agent for Council elections, costs for producing ethics video for the PEAK program, costs for meals at various events, etc.
9	The increase in amortization is due to the expected completion of capital projects in 2018.
10	Increase in the 2018 budget largely due to costs for PEAK related software service, support contracts for IT infrastructure services and teleconferencing costs for regional candidate meetings approved by Council.
11	This amount represents the allocation to Engineers Canada. The rate per member remains unchanged.
12	Marginally lower costs in 2018 for attendance at various events and meetings. This decrease is partially offset by an increase in Chapter allotments per RCC directive.
13	Occupancy costs expected to increase due to an increase in the building's operating costs.
14	Volunteer expenses for meals, mileage, accommodation and travel expenses for attending various committees, conferences and meetings.
15	Postage and courier costs are lower in comparison to the 2017 fcst. A decrease is expected as members are being currently encouraged to receive PEO correspondence via email or online through the portal.
16	Decrease is largely due to no consulting costs for the public information campaign in the 2018 budget as these monies are expected to be spent in 2017, no additional costs for the elections audit in 2018, lower costs for IT consultants in 2018, etc. These decreases are partially offset by an increase in costs for a consultant for PEAK, succession planning task force, consultant for the GLP, HRC, etc.
17	Increase largely due to costs for moving to the new Ceridian payroll management platform, higher sales commissions and an higher card service fees as an increasing number of members and applicants pay dues online.
18	Decrease primarily due to lower legal costs for small claims related litigation and employment related matters.
19	Professional development costs for staff and volunteers are expected to remain in line with the 2017 forecast.
20	Increase in contract staff in 2018 for providing assistance inprocessing licensing application back log and one for helping in the clean up of member data.
21	The spend for recognition, grants and awards for staff and volunteers in 2018 is expected to remain in line with the 2017 forecast.
22	Higher staff business expenses for travel to various events, meetings, etc.
23	Increase in insurance costs in 2018 due to higher premiums.
24	Printing and photocopying costs in 2018 are expected to remain in line with the 2017 forecast.
25	2018 budget includes Council approved promotional activity (\$15k) for OPEA (Ontario Professional Engineers Awards) gala.
26	The spend on consumables such as office stationery, paper towels, etc. is expected to remain in line with the 2017 forecast.

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

C-514-2.1
Appendix A

DRAFT - Sept 11, 2017 - Revisions based on FIC feedback

	2016 ACTUAL	2017 FORECAST	2018 BUDGET	2019 PROJECTION	2020 PROJECTION	2021 PROJECTION	2022 PROJECTION
REVENUE							
P. Eng Revenue	\$15,300,492	\$15,700,000	\$15,955,500	\$16,178,877	\$16,405,381	\$16,635,057	\$16,867,947
Appln, regn, exam and other fees	6,186,429	6,471,531	6,798,972	6,894,158	6,990,676	7,088,545	7,187,785
40 Sheppard Revenue	2,044,589	2,733,049	2,563,193	3,044,935	3,055,490	3,079,519	3,036,315
Advertising income	437,187	300,000	360,000	362,700	365,420	368,161	370,922
Investment income	171,538	275,000	282,000	285,948	289,951	294,011	298,127
	\$24,140,235	\$25,479,580	\$25,959,665	\$26,766,618	\$27,106,919	\$27,465,292	\$27,761,096
EXPENSES							
Salaries and benefits / Retiree and future benefits	11,286,681	12,257,391	12,668,726	12,985,444	13,310,080	13,642,832	13,983,903
40 Sheppard expenses	2,485,858	2,463,515	2,476,279	2,475,252	2,479,810	2,486,743	2,389,364
Purchased services	1,402,475	1,544,873	1,660,352	1,701,861	1,744,407	1,788,018	1,832,718
Amortization	1,242,064	1,275,793	1,307,096	1,339,773	1,373,268	1,407,599	1,442,789
Computers and telephone	628,847	775,803	1,075,848	1,102,744	1,130,313	1,158,571	1,187,535
Engineers Canada	977,311	960,077	964,000	988,100	1,012,803	1,038,123	1,064,076
Chapters	765,181	960,733	957,800	981,745	1,006,289	1,031,446	1,057,232
Occupancy costs	857,468	879,166	915,554	938,443	961,904	985,952	1,010,600
Volunteer expenses	660,736	759,920	793,065	812,892	833,214	854,044	875,395
Postage and courier	626,926	629,735	617,120	632,548	648,362	664,571	681,185
Consultants	410,711	573,420	547,500	561,188	575,217	589,598	604,338
Transaction fees	500,306	515,675	542,540	556,104	570,006	584,256	598,863
Legal (Corporate, Prosecution & Tribunal)	614,293	598,755	493,555	505,894	518,541	531,505	544,792
Professional development	168,011	206,580	206,500	211,663	216,954	222,378	227,937
Contract staff	399,882	140,786	203,981	209,081	214,308	219,665	225,157
Recognition, grants and awards	196,051	173,412	173,600	177,940	182,389	186,948	191,622
Staff expenses	83,808	122,956	141,560	145,099	148,726	152,445	156,256
Insurance	111,637	110,676	116,260	119,167	122,146	125,199	128,329
Printing	98,841	116,278	116,000	118,900	121,873	124,919	128,042
Advertising	107,711	98,550	112,050	114,851	117,723	120,666	123,682
Office supplies	132,379	103,180	103,280	105,862	108,509	111,221	114,002
	23,757,177	25,267,274	26,192,666	26,784,549	27,396,839	28,026,698	28,567,818
EXCESS OF REVENUE OVER EXPENDITURE before undernoted	\$383,058	\$212,306	(\$233,001)	(\$17,931)	(\$289,920)	(\$561,405)	(\$806,721)
Council Discretionary Reserve	12,433	300,000	-	-	-	-	-
EXCESS OF REVENUE OVER EXPENDITURE	\$370,625	(\$87,694)	(\$233,001)	(\$17,931)	(\$289,920)	(\$561,405)	(\$806,721)

Professional Engineers Ontario
Balance sheet projection
for the years ending December 31 - DRAFT

C-514-2.1
Appendix A

DRAFT - Sept 11, 2017 - Revisions based on FIC feedback

	2016	2017	2018	2019	2020	2021	2022
	ACTUAL	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
ASSETS							
CURRENT							
Cash	1,449,325	2,218,417	862,692	636,442	559,567	1,509	(791,363)
Marketable securities at fair value	6,552,646	6,552,646	6,552,646	6,552,646	6,552,646	6,552,646	6,552,646
Cash & marketable securities	8,001,971	8,771,063	7,415,338	7,189,088	7,112,213	6,554,155	5,761,283
Accounts receivable	499,016	499,016	499,016	499,016	499,016	499,016	499,016
Prepaid expenses, deposits & other assets	666,379	593,927	517,560	433,556	341,152	239,507	127,698
	9,167,366	9,864,006	8,431,914	8,121,660	7,952,381	7,292,678	6,387,997
Capital assets	37,061,925	35,325,591	35,544,682	34,831,005	33,675,364	32,709,661	31,714,621
	46,229,291	45,189,597	43,976,596	42,952,665	41,627,744	40,002,339	38,102,618
LIABILITIES							
CURRENT							
Accounts payable and accrued liabilities	1,813,785	1,813,785	1,813,785	1,813,785	1,813,785	1,813,785	1,813,785
Fees in advance and deposits	8,862,418	8,862,418	8,862,418	8,862,418	8,862,418	8,862,418	8,862,418
Current portion of long term debt	952,000	980,000	1,006,000	1,035,000	1,064,000	1,093,000	1,123,000
	11,628,203	11,656,203	11,682,203	11,711,203	11,740,203	11,769,203	11,799,203
LONG TERM							
Long term debt	6,587,000	5,607,000	4,601,000	3,566,000	2,502,000	1,409,000	286,000
Employee future benefits	11,974,500	11,974,500	11,974,500	11,974,500	11,974,500	11,974,500	11,974,500
	18,561,500	17,581,500	16,575,500	15,540,500	14,476,500	13,383,500	12,260,500
Net Assets	16,039,588	15,951,894	15,718,893	15,700,962	15,411,041	14,849,636	14,042,915
	46,229,291	45,189,597	43,976,596	42,952,665	41,627,744	40,002,339	38,102,618

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

C-514-2.1
Appendix A

DRAFT - Sept 11, 2017 - Revisions based on FIC feedback

	2017	2018	2019	2020	2021	2022
<i>Operating</i>	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
Excess of revenue over expenses - operations	(87,694)	(233,001)	(17,931)	(289,920)	(561,405)	(806,721)
Add (deduct) items not affecting cash						
Amortization	2,228,264	2,300,965	2,377,331	2,443,289	2,511,707	2,582,687
Amortization - other assets (leasing)	72,452	76,367	84,004	92,404	101,645	111,809
Total Operating	2,213,022	2,144,331	2,443,404	2,245,772	2,051,947	1,887,775
<i>Financing</i>						
Repayment of mortgage	(952,000)	(980,000)	(1,006,000)	(1,035,000)	(1,064,000)	(1,093,000)
Total Financing	(952,000)	(980,000)	(1,006,000)	(1,035,000)	(1,064,000)	(1,093,000)
<i>Investing</i>						
Additions to Building (Recoverable)	(261,881)	(1,198,512)	(163,655)	(87,647)	(196,005)	(87,647)
Additions to other Capital Assets (F&F, IT, Phone, AV)	(230,049)	(1,321,544)	(1,500,000)	(1,200,000)	(1,350,000)	(1,500,000)
Total Investing	(491,930)	(2,520,056)	(1,663,655)	(1,287,647)	(1,546,005)	(1,587,647)
Net Cash Increase/(Decrease) during the year	769,092	(1,355,725)	(226,251)	(76,875)	(558,058)	(792,872)
Cash, beginning of year	1,449,325	2,218,417	862,692	636,442	559,567	1,509
Cash, end of year	2,218,417	862,692	636,442	559,567	1,509	(791,363)
Cash/Investments, end of year	8,771,063	7,415,338	7,189,088	7,112,213	6,554,155	5,761,283
Comprised of:						
Cash	2,218,417	862,692	636,442	559,567	1,509	(791,363)
Investments	6,552,646	6,552,646	6,552,646	6,552,646	6,552,646	6,552,646
	8,771,063	7,415,338	7,189,088	7,112,213	6,554,155	5,761,283

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

C-514-2.1 Appendix A

DRAFT - Sept 11, 2017 - Revisions based on FIC feedback

Description	2017 FORECAST	2018 BUDGET	2019 PROJECTION	2020 PROJECTION	2021 PROJECTION	2022 PROJECTION
Rental income	793,404	921,701	1,072,290	1,053,836	1,022,375	1,021,696
Operating cost	2,056,700	1,813,492	2,087,092	2,148,314	2,211,735	2,277,446
Property tax	402,424	378,442	451,273	460,298	469,504	478,895
Parking income	137,850	136,800	143,640	150,822	158,363	166,281
Other space rent	121,657	127,632	126,019	101,441	101,439	101,438
TOTAL REVENUE	3,512,035	3,378,067	3,880,314	3,914,712	3,963,418	4,045,759
Less PEO Share of CAM & Tax	778,986	814,874	835,379	859,222	883,899	1,009,444
TOTAL REVENUE excluding PEO share of CAM & Tax	2,733,049	2,563,193	3,044,935	3,055,490	3,079,519	3,036,315
Utilities	557,471	551,404	562,432	573,681	585,155	596,858
Property taxes	454,879	442,424	451,273	460,298	469,504	478,894
Amortization	564,178	605,576	649,265	681,728	715,815	751,605
Payroll	253,104	253,104	258,166	263,329	268,596	273,968
Janitorial	257,841	271,443	275,342	280,849	286,466	292,195
Repairs and maintenance	150,447	174,082	162,223	165,467	168,777	172,152
Property management and advisory fees	86,977	86,976	88,716	90,490	92,300	94,146
Road and ground	12,825	18,704	15,855	16,172	16,495	16,825
Administration	31,309	27,620	28,172	28,736	29,311	29,897
Security	15,018	27,020	27,560	28,112	28,674	29,247
Insurance	18,566	18,751	19,126	19,508	19,898	20,296
TOTAL RECOVERABLE EXPENSES	2,402,615	2,477,104	2,538,130	2,608,370	2,680,991	2,756,083
Interest expense on note and loan payable	348,659	301,269	252,084	201,845	151,593	94,503
Amortization of building	388,293	388,293	388,293	388,293	388,293	388,293
Other and other non-recoverable expenses	102,934	124,487	132,124	140,524	149,765	159,929
TOTAL OTHER EXPENSES	839,886	814,049	772,501	730,662	689,651	642,725
TOTAL EXPENSES	3,242,501	3,291,153	3,310,631	3,339,032	3,370,642	3,398,808
Less PEO Share of CAM & Tax	778,986	814,874	835,379	859,222	883,899	1,009,444
TOTAL EXPENSES excluding PEO share of CAM	2,463,515	2,476,279	2,475,252	2,479,810	2,486,743	2,389,364
NET INCOME	269,534	86,914	569,683	575,680	592,776	646,951

Professional Engineers Ontario

2018 Budget - Consolidated

Highlights of significant changes in 2018 budget program expenses as compared to 2017 Forecast

DRAFT - Sept 11, 2017 - Revision based on FIC feedback

C-514-2.1
Appendix B

Overview:

Total program expenses in 2018 are expected to increase by \$169k or 1.3% over the 2017 forecast. This increase is largely due to costs for web hosting services associated with the PEAK program and higher IT infrastructure expenses, higher costs for the electronic voting agent, costs for various event such as the OOH (Order of Honours), the VLC (Volunteer Leaders Conference), etc.; contractors for replacing staff who are on long term leave, higher occupancy costs, an increase in volunteer and staff business expenses, etc. These increases have been partially offset by a reduction in legal costs and lower costs for consultants as no further spend expected on the marketing consultant whose work is expected to be completed in 2017, etc.

Department	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation of significant variances
					2018 Bud Vs 2017 Fcst		
					\$	%	
Corporate Services	7,156,818	7,075,235	7,360,371	6,633,332	(81,583)	(1.2)%	Increase largely due to \$60k for Succession Planning Task Force approved by Council; \$25k for GLC consultant approved by Council for GLP Implementation Plan; \$25k for Chapter allotment; \$13 k to move to a new Ceridian payroll platform; \$25k for 5 regional all candidate meetings approved by Council; and \$20 k requested by HRC for consultant to conduct 360 review of Registrar. Increases partially offset by decreases in conference costs and various program costs.
ITS	1,557,535	1,519,079	1,464,727	1,294,819	(38,456)	(2.5)%	Increase largely due to increases in monthly infrastructure costs and one time professional services costs. Changes to infrastructure costs were as a result of the need for development and testing environments to facilitate development projects for Aptify, Member Portal and future project commitments like the Online Licensing. Increase in storage capacity for SharePoint, Email and Aptify were all needed in 2017 and those costs carry forward into 2018. The increase in storage resulted in higher costs for the Disaster Recovery site.
Executive Office	1,147,055	1,127,757	1,163,968	1,190,846	(19,298)	(1.7)%	Increase largely due to Engineers Canada assessment and travel related expenses for attending various events.
Licensing	882,800	879,421	911,650	861,553	(3,379)	(0.4)%	2018 Budget has increased over 2017 forecast due to additional offsite records storage volume.
Finance	592,531	602,254	600,058	563,845	9,723	1.6%	Decrease due to lower postage costs for mailing receipts and related member correspondence. These cost are partially offset by higher insurance premiums.
Regulatory Compliance	407,670	447,767	370,715	376,151	40,097	9.0%	Decrease as volume of small claims and human rights challenges seen in 2017 is not expected to repeat in 2018.
Tribunals & Regulatory Affairs	703,775	575,124	440,875	387,286	(128,651)	(22.4)%	Budget increase is attributed to the costs for the PEAK Program; primarily for the external host services for the Ethics Module and video production (\$263k).
Communications	871,775	924,460	930,525	762,782	52,685	5.7%	Decrease due to the absence of funding for marketing consultant, whose work will be completed in 2017. This is partially offset by the addition of Council-approved funds for OPEA-related promotional activities, as well as the consolidation from Corporate Services of printing/postage costs for Dimensions.
Total - Program expenses	\$13,319,959	\$13,151,097	\$13,242,889	\$12,070,614	(\$168,862)	(1.3)%	

Professional Engineers Ontario
2018 Budget - Communications
Highlights of significant changes in 2018 budget program expenses as compared to 2017 Forecast

C-514-2.1
Appendix B

DRAFT - Sept 11, 2017 - Revision based on FIC feedback

Overview:

Expenses from Communications in 2018 are expected to decrease by nearly \$53k or 6% over the 2017 fcst largely due to the absence of funding for a marketing consultant, whose work will be completed this year.

Cost Object No.	Cost Object Description	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation for variances
						2018 Bud Vs 2017 Fcst		
						\$	%	
415	Branding-General	19,925	133,567	141,725	49,074	113,642	85.1%	Decrease due to absence of Public Information Campaign marketing consultant and consolidation of expenses related to printing and postage for Dimensions into one cost object (P430)
425	Comm.-General	120,000	122,500	108,000	84,657	2,500	2.0%	In line with prior year spend - includes \$15k for OPEA-related promotional activities (Globe supplement).
430	Dimensions	731,250	667,793	679,450	628,942	(63,457)	(9.5)%	Increase due to the consolidation of all magazine printing/postage costs into this cost object. Reductions in other cost objects (related to Council elections and AGM) offset this increase.
435	Extra Dimensions-General	600	600	1,350	109	-	-	2018 budget streamlined eliminate inefficiencies.
Communications Total		\$871,775	\$924,460	\$930,525	\$762,782	\$52,685	5.7%	

Professional Engineers Ontario
2018 Budget - Corporate Services

C-514-2.1
Appendix B

Highlights of significant changes in 2018 budget program expenses as compared to 2017 forecast

DRAFT - Sept 11, 2017 - Revision based on FIC feedback

Overview:

Overall, the Corporate Services budget for 2018 has decreased by \$204k or 2.8% from the 2017 budget and increased by \$82k or 1.2% over the 2017 forecast. Significant reductions include: \$30k in EIT program costs which reflect actual/forecast spend; \$193k for conferences (AGM, OOH, VLC) as these conferences are being held locally in 2018 thus reducing travel costs; \$30k in 40 Sheppard costs which reflect actual/forecast spend; and \$28k for volunteer and staff professional development which reflect actual/forecast spend. Offsetting these reductions are: \$25k for a consultant to design a GLP training program approved by Council in the GLP Implementation Plan; \$25k for the Chapter allotment as directed by RCC; \$60k for the Succession Planning Task Force approved by Council; \$13k to move to a new Ceridian payroll platform; \$8k for the bi-annual staff service awards program; \$20k for a consultant to conduct a 360 degree review of the Registrar as directed by the HRC; and \$25k for 5 regional all candidate meetings as approved by Council.

Cost Object No.	Cost Object Description	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation of significant variances
						2018 Bud Vs 2017 Fcst		
						\$	%	
100	Align Activities	14,425	15,058	14,425	21,035	633	4.2%	
104	Govt. Liaison Committee	8,600	9,500	6,850	9,203	900	9.5%	2018 budget reflects actual/forecast spend.
105	National Eng Month	40,000	39,967	40,000	40,675	(33)	(0.1)%	
210	Committee staff advisors group	250	250	250	6	-	-	
211	Student Memb-General	53,900	54,600	60,000	53,365	700	1.3%	2018 budget reflects actual/forecast spend.
265	Internship	85,350	91,059	115,000	34,046	5,709	6.3%	2018 budget reflects actual/forecast spend.
410	Annual General Meeting	159,750	205,731	258,400	124,521	45,981	22.4%	Decrease due to 2018 AGM held locally, offset by travel costs transferred from Volunteer Leadership Conference
412	Govt. Liaison Program	233,500	219,550	221,000	215,537	(13,950)	(6.4)%	Increase due to consultant costs (\$25k) per Council approved GLP Implementation Plan and increase in number of MPP's from 107 to 124
420	Order of Honour	114,200	116,639	134,960	72,287	2,439	2.1%	Lower due to 2018 OOH held locally, offset by increase in event meal and invitation to be extended to awardees to attend AGM.
470	Ontario P.Eng. Awards	147,650	153,000	153,000	127,485	5,350	3.5%	Decrease costs due to reduction in meal costs.
475	Volunteer Leadership Conference	61,500	68,793	134,350	64,405	7,293	10.6%	Decrease due to 2018 VLC held locally and travel costs transferred to AGM
477	Chapters	851,150	831,155	831,150	741,575	(19,995)	(2.4)%	Increase due to allocation to Chapters per RCC directive
478	Regional Congress	55,040	54,731	60,000	62,510	(309)	(0.6)%	
479	Regional Councillors Committee	94,400	93,666	96,400	57,420	(734)	(0.8)%	
480	Education Committee	63,500	64,482	64,000	17,425	982	1.5%	
485	EIR	68,700	66,400	68,700	62,186	(2,300)	(3.5)%	
500	Succession Planning Task Force	60,000	-	-	-	(60,000)	-	Council approved budget for Task Force

**Professional Engineers Ontario
2018 Budget - Corporate Services**

C-514-2.1
Appendix B

Highlights of significant changes in 2018 budget program expenses as compared to 2017 forecast

DRAFT - Sept 11, 2017 - Revision based on FIC feedback

Overview:

Overall, the Corporate Services budget for 2018 has decreased by \$204k or 2.8% from the 2017 budget and increased by \$82k or 1.2% over the 2017 forecast. Significant reductions include: \$30k in EIT program costs which reflect actual/forecast spend; \$193k for conferences (AGM, OOH, VLC) as these conferences are being held locally in 2018 thus reducing travel costs; \$30k in 40 Sheppard costs which reflect actual/forecast spend; and \$28k for volunteer and staff professional development which reflect actual/forecast spend. Offsetting these reductions are: \$25k for a consultant to design a GLP training program approved by Council in the GLP Implementation Plan; \$25k for the Chapter allotment as directed by RCC; \$60k for the Succession Planning Task Force approved by Council; \$13k to move to a new Ceridian payroll platform; \$8k for the bi-annual staff service awards program; \$20k for a consultant to conduct a 360 degree review of the Registrar as directed by the HRC; and \$25k for 5 regional all candidate meetings as approved by Council.

Cost Object No.	Cost Object Description	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation of significant variances
						2018 Bud Vs 2017 Fcst		
						\$	%	
510	Facility	1,570,454	1,550,251	1,664,426	1,593,341	(20,203)	(1.3)%	Decrease in 2018 budget over 2017 budget due to budget item transferred to CO 515 - \$45k, AV maintenance contract transferred to IT Dept. - \$40k. Increase in 2018 budget over 2017 forecast due to amortization for 40 Sheppard building improvements.
511	40 Sheppard Ave West	2,476,279	2,463,515	2,506,869	2,485,856	(12,764)	(0.5)%	Increase in 2018 budget over 2017 forecast largely due to increases in amortization, offset partially by increases in revenue.
515	Printing & Mail Services	168,900	121,658	75,900	149,640	(47,242)	(38.8)%	Increase in 2018 budget over 2017 budget due to budget transferred from CO 510 - \$45 k, photocopier usage budget transfer from IT Dept. - \$37k, and maintenance contract - \$12k. Increase in 2018 budget over 2017 forecast due to photocopier usage budget transferred from IT - \$37k, and maintenance contract - \$12k which were not captured in the 2017 budget or 2017 forecast and which are new to the Corporate Services budget for 2018.
545	Telephone Services	-	36,970	51,416	34,233	36,970	100.0%	Decrease due to budget transferred to IT Dept.
610	HR Planning S-General	36,500	96,500	36,500	18,516	60,000	62.2%	Decrease due to reduction in expected legal costs.
620	Recruitment Staff-General	5,250	5,250	5,250	7,042	-	-	
630	Development - Staff & Volunteers	210,320	210,500	238,000	206,577	180	0.1%	2018 budget reflects actual/forecast spend.
640	Compensation	29,250	16,250	16,000	18,373	(13,000)	(80.0)%	Increase due to move to new Ceridian payroll platform .
645	Benefit Administration-General	98,750	84,580	90,550	67,793	(14,170)	(16.8)%	Increase due to bi-annual staff service awards program.
660	Recognition Volunteer-General	18,500	18,500	18,500	20,185	-	-	
680	Equity & Diversity	10,000	10,000	10,000	10,856	-	-	
685	Advisory Comm. on Volunteers	13,650	13,700	13,700	12,751	50	0.4%	
686	Awards Selection Committee	13,000	15,000	15,000	9,861	2,000	13.3%	
687	Human Resources & Comp. Committee	26,250	6,334	6,250	2,909	(19,916)	(314.4)%	Increase due to management consultant (\$20k) per HRC directive
817	Secretariat Services	3,000	3,000	3,000	77	-	-	
835	Council Elections	209,500	189,483	192,000	128,209	(20,017)	(10.6)%	Increase due Official Elections Agent fees, and introduction of 5 regional all candidates meetings approved by Council.
845	Executive Committee	5,500	5,500	5,500	3,025	-	-	
850	Council Meetings	66,000	65,011	66,000	71,914	(989)	(1.5)%	

Professional Engineers Ontario
2018 Budget - Corporate Services

C-514-2.1
Appendix B

Highlights of significant changes in 2018 budget program expenses as compared to 2017 forecast

DRAFT - Sept 11, 2017 - Revision based on FIC feedback

Overview:

Overall, the Corporate Services budget for 2018 has decreased by \$204k or 2.8% from the 2017 budget and increased by \$82k or 1.2% over the 2017 forecast. Significant reductions include: \$30k in EIT program costs which reflect actual/forecast spend; \$193k for conferences (AGM, OOH, VLC) as these conferences are being held locally in 2018 thus reducing travel costs; \$30k in 40 Sheppard costs which reflect actual/forecast spend; and \$28k for volunteer and staff professional development which reflect actual/forecast spend. Offsetting these reductions are: \$25k for a consultant to design a GLP training program approved by Council in the GLP Implementation Plan; \$25k for the Chapter allotment as directed by RCC; \$60k for the Succession Planning Task Force approved by Council; \$13k to move to a new Ceridian payroll platform; \$8k for the bi-annual staff service awards program; \$20k for a consultant to conduct a 360 degree review of the Registrar as directed by the HRC; and \$25k for 5 regional all candidate meetings as approved by Council.

Cost Object No.	Cost Object Description	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation of significant variances
						2018 Bud Vs 2017 Fcst		
						\$	%	
860	Council Workshop	70,650	65,603	73,875	46,116	(5,047)	(7.7)%	2018 budget reflects actual/forecast spend and contract terms with venue.
865	Council Orientation	2,500	2,500	2,500	22,516	-	-	
870	Search Committee	6,650	6,549	6,650	16,067	(101)	(1.5)%	
918	GG Sterling Award	4,000	4,000	4,000	2,725	-	-	
923	Province-Wide Mentoring Program	-	-	-	1,069	-	-	
Corporate Services Total		7,156,818	7,075,235	7,360,371	6,633,332	(81,583)	(1.2)%	

Professional Engineers Ontario
2018 Budget - Executive Office
Highlights of significant changes in 2018 budget program expenses as compared to 2017 forecast

C-514-2.1
Appendix B

DRAFT - Sept 11, 2017 - Revision based on FIC feedback

Overview:

Executive Office expenses are expected to increase in 2018 by \$19k or 1.7% over the 2017 forecast largely due to the Engineers Canada assessment payment and for travel related expenses for attendance at various events.

Cost Object No.	Cost Object Description	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation for variances
						2018 Bud Vs 2017 Fcst		
						\$	%	
100	Align Activities	1,655	1,655	1,675	8,966	-	-	
805	Executive Operations	650	100	1,200	587	(550)	(45.8)%	Teleconferencing, meal costs, etc. for management team meetings
810	Engineers Canada	988,050	979,002	990,143	988,867	(9,048)	(0.9)%	Engineers Canada assessment
815	President's Office	32,450	29,400	32,450	41,987	(3,050)	(10.4)%	Travel related expenses
825	Represent PEO	25,000	17,850	36,850	9,381	(7,150)	(40.1)%	Travel related expenses for attendance at various provincial AGMs and other events
830	OSPE-General	4,250	4,000	6,650	4,845	(250)	(6.3)%	Costs for attending events
875	Audit Committee	50,250	50,750	50,250	44,250	500	1.0%	
907	Legal Reserve	44,750	45,000	44,750	91,963	250	0.6%	
Executive Office Total		\$1,147,055	\$1,127,757	\$1,163,968	\$1,190,846	(\$19,298)	(1.7)%	

Professional Engineers Ontario
2018 Budget - Finance
Highlights of significant changes in 2018 budget program expenses as compared to 2017 forecast
DRAFT - Sept 11, 2017 - Revision based on FIC feedback

C-514-2.1
Appendix B

Overview:

Finance expenses in 2018 are expected to decrease by \$9.7k or 1.6% over the 2017 forecast largely due to lower postage costs for mailing receipts and member correspondence.

Cost Object No.	Cost Object Description	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation for variances	
						2018 Bud Vs 2017 Fcst			
						\$	%		
520	Fees & Accounts Administration	482,000	489,700	489,900	451,863	7,700	1.6%	Lower postage costs for mailing receipts and related correspondence to members and higher service charges for credit card transactions	
530	Financial Management	100,681	103,404	100,108	103,686	2,723	2.6%		
555	Accounts Payable	1,650	1,650	1,850	1,671	-	-		
575	Finance Committee	8,200	7,500	8,200	6,625	(700)	(9.3)%		
Finance Total		\$592,531	\$602,254	\$600,058	\$563,845	\$9,723	1.6%		

Professional Engineers Ontario

2018 Budget - ITS

Highlights of significant changes in 2018 budget program expenses as compared to 2017 forecast

DRAFT - Sept 11, 2017 - Revision based on FIC feedback

C-514-2.1
Appendix B

Overview:

Information Technology expenses are budgeted to increase by \$38K or 2.5% over the 2017 forecast largely due to increases in monthly infrastructure costs and one time professional services costs. Changes to infrastructure costs were as a result of the need for development and testing environments to facilitate development projects for Aptify, Member Portal and future project commitments like the Online Licensing. Increase in storage capacity for SharePoint, Email and Aptify were all needed in 2017 and those costs carry forward into 2018. The increase in storage resulted in higher costs for the Disaster Recovery site. Professional services costs are anticipated to increase in 2018 because of the need to upgrade all servers that have databases, in order to meet the July 2019 deadline by Microsoft. These servers are: Aptify, SharePoint, website and member directory, financial system, email archiving, and paper document database.

Cost Object No.	Cost Object Description	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation for variances
						2018 Bud Vs 2017 Fcst		
						\$	%	
100	Align Activities	225	5,200	170	7,469	4,975	95.7%	Decrease in gen dept. admin costs.
710	InfoSys Dev-General	563,703	591,385	511,314	546,397	27,682	4.7%	Increase 2018 budget over 2017 budget due to professional services need for: - upgrading SQL databases for: Aptify, SharePoint, website/member directory, financial system, email archiving and paper document database. - 2017 Forecast higher due to professional services needed for professional servers for Online Licensing
715	Information System Operation	932,847	798,394	812,043	677,916	(134,453)	(16.8)%	Increase monthly costs due to increase in: - Disaster recovery expenses addition of anti-virus server, expanded storage for growth in Aptify, SharePoint and email databases. - introduction of a new intrusion protection system as required by vulnerability assessment. - introduction of new development and test environments.
720	Data Security-General	16,500	16,500	20,000	4,500	-	-	Adjusted 2018 budget to reflect vulnerability assessment contract.
725	Desktop-General	32,000	33,062	57,200	15,835	1,062	3.2%	Reduction in website maintenance costs when website has been re-built using non-proprietary software.
730	Web Portal	12,260	34,538	24,000	24,849	22,278	64.5%	Reduction in website maintenance costs when website has been re-built using non-proprietary software.
735	Printing Systems	-	40,000	40,000	17,853	40,000	100.0%	Reallocated of all printing costs to Corporate Services from ITS.
ITS Total		\$1,557,535	\$1,519,079	\$1,464,727	\$1,294,819	(38,456)	(2.5)%	

Professional Engineers Ontario
2018 Budget - Licensing
Highlights of significant changes in 2018 budget program expenses as compared to 2017 forecast
DRAFT - Sept 11, 2017 - Revision based on FIC feedback

C-514-2.1
Appendix B

Overview:

2018 Budget has increased over 2017 forecast due to additional offsite records storage volume.

Cost Object No.	Cost Object Description	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation for variances
						2018 Bud vs 2017 Fcst		
						\$	%	
100	General	9,750	9,750	9,750	12,042	-	-	
215	CofA Renewal-General	6,000	6,000	6,000	5,918	-	-	
225	Support Univ-General	500	500	500	6	-	-	
230	Reinstatement-General	1,700	1,700	1,700	2,163	-	-	
235	IAMA Transfers	6,100	6,100	4,250	7,056	-	-	2017 Forecast revised based on 2016 Actuals. 2018 Budget is same as 2017 Forecast.
240	Temporary Licensing	5,500	5,500	5,950	5,183	-	-	
245	P.Eng. Licensing	629,400	629,121	632,100	586,245	(279)	(0.04)%	
246	Licensing Enhancements	-	-	33,000	9,139	-	-	ERC Consulting - Phase 2 not required by committee.
248	Licensing committee	9,250	9,250	9,250	9,715	-	-	
250	Provisional Licence	500	500	500	16,799	-	-	
255	Limited Licensing	1,550	1,550	1,550	2,588	-	-	
262	Institute Accreditation	3,700	3,700	3,700	1,593	-	-	
270	CofA-General	3,000	3,100	3,000	3,770	100	3%	
275	Consulting Engr. Designation	800	800	800	625	-	-	
277	Exam Development	1,700	1,700	1,700	1,551	-	-	
280	Academic Requirements Com	47,800	47,800	42,800	52,961	-	-	2017 Forecast revised based on 2016 Actuals. 2018 Budget is same as 2017 Forecast.
285	Experience Requirements Com	34,400	34,400	34,800	33,667	-	-	
290	Consulting Engineers Des	13,950	13,950	12,800	14,648	-	-	2017 Forecast revised based on 2016 Actuals. 2018 Budget is same as 2017 Forecast.
525	Document Management Center	107,200	104,000	107,500	95,884	(3,200)	(3.1)%	2018 Budget is increased over 2017 forecast due to additional offsite records storage volume.
Licensing Total		\$882,800	\$879,421	\$911,650	\$861,553	(\$3,379)	(0.4)%	

Professional Engineers Ontario
2018 Budget - Regulatory Compliance
Highlights of significant changes in 2018 budget program expenses as compared to 2017 forecast
DRAFT - Sept 11, 2017 - Revision based on FIC feedback

C-514-2.1
Appendix B

Overview:

Regulatory Compliance expenses are expected to decrease by \$40k or 9% as volume of small claims and human rights challenges seen in 2017 are not expected to repeat in 2018.

Cost Object No.	Cost Object Description	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation for variances
						2018 Bud Vs 2017 Fcst		
						\$	%	
100	Align Activities	4,455	4,455	5,160	12,939	-	-	
310	Registration Investigation	10,860	5,405	5,780	5,603	(5,455)	(100.9)%	To account for one file to be handled externally and one expert opinion.
320	Enforcement	27,225	22,075	39,025	23,696	(5,150)	(23.3)%	Increase to allow for outreach/communication activities by Enforcement Outreach Officer in 2018.
325	Discipline Prosecution	50,875	64,525	52,250	70,076	13,650	21.2%	Budgeting for fewer files and motions to be assigned externally, fewer proceeding related expert expenses.
340	Complaints Investigation	255,545	243,897	208,800	176,466	(11,648)	(4.8)%	To reflect increase in prosecutorial viability and expert opinions required.
360	Complaints Com	38,950	37,950	44,000	59,776	(1,000)	(2.6)%	
380	Enforcement Committee	9,760	9,460	10,700	12,087	(300)	(3.2)%	
410	Human Rights Challenges	10,000	20,000	5,000	13,054	10,000	50.0%	It is not known how many human rights challenges will be filed in 2018. It is assumed that there will be less activity than in 2017.
415	Small Claims	-	40,000	-	-	40,000	100.0%	It is not known if small claims will continue to be filed in 2018. It is assumed they will not.
929	Repeal Industrial Exception TF	-	-	-	2,454	-	-	
Regulatory Compliance Total		\$407,670	\$447,767	\$370,715	\$376,151	\$40,097	9.0%	

Professional Engineers Ontario
2018 Budget - Tribunals
Highlights of significant changes in 2018 budget program expenses as compared to 2017 forecast
DRAFT - Sept 11, 2017 - Revision based on FIC feedback

C-514-2.1
Appendix B

Overview:

Budget increase is primarily attributed to the introduction of the PEAK Program into this department's operations. The full year cost for the external host services for the Ethics Module and video production at \$263k.

Cost Object No.	Cost Object Description	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation for variances
						2018 Bud Vs 2017 Fcst		
						\$	%	
100	Align Activities	925	1,056	1,050	2,672	131	12.4%	Reflects tracked spending for this cost object.
109	Advisory Board	-	-	-	9,569	-	-	
110	Legislation Committee	10,850	10,458	10,100	9,251	(392)	(3.7)%	Volunteer Mileage is tracking higher.
111	Practice Advisory	6,700	3,600	10,500	980	(3,100)	(86.1)%	Reflects better estimates against the actual spending. Planning less staff travel costs.
120	PEAK	272,750	140,000	-	-	(132,750)	(94.8)%	New cost object to reflect moving the PEAK program into operations. \$263k includes the external host services (full year usage cost quoted) for access to the Ethics Module \$230k, Technical Consultant \$20k and Video production \$10k.
125	GOV Relations-General	1,775	1,703	800	524	(72)	(4.2)%	Reflects better estimates for costs associated with enhanced outreach activities with government ministries.
153	Tribunal Operations-Regn.	25,850	22,350	27,100	17,461	(3,500)	(15.7)%	Reflects current spend levels for Registration hearings.
154	Tribunal Operation-Discipline	169,100	169,127	143,475	158,774	27	0.02%	Reflects an increase in hearing costs for 2017 which is expected to continue into 2018. Increases include higher pay outs in tribunal fees for lengthier hearings and higher costs for the longer hearings.
155	Joint Practice Board	-	-	3,850	-	-	-	This Board has never met. Do not anticipate any activity. It is required under the Professional Engineers Act.
157	Registration Committee	34,050	34,820	34,050	33,101	770	2.2%	Do not anticipate any significant change in committee budget.
158	Discipline Committee	50,850	49,905	54,850	44,482	(945)	(1.9)%	Better estimates on the costs for committee operations.
160	Professional Standards (PSC)	27,900	34,222	41,400	23,334	6,322	18.5%	Decrease in mileage costs to reflect current spend levels for volunteer travel at both committee and sub-committee level.
167	Complaints Review Councillor	20,450	21,450	20,450	13,484	1,000	4.7%	Anticipate some savings in legal costs in operations.
180	EABO	1,325	505	1,800	1,427	(820)	(162.4)%	Reflects current spending levels with provision for additional meetings in 2018.

Professional Engineers Ontario
2018 Budget - Tribunals
Highlights of significant changes in 2018 budget program expenses as compared to 2017 forecast

C-514-2.1 Appendix B

DRAFT - Sept 11, 2017 - Revision based on FIC feedback

Overview:

Budget increase is primarily attributed to the introduction of the PEAK Program into this department's operations. The full year cost for the external host services for the Ethics Module and video production at \$263k.

Cost Object No.	Cost Object Description	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation for variances
						2018 Bud Vs 2017 Fcst		
						\$	%	
190	CPDCQA Task Force	-	904	-	10,378	904	100.0%	This task force has completed its work.
375	Fees Mediation Committee	4,700	4,700	4,700	-	-	-	Anticipate similar activity level for 2018.
827	Policy Development	76,550	75,880	83,800	60,748	(670)	(0.9)%	Reflects better cost estimates.
928	National Framework Taskforce	-	4,444	2,950	1,101	4,444	100.0%	Activity of this TF is tied to Engineers Canada project which is currently in abeyance.
Tribunals & Regulatory Affairs Total		\$703,775	\$575,124	440,875	\$387,286	(\$128,651)	(22.4)%	

POTENTIAL SAVINGS TO ADDRESS PROJECTED 2018 BUDGET DEFICIT

Since 2008 when our fees were last increased, the cost of living (compounded) has increased some 15.8%. In that time our reserve has risen to nominally \$8.5 million, \$4 million over the mandated reserve required. After years of surplus, it is anticipated that PEO will have a deficit in 2017 of \$88,000 which will be made up from the Reserve Fund.

The deficit in 2018 is projected to be an additional \$233,000. Staff proposed a list of potential options to balance the budget for next year since it is not possible to increase licence fees that quickly (Act change and referendum under current legislation).

The Reserve Fund could accommodate this deficit again, or the following steps would mitigate the financial impact:

- 1) INCREASE APPLICATION, EIT, and EXAM FEES by 10% \$346,000

- 2) STAFF SALARY ADJUSTMENTS (select one only)
 - 2.1 Eliminate 1% merit increase and COLA increase of 2% \$368,991
 - 2.2 Eliminate 1% merit increase and reduce COLA increase to 1% \$245,994
 - 2.3 Eliminate 1% merit increase \$122,997

Will impact staff morale who may feel they are paying for Council’s reticence to raise fees or cut programmes. Problem delayed by one year.

- 3) ELIMINATE ALCOHOL FROM MEETINGS \$40,000

Except for Council meetings, eliminate alcohol from regular committee meetings and simplify catering options for various meetings – very rough estimate

- 4) SUSPEND SPECIFIC CONFERENCES \$93,000
 - 4.1 Queen’s Park Day \$35,000
 - 4.2 Committee Chairs Conference \$29,000
 - 4.3 Education Conference \$29,000

- 5) CHAPTER EXPENSES \$40,000
 - 5.1 Eliminate proposed allotment increase \$25,000
 - 5.2 Hold RCC meetings in conjunction with Council meetings \$15,000



**Professional Engineers
Ontario**

C-514-2.1
Appendix D

**Professional Engineers Ontario
2018 Operating and Capital Budget
Assumptions**

This document presents key assumptions for revenues, operating expenses and capital expenses related to PEO's 2018 operating and capital budgets.

A. General Assumptions

- The 2018 operating budget is expected to be a balanced budget.
- In line with previous years, Council-directed projects will be funded from the discretionary fund in net assets.

B. Capital Assumptions

PEO's capital expenditures in 2018 are expected mainly to be for:

IT projects

- \$500,000 for mitigating IT risks and replacing/upgrading outdated systems and providing more functionality
- Implementation of an online licensing system to enable applicants and PEO to process and transact with digital documents (estimates expected to be available soon).
- Implementation of a document management system to support the online licensing system, renewals, regulatory compliance, and other regulatory systems (estimates expected to be available soon).

Building improvements – recoverable

- Repairs/upgrades to common areas of the building costing approximately \$ 733,876 as recommended by Brookfield Global Integrated Solutions (BGIS) in the Asset Funding Needs Report updated in 2017 includes the following repairs in excess of \$100,000:
 - Diesel Generator \$563,175 - recoverable over 20 years

Facilities

- Furniture/filing cabinet additions and/or replacements - \$20,000
- Security features for first floor reception area - \$70,000

C. Revenue Assumptions

Based on member statistics and trend analysis, the estimated budget assumptions for the 2018 budget are:

1. **Membership levels, fees and dues** (no change from 2017)
 - All fees, including P.Eng. fees, EIT fees, application fees, registration fees, limited licence fees and provisional licence fees, are expected to remain unchanged for the ninth consecutive year and continue to be the lowest in Canada.
 - The Financial Credit program will continue; i.e. qualified applicants will be given a waiver of the P.Eng. application fee and first-year EIT fees. This will have an impact on the EIT annual fee and P.Eng. application fee revenues.
 - Net growth rate for full-fee P.Eng. members of 1 per cent to 1.5 per cent.
 - Net growth rate for retirees and partial fee members of 3 per cent to 4 per cent.
 - Miscellaneous revenue from enforcement-related activities, regulatory recoveries, and administrative fees will be factored in the 2018 budget.

2. Investment income

Investment income in 2018 is expected to be in the range of 5 per cent to 6 per cent vs 2 per cent to 3 per cent in 2017 and may be revised based on additional inputs from the investment manager. The return for the year ended December 31, 2016 was 2.6 per cent.

3. Advertising income

Advertising revenue in 2018 is expected to be in the range of \$400,000-\$425,000 vs \$375,000-\$400,00 in 2017. Revenue for the first three issues in 2017 is expected to be around \$200,000. Revenue for the year ended December 31, 2016 was \$437,187.

4. Rental income from 40 Sheppard

The fourth floor, which was fully renovated in December 2014 is currently vacant. We are in negotiations to lease the entire floor to one tenant. If negotiations are not successful, we anticipate that the space will be leased by the 4th quarter of 2018. Inducements would be six months free rent and a \$40 psf allowance for leasehold improvements. The eighth floor was fully renovated in July 2015. Approximately 5,000 sf of this space has been leased and the remaining 2,500 sf is anticipated to be leased by the second quarter of 2018. Inducements would include three months free rent and a \$40 psf allowance for leasehold improvements.

We are currently in negotiations for a tenant to occupy 2,400 sf on the second floor. The remainder of the vacant space is expected to be leased by the first quarter of 2018. Inducements would include three months free rent and \$20 psf allowance for leasehold improvements. We will have updated information in a few months and will revise assumptions accordingly and advise.

Recovery income should remain in line with total recoverable expenses and slippage should occur only to the extent of any vacancies.

D. Expense Assumptions

1. Salaries

Salaries in 2018 are budgeted to increase by 3 per cent supported by salary market research data. This increase is identical to that for 2017 and is comprised of:

- 2 per cent for a Consumer Price Index (CPI) adjustment; and
- 1 per cent for a merit/equalization pool.

2. Benefits

Benefits include health, vision and dental benefits. For the budget, a premium increase of 2.5 per cent (same as in 2017) has been assumed based on the information received from the benefits provider.

3. PEO pension plan

The pension plan contribution for 2018 will be based on the three-year mandatory funding valuation conducted by PEO's actuary, Conduent Consultants. Based on the inputs provided by Conduent, employer costs are projected to be 19.1 per cent of gross salary in comparison to 18.6 per cent for 2017.

4. Statutory deductions

These include Canada Pension Plan (CPP), Employer Health Tax (EHT) and Employment Insurance (EI). For 2018, it is anticipated that CPP remains at 4.95 per cent (no change from 2017), EHT remains at 1.95 per cent (no change from 2017) and EI is expected to be

2.5 per cent (2.45 percent in 2017). Both EHT and CPP rates have been at the same level for more than ten years, although maximum contributory earnings have increased for CPP.

5. **Other assumptions** (no change from 2017)

- The non-labour/programs spending increase is assumed to be at the forecast inflation of 2 per cent and all programs will be subject to evaluation.
- Chapter spending may vary outside of the range of the forecasted inflation rate, depending on a review of chapter business plans for 2018, chapter bank balances and regional business demands.
- The Engineers Canada assessment rate is expected to remain unchanged.
- It is expected that complaint, discipline, and enforcement file volumes will remain consistent with previous years.

6. **40 Sheppard** (no change from 2017)

These expenses include operating expenses (recoverable and non-recoverable) and financing expenses. Total recoverable tenant expenses are expected to increase by less than 3 per cent. Other non-recoverable expenses, comprising of mostly broker and legal fees, will increase in 2018 as leases are renewed. The financing costs are at a fixed rate of 4.95 per cent.

2018 DRAFT CAPITAL BUDGET

Purpose: To review the 2018 draft capital budget.

No motion required

Prepared by: Chetan Mehta, Director - Finance

1. Status Update

In accordance with the Council approved PEO business planning cycle, the draft capital budget (Appendix A) is provided to Council for review and feedback.

Council's feedback will be incorporated into the final 2018 capital budget to be presented at the November 2017 meeting.

The key highlights of the 2018 draft capital budget are summarized below. The total capital budget for 2017 is \$2.52m and is comprised of the following parts:

- 1) Capital improvements to 40 Sheppard - \$2.13m
- 2) Information Technology - \$342k; and
- 3) Facilities - \$45k

1) Capital improvements to 40 Sheppard

A total amount of \$855k has been budgeted for inducements along with \$80k for security improvements in the reception area. Leasehold inducements are incentives by way of cost for renovations that are provided to potential tenants for signing leases for the vacant space on the 2nd, 4th and 8th floors.

An amount \$1.19m has been budgeted for capital improvements that are Common Area Maintenance costs (CAM) which are recoverable from tenants and were recommended by BGIS in the Asset Funding Needs Report prepared in August, 2017. These planned improvements in 2018 include:

- \$596k for the replacement of the emergency generator which has reached the end of its useful life;
- \$500k for the elevator upgrades in the main lobby;
- \$65k for replacing exterior windows; and
- \$23k for replacing heat pumps

2) Information Technology Services (ITS)

Significant IT projects planned for 2017 include:

- \$100k to upgrade the PEO website and portal;
- \$92k for SQL server upgrades;
- \$70k for upgrading Aptify; and
- \$15k for upgrading the financial system

- \$54k for hardware upgrades

The above expenditures are specific to PEO operations and are planned to leverage current technologies to automate processes and raise the effectiveness and the efficiency of day-to-day regular PEO operations.

3) Facilities

The expenditures for 2018 are:

- \$20k for replacing office furniture;
- \$15k for replacing aging AV equipment; and
- \$10k for upgrading the phone system

2. Background

Council approved the following motions in the June 23, 2017 meeting:

That Council:

- a) That the 2018 Budget Assumptions, as presented in C-507-2.1, Appendix A and as recommended by the Finance Committee, be approved.
- b) That the Registrar be directed to initiate the budgeting process, per PEO's Budgeting Cycle, and provide the 2018 operating budget and capital budget at the September 2017 Council meeting based on the approved assumptions.

As per Council direction, the senior management team and staff began work on the 2018 capital budget and 2017 forecast in July. A draft copy of the 2018 capital budget was completed in August and distributed to the Finance committee prior to its meeting on August 29, 2017.

During this meeting, the Finance Committee met with the members of the senior management team to review the first draft of the 2018 capital budget. The Finance Committee agreed that the draft version of the 2018 capital budget be presented to Council for information and feedback.

2. Appendices

- **Appendix A – 2018 Draft Capital Budget**

S. No	Project	2017		2018
		Budget	Forecast	2018 Budget
	Leasehold Improvements			
1	PEO Leasehold 4th floor (Inducements)	\$362,000	-	\$600,000
2	PEO Leasehold 8th floor (Inducements)	62,500	-	120,000
3	PEO Leasehold 2th floor (Inducements)	137,490	50,500	135,000
4	Security Improvements	-	-	80,000
	TOTAL Leasehold Improvements	561,990	50,500	935,000
	40 Sheppard Ave - Common Area			
5	Heat Pump Replacement	-	-	22,651
6	Exterior Windows	-	-	64,996
7	Generator Replacement	-	-	596,065
8	Asset Funding Needs Assessment	-	-	15,101
9	2017-01 Heat Pump Replacement	22,216	22,216	-
10	2017-02 Exterior Windows	63,746	9,000	-
11	2017-03 Elevator upgrades	713,856	214,157	499,699
12	2017-04 5th Floor Wall Finishes - Common Area painting	17,896	16,508	-
	TOTAL 40 Sheppard Ave - Common Area	817,714	261,881	1,198,512
	TOTAL 40 Sheppard Ave	1,379,704	312,381	2,133,512
	Hardware			
13	Upgrade aging computers	20,000	21,000	21,000
14	New cabinet switch	10,000	8,088	-
15	Virtual Server HW	20,000	16,551	-
16	Colour printer	1,000	-	-
17	Vmware backup	5,000	5,000	-
18	WIFI upgrade	20,000	37,359	-
19	Replace aging graphics computers	6,000	-	-
20	Decommission legacy servers	-	-	3,000
21	NAS replacement	-	-	15,000
22	Computers for new hires (contract and full time)	-	-	11,000
23	Upgrade aging monitors	-	-	2,500
24	UPS battery replacement	-	-	1,500
	Total Computer Hardware	82,000	87,998	54,000
	Software			
25	Aptify enhancements	104,000	-	-
26	Upgrade website and portal	150,000	50,000	100,000
27	Upgrade PEO intranet	130,000	-	11,000
28	Migrate Edu	1,000	-	-
29	Build Online licensing	500,000	-	-
30	Virtual Server SW	30,000	21,551	-
31	ERC Interview Tagging Software	50,000	-	-
32	Upgrade SQL from 2008	-	-	91,544
33	Upgrade Aptify	-	-	70,000
34	Upgrade financial system	-	-	15,000
	Total Software	965,000	71,551	287,544
	Total Computer Hardware and Software	1,047,000	159,549	341,544
	Facilities			
35	Upgrade phone system	-	-	10,000
36	Replacement of office furniture	20,000	20,000	20,000
37	Replacement of aging AV equipment	-	-	15,000
	Total Facilities	20,000	20,000	45,000
	TOTAL Additions to Cap Assets	2,446,704	\$491,930	\$2,520,056

2017 AGM SUBMISSION – ENGAGING AN EXTERNAL GOVERNANCE EXPERT

Purpose: To engage an external governance expert to advise Council independently on how to modernize the governance of the organization.

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

That Council direct staff to undertake an RFP for an external governance expert with a budget of \$120,000 and present a recommendation to Council at the March, 2018 meeting.

Prepared by: Ralph Martin, Manager, Secretariat

Moved by: Gary Houghton, P. Eng.

1. Need for PEO Action

A Member Submission was passed (62% Yes – 38% No) at the 2017 PEO Annual General Meeting with the following motion;

THEREFORE IT BE SUBMITTED THAT: PEO engage an external governance expert to advise Council independently on how to modernize the governance of the organization in order to ensure self-regulatory status and that the principles of the new governance model be presented to Council for approval before the next AGM.

Council established the Council Term Limits Task Force (CTLTF) at the February 2016 meeting. The CTLTF was directed to examine issues of term limits for all Council positions and issues related to succession planning. Council approved recommendations from the CTLTF at the June, 2017 meeting.

Council established the Council Composition Task Force (CCTF) at the September 2016 meeting. The CCTF was directed to examine the issue of Council size and composition. Council approved a \$7500 budget for the task force. The CCTF is currently developing recommendations that will be presented to Council in 2018. The task force is requesting an additional \$15,000 in funds at the September 2017 Council meeting in order to complete its work.

Council established the Succession Planning Task Force (SPTF) at the June 2017 meeting. The SPTF was directed to *develop a comprehensive implementation plan with schedule, future operating expenses of search and training modules, candidate targets, media programme to educate members etc.* Council approved a \$60,000 annual budget for the SPTF. The following recommendation was also approved at the June 2017 Council meeting, *“Upon completion of it’s work, the SPTF will be replaced by the Succession Planning Committee (SPC) to maintain the programme and manage its evolution in future years.”*

2. Proposed Action / Recommendation

Staff be directed to undertake an RFP for an external governance expert with a budget of \$120,000.

3. Next Steps (if motion approved)

Staff to distribute the RFP for an external governance expert, review the responses and present a recommendation to Council at the March, 2018 meeting.

4. Peer Review & Process Followed

Process Followed	<p>At the 2017 PEO Annual General Meeting, a Member Submission was presented with the following motion;</p> <p><i>THEREFORE IT BE SUBMITTED THAT: PEO engage an external governance expert to advise Council independently on how to modernize the governance of the organization in order to ensure self-regulatory status and that the principles of the new governance model be presented to Council for approval before the next AGM.</i></p> <p>Staff prepared background notes on the submission noting the governance reviews undertaken by the Council Term Limits Task Force (CTLTF) and the Council Composition Task Force (CCTF). Since Annual General Meeting in April 2017, the Council approved recommendations by the CTLTF including the creation of the Succession Planning Task Force. The CCTF will present recommendations to Council in 2018.</p>
Council Identified Review	<p>At the September meeting, Council annual reviews Member Submissions pass at the PEO Annual General Meeting.</p>
Actual Motion Review	<p>N/A</p>

5. Appendices

- Appendix A – 2017 AGM Submission – External Governance Expert
- Appendix B – Additional Background Information
- Appendix C – Excerpt from the College of Nurses of Ontario

2017 AGM Member Submission

WHEREAS: Professional Engineers Ontario strives to be a leader in self-regulation that is accountable, transparent, independent, trustworthy, competent and proactive in order to strengthen public trust and to protect the public;

WHEREAS: Since our last AGM, other regulators have lost their ability to self-regulate due to ineffective governance practices (e.g. Ordre des ingénieurs du Québec, Tarion in Ontario and the BC real estate industry);

WHEREAS: Council has powers to seek new governance perspectives and approaches to enhance excellence in governance with a commitment to innovation and evidence-based approaches;

WHEREAS: Council needs expert advice to ensure that it makes the best decision in modernizing its government with a commitment to being proactive, effective and innovative using an evidence based approach; and

WHEREAS: Self-regulation is a privilege, not a right or entitlement. The profession must protect the public interest or risk losing that privilege, along with the confidence of government and the public.

THEREFORE IT BE SUBMITTED THAT: PEO engage an external governance expert to advise Council independently on how to modernize the governance of the organization in order to ensure self-regulatory status and that the principles of the new governance model be presented to Council for approval before the next AGM.

Moved by: 

Lisa MacCumber, P.Eng.

Seconded by: 

Darla Campbell, P. Eng.

Date: April 6, 2017

Background Information:

1. Ordre des ingénieurs du Québec

(Reference: CBC news <http://www.cbc.ca/news/canada/montreal/quebec-engineers-regulate-themselves-1.3667466>)

July 6, 2016

Quebec doesn't trust engineers to regulate themselves

Provincial government places Quebec's order of engineers under trusteeship

The Quebec government has decided the province's engineers are unable to regulate themselves.

Justice Minister Stéphanie Vallée announced Wednesday that Quebec's order of engineers is being placed under the trusteeship of the provincial government.

The move was approved by cabinet and follows a recommendation by the province's Office des Professions, the body which oversees the Quebec's professional bodies.

"The Office determines that the effective execution of its activities of control of the profession and the financial stability of the OIQ are seriously affected, to the point of putting in doubt the capacity of the OIQ of carrying out its primary mission of protecting the public," the Office said Wednesday in a news release.

2. Tarion in Ontario

(Reference: <https://www.thestar.com/news/investigations/2017/03/28/province-stripping-tarion-of-builder-regulator-role.html>)

March 28, 2017

Province stripping Tarion of builder-regulator role

The Ontario government is stripping Tarion new home warranty corporation of its responsibility to regulate the province's homebuilders.

"Tarion's multiple roles and responsibilities can give rise to a perception of conflict of interest, and could result in an actual conflict or conflicts of interest," Government and Consumer Services Minister Tracy MacCharles said Tuesday. "The new home building sector is an important driver of Ontario's economy and, quite frankly, I believe it deserves a stand-alone regulator."

....

“Tarion is too far removed from government,” MacCharles said Tuesday in a speech to the Empire Club of Canada. “We believe that consumers can be better protected by giving government the lead in making rules and setting standards.”

3. BC real estate industry

(Reference: <https://www.apeg.bc.ca/News/Articles/Real-Estate-Industry-Loses-Power-to-Self-Regulate>)

July 6, 2016

Real Estate Industry Loses Power to Self-Regulate

The BC government announced last week it is ending self-regulation by the province’s real estate industry, and is overhauling the industry’s governance, oversight and accountability.

“The point of regulation is to protect people,” said Premier Christy Clark at the June 29th announcement. “It is not a right. Self-regulation is very much a privilege. It’s granted on behalf of the public by government to professions that say they can do the job and prove they can do the job.”

4. Current PEO Council Issues

Numerous issues that have been (and continue to be) addressed in Council cannot be effectively addressed in isolation. These issues are directly related to the governance model of the organization, including:

- Term limits;
- Succession planning;
- Proactive Enforcement;
- Repeal of the Industrial Exception;
- Council Size and Composition;
- Continuing Professional Development;
- Reliance on referenda and delegation of Council responsibilities;
- Advocacy;
- Member Engagement; and
- Voter turnout.

The most effective way to make decisions on these and other issues is connected to a review of the current governance model and a commitment to modernize the governance of the organization.

Additional Background Information related to AGM Member Submission

External Governance Review

Moved by Lisa MacCumber, P. Eng., Seconded by Darla Campbell, P. Eng.

External Governance Consultants

The following external governance experts have worked on similar assignments related to board governance:

- 1) Dr. Richard Leblanc

PhD, LLM, JD, LLB, MBA,CMC

Email: rleblanc@yorku.ca

Tel.: +1 (416) 736-2100 x 33744

<http://rleblanc.info.yorku.ca/home/professional-service-significant-consultations/>

- 2) Cathy Trower, PhD, MBA

Office: 603-529-3737

Cell: 603-361-4291

<http://www.trowerandtrower.com/about-us/cathy/>

Relevant Recent Governance Issues

The following references cite additional examples of issues with governance in both the public and private sector in addition to those cited as background material in the 2017 AGM Submission. This includes governance issues with the York District School Board, Bombardier, College of Nurses of Ontario, and the Ontario College of Pharmacists. The information reveals both proactive and reactive initiatives related to governance.

College of Nurses of Ontario

Reference: <http://www.cno.org/en/what-is-cno/councils-and-committees/council/governance-vision-2020/>

The College Council approved the recommendations related to governance below and is forming an implementation task force. The new governance structure is to be in place by 2020. Among the approved recommendations:

1. Elected Council replaced by appointed Board of Directors
2. Board to be reduced to 12 members (6 nurses, 6 public)
3. All board members to be selected by current board (following governance succession rules to be established) based on competency to carry out Board activities from list of nominated persons
4. Chair and Vice-chair appointed by the Board on basis of demonstrated leadership skills
5. Executive Committee no longer required due to smaller Board
6. Board will be evaluated for effectiveness by external reviewer every 3 years
7. No directors to have position on statutory boards such as Discipline, Complaints, etc. in order to avoid conflicts of interest and ensure independence of the committees

Also, refer to excerpt from the report (attached).

Nurses college under fire over Wettlaufer case

Reference: <https://www.thestar.com/news/canada/2017/06/12/nurses-college-under-fire-over-wettlaufer-case.html>

Critics say College of Nurses of Ontario needs to investigate faster, and be more transparent.

WOODSTOCK— She had become “overwhelmingly angry” about the direction of her career and life and said God was urging her to kill.

On Thursday, former nurse Elizabeth Wettlaufer pled guilty to murdering eight elderly patients at the three long-term care facilities where she worked between 2007 and 2014, and at a private house. When Justice Bruce Thomas of Superior Court asked if she was admitting to fatally injecting her victims with insulin for no medical reason, she replied: “Yes, your honour.”

Wettlaufer also pled guilty to attempting to kill four other people, and to two charges of aggravated assault.

She is now one of the most prolific serial killers in Canadian history.

The judge will deliver Wettlaufer’s sentence at the end of June, when family members and friends will be given the opportunity to read victim impact statements.

Family members in the packed courtroom sobbed as Wettlaufer quietly responded “guilty” as the names of each of the victims were read aloud.

Some left in tears as details of the murders were aired throughout the day, first by an agreed statement of facts that took several hours for the prosecutor to read aloud and then through a two-and-a-half-hour videotaped confession with police.

Court heard Wettlaufer felt “anger and pressure” building inside her regarding her third victim, Second World War veteran James Silcox.

Silcox, 84, was “often confused” and frequently made inappropriate comments at his home, Caressant Care, according to nurses who cared for him.

She let the niece of Helen Young, 90, cry on her shoulder after she gave the senior a fatal insulin injection.

She said that one night she “snapped inside” after Young told her she wanted to die. Wettlaufer told investigators she felt a “red surge” and thought, “OK, you will die.”

Wettlaufer told police she overdosed attempted-murder victim Michael Priddle, 63, because “it was his turn to go” and he often talked of wanting to die.

Priddle had Huntington’s disease and needed a checkup every half hour.

She told investigators that Huntington’s is a terrible disease and she injected Priddle with insulin one night after feeling a “surge.”

Describing the “surge” to police, Wettlaufer said, “This must be God because this man isn’t enjoying his life at all.”

Wettlaufer said she gave Helen Matheson, 95, a slice of blueberry pie and ice cream the night she died. She had four bites and praised the crust.

Wettlaufer felt Matheson, who had dementia but was lucid that night, “seemed to be wanting to die,” adding she did not struggle when she was given her fatal needle and that she got a “laughing” feeling after injecting Matheson with insulin.

Wettlaufer’s final murder victim, Arpad Horvath, 75, spat, kicked and yelled at Wettlaufer the day she killed him at the Meadow Park home in London, court heard.

Wettlaufer told investigators she decided “enough is enough.”

Horvath fought back when she attempted to give him two doses of insulin but Wettlaufer “got it in him eventually.”

“I’m angry. I’m pissed off . . . and I can’t forgive this woman for what she did,” Horvath’s son said after court adjourned Thursday.

“When I lost my father the first time, a part of me died, but the second time, my heart was ripped right out of my goddamn chest.”

The investigation into Wettlaufer began last September after police became aware of information she had given to the Centre for Addiction and Mental Health in Toronto.

After being released from CAMH, Wettlaufer agreed to speak with Woodstock police and willingly appeared before a judge.

She was diagnosed with adult anti-social behaviour, major depressive disorder and mild opioid/alcohol dependence, court heard. In the videotaped interview with detectives, she said she used drugs to fuel her own addiction — including drugs from a safe where deceased patients’ medication was kept.

Wettlaufer said she was sober for all the killings and wasn’t experiencing psychosis or hallucinations. Court heard that Wettlaufer told several people about the murders to different degrees of detail before she spoke to police and CAMH staff, but most didn’t tell authorities or didn’t believe her.

She told a young nursing home employee that she had found God, who she considered the source of her urges, and that God had forgiven her.

Wettlaufer, whose 10-year marriage ended in 2007, studied nursing for three years, including courses in palliative and senior care.

Autopsies were performed on only two of the victims. The rest were cremated.

Redacted court documents released in March — which were filed by police in an application to obtain records — have indicated Wettlaufer was fired in 2014 from a nursing home in Woodstock, where some of her alleged victims lived, after an incident in which she allegedly incorrectly medicated and over-medicated a resident who “experienced distress” as a result.

In a letter of termination cited in the documents, the Caressant Care nursing home said the alleged incident was part of a “pattern of behaviours that are placing residents at risk.”

The home’s director of nursing also told police Wettlaufer was dismissed for how she handled insulin, the documents show.

Records from the College of Nurses of Ontario show Wettlaufer was first registered as a nurse in August 1995 but resigned Sept. 30, 2016, one day after Woodstock police began investigating her, and is no longer a registered nurse.

On Thursday, The Registered Nurses’ Association of Ontario called for a public inquiry into the deaths of Wettlaufer’s victims.

“We need to get to the bottom of what happened, how it happened and what we can learn from an organizational, regulatory and system perspective to ensure nothing like this ever happens again,” Doris Grinspun, RNAO CEO, and the group’s president, Carol Timmings, said in a statement.

“We want no stone unturned in this effort.”

Caisse to withhold vote for Beaudoin as Bombardier chairman

Reference: <https://beta.theglobeandmail.com/report-on-business/caisse-to-withhold-vote-for-beaudoin-as-bombardier-chairman/article34919887/?ref=http://www.theglobeandmail.com&>

NICOLAS VAN PRAET

MONTREAL

MAY 9, 2017, MAY 8, 2017

Caisse de dépôt et placement du Québec is opposing Bombardier Inc.'s executive compensation plan and withholding its vote for chairman Pierre Beaudoin, setting up a tug of war between the family that has controlled the transportation manufacturer for decades and investors who want the family to loosen their grip on the company.

The Caisse, Bombardier's biggest outside shareholder, will not support the candidacy of Mr. Beaudoin as the plane maker's executive chairman, the pension fund manager indicated in a preview of its voting intentions published on its website.

It also said it would vote against Bombardier's proposed executive compensation package in an advisory say-on-pay vote.

Related: Quebeckers decry Bombardier chairman Pierre Beaudoin's pay hike

The development increases the pressure on Mr. Beaudoin and his family, which founded Bombardier, ahead of a potentially fractious annual shareholders meeting Thursday.

The Caisse had won some modest power to influence governance reform at Bombardier when it bought into its train business in late 2015, including the right to be consulted on the candidacy of new independent director nominees.

But it is now flexing its muscle further in the wake of what it sees as Bombardier's missteps in the executive pay controversy.

"It's a fairly bold move" for the Caisse, said Karl Moore, a corporate strategy specialist at McGill University's business school. "This is putting the controlling family and the Caisse at loggerheads in a public way. And that is a bit of a surprise."

The Caisse says that while Bombardier is showing good early progress in a turnaround led by chief executive officer Alain Bellemare, who has its "full support and confidence," it also needs to take on a parallel effort to improve its governance and has failed in that respect.

"In our view, a key component of the mandate of a board is to act as the steward of a company's relationship with its stakeholders – the steward of its standing with investors, governments, communities and, in conjunction with management, its employees," the pension fund wrote in a letter to Bombardier dated Monday. "The board's recent decisions regarding executive compensation fall short of the necessary standard of stewardship."

The Caisse acknowledges that Bombardier made adjustments to the pay following substantial public criticism. But it said it is worried about the thinking that led to the pay increases at the outset. "Our concern is that the initial decisions were made in the first place and what that reflects about the governance of the company. This is especially true for the compensation the board plans to pay the executive chair."

Bombardier should be chaired by a fully independent director to improve its governance, the Caisse said. That's why it is withdrawing its support for Mr. Beaudoin.

At least one other institutional investor also opposes Bombardier's pay plan. British Columbia Investment Management Corp. (BCIMC) signalled it is withholding votes for the proposed election of the three returning directors on Bombardier's compensation board committee. It says the three individuals must be held "accountable for ratifying what we believe to be problematic compensation issues."

Bombardier directors August Henningsen, Patrick Pichette and Carlos Represas failed to garner BCIMC support. A fourth director, Jean Monty, who led the committee, is not standing for re-election. The fund manager said it would also cast a ballot against Bombardier's 2016 executive pay plan.

Montreal-based Bombardier last month triggered widespread outrage in Quebec over its plan to boost the 2016 remuneration for its top executives by nearly 50 per cent at the same time it benefits from more than \$1-billion (U.S.) in taxpayer aid and executes plans to cut more than 14,000 jobs. In response, Mr. Beaudoin gave up his proposed pay increase and the company decided to defer more than half the planned compensation for its six top-paid executives by one year to 2020, saying it will only be payable if management achieves specific performance objectives.

Mr. Beaudoin, whose family controls Bombardier through a special class of shares, has come under particular scrutiny in the controversy. Observers argued that while there was some logic in Bombardier needing to pay well to retain the outside talent it recruited to fix the business, that logic applied far less to him. During his seven years as CEO to February, 2015, Bombardier's

market value sank significantly as the company grappled with cost overruns for its C Series jet and debt grew.

Investor discontent could come into full view at Bombardier's annual meeting Thursday. Despite holding only a 13-per-cent equity stake, the family controls 53 per cent of the voting power, meaning all board-recommended proposals before shareholders will almost certainly pass. Still, a significant number of rejection votes could prove embarrassing for the board and force the company to make changes including further board renewal.

"This could be the tipping point where things do start to change at the company," said Dan Fong, an analyst at Veritas Investment Research in Toronto. "[It could bring] a broader revamp of corporate governance where you actually have more transparency, more independence."

Bombardier's founding family has repeatedly rejected any suggestions that it relinquish control over the company, saying the dual-class share structure that protects its interest shields the manufacturer from an unwanted takeover. It won't lightly give up the executive chairman position, Mr. Moore said.

Simon Letendre, a Bombardier spokesman, said the company's board acknowledges the positions expressed by the Caisse and by BCIMC. He noted the election of directors and Bombardier's approach to compensation are on the agenda of Thursday's meeting and will be discussed at that time.

The York District School Board

Reference: <http://www.edu.gov.on.ca/eng/new/2017/reportYRDSB.html>

<https://www.thestar.com/news/gta/2017/04/28/york-region-trustees-to-undergo-training-in-wake-of-scathing-report.html>

Patrick Case and Suzanne Herbert were directed by the Minister of Education to conduct an expedited review of the YRDSB. They were asked to provide observations and recommendations regarding concerns around governance and equity, which have impacted public confidence in the board. The report was submitted to the Minister on April 7, 2017.

From the Minister's Statement:

Reference: https://news.ontario.ca/edu/en/2017/04/statement-from-minister-hunter-on-york-region-district-school-board.html?_ga=2.211412183.316931253.1505182363-1420497473.1484853308

In particular, the report describes feelings of alienation, marginalization and discrimination expressed by many of the board's students, parents, staff and members of the community. The board's leadership - including the trustees and the Director - must take the actions necessary to address these concerns.

The issues within the YRDSB are severe, and the report presents a strong set of recommendations to address them. I have issued directions to the board based on the report, including eight immediate actions. These include that the board immediately suspend all international travel, submit a plan for governance and equity training for all board

members, establish the position of senior administrator responsible for equity, and conduct a performance appraisal of the Director of Education led by an external human resources professional.

I will be closely monitoring the progress and compliance on each direction carefully and if I have concerns that the board is not complying, or may not comply with the directions, I may exercise my authority to take further action against the board.

Ontario College of Pharmacists

References: <http://www.ocpinfo.com/library/news/media-reports-regarding-dispensing-errors/>

<http://www.ocpinfo.com/library/news/council-approves-implementation-cqa-program/>

Media Reports Regarding Dispensing Errors

Published 21 Oct 2016, 1:21 p.m.

There are currently media stories circulating relating to some extremely unfortunate circumstances resulting from medication errors involving pharmacy professionals. One of the stories involves a patient in Saskatchewan and the other a young boy in Mississauga who tragically died. Prior to the Ontario case being reported in the media, the College had been made of aware of the incident, and we are currently investigating. While we can confirm the fact that we are aware of this situation and have initiated an investigation, the details remain confidential as per privacy and confidentiality guidelines.

The broad focus of these media stories has been on the monitoring and reporting of medication errors. Minister Hoskins has provided media with the following statement:

“This is a tragic situation and my heart goes out to this family as they come to terms with their terrible loss.” “Our government is committed to working with our partners to improve safety for patients... We will continue to work with the Ontario College of Pharmacists and patient groups to improve the monitoring and reporting of medication incidents, as well as working with all of our colleges to increase transparency for the public.”

Although the College does not currently mandate the reporting of medication errors to an external body [such as the Institute for Safe Medication Practices (ISMP)], it has always been a recommended best practice and part of our ongoing dialogue with pharmacists and pharmacy technicians. Whether through broad communications (e.g., [articles](#) or [practice tools](#)) or as part of our discussions during regular pharmacy practice assessments, the College is continuously reminding practitioners of their responsibility to appropriately manage medication incidents in their practice. The focus is on ensuring that practitioners learn from these incidents and review and enhance their policies and procedures to minimize the risk of them ever happening again.

As an organization committed to continuous quality improvement and transparency, the College is open to ongoing discussions with all interested stakeholders, including the Ministry of Health and Long-Term Care, regarding opportunities to enhance the safe, effective and ethical delivery of pharmacy services in Ontario.

Council Approves Implementation of the Continuous Quality Assurance Program for Medication Safety

Published 21 Jun 2017, 10:26 a.m.

On June 12th, the Council of the Ontario College of Pharmacists [unanimously approved](#) the College to move forward with implementing Ontario’s first standardized Continuous Quality

Assurance for Medication Safety program for community pharmacies, including anonymous mandatory reporting of medication incidents to a third party. The program will begin to be implemented in Fall 2017, with the goal of having the program fully implemented among all community pharmacies in Ontario by the end of 2018.

About the program

Understanding why errors happen can help reduce the risk of recurrence, prevent incidents including near misses, and ultimately advance patient safety.

The [CQA program](#) will support continuous quality improvement and put in place a mandatory consistent standard for responding to medication incidents in all pharmacies across the province. In addition to requiring the anonymous reporting of medication incident data (including near misses) to a third party, the CQA program will enable practitioners to learn from medication incidents and better understand why they happen and how they can be prevented. Through data obtained by reporting, the College will also be able to identify areas of risk and provide appropriate guidance to pharmacy professionals.

The program emphasizes the principles of a safety culture within community pharmacies, similar to what exists in other parts of our health system. It promotes accountability and quality improvement, open reporting of incidents, and opportunities to share learnings with other professionals and organizations to inform pharmacy and system wide improvements.

In addition to anonymous mandatory reporting of data to a third party, core elements of the program include:

- **Documentation:** Requires pharmacy professionals to document appropriate details of medication incidents and near misses in a timely manner. They will also be required to document quality improvement plans and outcomes of quality improvement initiatives.
- **Analysis:** Requires that when a medication incident occurs, pharmacy professionals must analyze the error in a timely manner for causal factors and commit to taking appropriate steps to minimize the likelihood of recurrence of the incident. It will also require the completion of medication safety self-assessments and the analysis of individual and aggregate data to inform the development of quality improvement initiatives.
- **Sharing of Learnings:** Requires prompt communication of appropriate details of a medication incident to all pharmacy staff, including causal factors of the error and actions taken to reduce the likelihood of recurrence. This includes ensuring the scheduling of regular quality improvement communication with pharmacy staff to educate pharmacy team members on medication safety, encourage open dialogue on medication incidents, and develop and monitor quality improvement plans.

The program builds on the College's existing expectation that pharmacies and pharmacy professionals are engaging in safe medication practices and continuous quality improvement, illustrated in the [Standards of Practice](#) and policies for pharmacy professionals and designated managers. This includes a requirement to report medication errors internally within their organizations.

Excerpt from pages 4 to 10 from the College of Nurses of Ontario, “Final Report: A Vision for the Future, Leading in Regulatory Governance Task Force”

For the full report and additional supporting information, please see:

<http://www.cno.org/en/what-is-cno/councils-and-committees/council/governance-vision-2020/>

Introduction

Council’s Leading in Regulatory Governance Task Force is pleased to present its final report and recommendations to the College of Nurses of Ontario’s Council.

When Council established the Task Force in December of 2014, it set out the following goal and purpose. These guided the Task Force throughout its work:

Overall Goal:

The College is recognized as a leader in regulatory governance.

Purpose:

- To conduct a proactive, objective, expert, best-practice and evidence-based review of all aspects of College governance.
- To seek new governance perspectives and approaches to enhance Council’s excellence in governance.
- To engage Council in an informed conversation to determine what, if any, changes are needed to governance principles and processes, so that the College is recognized as a leader in regulatory governance.

The following informed the recommendations:

- a report of a point-in-time (Spring 2015) evaluation of Council governance by external governance expert, Cathy Trower;
- a review of academic studies about relevant aspects of governance and group dynamics;
- an review of trends and best practices in the governance of regulators around the world;
- a report of a survey of regulators about governance; and
- Council’s input and insights provided at governance workshops.

The Task Force also learned about the unique nature of regulatory governance and about self-regulation. The regulatory literature that the Task Force reviewed reflected the changing nature of regulatory governance and of regulatory models. The underlying theme in all of these was that regulators must be proactive in order to strengthen public trust.

The participation of the profession in regulation is the core of self-regulation. The Task Force believes that **Council needs to consider what is fundamental to self-regulation and what needs to change to maintain public trust in nursing regulation in Ontario.**

Attachment 4 is a summary of the project timelines, reflecting Council's commitment to, and engagement in, this work.

When developing its recommendations, the Task Force did not limit its thinking to the project goal of "leading in regulatory governance." **It was informed by the College's Strategic Plan, particularly the goal to build public trust, as well as the commitment to innovation and evidence-based approaches, which are integrated in the recommended governance vision.**

Recommendation:

1. That Council adopt the recommended vision: "Vision: The College of Nurses of Ontario's Board of Directors for 2020" (attachment 1).

Implementation recommendations:

1. That Council share the governance principles, vision, Task Force reports and supporting documents with government, the public, other regulators, nurses and other stakeholders to broaden the dialogue about the future governance of regulators of professions;

2. That, in June 2017, Council establish a working group of five Council members to work with Council to develop a plan for implementing the governance vision. The plan will include the communications and stakeholder engagement needed to build understanding of and support for the vision to enhance the likelihood that the needed legislative change will happen in 2020; and

3. That the working group's terms of reference include working with Council to identify changes to advance the governance vision that can take place before legislative change, and developing an action plan to support implementing those changes.

Recommendation 1: That Council adopt the recommended vision: "Vision: The College of Nurses of Ontario's Board of Directors for 2020" (attachment 1).

Implementing this vision for governance will equip the board to support the College in meeting its strategic vision of leading in regulatory excellence and further the College's public interest mandate.

The Task Force has identified an integrated vision rooted in the evidence, best practice in regulatory governance and input from Council. The Task Force considered presenting Council with options, but agreed unanimously that its task was to prepare a vision recommendation that was informed by evidence and best practice. Attachment 2 is a model illustrating this vision.

In a June 2016 workshop, Council discussed the building blocks of the vision. The Task Force presented each vision element along a continuum within which Council identified the optimal position. To support its discussions, Council was provided with evidence and information on trends in regulation. At this discussion, Council supported having a small Council, equal public and nurse members, and directors (board members) and committee

members having the competencies needed to fulfil their roles. The Task Force developed a model as a result of evidence, best practices and Council's feedback from this meeting, and presented it to Council in September 2016.

In September 2016, when exploring the model Council flagged some issues. Every member of the Task Force participated in that workshop and listened carefully to the issues raised. The Task Force reviewed the evidence and best practice, explored emerging practices and requested additional information before defining the recommended vision. The vision includes many aspects of the model discussed by Council in September. It also includes changes made as a result of Council's feedback.

Diversity

An issue raised by Council was whether a board of 12 members — 6 public and 6 nurses — would have the needed diversity. With this integrated model, the Task Force believes that diversity will be strengthened in several ways:

- An emerging practice in governance is advisory groups that are established by the board to bring different perspectives. They report directly to the board. For the College, these groups can be made up of consumers, nurses from different practice sectors (e.g. remote/ marginalized, community, long-term care), different aspects of practice (e.g. clinical, education), members of other professions, or a combination. It would be up to the board at any time to consider the gaps in its perspectives based on the issues under consideration. The board would identify the needed advisory groups and what it needed from a specific group.
- Appointment rather than election of board members supports diversity. For example, our current electoral system is based on regions, and while there are two northern regions, they do not guarantee that the unique needs of remote and rural patients are considered. Usually, candidates from the large teaching hospitals in the north are elected. In an appointments process, the board can identify and seek nurses who work with specific types of patients, such as a nurse who works with high risk communities
- A small board intentionally structured to bring different perspectives, composed of members possessing governance competencies, and provided with additional perspectives through feedback from Advisory Groups and stakeholder engagement, will be able to raise and discuss these diverse perspectives more effectively.

Appointment of Board members

At the September 2016 governance workshop, divergent views were expressed about moving from election to appointment of board members. In particular, some Council members stated that the election is an opportunity for nurse engagement and that nurses and the public could perceive appointments as less transparent.

The Task Force weighed this input, including data on member engagement in the election and the committee appointments process. The data shows that fewer than 15% of members vote in the Council election. While 10 to 20 candidates stand for election each year, over 100 usually volunteer to serve on a statutory committee.

The Task Force believes better, more appropriate mechanisms exist for member engagement, such as advisory groups, consultations and a more engaging quality assurance program.

A theme in the literature about regulatory governance is that electing professional members to regulatory boards sets up a conflict of expectations. This was clearly identified in the Trends in Regulatory Governance document and was flagged by Richard Steinecke in *Will the Real Public Interest Please Stand Up*. Regulatory board members serve the public, not the profession. An election process sets up an expectation of, and perception of, a representational role.

In addition to the concern about the misperceptions created by an election, the following informed the Task Force as it weighed whether to recommend continuing with electing members of the board following a competency screen or moving to an appointment process:

- In September, Council expressed concerns regarding ensuring diversity of perspectives on the board. While the election process can be enhanced through a competency screen, once the candidate passes that bar, there is no ability to screen for a needed perspective or area of practice. This was highlighted in more detail earlier.
- Council has identified the importance of succession planning to effective governance. An appointments process supports succession planning; an election process does not.
- Public members currently are appointed. The Task Force is recommending that in the future they be appointed based on competencies.
- The Task Force believes that all members should come onto the board in the same way. Doing so builds mutual respect as each member has met the same expectations and gone through the same process to join the board.
- As part of the implementation process, a robust, objective and transparent recruitment and appointments process would be developed by Council. This process could be piloted for the appointment of committee members, evaluated and further refined. A competency screen could be developed for people seeking to serve on the board. It could be tested as a pre-screen for the election and further refined in anticipation of legislative change and a move to the appointment process.
- To further strengthen the outcome of an appointments process, the Task Force is also recommending having a “boot camp” for people interested in participating on the board or committees. This idea was raised in the October 2016 issue of Grey Areas, “Screening Committee Members,” where it was suggested that the appointment of committee members should be competency based. The boot camp would support potential board and committee members understanding the voluntary roles they are considering and the requirements needed to serve. It would mean that once appointed, they would begin the orientation process with a basic understanding of the roles and expectations.

Role of the Governance Committee

The last issue raised at the workshop that the Task Force will address is the view that the Governance Committee, as envisioned in the model presented in September, was too powerful. The perspective was that another Executive Committee was being created. That input gave the Task Force an opportunity to rethink the role of the Governance Committee. In the proposed vision, the functions initially proposed for the Governance Committee are split as follows:

- A Nominating Committee will recommend appointments for directors and committee members who are not directors, and address succession planning for those roles. To

bring broad perspectives, the committee will include directors and individuals who are not directors.

- The Governance Committee — made up of directors — will support the board in remaining attentive to changes in governance, steer evaluation processes, support the board in identifying the competencies, and recommend the appointments of board and committee leadership.

The Task Force also recommends that the terms of reference for both of these committees — which will be determined by Council — include requirements for ongoing engagement of the full board in their work.

Implementation Recommendation 1: That Council share the governance principles, vision, Task Force reports and supporting documents with government, the public, other regulators, nurses and other stakeholders to broaden the dialogue about the future governance of regulators of professions.

Government and other regulators have expressed considerable interest in the work being done by Council on governance. The Task Force is recommending releasing all the information generated by the review in order to support the ongoing dialogue about regulatory governance in Ontario and elsewhere.

The Task Force believes that releasing its reports, the literature review, trends in regulatory governance and report of the survey of regulators will support achieving two of the objectives from the Strategic Plan:

- **Advancing the use of CNO knowledge:** The significant resources the College developed to support the Task Force and Council in working through the governance issues are relevant to government and other regulators. Sharing this information will provide all stakeholders with evidence that supports the governance dialogue.
- **Leading in regulatory innovation:** Sharing the supporting materials will provide leadership to others exploring governance issues and will lead transformative change. For example, The Advisory Group for Regulatory Excellence has already made a commitment to reviewing governance, and the Ministry of Health and Long-Term Care has identified governance as part of its project to modernize the health professions. By sharing this information, the Council will provide leadership to the exploration of new regulatory governance approaches in Ontario.

In addition, releasing the Task Force's reports as well as the briefing materials supports transparency, which is one of Council's governance principles.

Implementation Recommendation 2: That, in June 2017, Council establish a working group of five Council members to work with Council to develop a plan for implementing the governance vision. The plan will include the communications and stakeholder engagement needed to build understanding of and support for the vision to enhance the likelihood that the needed legislative change will happen in 2020.

The Task Force recognizes that **governance change will not happen immediately. Many of the proposed changes require legislative change.** Some are a change from the current regulatory paradigm. For example, the proposal in the vision that the board be half public and half nurses is different from the current constitution of the councils of Ontario health regulators, where there is a small majority of nurses on all councils.

The Task Force recommends that Council establish a working group of Council members to develop a plan to be ready to implement the vision in 2020. This would mean proposing legislative change to government in 2019.

The Working Group's terms of reference will be determined by Council and explicitly include the requirement that it does its work in collaboration with the full Council.

Governance is the board's business and the board needs to be engaged in, and directing, the process at all times.

The suggested timing of appointing the working group in June of 2017 is to give time for Council to review and provide input into terms of reference and decide how members will be selected in March of 2017, and to appoint the members in June of 2017.

The Task Force believes it is important to engage stakeholders, including other health regulators and government, in order to achieve the vision. In addition to releasing the Task Force materials, the Task Force suggests developing a communications and engagement plan that includes the President and Executive Director sharing Council's work with other health regulatory Councils, nursing stakeholders and government.

Implementation Recommendation 3: That the working group's terms of reference include working with Council to identify changes to advance the governance vision that can take place before legislative change, and developing an action plan to support implementing those changes.

The Task Force believes that several aspects of the vision can be implemented before legislative change and have a positive impact on governance. The Task Force notes that Council has already implemented a number of changes in how it works and believes this should continue.

The following might be considered for implementation before legislative change:

- Establish one or more Advisory Groups: perhaps starting with a pilot of a consumer advisory group in late 2017/early 2018;
- Pilot test competency-based appointments using committee member appointments:
 - identify competencies needed for statutory committees and add collection of information needed to assess competencies in a computer app to be used in the fall of 2017 for the 2018–2019 appointments;
 - establish a rigorous, fair and objective appointments process to be pilot tested with the committee member appointments in late 2018 for the 2019–2020 appointments.
- To ensure the public's confidence that the College's Council and committees are focused solely on the public interest, conflict-of-interest provisions for Council and committee members need to be reviewed to ensure they remain appropriate and consistent for today's high scrutiny environment.
- Develop "boot camp" programs for those seeking election to Council and those seeking appointment to statutory committees so they understand the College's mandate and the expectations for the role.
- Develop and implement an evaluation framework that includes evaluation of Council meetings, self and peer evaluation of Council members and an evaluation of Council effectiveness carried out by an external expert every three years.

Conclusion In 2014, Council began a journey to advance regulatory governance. It was done with foresight and to support the College's vision of being a leader in regulatory excellence. This report is not the end of that journey — it is a fork in the road. As Cathy Trower said in her assessment report: "Good governance is a journey". The Task Force proposes that good governance is a journey without end. Adopting the recommended vision of the Task Force means that Council and future College of Nurses boards will always be attentive to governance. The Task Force appreciates the opportunity to have participated in your journey. It took courage to bring outside eyes and outside perspectives to examine your processes. It took courage and foresight to empower the Task Force with such a broad mandate. Council and staff have already changed how governance at the College works. We have seen this at the governance workshops that we attended where there was so much engagement and thoughtful dialogue. The Task Force recognizes that it is recommending transformative change and it will take time to fully implement. It will be dependent on the government making changes to the paradigm for regulatory governance in the province. We have heard that the government has an appetite for that change. While the major changes being recommended in the vision will take time to be implemented, many other measures can be taken in the interim to continue Council's never-ending governance journey.

2017 AGM SUBMISSION - ENGINEERING INTERN FINANCIAL CREDIT PROGRAM

Purpose: To include the issue of refugee international engineering graduates in the Licensing Committee's (LIC) review of the Engineering Intern Financial Credit Program.

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

That Council direct the Licensing Committee (LIC) to expand its review of the Engineering Intern Financial Credit Program to include the issue of refugee international graduates in their review of the Engineering Intern Financial Credit Program.

Prepared by: Ralph Martin, Manager Secretariat

Moved by: George Comrie, P.Eng., CMC

1. Need for PEO Action

A Member Submission was passed (81% Yes-19% No) at the 2017 PEO Annual General Meeting with the following motion;

THEREFORE IT BE SUBMITTED THAT: The Engineering Intern Financial Credit Program (FCP) be expanded to include refugee international engineering graduates.

At its January 2007 meeting PEO Council approved motions that established the Engineering Intern Financial Credit Program (FCP). At the March 2007 meeting PEO Council approved the FCP implementation plan effective May 1, 2007. Under the approved implementation plan, qualified applicants are permitted to register for the EIT Program at no cost and are provided membership for the first year of the EIT program at no cost (PEO waives the \$300 P. Eng. application fee and the \$75 fee for the first year of registration as an Engineering Intern)

Qualified applicants are defined as either CEAB Graduates for up to six months after graduation or internationally trained engineering graduates for up to six months after landing in Ontario.

In addition to applying within 6 months, to receive the financial credit, the applicant must;

- Apply on-line
- Provide transcripts and course descriptions
- Provide proof of age
- provide an email address
- Provide proof that he/she is a citizen of Canada or has landing/residence status in Canada

The requirement for proof of Canadian Citizenship or Permanent Residency status was based on the 2007 requirements for licensure that a P. Eng. must be a Canadian citizen or permanent resident. Consequently, international engineering graduate refugees are not normally considered eligible for the FCP.

The Amendments to the Professional Engineers Act in 2010 under the Open for Business Act removed the citizenship and residency requirements for licensure but the qualifications for the Financial Credit Program were not adjusted.

The FCP has grown significantly from its original launch in 2007 when there were 834 approved FCP applications to 2016 when there were 2,595 approved FCP applications.

Approved FCP applications now represent 48 per cent of all new P. Eng. applications. In 2016, PEO was approached by some Ontario Universities to consider extending the FCP eligibility to CEAB Graduates that have Student Visas.

The Licensing Committee currently has on its meeting agendas a review of the overall FCP program based on the changes to the licensing requirements, the requests for eligibility for CEAB Graduates with student visas and the overall effectiveness of the program 10 years after implementation.

2. Proposed Action / Recommendation

That the Licensing Committee (LIC) expand its review of the Engineering Intern Financial Credit Program to include refugee international engineering graduates.

3. Next Steps (if motion approved)

The LIC will incorporate the inclusion of refugee international engineering graduates into the overall review of the Financial Credit Program.

4. Peer Review & Process Followed

Process Followed	<p>At the 2017 PEO Annual General Meeting a Member Submission was presented with the following motion;</p> <p><i>THEREFORE IT BE SUBMITTED THAT: The Enineering Intern Financial Credit Program (FCP) be expanded to include refugee international engineering graduates.</i></p> <p>Staff prepared background notes on the submission that indicated that refugee international engineering graduates could be included in the Engineering Intern Financial Credit Program (FCP) as part of a review of the FCP being undertaken by the Licensing Committee.</p>
Council Identified Review	<p>At the September meeting, Council annually reviews Member Submissions passed at the PEO Annual General Meeting.</p>
Actual Motion Review	<p>N/A</p>

5. Appendices

- Appendix A – 2017 AGM Submission – Engineering Intern Financial Credit Program

PEO MEMBERS' SUBMISSIONS

WHEREAS: Members with Permanent Resident and Canadian Citizenship Immigration Status in Canada are eligible and exempt (under the Engineering Intern Financial Credit Program (FCP)) from having to pay membership fees for first 12 months (after submitting to FCP within six months of their landing date in Canada). They enjoy the benefits of membership within the PEO, the same conditions should apply or be extended to similarly situated; Refugee International Engineering Graduates in the interest of parity and fairness.

WHEREAS Canadians men and women of various ethnic, cultural and racial backgrounds are looking for entry into either engineering, engineering technology, computers and information technology, accounting, health and other various fields of employment, be it resolved that, given the PEO provides accreditation of academic and professional engineering experience, providing guidelines to newcomers and skilled immigrants, is within the mandate of the PEO to provide assistance to qualified applicants.

WHEREAS the PEO provides workshops and seminars on various aspects and approaches to seeking and securing employment for newcomers through its chapters, that; registration fees on job seekers who fit the profile of "refugees international engineering graduates" be waived where they may otherwise be too onerous and an impediment to satisfying the requirements to be members, so as to benefit from the rights and privileges that would otherwise accrue to fee paying members.

WHEREAS the Engineering Intern Financial Credit Program (FCP) motion was approved by PEO Council in 2007 in the same spirit and intent of this Member's Submission "Inclusiveness". *"At its January 2007 meeting, Professional Engineers Ontario (PEO) Council approved motions to enhance inclusiveness in the profession by creating an Engineering Intern Financial Credit Program (FCP). Subsequently, at its March meeting, Council approved the implementation plan for this program. Under this initiative, which will launch May 1, 2007, individuals who have graduated from Canadian Engineering Accreditation Board (CEAB) accredited bachelor of engineering programs or International Engineering Graduates (IEG) with a Bachelor of Engineering or Applied Science Degree may be able to apply for PEO's professional engineer licence at no cost. Also at no cost, individuals may register in the Engineering Intern (EIT) program for the first year provided they meet specific criteria established by PEO."*

The spirit and intent of the motion is to extend goodwill and enhance inclusiveness on behalf of the organization to the individuals and classification of applicants and successful candidates, as well as the communities, industries, employers in which we are engaged, employed and invest our time and talent, so they too will recruit, train, mentor and then employ these individuals who meet provincial and professional standards, with the support of the PEO behind it.

THEREFORE IT BE SUBMITTED THAT: The Engineering Intern Financial Credit Program (FCP) be expanded to include refugee international engineering graduates.

Moved by: Gedewon G/Yohannes, P. Eng. (PEO #90497496)

Seconded by: Alyona Pereroslova, P.Eng. (PEO #100157172)



Chair Signature N/A (applicable only if brought forth by a chapter)

Date: April 05, 2017

Background information

My name is Gedewon G/Yohannes, P. Eng., Senior Project Manager at Engineering & Structural Consultants located in Markham, who does engineering employment mentoring for refugees and newcomers to Canada.

Having immigrated to Canada from Eritrea in 1990, and having completed all of my formal high school and Engineering degrees in Canada, I tend to look through the world through multi-lens: immigrant, visible minority, educated in a professional vocation and so employed.

I am involved with my local church where there is a mentor-ship program focused on supporting recent refugees and immigrants (regardless of status) in obtaining employment in their chosen profession area. Plus guide them for accreditation of their education and profession to satisfy the prerequisite of universities and governing bodies.

In my time with the group I have met a number of individuals, men and women of various, ethnic, cultural and racial backgrounds who are looking for entry into either engineering, engineering technology, computers and information technology, accounting, health and other various fields of employment.

I wish to introduce a motion to waive registration fees on job seekers who typically fit the profile of "refugees and newcomers" to Canada and "international graduates". The spirit and intent of the motion demonstrates goodwill of the organization and service to the communities, industries, employers in which we are engaged, employed and invest our time and talent.

As it enshrines in the Canadians core values; Canadians of all stripes, private/public organizations, social services and employment agencies, religious groups, etc from west to east coast are welcoming and supporting the refugees. I plead with our organization (PEO) to extend these welcoming and supporting attributes of Canadians to the refugees by waiving the registration and other fees until they settle and find meaningful employment.

Without detailed accounts and personalizing this motion; with the limited refugees and international graduates I have encountered; I have witnessed and heard firsthand the pain and **barriers** of these fees creates for the betterment of these refugees futures. To highlight these barriers; let us close/summarize the submission with the power full words of one of refugees who inspire us write this members' submission..." with all fees and other document application issues, I am tired and don't want go any more to that PEO building, located at Yonge and Sheppard"!

Please feel free to contact to advise whether you are able to assist in this regard or with any questions or comments you may have.

Thanks,
Gedewon G/Yohannes, P. Eng.
416 459 1919

Engineers Canada 30 by 30 Initiative – PEO’s Formal Endorsement

Purpose: To request that PEO formally endorse Engineers Canada’s 30 by 30 initiative, while still delegating the champion role to the Ontario Society of Professional Engineers (OSPE)

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

1. That Council formally endorses the Engineers Canada’s 30 by 30 initiative, while still delegating the champion role to OSPE.
2. That Council approves the joint action plan with OSPE as presented to the meeting at C-514-2.5, Appendix A.
3. That Council directs the Registrar to develop the terms of reference, membership in accordance with Section 3, Proposed Action/Recommendation of Briefing Note C-514-2.5 and budget for Council approval of a 30 by 30 Task Force, for a maximum two year duration, to engage and inform PEO on the joint action plan, and provide direction to the Registrar and volunteer leadership, as appropriate.

Prepared by: Helen Wojcinski, former PEO Chair of the Women in Engineering Advisory Committee (WEAC); former director of the OSPE board; and current member of Engineers Canada Equitable Participation in the Profession Committee

Moved by: Bob Dony, President, PEO

1. Need for PEO Action

- Currently, only 12.8% of professional engineers in Canada and 14.7% of newly licensed engineers in Ontario are women. Other professions, such as law and medicine and business have already achieved, or are making greater strides, in gender parity. This ongoing inequity reflects poorly on our profession with the public. See McKinsey Report: <http://www.mckinsey.com/global-themes/gender-equality/the-power-of-parity-advancing-womens-equality-in-canada>
- The 30 by 30 initiative is both an advocacy and a regulatory issue; it involves the licensing of engineers – more specifically, licensing the chronic underrepresentation of women in the profession. Both arms of the profession in Ontario, PEO and OSPE, need to acknowledge this historic inequity and commit, per their respective mandates, to resolve the issue through a joint action plan.
- Given that women make up over 50% of the population, reaching gender parity and tapping into the full talent pool is in the public interest, so assuming responsibility for this initiative where appropriate falls within PEO’s Regulatory mandate.
- Since OSPE is not a constituent association of Engineers Canada and therefore cannot formally endorse the initiative on PEO’s behalf, PEO must first take the symbolic step of formally signing on, and then it can continue to delegate the championing role to OSPE.

2. Background

- In 2011, Engineers Canada launched a bold mission, the 30 by 30 initiative, a commitment to raising the percentage of newly licensed engineers in Canada that are women to 30 percent, a widely accepted threshold for self-sustaining change, by 2030.
- However, for this initiative to be successful, it is imperative that it be owned by the entire engineering profession, both regulatory and advocacy, and by both women and men engineers.
- To assist the regulators in achieving this goal, Engineers Canada also published a report in 2015 outlining nine promising practices.
- Engineers Canada has confirmed that all provincial and territorial Engineering regulators from across Canada, except for PEO, have signed onto this pivotal goal of reaching a critical mass of women obtaining their licences by 2030.
- PEO has become conspicuous in its absence by not officially endorsing the 30 by 30 initiative and actively encouraging more women to pursue licensure in Ontario.
- PEO did not initially endorse the initiative because, unlike the other regulators, Ontario has a separate advocacy arm of the profession. When the initiative was first launched, it was therefore agreed that OSPE should take on the champion role for the 30 by 30 initiative, appropriate for its mandate of advancing issues of importance to the profession. However, upon further examination, for this licensure goal to be fully realized, PEO, in its regulatory capacity and as the official constituent association of Engineers Canada, must also formally sanction the initiative.
- Adopting this position does not preclude OSPE from retaining its champion role – PEO can continue to delegate this responsibility to its advocacy partner.

3. Proposed Action / Recommendation

- That PEO approve the motions and show visible leadership in addressing the underrepresentation of women licensed in the profession by formally endorsing the 30 by 30 initiative with Engineers Canada and committing to undertaking a joint action plan with OSPE to resolve this inequity. (The joint action plan, attached to this report, is in draft form and is expected to be refined as the initiative gets underway. It is based on the Engineers Canada's nine promising practices to ensure consistency in how the initiative is implemented across Canada.)
- That PEO establish a 30 by 30 Task Force to ensure that ownership of PEO's responsibilities are appropriately assigned.
- That the membership of the Task Force include PEO President; another member of the Executive Committee; one currently serving Councillor; Chair of WEAC and co-champion of the 30 by 30 initiative; and the Ontario representative on the Engineers Canada Equitable Participation in the Profession Committee.
- That the 30 by 30 initiative and joint action plan be formally included in PEO's strategic plan.

4. Next Steps (if motion approved)

- PEO formally endorse the 30 by 30 Initiative with Engineers Canada, while continuing to delegate the champion role to OSPE
- PEO approve the joint action plan and commit to working with OSPE in implementing it

- PEO establish a 30 by 30 Task Force, with OSPE representation for alignment purposes, to ensure that ownership for PEO’s responsibilities are assigned to the appropriate parties, both staff and volunteer, and that the initiative is fully launched and taking root in the PEO organization
- The Task Force, provide regular updates to PEO Council on the launching of the initiative
- The exact budget for implementing the action plan will be determined as the plan is refined; approval for actual resources will be part of the annual budgeting process and any material changes to the budget will require PEO Council approval.

5. Peer Review & Process Followed

<p>Process Followed</p>	<ul style="list-style-type: none"> • Engineers Canada launched the 30 by 30 initiative in 2011. • The Engineers Canada Equitable Participation in the Profession Committee is responsible for monitoring the progress being made; PEO is the only regulator in Canada who has not formally signed on. • Helen Wojcinski, as a former PEO Chair of WEAC, former member of the OSPE board, and member of the Engineers Canada Equitable Participation in the Profession Committee raised this omission and the need for joint action at both the OSPE board and the JRC in 2016-2017. • A small caucus of engineer volunteer leaders then developed, in conjunction with OSPE’s WEAC Chair and co-champion for the 30 by 30 initiative, a draft joint action plan between PEO and OSPE, per their respective mandates, to address this inequity based on Engineers Canada’s nine promising practices. • Both Presidents of OSPE and PEO, as the elected leaders of the engineering profession, were then approached by the caucus for their input and support of the 30 by 30 initiative and joint action plan – both Presidents expressed agreement in principle but indicated that formal board and council approval would be required. • Subsequently, the 30 by 30 initiative and joint action plan was formally tabled and discussed at PEO’s Executive Committee Meeting on August 15th, 2017. • The joint action plan is scheduled for consideration by the OSPE board at its meeting on September 22nd, 2017. A verbal update of the results of that deliberation will be provided at the Council meeting.
<p>Council Identified Review</p>	<ul style="list-style-type: none"> • PEO Council will continue to work with OSPE including annual progress sharing and reporting, and will ensure that impacted parties, both staff and volunteer within PEO, are consulted through the Registrar, or the Registrar, as appropriate, prior to the official launching of the plan’s implementation
<p>Actual Motion Review</p>	<ul style="list-style-type: none"> • N/A

6. Appendices

- Appendix A – Engineers Canada 30 by 30 Initiative: (Draft) Action Plan for OSPE and PEO

Engineers Canada 30 by 30 Initiative: Action Plan for OSPE and PEO

C-514-2.5
Appendix A

INTRODUCTION

The Ontario Society of Professional Engineers (OSPE) Women in Engineering Advocacy Committee (WEAC) has prepared this OSPE-Professional Engineers Ontario (PEO) 30 by 30 Action Plan (action plan) in order to illustrate the need for OSPE and PEO to jointly support the initiative in the Province of Ontario, and to outline the necessary steps that both arms of the profession must take to successfully implement it.

Resolving the under representation of women in the profession is in the public's interest because it draws from the entire talent pool. Unlike other diversity groups, women comprise over 50% of the population. Other professions, such as law, medicine and business have already recognized their responsibilities in closing this gap and have already achieved, or are making greater strides in achieving gender equity.

The following action plan therefore identifies activities for each organization, as appropriate to their specific mandates, as well as potential areas of collaboration. It is essential that both OSPE and PEO jointly endorse and allocate resources to this initiative to ensure that the engineering profession in Ontario reaches the 30 by 30 milestone.

In addition to this shared commitment between OSPE and PEO, it is also critical that the unacceptably low number of women in the profession be regarded as not just a women-in-engineering issue, but an issue of concern for the entire engineering profession, both women and men. The action plan has been developed with this dual ownership in mind.

BACKGROUND

In 2011, Engineers Canada launched a bold mission, the 30 by 30 initiative, a commitment to raising the percentage of newly licensed engineers in Canada that are women to 30 percent by 2030. The 30 percent figure is widely accepted as the threshold for self-sustaining change¹. Engineers Canada has confirmed that all provincial and territorial regulators from across Canada, except for Professional Engineers Ontario (PEO), have signed onto this pivotal goal of reaching a critical mass of women joining the profession by that date.

¹ Engineers Canada "Reaching 30 by 30 - Promising Practices for Increasing Diversity & Inclusion in Engineering" (<https://engineerscanada.ca/sites/default/files/30by30-en.pdf>), 2015

PEO did not initially endorse the initiative because, unlike the other regulators, Ontario has a separate advocacy arm of the profession, OSPE. When the initiative was first launched, it was therefore agreed that OSPE should take on the champion role for the 30 by 30 initiative, appropriate for its mandate of advancing issues of importance to the profession. However, upon further examination, for this licensure goal to be fully realized, PEO, in its regulatory capacity and as the official constituent association of Engineers Canada, must also formally sanction the initiative. Adopting this position does not preclude OSPE from retaining its champion role – PEO can continue to delegate this responsibility to its advocacy partner. It is important, however, for PEO to show visible support for gender equity in its licensed membership by joining the other regulators across Canada in signing onto the initiative, and by undertaking the actions identified in this plan, as applicable to its mandate.

As the advocacy arm of the profession, OSPE's Women-in-Engineering Advocacy Committee (WEAC), whose Chair is a co-champion along with OSPE's Chief Executive Officer (CEO), has therefore developed the following action plan that identifies actions from both OSPE and PEO based on Engineers Canada's 30 by 30 nine promising practices: <https://engineerscanada.ca/sites/default/files/30by30-en.pdf>.

INTERNAL ACTIVITIES

ENGINEERS CANADA PROMISING PRACTICE NO. 1: APPOINT A WOMEN-IN-ENGINEERING CHAMPION

“Assign a dedicated staff person or a portion of staff’s time to the support of Women in Engineers activities such as sponsoring or partnering with other organizations, outreach events, and conducting research that builds community and supports retention.”

OSPE ACTION

- As the advocacy lead in Ontario, OSPE has already assigned the CEO and Chair of WEAC as the co-champions of the 30 by 30 initiative

PEO ACTION

- Although PEO is not taking on the formal champion role, it is suggested that the Registrar act as the point person for the initiative on behalf of the regulator (to be confirmed)

ENGINEERS CANADA PROMISING PRACTICE NO. 2: CREATE AND SUPPORT A WOMEN-IN-ENGINEERING OR DIVERSITY AND INCLUSION COMMITTEE TO SUPPORT STAFF EFFORTS

“A relevant committee can provide action and guidance on Women in Engineering initiatives. It is complemented by a dedicated budget to help support staff with their work. The committee will track progress toward the 30 by 30 goal in the regulatory body’s province or territory. Committees may report to the CEO or to Council.”

OSPE ACTION

- OSPE assumed responsibility for WEAC from PEO in 2003 to advocate on behalf of women in engineering; the Chair of WEAC is one of the co-champions of the 30 by 30 initiative.

- WEAC should act as a focal point to bring together knowledge about 30 by 30 activities in Ontario and to coordinate/communicate with other groups such as PEO chapters, other women in engineering groups, and progressive employers. It is recommended that WEAC creates a caucus of men and women engineers from different perspectives who have a proven track record and are passionate about increasing women’s participation in the profession to provide advice and feedback on the promising practices and the most effective way of achieving them.

PEO ACTION

- PEO has an Equity and Diversity Committee to ensure this mandate is put into practice within PEO’s internal organization in terms of staff and volunteers; some of their efforts can support the 30 by 30 initiative.
- Other committees, such as the Central and Regional Election Search Committees, also play a role in ensuring that gender equity is formally incorporated into their mandates and being tracked for progress because women engineers in volunteer leadership roles with the regulator encourages other women to pursue licensure.

ENGINEERS CANADA PROMISING PRACTICE NO. 3: TRACK PROGRESS TOWARD 30 BY 30 IN YOUR JURISDICTION

“Track numbers and percentages of female and male members achieving licensure each year. Consider tracking those statistics at various career stages, for example, at the EIT registration stage and at the five, 10, or 20 year mark after licensure. Note trends to identify and foster successful initiatives as well as to identify areas to be addressed (for example – are there points where women appear to leave at a higher rate than men?).”

OSPE ACTION

- OSPE has been reporting its activities to Engineers Canada Sustainable Profession Committee staff; however, a dedicated budget has not been established for this or other WEAC activities; a dedicated budget for 30 by 30 activities should be established each year as part of the budgeting process, including any jointly funded projects with PEO.
- OSPE should track and report progress towards the 30 by 30 milestone at a provincial level using licensure data that PEO reports to Engineers Canada (i.e. gender-based data for newly licensed and licensed engineers in Ontario). There should also be discussion with PEO about the feasibility of analyzing the post-licensure participation of women in the Ontario engineering profession (e.g. at the five, 10, 20 year mark). Annual reports should be provided by the OSPE 30 by 30 Co-Champions (CEO and Chair of WEAC) to the OSPE board to assess progress in Ontario compared to the national average (based on Engineers Canada annual data). These results should be shared with PEO.
- Other metrics such as the percentage of OSPE members who are women (by membership category), the percentage of women running for the OSPE board election; serving on and in leadership positions on the OSPE board; and serving on and in leadership positions on OSPE committees, task

forces, and other volunteer activities should also be tracked and reported annually by the CEO and Chair of WEAC to the OSPE board. These results should be shared with PEO and published annually.

- Gender-based analysis should be included in the annual salary report that OSPE prepares for its members.

PEO ACTION

- PEO is not, nor have they been asked by OSPE, to provide the licensure statistics to track progress. Going forward, this joint action is important not only for the 30 by 30 initiative, but for PEO's membership trends and retention rates in general. Annual reports on the milestone metrics identified above should be provided by the Registrar to the PEO council.
- Other metrics such as the percentage of women running for PEO council elections; serving on and in leadership positions on PEO council; and serving on and in leadership positions on PEO committees, chapters, task forces and other volunteer initiatives should also be tracked and reported annually by the Registrar to PEO council, and the results shared with OSPE.
- PEO's current initiatives to help domestic and international engineering graduates obtain their licenses, such as chapter information sessions and the Licensing Assistance Program (LAP), a mentorship program to help Engineers-in-Training (EIT) navigate the licensing process; EIT annual work experience reviews; PEO's Engineering Intern and Student Program to promote the EIT program to students and other groups; and PEO's International Engineering Graduate (IEG) Bridging programs should be especially targeted at women to facilitate their licensure, and tracked to measure the progress being made in reaching the 30% goal. Furthermore, focusing on women who otherwise would not pursue licensure bolsters PEO's overall licence uptake.

ENGINEERS CANADA PROMISING PRACTICE NO. 4: CREATE AND/OR SUPPORT AN AWARD FOR EMPLOYERS WHO SUPPORT AND PROMOTE WOMEN IN ENGINEERING
“Engineers Canada is currently developing a program, Welcoming Workplace, to increase retention in the engineering profession. It includes, among other elements, national publication of APEGA’s “Managing Transitions” document and the Engendering Engineering Success study. Regulators could participate in Welcoming Workplace by recognizing employers that adopt the resulting recommendations.”

OSPE ACTION

- OSPE has not established an award for employers who support and promote women in engineering, such as sponsoring and supporting the Engineers Canada Welcoming Workplace initiative; however, OSPE should develop a program to both educate and recognize progressive employers who implement the initiative's recommendations. Showcasing progressive employers could take place through the WEAC Fall Forum, OSPE/WEAC publications, and at the AGM.

- Currently, through WEAC and the PEO Awards Committee (AWC) External Honours Subcommittee, leading women engineers are identified and nominated for Ontario Women’s Directorate Leading Women, Leading Communities Awards. These nominations are raising both the profile of women engineers, as well as the engineering profession as a whole, to MPPs.
- WEAC has also facilitated nominations in the past for leading women engineers for the Ontario Professional Engineers Awards (OPEA), Ontario’s Leading Women and Engineers Canada Awards programs and should continue this practice as part of their mandate.

PEO ACTION

- Same as above, as applicable.
- The PEO AWC also strives for female representation in the Awards Program, including the jointly administered OPEA program.

ENGINEERS CANADA PROMISING PRACTICE NO. 5: CREATE AND/OR SUPPORT SCHOLARSHIPS FOR FEMALE ENGINEERING STUDENTS WHO ACT AS ROLE MODELS TO FEMALE STUDENTS IN MIDDLE AND HIGH SCHOOLS

“Work with the Canadian Engineering Memorial Foundation (CEMF) to promote existing scholarships or create additional ones. Create a provincial scholarship that encourages female engineering students to act as role models to girls in middle and high school.”

OSPE ACTION

- OSPE supports a scholarship program through the Canadian Society of Professional Engineers, but it is not currently focused on women engineering students as role models; instead, awards are issued based on participation in OSPE. In future, the scholarship could be revamped, with perhaps two being given each year, one to student(s) who support OSPE in general, and another one targeted at a female student who is active in OSPE and acts as a role model to girls in middle and high school, to align with this promising practice.

PEO ACTION

- PEO currently encourages its members to support the Canadian Engineering Memorial Foundation (CEMF) Scholarship when they pay their annual licensing fees. Scholarships are awarded to young women who demonstrate exceptional leadership and are volunteers in their communities. Recipients are asked to be Ambassadors to the profession and mentors to those who follow.
- In its support of the Ontario Professional Engineers Foundation for Education, PEO should also encourage that the program’s entrance and undergraduate scholarships continue to be fairly bestowed to young women.
- PEO chapters should also ensure that there is equitable representation of women being considered and selected for their scholarships for engineering students and EITs, and that recipients go on to pursue their licensure.

**ENGINEERS CANADA PROMISING PRACTICE NO. 6: WOMEN IN ENGINEERING
MAGAZINE, NEWSLETTER, OR ARTICLES AND ENGINEERS CANADA PROMISING
PRACTICE NO. 7: WOMEN IN ENGINEERING WEBPAGE SECTION**

“Increase the amount of attention that is given to women in the media work that is done. This can include:

- ***Showcasing a Welcoming Workplace Profile***
- ***Celebrating women engineers in articles (Institute of Electric and Electronics Engineers (IEEE) Women in Engineering & Women Engineer Publications are good examples)***
- ***Re-printing articles written by others such as the Canadian Centre for Women in Science, Engineering, Trades and Technology (WinSETT Centre)***
- ***Publishing & adapting Canada-wide initiatives***
- ***Including a diversity column***

Create a dedicated section for your website that is focused on diversity or Women in Engineering. Encourage employers and stakeholders to share success stories, promising practices, diversity efforts, and other applicable initiatives that can be posted. Include profiles of successful members who are women, share your action plan for the 30 by 30 goal, and promote other entities in your province or territory that are working towards the same outcomes, such as the Canadian Science & Technology Museum’s Women in Innovation project.”

OSPE ACTION

- OSPE publications currently feature women engineers; however, the WEAC page on OSPE’s website needs to be further expanded to formally publicize and promote:
 - WEAC and women in engineering advocacy issues and activities, including the 30 by 30 initiative;
 - related action plan and annual progress reports (e.g. the 30 by 30 progress could be shown visually with a thermometer, similar to fundraising campaigns);
 - annual work plan including upcoming networking and advocacy events, such as the Fall Forum;
 - links to other pertinent organizations and activities to leverage WEAC’s efforts and foster strategic partnerships; and,
 - in-person and on-line opportunities, by using software such as MentorCity, for socializing, networking and soliciting feedback from both female and male engineers to influence areas of focus and encourage engagement and a collective purpose.
- Highlighting progressive engineering leaders, both male and female, and organizations committed to increasing the representation of women in engineering should also be featured.
- Joint roles and responsibilities for the 30 by 30 initiative by both OSPE and PEO should also be posted, starting with annually publishing a joint declaration of commitment from both OSPE and PEO Presidents to increasing women licensed in the profession that highlights the progress being made.

PEO ACTION

- As above, PEO needs to annually publish the joint declaration of commitment from both OSPE and PEO Presidents to increasing women licensed in the profession, highlighting the progress being made.
- PEO's website should publish its joint role in the 30 by 30 initiative as the regulator and feature its activities related to the 30 by 30 initiative with a link to the WEAC page on OSPE's website for more information on advocacy efforts.
- PEO should ensure that women engineers are equitably featured and promoted in their publications.

ENGINEERS CANADA PROMISING PRACTICE NO. 8: VISIBILITY IN THE COMMUNITY

“Encourage women to volunteer to be role models for the profession. Provide them with opportunities to share their talents and participate in activities that are of interest to them by:

- ***Encouraging women to participate as volunteers or judges at science fairs, robotics competitions, career symposiums, math competitions, etc.***
- ***Nominating women to positions on the board***
- ***Promoting WISE and NSERC Chairs work and activities***
- ***Sponsoring appropriate industry events and sending representatives that are women***
- ***Leveraging National Engineering Month activities by organizing activities that demonstrate unexpected aspects of engineering, i.e. more than the usual popsicle stick bridges***
- ***Hosting socials/fundraisers to support CEMF; ticket sales could be split between covering costs & donating to CEMF***
- ***Consider women members or staff when nominating for awards and honours”***

OSPE ACTION

- OSPE should continue to encourage and feature women engineers not just at WEAC functions, but OSPE task forces, events and advocacy efforts in general, such as meetings with MPPs and industry leaders and National Engineering Month activities.
- The PEO Awards Committee with OSPE representation and WEAC should continue to ensure women engineers are recognized in the OPEA and other awards programs.
- Other opportunities to showcase women engineers by recruiting and nominating them to run for OSPE and other boards, and for PEO council, and sponsoring them on advisory committees to the government, professional societies and industry committees and boards needs to be formalized and implemented.
- A policy and practice to openness and transparency in advertising opportunities and selecting members of the engineering community to participate on committees, task forces and special projects.

- Co-champions, CEO and Chair of WEAC, need to track OSPE's and PEO's progress (numbers, female-to-male ratios) and report back to the OSPE board on an annual basis; joint results to be published on WEAC webpage.

PEO ACTION

- As above, PEO needs to ensure women engineers are represented in PEO regulatory activities, leadership and volunteer opportunities and awards programs, such as the OPEA, Order of Honour, G. Gordon M. Sterling, External Honours, and Chapter recognition initiatives.
- Formally encourage, recruit and nominate women to run for PEO Council through Central Election Search (CESC) and Regional Election Search Committee (RESC) policy, and for leadership and volunteer positions in chapters, task forces and other initiatives. Actively search and reach out to women through expressions of interest to run for PEO-designated positions on boards, professional societies, or other organizations.
- Encourage chapters to promote engineering licensure to female engineering students and new graduates; highlight licensed women practicing in engineering to act as role models; and support and mentor women engineers in various stages of their careers to help retain them in the profession. PEO Chapter Women-in-Engineering committees should be part of the WEAC network.
- Registrar to track progress (numbers, female-to-male ratios) and report to council on an annual basis. Results to be shared with OSPE.

ENGINEERS CANADA PROMISING PRACTICE NO. 9: SUPPORT MEMBERS BY CELEBRATING DIVERSITY AND INCLUSION

“Improving retention of existing members, including women and other underrepresented groups, positively influences the image of the profession for the purpose of attracting new, diverse members.

Some activities that celebrate diversity and inclusion to consider:

- *Hosting networking events that celebrate diversity and inclusion, for example, speed networking or trivia nights such as organized by Women in Science and Engineering (WISE) Sudbury*
- *Supporting family activities and encourage members to bring along someone who could become interested in engineering*
- *Promoting LinkedIn accounts, networks and groups that celebrate diversity and inclusion*
- *Encouraging women and under-represented groups to volunteer on committees or to run for council/board positions (track volunteer numbers & ratio of female to male, etc.)*
- *Supporting member attendance at bi-annual Canadian Coalition of Women in Engineering, Science, Trades and Technology (CCWESTT) conference*
- *Sponsoring regional conferences in non-CCWESTT years (participate, support members' attendance, sponsor)*
- *Assisting with communication of guidelines for return to work from leave*

- ***Promoting the activities of groups such as Engineers without Borders (EWB), WISE, etc. in addition to those of the regional NSERC Chairs for Women in Science and Engineering. For more information on the Chairs,***
- ***visit: www.nserc-crsng.gc.ca/Women-Femmes/Index_eng.asp***

The activities above will work towards fostering and celebrating gender equity and inclusion in the engineering profession.

ACTIVITIES IN PARTNERSHIP WITH EXTERNAL ORGANIZATIONS

Programs such as the OSPE-PEO joint Engineering Professional Success Pilot Mentorship Program for Women, a two-year pilot program that supports women who are recent engineering graduates and in the early stages of their careers, and has involved both men and women mentors, highlights opportunities for partnership with external organizations (Status of Women Canada) and how both the advocacy and regulatory arm of the profession can work collaboratively towards achieving the 30 by 30 goal.

CONCLUSION

The actions outlined in this plan may appear, at least initially, as a sizeable commitment from both OSPE and PEO. However, both organizations are already doing many of these activities, just not with a deliberate, gender-focused approach. As well, without formally tracking the percentage of women obtaining – and retaining – their licenses, effective solutions to address the problem will not be put into practice, and the underrepresentation of women in the profession will persist.

Unless we, as a profession, resolve this inequity, our image in society will also remain unfavourable when it comes to women's participation in our profession, and we will be not serving the public's interest fully, of which over half the population is women. Without women's full participation, we are not tapping into the entire talent pool.

The time to address this inequity is now!

Briefing Note – Decision

C-514-2.6

AMENDED 2018 ELECTION PUBLICITY PROCEDURES

Purpose: To approve the amended 2018 Election Publicity Procedures

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

That Council approve the amended 2018 Election Publicity Procedures as presented to the meeting at C-514-2.6 Appendix A.

Prepared by: Ralph Martin, Manager, Secretariat

Moved by: Councillor Hidalgo, P.Eng.

1. Need for PEO Action

As part of the *2017 Election Matters* briefing note presented at the June 23, 2017 Council meeting, the Election Publicity Procedures were approved. In the same briefing note, Council approved the *2017 Central Election and Search Committee Issues Report* which included the following issue;

2	Should PEO provide candidates with a more structured template for their bio and platform material?	It was suggested by members of the CESC that a more structured template for candidate bio and platform material be developed to present candidate material in a more uniform manner.	Recommendation: Staff to develop a more structured template for candidate bio and platform material. Rationale: A more structured template for candidate bio and platform material would assist voters in comparing candidates before voting.
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Staff developed a draft template that was presented to the first meeting of the 2018 Central Election and Search Committee (CESC) at their July 27, 2017 meeting. The Committee recommended changes to the template and approved a final version of the template and revised procedures at their September 12, 2017 meeting.

Changes to the template provided to candidates for their bio and platform material required changes to the 2018 Election Publicity Procedures. As a result, an amended version of the procedures is presented to Council for approval.

2. Proposed Action / Recommendation

That Council approve an amended 2018 Election Publicity Procedures (Appendix A).

3. Next Steps (if motion approved)

The amended 2018 Election Publicity Procedures would be published on PEO's website and the 2018 Council Elections Guide would be updated reflecting the changes in the Publicity Procedures.

4. Peer Review & Process Followed

Process Followed	The <i>2017 Central Election and Search Committee Issues Report</i> directed staff to develop a more structured template for candidate bio and platform material. Staff developed a draft template that was presented to the CESC at their July 27, 2017 meeting.
Council Identified Review	At the September 12, 2017 meeting, the CESC approved the candidate template.
Actual Motion Review	N/A

5. Appendices

- Appendix A – 2018 Election Publicity Procedures (amended)

**2018 Election Publicity Procedures
for Election to the 2018-2019 Council of the
Association of Professional Engineers Ontario (PEO)**

Important Dates to Remember

Deadline for receipt of publicity materials for publication in <i>Engineering Dimensions</i> and on the PEO website, including URLs to candidates' own websites	4:00 p.m. – December 11, 2017
Deadline for submission of candidate material to eblast to members	1. January 15, 2018 – 1 st eblast 2. January 29, 2018 – 2 nd eblast 3. February 13, 2018 – 3 rd eblast
Dates of eblasts to members	1. January 22, 2018 2. February 5, 2018 3. February 20, 2018
Date of posting period	January 22, 2018 to February 23, 2018
Dates of voting period	12:00 p.m. January 19, 2018 to 4:00 p.m. February 23, 2018.

Note: All times indicated in these procedures are Eastern Time

1. Names of nominated candidates will be published to PEO's website as soon as their nomination is verified.
2. Names of all nominated candidates will be forwarded to members of Council, chapter chairs and committee chairs, and published on PEO's website, by December 4, 2017.
3. Candidates will have complete control over the content of all their campaign material, including material for publication in *Engineering Demensions*, on PEO's website, and on their own websites subject to the specifications as outlined in [Schedule Appendix A](#). Candidates are reminded candidate material is readily available to the public and should be in keeping with the dignity of the profession at all times. Material will be published with a disclaimer. The Chief Elections Officer may seek a legal opinion prior to publishing/posting of any material if the Chief Elections Officer believes campaign material could be deemed libelous. The Chief Elections Officer has the authority to reject the campaign material if so advised by legal counsel.
4. Candidate material may contain personal endorsements provided there is a clear disclaimer indicating that the endorsements are personal and do not reflect or represent the endorsement of PEO Council, a PEO chapter or committee, or any organization with which an individual providing an endorsement is affiliated.

- ~~5.~~ Candidates will have discretion over the presentation of their material for the purpose of publishing in *Engineering Dimensions*, including but not limited to font style, size and effects, and are each allocated the equivalent of one-half page, including border, in *Engineering Dimensions* (6.531 inches wide x 4.125 inches in height) in which to provide their election material. A template for this purpose is included in Schedule A of these procedures. If candidate submissions do not include a border, one will be added, as shown on the template. If submissions exceed the bordered one-half page, they will be mechanically reduced to fit within the border.
- ~~6.5.~~ Candidates will be permitted to submit include their a portrait photograph for inclusion within their one-half page profile. Only photographs-portraits taken within the last five years will be accepted.
- ~~7.6.~~ All material for publishing on PEO's website and in *Engineering Dimensions* must be submitted to the Chief Elections Officer at elections@peo.on.ca in accordance with Schedule A attached. Candidates shall not use the PEO logo in their election material.
- ~~8.7.~~ Candidates' material for publication in *Engineering Dimensions* and on the website, including URLs to candidates' own websites, must be forwarded to the Chief Elections Officer at the association's offices or via email at elections@peo.on.ca no later than December 11, 2017 at 4:00 p.m. and in accordance with Schedule A attached. Candidate material will be considered confidential, and will be restricted to staff members required to arrange for publication, until published on PEO's website. All candidates' material will be published to PEO's website at the same time.
- ~~9.8.~~ If campaign material is submitted by a candidate without identifying information, PEO staff are authorized to contact the candidate and ask if he/she wishes to resubmit material. If campaign material is received by the Chief Elections Officer and returned to the candidate for amendment to comply with the Election Publicity Procedures, and the amended material is not returned within the prescribed time, staff will publish the material with a notation explaining any necessary amendments by staff.
- ~~10.9.~~ Candidate publicity material will be published as a separate insert in the January/February 2018 issue of *Engineering Dimensions* and to PEO's website in January 2018 and included in any hardcopy mailing to eligible voters with voting instructions. Links to candidate material on PEO's website will be included in any electronic mailing to eligible voters.
- ~~11.10.~~ Candidates may publish additional information on PEO's website, provided they email their material to the Chief Elections Officer in the format set out in Schedule A. This material must be received by the Chief Elections Officer no later than December 11, 2017.
- ~~12.11.~~ Candidates may submit updates to their material on PEO's website once during the posting period. Any amendments to a candidate's name/designations are to be considered part of the one-time update permitted to their material during the posting period. Candidates may include links to PEO publications, but *not* a URL link to a third party, in their material on PEO's website. Links to PEO publications are not considered to be to a third party. For clarity, besides links to PEO publications, the only URL link that may be included in a candidate's material on PEO's website is a URL link to the candidate's own website.
- ~~13.12.~~ Candidates may post more comprehensive material on their own websites, which will be linked from PEO's website during the posting period. Candidates may include active links to their social media accounts (Facebook, Twitter, LinkedIn, ect) in material appearing in *Engineering Dimensions*, published on PEO's election site (i.e. the 1000-word additional information candidates' may submit), or included in an eblast of candidate material.

- ~~14~~.13. PEO will provide three group email distributions to members of candidate publicity material beyond the material published in *Engineering Dimensions*. Material to be included in an eblast must be submitted to the Chief Elections Officer at elections@peo.on.ca in accordance with Schedule A.
- ~~15~~.14. Candidates are responsible for responding to replies or questions generated by their email message.
- ~~16~~.15. The Chief Elections Officer is responsible for ensuring that all candidate material (whether for *Engineering Dimensions*, PEO's website, or eblasts) complies with these procedures. Where it is deemed the material does not satisfy these procedures, the Chief Elections Officer will, within three full business days from receipt of the material by the association, notify the candidate or an appointed alternate, who is expected to be available during this period by telephone or email. The candidate or appointed alternate will have a further three full business days to advise the Chief Elections Officer of the amendment. Candidates are responsible for meeting this deadline. Should a candidate fail to re-submit material within the three-business-day period, the candidate's material will be published with a notation explaining any necessary amendments by staff.
- ~~17~~.16. PEO will provide candidates the opportunity to participate in All Candidate Meetings, which will be held at PEO Offices during the week of January 8, 2018. The All Candidate Meetings will be video recorded for posting on PEO's website. On the day of the first All ~~Candidate~~~~Candidate~~ Meeting, an eblast will be sent to members announcing that these video recordings will be posted on the PEO website within two business days.
- ~~18~~.17. In order to provide greater opportunity for candidates to interact with members, PEO encourages chapters to hold all candidate meetings. PEO will provide financial assistance to chapters to support one regional All Candidate meeting per region. The All Candidate meetings will be coordinated by the Regional Councillors Committee (RCC) and organized by the PEO chapter office.
- ~~19~~.18. Caution is to be exercised in determining the content of issues of membership publications published during the voting period, including chapter newsletters. Editors are to ensure that no candidate is given additional publicity or opportunities to express viewpoints in issues of membership publications distributed during the voting period from January 19, 2018 until the close of voting on February 23, 2018 beyond his/her candidate material published in the January/February issue of *Engineering Dimensions*, and on the PEO website. This includes photos (with or without captions), references to, or quotes or commentary by, candidates in articles, letters to the editor, and opinion pieces. PEO's communications vehicles should be, and should be seen to be, nonpartisan. The above does not prevent a PEO publication from including photos of candidates taken during normal PEO activities – e.g. licensing ceremonies, school activities, GLP events, etc., provided there is no expression of viewpoints. For greater clarity, no election-specific or election-related articles, including Letters to the Editor and President's Message, are to be included in *Engineering Dimensions* during the voting period. *Engineering Dimensions* or other PEO publications may contain articles on why voting is important.
- ~~20~~.19. Chapters may not endorse candidates, or expressly *not* endorse candidates, in print, on their websites or through their list servers, or at their membership meetings or activities during the voting period. Where published material does not comply with these procedures, the Chief Elections Officer will cause the offending material to be removed if agreement cannot be reached with the chapter within the time available.
- ~~21~~.20. Candidates may attend ~~c~~Chapter annual general meetings and ~~network~~ ~~network~~ during the informal portion of the meeting. Candidates are permitted to attend ~~c~~Chapter functions in their current official capacity but are prohibited from campaigning while operating in their official capacity.

22.21. The Central Election and Search Committee is authorized to interpret the Voting and Election Publicity guidelines and procedures, and to rule on candidates' questions and concerns relating to them.

These Election Publicity Procedures form part of the Voting Procedures.

Schedule A - 2018 Election Publicity Procedures

Specifications for Candidate Materials

<p>Publication Format (candidate profiles in <i>Engineering Dimensions</i> and on PEO's website)</p>	<p>All candidates are required to complete a candidate profile for publication in <i>Engineering Dimensions</i> and on the PEO website. The profile template will be available on PEO's elections website, www.peovote.ca.</p> <p>The completed profile All material for publication must be submitted as a PDF document, P-with images in place for reference, and as a formatted Word file, or in a Word-compatible file, showing where photographs are to be placed. Portraitsphotos must be also be submitted separately separately, as specified in the portraits section below, and will be added to the profile by PEO staff.</p> <p>Candidates shall not use the PEO logo in their election material.</p> <p>Candidate materialprofiles may contain personal endorsements provided there is a clear disclaimer indicating that the endorsements are personal and do not reflect or represent the endorsement of PEO Council, a PEO chapter or committee, or any organization with which an individual providing an endorsement is affiliated.</p> <p>The publications staff needs both a PDF file and a Word file of candidate material. This allows them to know how candidates intend their material to look. If there are no difficulties with the material, the PDF file will be used. The Word file is required in case something isn't correct with the submission (just a bit off on the measurement, for example), as it will enable publications staff to fix the problem. A hard and/or digital copy of a candidate's photo is required for the same reason and for use on the PEO election website.</p>
<p>PhotographsPortraits</p>	<p>PhotographsPortraits must be at least 5" x 7" in size if submitted in hard copy form so that they are suitable for scanning ("snapshots" or passport photographs are not suitable.)</p> <p>If submitted in digital form, they must be JPEG-format files of at least 300 KB but no more than 2MB.</p> <p>Only pictures taken in the last five years will be accepted.</p> <p>If submitted in digital form, they must be JPEG format files of at</p>

	<p><u>least 300 KB but no more than 2MB.</u></p> <p>Candidates can submit a digital portrait photo at the specifications noted, or hard copy as noted, and preferably both. In case the digital file is corrupted or not saved at a sufficiently high resolution, publications staff can rescan the photo portrait (hard copy) to ensure it prints correctly, as indicated on the PDF.</p> <p><u>Only portraits taken in the last five years will be accepted.</u></p>
PEO Website (candidates' additional information)	<p>Candidates may publish additional information on PEO's website by submitting a Word or Word-compatible file of no more than 1000 words, and no more than three non-animated graphics in JPEG or GIF format. Graphics may not contain embedded material.</p> <p>Candidates may post additional material on their own websites, which will be linked from PEO's website. URLs for candidates' websites must be active by December 11, 2017.</p> <p>Candidates may include links to PEO publications but <i>not</i> a URL link to a third party in their material that is to be posted on PEO's website. Links to PEO publications are not considered to be to a third party. For clarity, the only URL link that may be included in a candidate's material on PEO's website is the URL to the candidate's own website. Candidates may include active links to their social media accounts (Facebook, Twitter, LinkedIn, ect)</p>
Deadline for <i>Engineering Dimensions</i> and website additional information submissions	<p>Candidates' material for publication in <i>Engineering Dimensions</i> and on PEO's website must be forwarded to the Chief Elections Officer at (elections@peo.on.ca) by December 11, 2017 at 4:00 p.m.</p>
Eblast material	<p>Candidates are permitted a maximum of 300 words for email messages. Messages are to be provided in 11 pt. Arial font; graphics are not permitted. For clarity, a "graphic" is an image that is either drawn or captured by a camera.</p>
Deadline eblasts to members	<p>Candidates' material for eblasts to members must be forwarded to the Chief Elections Officer at (elections@peo.on.ca) :</p> <p>By January 15– for eblast on January 22 By January 29 – for eblast on February 5 By February 13– for eblast on February 20</p>
Help	<p>Candidates should contact the Chief Elections Officer (elections@peo.on.ca) if they have questions about requirements for publicity materials.</p>

PRESIDENT-ELECT, ONE-YEAR TERM, ALL MEMBERS VOTE

Statements or claims by candidates are not verified and are the sole responsibility of the candidates.

<p>Name:</p> <p>Employer and position:</p> <p>Degree(s), school(s) attended, year(s) of graduation:</p> <p>Employment history:</p> <p>Participation on PEO Council, committee/task forces, chapters:</p> <p>Other professional affiliations and community service:</p> <p>Years of registration in Ontario:</p>	<p>Candidate statement:</p>
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UNIQUE EMAIL ADDRESS POLICY

Purpose: To approve a policy requiring a unique email address for communication with PEO.

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

1. That Council approve the Unique Email Address Policy as presented to the meeting at C-514-2.7, Appendix A.
2. That Council direct the Registrar to contact all persons for which PEO has a non-unique email address on file to inform them of the Unique Email Address Policy and allow them 60 days to provide a unique email address to PEO and should they fail to provide such an email address within the 60 day period, the Registrar is authorized to remove the non-unique email address from PEO files.

Prepared by: Scott W. Clark, LL.B., Chief Administrative Officer

Moved by: Christian Bellini, P.Eng.

1. Need for PEO Action

During the 2017 Council election, it became known that a small number of members (252) have provided PEO with a non-unique email address. That is, either a shared email address (e.g. bobandsally@example.com) or generic email address (e.g. info@somecompany.com). As election voting is driven by member email addresses, a non-unique email address could challenge the integrity of the voting process. In addition, PEO engages in communication that requires confidentiality with the intended individual such as during the application process or for the purposes of fee payment.

Currently, there are 3,215 non-unique email addresses for all licence and certificate of authorization holders.

In order to ensure that PEO communications are sent and received by the intended recipient, the Registrar requested the development of a policy. The resulting draft policy is attached at Appendix A.

2. Proposed Action / Recommendation

That the Unique Email Address Policy be approved.

3. Next Steps (if motion approved)

- all email address fields within Aptify will be configured to check for a duplicate email address when saving data.
- The Document Management Centre will contact all persons for which PEO has a non-unique email address (shared or generic) and inform them of the policy and the need to be compliant with the policy within 60 days.

4. Peer Review & Process Followed

Process Followed	The briefing note and draft policy were peer reviewed by the Executive Committee on August 15, 2017
Council Identified Review	N/A
Actual Motion Review	N/A

5. Appendices

- Appendix A – Unique Email Address Policy



C-514-2.7
Appendix A.

Unique Email Address Policy	Date of Policy: XXXXX
	Approved by: XXXXX
	Review Date: XXXXX

Policy Statement	All persons submitting an email address for communication with PEO in the capacity of any one of the following: student member; applicant; licence holder; certificate of authorization holder; and volunteer, are required to provide a unique email address.
Purpose	To ensure that PEO communications are sent and received by the intended recipient.
Application and Scope	This policy applies to all student members, applicants, licence holders, certificate of authorization holders and volunteers submitting email addresses for communication with PEO.
Definitions	Unique email address: An email address consists of two parts, a local-part and a domain-part separated by an "@" (e.g. sally@example.com, "sally" is the local-part and example.com is the domain-part). A unique email address is one where the local-part of the email address is associated with one and only one individual (e.g. sally@example.com) and is not shared (e.g. bobandsally@example.com) or generic (e.g. info@somecompany.com).
Policy specific issues or considerations	<p>As PEO develops and uses more systems that rely on email as the preferred method of communication, it is critical that PEO ensures that each individual with which PEO communicates is clearly the intended recipient.</p> <p>For example, regulatory functions like election voting is driven by member email addresses. If the same email address is used by two different individuals, this could challenge the integrity of the voting process.</p> <p>Communication with members for fee payment as well as changes in membership status all rely on the ability to communicate directly and in some circumstances confidentially with the intended individual.</p>

Procedures	To ensure that only unique email addresses are captured, all email address fields within Aptify will be configured to check for a duplicate email address when saving data. This will cover email address information captured in the member portal and Aptify desktop client. When a duplicate email address is detected, the system will not save the data and provide instructions that the email address is not unique and to enter another address.
Responsibility	The Deputy Registrar, Licensing and Registration has responsibility for the Policy.

Briefing Note – Decision

C-514-2.8

COUNCIL COMPOSITION TASK FORCE REQUEST FOR ADDITIONAL FUNDING

Purpose: To approve an increase in the Council Composition Task Force Budget.

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

That Council approve an increase in the budget for the Council Composition Task Force from \$7,500 to \$22,500.

Prepared by: Ralph Martin, Manager, Secretariat

Moved by: Tim Kirkby, P.Eng., Councillor

1. Need for PEO Action

The Council Composition Task Force (CCTF) has held ten face-to-face meetings during the period of October 2016 through September 2017 with the following results:

1. Established a detailed work plan, outlining areas of review and outcomes;
2. Reviewed and analyzed research material received from staff and CCTF members regarding PEO Council historical data as well as the practices at other regulators and organizations;
3. Discussed current and best practices related to Council composition
4. Reviewed the roles and responsibilities of each current position on Council; and
5. After its meeting on September 2017, the Task Force has accumulated \$11,541 in expenses.

Since the Task Force has members who live outside the Greater Toronto Area (GTA), face to face meetings cost a aproximatley \$2000 for travel and accommodation based on financially prudent travel arrangements per meeting and when all members of the Task Force are able to attend. Due to the nature of the work being done by the Task Force, the Chair has indicated that teleconferences are not an option. Given that the Task Force requires additional time to complete their report to Council, they require an increase of \$15,000 in the Task Force budget.

2. Proposed Action / Recommendation

Council is being asked to approve \$15,000 in additional funding for the CCTF in order allow it to fulfill its mandate. The impact on the annual budget is \$15,000 and will be taken from the Council reserve.

3. Next Steps (if motion approved)

The Task Force budget will be increased by \$15,000 to permit it to complete its work.

4. Peer Review & Process Followed

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

5. Appendices

- Appendix A – CCTF Spending Track

**Council Composition Task Force Expenditures
(October 2016 - September 2017)**

Task Force Budget Approved by Council	Current Expenses
	Meals: \$3,030.80
	Travel: \$5,485.52
	Accommodation: \$3,025.76
Total: \$7500	Total: \$11,541.08

Eastern Regional Office

Purpose: To establish a chapter regional office to act as a local area store front for PEO, a hub of activity for the eastern region and a center for administrative support for the 7 chapters within the eastern region.

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

That Council approve the recommendations from the Regional Councillors Committee (RCC) to establish a chapter regional office at an additional cost to the 2018 operations budget of \$30,000 and authorize the RCC and Registrar to implement the plan of establishing the eastern regional office, starting in fiscal 2018.

Prepared by: Matthew Ng, P.Eng., Manager Chapters

Moved by: Warren Turnbull, P.Eng., Chair Regional Councillors Committee

1. Need for PEO Action

Background

- PEO currently operates two regional offices located in the Northern and Western region.
- The northern regional office is in the engineering faculty of the Lakehead University; the western regional office is in the engineering faculty of Western University.
- PEO first established the northern regional office in 2003 as a pilot with the original intent to be the center of activity and local hub to help northern chapters overcome the vast distances between chapters and the low activity turnout experienced by the northern chapters.
- The pilot was highly successful: while fulfilling its original intent of being the center of activity, the success was also due to the added benefits of being the PEO local store front and presence on the campus of Lakehead University in Thunder Bay, ON; the invaluable assistance the regional office provides to our volunteers in the northern region; and the student membership program at Lakehead University benefited greatly from the recruitment efforts the regional office provided as well.
- The success of the northern regional office led to PEO Council establishing the second regional office: the western regional office in 2007 on the campus of Western University in London, ON.
- Both offices operate based on a 20-hour week. The workload is typically shared by two staff members, preferably by senior undergraduate or post graduate engineering students.
- Both schools of engineering provide PEO with preferred rents, free or minimal cost utilization of their telephone system, computer network and other facilities, making it difficult for PEO to establish an office elsewhere other than within the university confines.
- The lion share of the budget PEO allocates towards the two existing regional offices (total of \$43,000 between the two offices) goes towards salaries and statutory deductions for the part time staff present.
- The continual ties between the engineering schools and PEO is stronger than ever and symbiotic relationships still paying dividends to both PEO and the universities.
- The respective deans of these two engineering schools continue to view the presence of PEO on their campuses as a huge value added to their engineering schools.

Regional Councillors Committee

- On July 29, 2017, Regional Councillors Committee (RCC) met.
- Recognizing the benefits of the western and northern region office, and the need for a regional office to help the eastern chapters, Councillor Boone put forward a proposal to establish the eastern regional office in addition to the western and northern regional offices.
- After a brief discussion, the regional councillors agreed via a motion to recommend to Council to include Eastern Regional Office creation costs to the 2018 Chapter Budget.
- To establish the third regional office requires a Council decision. To include in the 2018 operation budget without the approval seemed a little premature and presumptuous on RCC's part.
- Thus, the additional \$30,000 as outlined in Appendix A for establishing the eastern regional office is over and above the current draft 2018 operating budget.

2. Proposed Action / Recommendation

- That Council approve the motions as set out above
- That Council authorizes the addition of \$30,000 to the 2018 operating budget earmarked for the establishment of the eastern regional office.

3. Next Steps (if motion approved)

- \$30,000 total will be added to the budget under a new sub-account to be established and denoted as "eastern regional office"
- RCC will work with the Registrar to implement the plan to establish an eastern regional office, starting in fiscal 2018.

4. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none">• July 29, 2017 – Regional Councillors Committee met<ul style="list-style-type: none">○ Councillor Boone presented a proposal to establish a third regional office in his region: eastern○ 9 Regional councillors present at the meeting representing all 5 regions discussed. Quorum established.○ RCC debated the issue at length. Chapter office staff provided input where required.○ The motion to recommend to Council to establish the eastern regional office and allocate appropriate monies in the 2018 operation budget was carried.
Council Identified Review	N/A
Actual Motion Review	Reviewed the actual motion and briefing note with Warren Turnbull, P.Eng., Chair, Regional Councillors Committee.

5. Appendix

- Appendix A – Eastern Regional Office Implementation Plan - Proposal

Eastern Regional Office Implementation Plan - Proposal

Draft Budget – eastern regional office

Item description	Proposed Budget
Regional office operations (fiscal 2018) <ul style="list-style-type: none"> • Part time staff salary (20 hours per week shared between two staff) • Occupancy cost (rent) • Telephone • Network • Postage 	\$20,000
Regional Office Equipment and Furniture <ul style="list-style-type: none"> • Computer • Scanner / printer / FAX • Backup drive • Desk/chair/shelves/file cabinets (if needed) • Other misc. items 	\$3,000
Securing a location <ul style="list-style-type: none"> • Initial RFP can be done electronically but it is necessary to make site visits and meet in person towards securing the location • Staff travel where necessary to locations for site visits, etc. 	\$2,000
Grand opening <ul style="list-style-type: none"> • Small gathering with dignitaries from PEO (Registrar, Manager Chapters, Eastern Regional Councillors, President-elect, President and Past President, etc.) • Invited MPP guests from the legislature • Other stakeholders • Cake, coffee/tea, pop and juice 	\$2,500
Contingency <ul style="list-style-type: none"> • Money budgeted as contingency to allow for wiggle room for establishing the regional office in the eastern region 	\$2,500

Note: for subsequent years of operation, the only cost left will be regional office operations as the other cost and contingency are only for establishing the regional office, and not for ongoing operations.

Establishing an eastern regional office

- Establishing a regional office in the eastern region is relative straight forward thanks to the experience gained establishing the northern and western regional offices.
- The process employed in establishing the western regional office should prove to be useful. Thus the process and criteria of establishing the eastern regional office will be modelled after the one used for the western regional office
- Criterion
 - Criteria 1: University location

- To enjoy the same rent advantage, and leverage the benefits of the University amenities, we should look to the universities in the eastern region that have accredited engineering programs.
 - Retail rental at other locations will simply be too expensive for the budget established above. Besides, having the regional office in building somewhere is not very conducive towards the store front benefit Western and Lakehead University enjoyed.
 - Criteria 2: Dean's support and Regional Office Manager
 - We need to get the engineering Dean's agreement to go forward. From Western's experience, with the Dean of Engineering involved, it allowed PEO to get preferred rates and location.
 - The Dean needs to appoint a staff member on the faculty to act as the regional office manager.
 - The regional office manager will be the onsite authority for the two regional office staff.
 - The Manager, Chapters and the regional office manager will co-manage the operations of the regional office.
 - Criteria 3: Local Chapter support
 - We need the local chapter to champion this. There are a lot of fine details that the chapter can do some of it on behalf of the chapter office, it will relieve the budget greatly.
- Implementation Process
 - Step 1 – Solicit the Kingston and Ottawa Chapter for their help to secure request for proposal (RFP) from the universities
 - Kingston Chapter has two schools – RMC and Queens
 - Ottawa Chapter has two schools – Ottawa and Carlton
 - While there is no reason to preclude the other chapters in the eastern region, it is not logical to include them. Their distance away from the location of the schools would probably be greater than the local chapter and therefore render the benefit of having local chapter help (i.e. save on budget benefit) moot.
 - Step 2 – Review the RFP received
 - Step 3 – Short list the RFP and plan visits
 - Step 4 – Decision time: select the school
 - Step 5 – Take care of the memo of understanding between the school and PEO, any other legal documents PEO need to sign with the school
 - Step 6 – Furnish the office with PEO material, purchase and setting up equipment in the office.
 - Step 7 – Interview, hire and train regional office staffs
 - Step 8 – Shake down: the office need to operate for about a short period to work out the operational kinks
 - Step 9 – Grand opening; a small celebration that involve PEO dignitaries, MPP, staff and other stakeholders to be present for a ribbon cutting / cake reception. Press release will be sent out to attract potential press coverage.

RCC Policy Intent

Purpose: To request Council to direct the Legislation Committee to commence work to revise PEO Bylaw No. 1 to eliminate the conflict with the Chapter By-laws.

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

That Council

- a. Approve Regional Councillors Committee (RCC) policy intent document for By-law No. 1 changes, as presented to the meeting at C-514-2.10, Appendix A.
- b. Direct the Legislation Committee (LEC) to begin work on amending the language of PEO By-law No. 1 to accommodate RCC's policy intent, thus alleviating the conflict with the Chapter By-laws.

Prepared by: Matthew Ng, P.Eng., Manager Chapters

Moved by: Warren Turnbull, P.Eng., Chair Regional Councillors Committee

1. Need for PEO Action

- Regional Councillors Committee (RCC) is the Council delegated authority that oversees the operations of PEO's 36 chapters located throughout Ontario.
- Each of PEO's chapters have a by-law that govern their particular operations.
- Changes to the language and content of chapter by-laws are inevitable in the course of doing business. As the delegated authority and the intent to impose some uniformity on chapter by-laws, RCC had been implementing chapter wide by-law updates using a standard by-law template approach.
- The most recent RCC led chapter by-law template update was in 2014-15. While the new chapter by-law template captures the policy intent of RCC clearly as to how RCC wants chapters to conduct itself, certain items on the by-law template (in particular what an EIT can or cannot do on the chapter board) had a conflict that involved Regulation 941, By-law No. 1 and the Chapter by-law template.
- As a subordinate by-law to the Professional Engineers Act, Regulation 941 and By-law No. 1, the chapter by-law cannot conflict with a higher level piece of legislation, namely By-law No. 1 even if it is empowered by the Regulation. This conflict led to the suspension of all efforts on chapter by-law updates until the conflict is eliminated.
- While the Chapter by-law update is under suspension, chapters continue to ask the chapter office when they could restart work on amending the chapter by-laws.
- RCC met on 29 July of this year where the committee reviewed the policy intent document as attached at Appendix A. RCC confirmed the policy intent document via a carried motion.

2. Proposed Action / Recommendation

- Approve this motion as presented.

3. Next Steps (if motion approved)

- Legislation Committee (LEC) to commence its work on amending By-law No. 1.

4. Peer Review & Process Followed

<p>Process Followed</p>	<ul style="list-style-type: none"> • Chapter office and Tribunals staff working together <ul style="list-style-type: none"> ○ Worked with Tribunals department at PEO to understand the process involved to amend a piece of PEO legislation to conform with RCC’s policy intent. • Preliminary policy intent document review <ul style="list-style-type: none"> ○ Drafted preliminary policy intent document and sent it the Tribunals Department at PEO. • Preliminary discussion with Legislation Committee <ul style="list-style-type: none"> ○ On July 14, 2017, participated in the Legislation Committee and had a preliminary discussion on the content of the RCC Policy Intent. ○ Received good feedback and pointers to improve on the overall approach to the presentation of the RCC Policy Intent. • Regional Councillors Committee Review and Approval <ul style="list-style-type: none"> ○ On July 29, 2017, the attached policy intent document was presented at the Regional Councillors Committee (RCC) meeting. ○ Discussion ensued on this item that resulted in an approved motion to present this document to Council so that Council can direct the Legislation Committee (LEC) to officially start work on amending By-law No.1
<p>Council Identified Review</p>	<p>N/A</p>
<p>Actual Motion Review</p>	<ul style="list-style-type: none"> • Reviewed the actual motion and briefing note with Warren Turnbull, P.Eng., Chair, Regional Councillors Committee.

5. Appendices

- Appendix A – Policy Intent for By-law No.1 changes

Policy Intent for By-law No.1 changes

Chapters want to update their respective chapter By-laws with the most recent wordings and practices. The last time chapters updated their By-laws was in 2006. Using the same methodology and as we embark on this project, we ran into a snag with the Regulation and By-law No. 1 and the update cannot take place until this snag is cleared. Thus, the chapter by-law update is on hold for now.

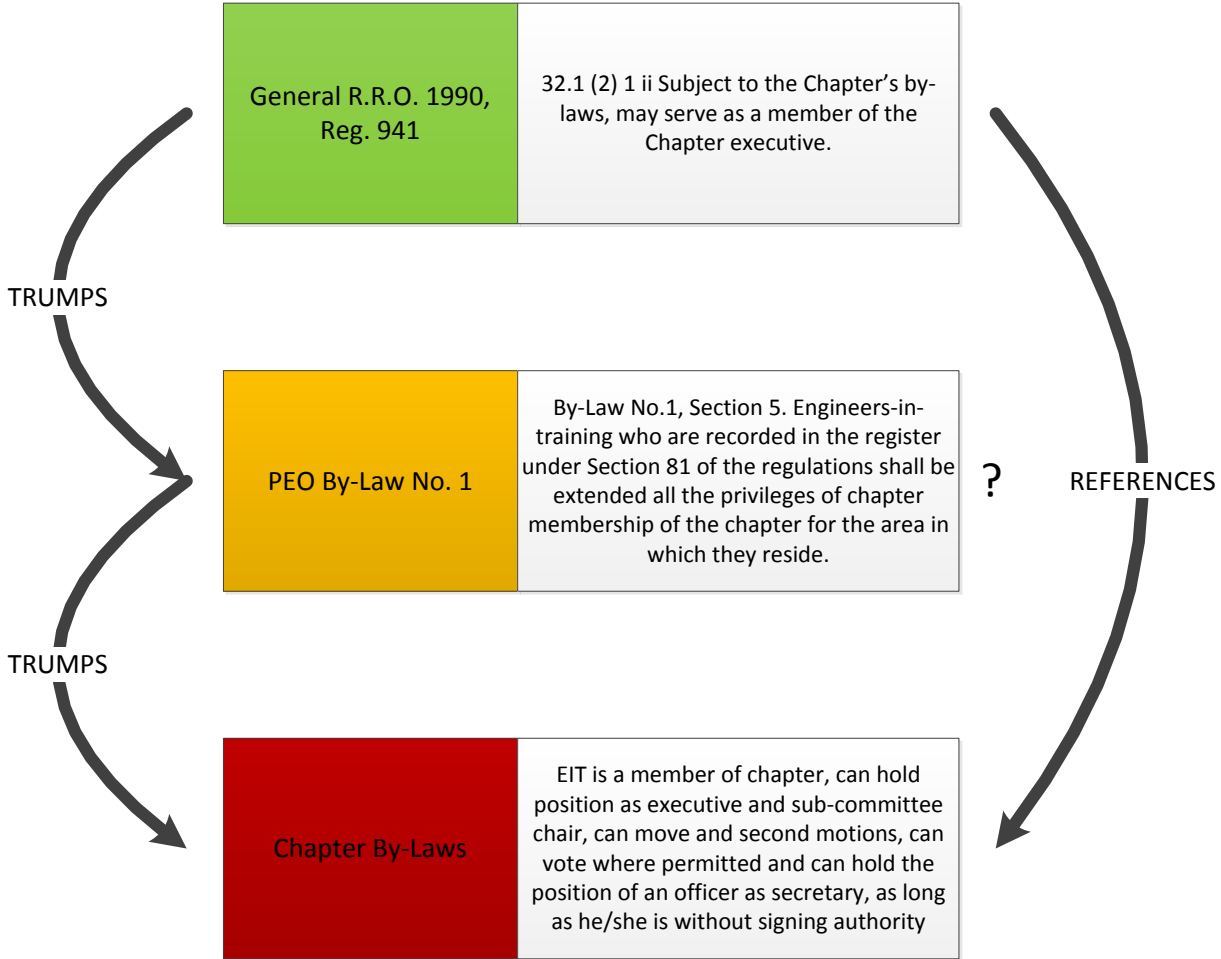
Background

- The last time Chapters updated their By-laws was in 2006
- The process was to create a By-law boiler plate template where chapters can fill in a few details, have the boiler plate approved by RCC and roll it out to the chapters. Once we get every by-law back, RCC will review the all by-laws and the complete package will go to Council for approval. The last step of the process is to have the chapters seek member confirmation at their respective Annual General Meetings.
- That was the plan until a few of our chapters identified the snag between the PEO Regulation, PEO’s By-law No. 1, and the new Chapter By-law template.

Specific problem (must have)

Where is the conflict?	Specific section of the Act/Regulation/By-law	Specific frustrations	Rationale
PEO By-Law No. 1 and Regulation 941	<p>PEO By-Law No. 1, Section 5: Engineers-in-training who are recorded in the register under Section 81 of the regulations shall be extended all the privileges of chapter membership of the chapter for the area in which they reside.</p> <p>Regulation 941, 32.1 (2) 1 ii: subject to the Chapter’s by-laws, may serve as a member of the Chapter executive.</p>	<p>“Engineers-in-training” is a term no longer used by PEO but it is referenced in By-Law No. 1, Section 5</p> <p>“Section 81 of the regulations” is revoked and it is referenced in By-Law No. 1, Section 5</p> <p>“...be extended all the privileges of chapter membership of the chapter for the area in which they reside.” is not specific and very broad.</p> <p>The privileges of engineering interns are outlined in regulation 941, 32.1 (2) 1 – 5 which references the Chapter by-law (Per section 32.1 (2) 1 ii the regulation</p>	<p>For succession planning purpose, EITs are seen to be the future of a chapter. RCC wants more EIT participation at chapters.</p> <p>Without a recognized standing on the chapter board, EIT is no different to a volunteer at large. Such practice is not very conducive towards the goal of succession planning.</p> <p>The Chapter by-law can be specific what an EIT can and cannot be on a Chapter board but PEO By-Law No. 1, Section 5 offers a broad definition of privileges that trumps the specific roles per the Chapter by-laws.</p>

Where is the conflict?	Specific section of the Act/Regulation/By-law	Specific frustrations	Rationale
		refers to the Chapter by-laws)	Regulation references Chapter By-law but got trumped by PEO By-law No. 1 – hence the snag.



Other problems (nice to have)

If we are making changes, there are other suggested changes with our Act/Regulation/By-law that we can do with and clarify matters

Act/Regulation/By-law Section	Current text	The problem	Rationale
General R.R.O. 1990, Reg. 941	None exist	There appeared to be no definition of “Chapter’s elections”, “Chapter’s by-laws” and “Chapter executive” in O. Reg. 941.	Without a clear definition, the references made to the terms can therefore be interpreted in a variety of ways with greatly varying results.
General R.R.O. 1990, Reg. 941	None exist	Only the term “engineering intern” is referenced in the O. Reg. 941. There need to be reference to the abbreviation “EIT”	Engineering intern or EIT as its abbreviation are used interchangeably.
By-Law No. 1	By-Law No. 1, Section 2: There shall be chapters of the association constituted in accordance with the by-laws. There shall be a chapter area for each chapter defined as provided by by-law. Members of the association whose residence addresses are within a chapter area shall be members of that chapter.	PEO by-law No.1 does not recognize the current ability for our members to select an alternate chapter, different to the one assigned by their residence address.	The selection of an alternate chapter of the member’s own choosing allow for better participation in chapter events.
By-Law No. 1	3. The chapters in existence when this by-law comes into force are continued as chapters of the association with areas constituted by their present boundaries until the Council shall determine otherwise and the constitution and by-laws of each such chapter in effect at the date when this by-law comes into force shall continue in effect until	Regional boundaries are documented fully in the O. Reg. 941 but the chapter specific boundaries as referenced in 3 does not appeared to be defined anywhere. Regional boundaries are perhaps better fit to be in the By-Law than in the Regulation.	It would appear then that we need to have the definition of the chapter boundaries reside within each chapter by-law when we revise the chapter by-laws.

Act/Regulation/By-law Section	Current text	The problem	Rationale
	rescinded or amended in accordance with the provisions for rescission or amendment contained in such constitution or by-laws.		
By-Law No. 1	7. Subject to the provisions of the Act, the by-laws and any standard rules and procedures established under Section 6, each chapter may pass by-laws governing its operations and respecting the conduct of its affairs, including provisions for amendment of such by-laws. A copy of all such by-laws and amendments thereto shall be filed with the registrar.	Copies of all such by-laws (chapter by-laws) and amendments thereto shall be filed with the Manager, Chapters and not with the registrar.	Chapter office is the staff group that look after Chapters in particular. The chapter by-laws therefore should be filed with the Manager, Chapters and not with the registrar.

PEO-OSPE Joint Position Paper on Mathematics Education Quality in Ontario

Purpose: To approve the *PEO-OSPE Joint Position Paper on Mathematics Education Quality in Ontario* for presentation to the Ministry of Education on behalf of engineers in Ontario.

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

That Council approve the *PEO-OSPE Joint Position Paper on Mathematics Education Quality in Ontario* for presentation to the Ministry of Education on behalf of engineers in Ontario as presented to the meeting at C-514-2.11, Appendix A.

Prepared by: Sam Inchasi, P.Eng., Education Committee (EDU) Chair

Moved by: George Comrie, M.Eng, P.Eng., CMC, FEC, Past President

1. Summary

Math education and curriculum in Ontario has come under fire in recent years in the media. Over the past decade, Ontario has drastically slipped in comparison to other countries and provinces on international test scores. This decline in math achievement is very concerning to parents, teachers, engineers and the community at large. Improving student achievement in math is key to ensuring future student success and result in non-declining enrollment in engineering.

PEO and OSPE are also deeply concerned with the persistent decline in the quality of mathematics education in Ontario. Numeracy levels are decreasing across almost all sectors of society, and post-secondary institutions are facing challenges in delivering quality, higher education due to inadequate mathematic skills among incoming students. The problem is already affecting aspiring engineers, the engineering profession, and, ultimately, all Ontarians. A solid mathematics foundation is necessary for success in high school physics and engineering at the post-secondary level.

At its meeting on February 6, 2015, Council passed the following motion,

“That Council approves EDU to create a joint position paper on math curriculum (and possibly physics), in collaboration with OSPE, for presentation to the Ministry of Education on behalf of engineers in Ontario.”

The Paper has been drafted and is being presented to Council for approval.

2. Proposed Action

PEO and OSPE urge the Government of Ontario to form a provincial roundtable comprised of relevant stakeholders, including Ontario’s engineering regulatory and advocacy bodies, to help improve the quality of mathematics education for all Ontarians.

3. Next Steps

Subject to the motion being approved, EDU, in collaboration with OSPE, will present the Joint Position paper to the Ministry of Education to urge the Government of Ontario to set up a provincial roundtable to develop a strategy that will improve the quality of mathematics education in the province.

PEO and OSPE are willing to participate in a provincial roundtable on mathematics education and numeracy, and provide expertise about careers requiring math proficiency and current math applications in the real world.

4. Peer Review & Process Followed

<p>Process Followed</p>	<ul style="list-style-type: none"> • In 2013 and 2014, the Hon. Liz Sandals, Minister of Education, spoke at the PEO Education conferences and invited collaboration and inputs from the engineering profession. • In December 2013 the Education Committee submitted responses to the Ministry of Education’s province wide consultations. • At the PEO Education conference held May 24, 2014 the Education Committee and attendees heard from various presenters regarding problems students were experiencing with the new math curriculum. • In November 2014 University of Toronto Professor Philip. A. Sullivan, author of <i>Mathematics Teaching in Ontario</i>, provided the PEO Education Committee with a copy of his Essay, which outlined the problems with the new math curriculum. • On January 15, 2015 the Education Committee passed a motion to submit a Briefing Note to Council to seek approval to create a PEO/OSPE Joint Position Paper on the Math curriculum in Ontario. • Vice President George Comrie was approached to sponsor the motion. He reviewed the documentation and indicated his support of the motion. • Council approved the motion under BN C-498-4.2 on February 6, 2015. • The Education Committee established a Math Education Subcommittee comprised of volunteers currently serving on the Committee to conduct research and prepare a position paper in collaboration with OSPE. • On May 13, 2016 the Education Committee held a PEO Education Conference entitled “Cracking the C.O.D.E. – Communicating Our Objectives to Provide Better Direction in Education” and to assist with formulizing a position on math education for incorporation into the math position paper. • Through collaboration with OSPE, the joint position paper has been completed and reviewed by PEO Communication and OSPE Communication and Policy and Government Relations. • OSPE will be approving the enclosed joint position paper at the next board meeting scheduled on September 21, 2017.
<p>Council Identified Review</p>	<p>N/A</p>
<p>Actual Motion Review</p>	<p>N/A</p>

5. Appendices

- Appendix A – PEO-OSPE Joint Position Paper on Mathematics Education Quality in Ontario

ISSUE: Mathematics Education Quality in Ontario

About PEO:

Under the authority of the Professional Engineers Act, PEO governs over 85,000 licence and certificate holders and regulates professional engineering in Ontario. PEO's mission is to regulate and advance the practice of engineering to protect the public interest. Its vision is to be the trusted leader in professional self-regulation. Professional engineering safeguards life, health, property, economic interests, the public welfare and the environment. Professional engineers can be identified by the P.Eng. after their names. Holders of limited licences can be identified by LEL or LET after their names.

About OSPE:

The Ontario Society of Professional Engineers (OSPE) is the voice of the engineering profession in Ontario. OSPE represent the entire engineering community, including professional engineers, engineering graduates, interns and students who work or will work in several of the most strategic sectors of Ontario's economy. OSPE elevates the profile of the profession by advocating with governments, offering valued member services and providing opportunities for ongoing learning, networking and community building.

PEO and OSPE Position:

PEO and OSPE are deeply concerned with the persistent decline in the quality of mathematics education in Ontario. Numeracy levels are decreasing across almost all sectors of society, and post-secondary institutions are facing challenges in delivering quality, higher education due to inadequate mathematic skills among incoming students. The problem is already affecting aspiring engineers, the engineering profession, and, ultimately, all Ontarians. A solid mathematics foundation is necessary for success in high school physics and engineering at the post-secondary level.

We acknowledge the government's \$60M commitment to the Renewed Math Strategy which aims to develop numeracy skills at the elementary school level. However, it does not address the need to develop advanced mathematic skills which are necessary for modern science, technology, engineering, and mathematics (STEM) careers.

PEO and OSPE urge the Government of Ontario to form a provincial roundtable comprised of relevant stakeholders, including Ontario's engineering regulatory and advocacy bodies, to help improve the quality of mathematics education for all Ontarians.

Why is this Important?

Twenty-first century jobs require more than just rudimentary math skills. With rapid developments in science and technology, Ontarians need to be highly numerate to compete globally and contribute to the province's economic growth. PEO and OSPE are both concerned that a weak foundation in mathematics education could impact the competence of future engineers and may ultimately threaten public safety.

Ontario's competitiveness is at risk if the province does not provide adequate mathematics education to close the gap relative to leading jurisdictions.

Discussion:

There is overwhelming evidence pointing to the decline in numeracy among Canadian students and adults:

- The 2012 Programme for International Assessment of Adult Competencies (PIAAC) showed more than half of Canadian adults scored below the median Organization for Economic Co-operation and Development (OECD) numeracy level. The score was seven per cent lower than results from a decade earlier, illustrating both the poor state of Canadian adult numeracy and its steady decline over the years.
- Data analysis from OECD's Programme for International Student Assessment (PISA) for 15-year-old students revealed that from 2003 to 2012, Canada's score dropped 14 points, while Ontario's score declined even more—16 points.
- In Ontario, the Education Quality and Accountability Office (EQAO) points out that only half of Grade 6 students met the provincial standard in mathematics, and this percentage has declined over the past eight years. Cohort data from 2013-2014 and 2015-2016 also shows an alarming trend: one-fifth of students met the standard in Grade 3 but failed to do so in Grade 6.
- The College Student Achievement Project (CSAP) highlighted that one-third of first year college students enrolled in mathematics courses are at risk of not completing their program because of low achievement in mathematics. In addition, remedial mathematics courses that Ontario colleges have developed for students in need of support concentrate on topics that should have been mastered in Grades 6, 7, and 8.

The above data and conclusions are presented in the 2015 report "*Closing the Numeracy Gap – An Urgent Assignment for Ontario*," co-authored by York University Professor Emeritus Graham Orpwood and Sheridan College Calculus Professor Emily Sandford Brown. The report recommends a government public awareness campaign to change public attitudes toward numeracy and to set up a provincial roundtable to develop a comprehensive strategy for resolving the numeracy gap (this report and several key research papers and recommendations from stakeholders are referenced in the Appendix).

Further, deep concerns about the quality of mathematics education has been expressed by many organizations and individuals from the education community, including the Ontario Colleges Mathematics Association, the Ontario Colleges Mathematics Council, University of Winnipeg Professor Anna Stokke, and Philip Sullivan, a retired professor of the Institute for Aerospace Studies at the University of Toronto, to name a few. The Canadian Council of Chief Executives and the Business Council of Canada have added an employers' perspective to the problem:

"The global economy is evolving. Developing countries, from China to Brazil, are making unprecedented investments in education and training. Countries that were once poor and low-skilled are rapidly moving up the value chain, producing increasing numbers of highly educated workers. Succeeding and prospering in the 21st century will require a broad national effort to strengthen Canada's human capital advantage."

PEO and OSPE think it is time for the Government of Ontario to recognize the need to take further action to improve the quality of mathematics education.

Recommendation to the Government of Ontario:

As OSPE identified in its submission to the Premier's Highly Skilled Workforce Expert Panel in May 2016, PEO and OSPE urge the Government of Ontario to set up a provincial roundtable with concerned stakeholders—like the province's engineering regulatory and advocacy bodies—to develop a comprehensive strategy that will improve the quality of mathematics education and numeracy skills in the province.

How can PEO and OSPE assist?

PEO and OSPE are willing to:

- participate in a provincial roundtable on mathematics education and numeracy; and
- provide expertise about careers requiring math proficiency and current math applications in the real world.

Appendix

- OECD Skills Outlook 2013 - Books - OECD iLibrary. (2013, October 8). ; http://www.oecd-ilibrary.org/education/oecd-skills-outlook-2013_9789264204256-en
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- OECD. (2017). Key findings - PISA 2015 Results in Focus. ; <https://www.oecd.org/pisa/keyfindings/>
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- Highlights of the Provincial Results Assessments of Reading, Writing and Mathematics, Primary Division (Grades 1–3) and Junior Division (Grades 4–6) English-Language Students, 2013–2014. (2015). ; <http://www.eqao.com/en/assessments/results/communication-docs/provincial-report-highlights-elementary-2014.pdf>
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CHANGES TO THE 2017 PEO COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER

Purpose: To approve changes to Sections 1 (Board Committees), 2 (Other Committees reporting to Council) and 5 (External Appointments) of the *2017 PEO Committees and Task Forces Membership Roster*.

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

That Council approve changes to the *2017 PEO Committees and Task Forces Membership Roster* as presented to the meeting at C-514-2.12, Appendix A.

Prepared by: Fern Gonçalves, CHRP, Director People Development

Moved by: Councillor Bellini, P.Eng.

1. Need for PEO Action

It is the role of Council to approve annual rosters of committee members under the Committees and Task Forces Policy (Role of Council, Item 4) and authorize the membership of those volunteers who formally participate on its behalf through membership on committees and task forces. Furthermore, Council is asked to approve volunteer members of committees and task forces in accordance with PEO's insurance policy requirements.

Council approved the *2017 PEO Committees and Task Forces Membership Roster* at the November 18, 2016 meeting.

Appendix A sets out changes to the Sections 1 (Board Committees), 2 (Other Committees reporting to Council) and 5 (External Appointments) of the approved Roster that require Council approval at this time.

2. Proposed Action / Recommendation

Approve the changes to Sections 1 (Board Committees), 2 (Other Committees reporting to Council) and 5 (External Appointments) of the *2017 PEO Committees and Task Forces Membership Roster* as per the Committees and Task Forces Policy, Role of Council (Item 4).

3. Next Steps (if motion approved)

- a. The newly appointed and re-appointed members will be notified accordingly.
- b. Names of newly elected or re-elected Committee Chairs will be posted on the PEO's website.
- c. The updated *2017 PEO Committee and Task Force Membership Roster* will be posted on PEO's website.

4. Peer Review & Process Followed

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

- Appendix A – Changes to the *2017 PEO Committees and Task Forces Membership Roster*.

**Changes to the 2017 PEO Committees and
Task Forces Membership Roster**

C-514-2.12
Appendix A

514th Council Meeting

New appointments:

First/Last Name	Service Dates	Committee / Task Force
Michael Hulley, P.Eng.	August 15, 2017 – December 31, 2017	Academic Requirements Committee (ARC) member
David Uren, P.Eng.	September 29, 2017 – December 31, 2017	Complaints Committee (COC) member
Qadira C. Jackson Kouakou, BA, BSW, LLB	September 29, 2017 – December 31, 2017	Discipline Committee (DIC) member appointed per 27. (1) 3. - At least one person who is, i. a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c), or ii. neither a member of the Council nor a member of the Association, and approved by the Attorney General.
Nicholas Sylvestre-Williams, P.Eng.	August 28, 2017 – December 31, 2017	Professional Standards Committee (PSC) – ESDM Reports subcommittee
Alfred (Al) Lightstone, P.Eng.	September 8, 2017 – December 31, 2017	Professional Standards Committee (PSC) – ESDM Reports subcommittee
Doug Hatfield, P.Eng.	September 29, 2017 – December 31, 2017	Volunteer Leadership Conference Planning Committee (VLPCP) – ACV representative
Andy Lee, P.Eng.	March 28, 2017 – December 31, 2017	Professional Standards Committee (PSC) – Environmental Site Assessment subcommittee

The above volunteers have completed a formal application process and, in consultation with the Committee Advisors, were evaluated by the Director, People Development and approved by the Registrar to serve on the respective committee and subcommittee, in accordance with the *PEO Committee and Task Force Policy* (Section 7.4).

All volunteers have completed the *Equity and Diversity Awareness* and *PEO – Our Mandate* web-modules.

Changes to the Roster – election of Chairs/Vice Chairs and other:

First/Last Name	Term [per Terms of Reference]	Committee / Task Force
Dan Preley, P.Eng.	1-year term	Audit Committee (AUC) – Chair
Ishwar Bhatia, P.Eng.	1-year term	Audit Committee (AUC) – Vice Chair

External Appointments:

First/Last Name	Visit dates	Appointment
Galal Abdelmessih, P.Eng.	January 14-16, 2018	Canadian Engineering Accreditation Board (CEAB) – General Visitor to the University of Ontario Institute of Technology

Galal Abdelmessih, P.Eng. has expressed an interest to be appointed as a General Visitor to the University of Ontario Institute of Technology (UOIT) to replace Nigel Birch, P.Eng., who was

**Changes to the 2017 PEO Committees and
Task Forces Membership Roster**

514th Council Meeting

originally approved to the position, but later communicated to People Development that he would be unable to attend the visit. Engineer Abdelmessih is a member of the Experience Requirements Committee (ERC) and had been appointed as a General Visitor to the Canadian Engineering Accreditation board (CEAB) visits in the past.

Committee and Task Force Resignations/Retirements:

First/Last Name	Service Dates	Committee / Task Force
Dave Adams, P.Eng.	2008/2009, 2010 – June 2017	Central Election and Search Committee (CESC)
Rob Willson, P.Eng.	2016 – June 2017	Council Term Limit Task Force (CTL TF)
Nancy Hill, P.Eng.	2016 – June 2017	Council Term Limit Task Force (CTL TF)
Paul Ballantyne, P.Eng.	2016 – June 2017	Council Term Limit Task Force (CTL TF)
Martha Stauch	2016 – June 2017	Council Term Limit Task Force (CTL TF)
Michael Wesa, P.Eng.	2016 – June 2017	Council Term Limit Task Force (CTL TF)
Richard E. Austin, LL.B.	2013 – Sept 2017	Discipline Committee (DIC) – Public member appointee
Richard Hilton, P.Eng.	2007 – June 2017	Discipline Committee (DIC)
Chris Kan, P.Eng.	2014 – July 2017	Volunteer Leadership Conference Planning Committee (VLCPC)

Briefing Note – Decision

2017/2018 COMMITTEE / TASK FORCE WORK AND HUMAN RESOURCES PLANS

Purpose: To approve committee and task force work plans and human resources plans.

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

That Council approve the Human Resources Committee (HRC) and Legislation Committee (LEC) Work Plan as presented to the meeting at C-514-2.13, Appendices A and B.

Prepared by: Fern Gonçalves, CHRP, Director People Development

Moved by: Councillor Bellini, P.Eng.

1. Need for PEO Action

One of the roles of Council, as identified in the *Committees and Task Forces Policy* (Role of Council, Item 3), is to approve committee/task force mandates, Terms of Reference, annual work plans, and annual human resources plans.

The following committees have submitted their work plans for Council approval:

Committee	Work Plan
Human Resources Committee (HRC)	✓
Legislation Committee (LEC)	✓

2. Proposed Action / Recommendation

That Council approve the submitted work plans for the respective committees.

3. Next Steps (if motion approved)

The approved documents will be posted on the PEO website.

4. Peer Review & Process Followed

Process Followed	The updated HRC and LEC Work Plans were submitted to People Development in August - September 2017.
Council Identified Review	N/a
Actual Motion Review	N/a

5. Appendices

- Appendix A – Human Resources Committee (HRC)
 - i) 2017-2018 Work Plan
- Appendix B – Legislation Committee (LEC)
 - i) 2017-2018 Work Plan

**Human Resources Committee (HRC)
WORK PLAN FOR 2017-18**

C-514-2.13
Appendix A

Approved by Committee: <i>August 15, 2017</i>		Review Date: <i>June 2018</i>	
Approved by Council: <i>TBD</i>		Approved Budget: <i>\$26,250 [2017]</i>	
Mandate [as approved by Council]	<ul style="list-style-type: none"> To conduct the recruitment process for the position of Registrar. To review the performance and compensation of the Registrar and make recommendations to Council. To establish annual measurable goals and objectives for the position of Registrar for Council's review and approval. Act as reviewer on significant human resources issues. To work with the government appointments secretariat regarding LGA appointments. 		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes	Due date:
	Identify for appointment a member of HRC to the Investment Subcommittee	HRC member appointed to Subcommittee	August 2017
	Review and update HRC Terms of Reference (ToFR) and annual Work Plan	Revised ToFR and Work Plan presented to Council	September 2017
	Review performance evaluation and compensation process for Registrar	Recommendations to Council	October 2017
	Develop volunteer leadership development modules #3 and 4	Two modules completed in 2017	December 2017
	Develop 2018 goals/objectives for Registrar position for presentation to Council in February 2018	Goals presented to Council	December 2017
	Conduct annual Council assessment survey	Results presented to Council	January 2018
	Conduct Engineers Canada Director evaluation survey	Results presented to Council	January 2018
	Carry out final assessment of Registrar's annual performance and recommend compensation to Council in February 2018	Conduct final assessment and provide Council with recommendations	January 2018
	Determine volunteer leadership development modules topics for completion in 2018	Two – three webinar topics are identified	February 2018
	360-degree Peer Review RFQ for Registrar in 2018	Vendor identified	May 2018
	Conduct 360-degree review of Registrar	Report presented to HRC in January 2019	December 2018
Provide assistance to the Attorney General's office with respect to government appointments to PEO Council	To ensure a smooth transition of LGAs	Ongoing	
Meeting Frequency:	The HRC has a scheduled standing monthly meeting as determined by the committee.		
Inter-committee collaboration:	<i>The HRC consults and/or collaborates with the following PEO committees/task forces:</i> <ul style="list-style-type: none"> Council Advisory Committee on Volunteers Executive Committee Finance Committee 		
Stakeholders:	<i>The HRC regularly engages in dialogue with the following external associations, government departments, organizations or individuals:</i> <ul style="list-style-type: none"> Attorney General's office Other regulatory and professional organizations 		

WORK PLAN – 2017/2018

LEGISLATION COMMITTEE (LEC)

C-514-2.13
Appendix B

Approved by Committee: July 14, 2017 (amended)		Review Date: May 2018	
Approved by Council:		Approved Budget: TBD	
Mandate [as approved by Council]:	<p>Section 30(1) of By-Law No. 1 grants Council the power to appoint the Legislation Committee. The Legislation Committee had been dormant for some time. By Resolution dated May 8, 2009, Council appointed the Legislation Committee.</p> <p>To provide oversight and guidance to matters pertaining to PEO's Act, Regulation and By-Laws. This will include, but not be limited to: (i) acting as custodian for PEO legislation, identifying PEO policies, rules and operational issues which touch on or affect PEO legislation, and providing guidance as to which of these should be put into legislation; ii) overseeing draft changes to PEO legislation; and (iii) keeping Council apprised of relevant external legislative initiatives and changes which may affect PEO legislation.</p>		
Terms of Reference [Key duties]:	<p>In support of its mandate, the Legislation Committee will include among its duties:</p> <ul style="list-style-type: none"> (i) acting as custodian for PEO legislation, identifying PEO policies, rules and operational issues which touch on or affect PEO legislation, and providing guidance as to which of these should be put into legislation; (ii) overseeing draft changes to PEO legislation which have not been assigned to another Committee or Task Force; and (iii) keeping Council apprised of relevant external legislative initiatives and changes which may affect PEO legislation. 		
Equity and Diversity Awareness	<ol style="list-style-type: none"> 1. <i>Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies?</i> YES 2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups?</i> YES 3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences?</i> NO 		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	2017-18 Priority Tasks:		
	1. New Regulations- LIC Recommendations	Draft Regulations sent to Council for approval	April 2018
	2. New Regulations – Council Term Limits	Draft Regulations sent to Council for approval	April 2018
	3. Move Fees from Regulation to By-Law	By-law amendments drafted and sent to Council; Regulation changes sent to Council for approval	April 2018
	4. By-Law Protocol	Presented to Council following approval of By-Law Changes	April 2018
	5. Resolution of all outstanding Act changes approved by Council 2010-present	Recommendations for Council decision to rescind or approve fully-developed policy intent	April 2018

WORK PLAN – 2017/2018

LEGISLATION COMMITTEE (LEC)

		package as per Act Change Protocol	
6.	Complete review of outstanding changes to Regulation 941 for compliance with Council-approved policy motions and evidence-based policy development, and provide feedback to the Attorney General and Council pursuant.	Policy clarifications from Licensing Policy Committee reviewed and recommendations made to Council	ongoing
7.	Deal with any residual/remaining issues resulting from Bill 68, including proclamation of outstanding sections (Provisional Licence, <i>Not for Profit Corporations Act</i> changes)	Proclamation dates scheduled with Ministry of the Attorney General.	ongoing
8.	Monitor government opportunities to resolve Ontario legislation that conflicts with the authority or provisions of the <i>Professional Engineers Act</i> or its Regulations	Staff to identify opportunities when conflicting Acts or Regulations are proposed for amendment to contact each Ministry, identifying the conflicting provisions and requesting satisfactory resolution.	ongoing
9.	In accordance with the Regulatory Policy Protocol approved by Council, review all referred policy proposals that involve authority from the Act, Regulations or By-Laws, and provide regulatory impact analysis and recommendations to Council pursuant.	Regulatory impact analyses completed and forwarded to Council for policy determination.	ongoing
10.	Maintain an up-to-date regulatory issues (Act/Reg/By-Law change proposals) log and provide annual update to Council	Issues log maintained and provided annually to Council	September 2017
11.	Prepare an annual Work Plan and Human Resources Plan in accordance with the Committees and Task Forces Policy.	Annual Work Plan drafted for Council approval; HR plan developed, if necessary.	September 2017
	Q2: <i>The multi-cultural calendar was considered when scheduling the workshop date.</i>	Calendar considered.	June 2017
	Q3: <i>Persons with disabilities and food allergies were appropriately accommodated.</i>	Accommodations successfully addressed, where necessary.	Each LEC meeting

WORK PLAN – 2017/2018
LEGISLATION COMMITTEE (LEC)

Inter-Committee Collaboration:	The Committee will liaise with any Committee or Task Force that provides it with work for comment. It will also liaise with any Committee it deems necessary, where such Committee is involved with PEO legislation, etc.).
Stakeholders:	Council and the Attorney General of Ontario; PEO Statutory Committees (Academic Requirements Committee; Experience Requirements Committee; Registration Committee; Complaints Committee; Discipline Committee); and advisory committees (for example, Professional Standards Committee), as needed on specific issues.

APPOINTMENT OF PEO REPRESENTATIVE TO THE CANADIAN NATIONAL EXHIBITION ASSOCIATION (CNEA)

Purpose: To appoint a PEO representative to the Canadian National Exhibition Association (CNEA).

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

That <name to be inserted at the meeting>, P.Eng. be appointed as a PEO representative on the Canadian National Exhibition Association, from October 2017 to October 2018.

Prepared by: Fern Goncalves – Director, People Development

Moved by: Councillor Chong, P.Eng.

1. Need for PEO Action

The Canadian National Exhibition (CNE) is governed by the Canadian National Exhibition Association (CNEA) and its volunteer Board of Directors. The CNEA has over 125 member individuals and associations representing various sectors.

PEO received a formal request from CNEA for a PEO representative to be appointed for a one-year term, from October 2017 to October 2018, to the CNEA General Membership. All CNEA Members are then eligible to apply to participate in the CNE Board's committees and task forces. Although the CNEA membership position is for a one-year term, the PEO representative can serve to a maximum of 6 terms. PEO's previous representative, John Turner, P.Eng., has served as the CNEA Member since October 2011. His six year term expires in 2017.

Therefore, Council is being asked to appoint a PEO representative to the Canadian National Exhibition Association. The list of applicants who expressed their interest in serving as a PEO representative to the CNEA are detailed in Appendix A.

2. Proposed Action / Recommendation

That Council appoint a PEO representative to the CNEA Membership for a one-year term.

3. Next Steps (if motion approved)

The CNEA will be advised of Council's decision.

4. Peer Review & Process Followed

Process Followed	An eblast was distributed to all P.Eng. licence holders on August 15, 2017, requesting members to submit their names by September 5, 2017. The list of applicants was presented to the Human Resources Committee (HRC). The HRC will meet on September 28, 2017, and will present its recommendation at the Council meeting on September 29.
Council Identified Review	Council is the appropriate peer group.
Actual Motion Review	N/A

5. Appendices

- Appendix A – List of applicants who submitted their expression of interest in the CNEA Membership posting

**List of Applicants who submitted their expression of interest for appointment as
PEO's Representative on the Canadian National Exhibition Association Membership**

Applicant Name	P.Eng. Years	Current Employment	Volunteer/Board Experience
Tahir Ahmed, P.Eng.	2	Celestica International Inc. <i>Network Engineer</i>	Not identified
Shahram Assadi-Khashouei, P.Eng.	9	SNC-Lavalin <i>Field Project Engineer</i>	Not identified
Danny Chiu, P.Eng.	31	Exhibition Place <i>Manager, Capital Works</i>	Current PEO Councillor
Nicholas Colucci, P.Eng.	28	Township of Brock <i>Director, Public Works</i>	Served as PEO rep on CNEA (2006-2011) Currently active with PEO committees (ACV)
Florin Corcoz, P.Eng.	Less than 1 year	Toronto Community Housing Corp. <i>Consultant</i>	ISM Canada (since 2013) and Supply Chain Management Association - QC
Márta Ecsedi, P.Eng.	39	<i>Retired</i>	Currently active with PEO committees (AWC, EDC)
Chadi Elrafih, P.Eng.	5	Imperial Oil Ltd. – Calgary, AB <i>Project Engineer</i>	Not identified
John Goerzen, P.Eng.	28	Ecovert Commissioning <i>Associate</i>	Member of multiple committees (i.e. City of Waterloo, K-W Provincial & Federal Political Party Executive, etc.)
Keyur Hindocha, P.Eng.	3	Flyta Corporation <i>Co-founder and CTO</i>	Board member, Gujarati Cultural Association in Ottawa
David Hopper, P.Eng. (shortlisted in 2015)	37	BluMetric Inc. <i>Senior Consulting Engineer</i>	Past Member of Board of Directors at Canadian Council for Human Resources in the Environmental industry (1997-2004) and Canadian Environmental Auditing Association (1995-1997)
Dheera Kantiya, P.Eng.	16	Ministry of Transportation Ontario <i>Senior Project Engineer, Planning and Design section, North Bay</i>	Not identified
Akhmad Khadra, P.Eng.	2	Kinda Electronics <i>Owner - Operator</i>	Currently active with PEO 1000 Islands Chapter
Susan Laughton, P.Eng.	19	<i>Not practicing Engineer</i>	Volunteered for the CNE and Canadian International Air Show
Kenneth Law, P.Eng.	25	Ministry of Agriculture, Food and Rural Affairs – Guelph, ON <i>Director, Research and Innovation</i>	Multiple organizations (i.e. United Way, Canadian Cancer Society, Lung Association)
Daniel Lawson, P.Eng.	31	Blount Canada Ltd. <i>Plant Service Manager</i>	Past Chair of Guelph Chamber of Commerce (2011-2012)
Kam Leong, P.Eng.	23	Metrolynx <i>Not identified</i>	Not identified
Liang Li, P.Eng.	Less than 1 year	Abbot Laboratories <i>Senior Engineer, Lifetimes and Reliability</i>	Not identified

Applicant Name	P.Eng. Years	Current Employment	Volunteer/Board Experience
Santanu Mishra, P.Eng.	12	Qatari, New Cairo, Egypt <i>Contracts Manager</i>	Not identified
Meghali Naik, P.Eng.	4	SNC – Lavalin <i>Project Manager</i>	Currently active with PEO Brampton Chapter
Sorin Necula, P.Eng.	15	IMI Critical Engineering / Nuclear Division <i>Executive, Business Development and Key Account</i>	Not identified
Richard Peppin, P.Eng.	47	RION Co. Ltd. <i>Senior Advisor</i>	Volunteer for Acoustical Society of America, Transportation Research Board
Naeem Ur Rehman, P.Eng.	7	Husky Injection Molding Systems Ltd. <i>Designer – Production Engineering</i>	Director Country Projects, Humanity First Canada
Jovica Riznic, P.Eng.	19	Canadian Nuclear Safety Commission <i>Nuclear Safety Specialist</i>	Currently serves as the Canadian National Coordinator and Chair of the OECD NEA
Richard Ross, P.Eng.	48	<i>Retired</i>	Alumni rep – U of T Faculty of Engineering, Mechanical and Industrial Engineering U of T Awards Committee
Francis Sequin, P.Eng.	30	Magna International <i>Executive Vice President</i>	Director, Board of the Automotive Parts Manufacturer Association and Finance Committee member
Anita Shrivastava, P.Eng.	22	Bombardier <i>Airworthiness Engineer</i>	Volunteered with School Boards as a member, secretary and guest speaker
Arthur Sinclair, P.Eng.	5	City of Toronto <i>Engineer, Toronto Water – Policy & Program Development</i>	Currently active with PEO East Toronto Chapter (volunteered in PEO booth at the CNE in 2017)
Gary Thompson, P.Eng.	23	Toronto Hydro Electrical System Ltd. <i>Supervisor – Engineering Generation Planning & System Studies</i>	Director, York Region Children’s Aid Society (1996-2002), Chair, York Regional Police, Police Community Advisory Council
Mihalis Trigonidis, P.Eng.	8	Cervelo Cycles Inc. <i>Senior Project Manager</i>	Not identified
Gerardo Vecchiato, P.Eng.	18	Plan Group Inc. <i>Director, Engineering & CAD Services</i>	Volunteer at Carmelina Home (program for women re addictions and domestic violence)
Kathryn Woodcock, P.Eng. (self-identified as a female engineer and a person with a disability)	36	Ryerson University, School of Occupational and Public Health <i>Professor</i>	Multiple organizations, volunteered mostly in the attractions industry, including member of CNE Advisory Council on Inclusion of Persons with Disabilities (2016-2017); Global Safety Committee of the International Association of Amusement Parks and Attractions (IAAPA); and Amusement Devices Advisory Council of Technical Standards and Safety Authority (TSSA).
Mojtaba Yousefi, P.Eng.	Less than 1 year	SNC – Lavalin <i>QA Manager – Infrastructure Engineering</i>	Not identified

COMMITTEE TERM LIMITS

Purpose: To approve revisions to the Committee Terms of Reference template regarding volunteer term limits.

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

1. That Council approve incorporating the changes to the revised Terms of Reference template as presented to the meeting at C-514-2.15 Appendix A.
2. That Council direct that the Terms of Reference for all committees be revised in accordance with the revised template presented to the meeting at C-514-2.15, Appendix A.
3. That Council direct all committees to develop a succession plan in accordance with the revised Terms of Reference template.

Prepared by: Fern Goncalves – Director, People Development

Moved by: President-elect Brown, P.Eng.

1. Need for PEO Action

A strategic objective of the approved 2015-2017 Strategic Plan is that PEO conduct a gap analysis of committee length of service, term limits and turnover rate. The report and recommendations were presented to Council on September 23, 2016. At that meeting, Council passed motions regarding committee volunteer term limits, including:

That Council direct all committees to revise their Terms of Reference in accordance with the Terms of Reference template as presented at the meeting at C-508-2.8, Appendix A, requiring committees to indicate the length of service and maximum term limits for chair, vice chair and members by March 31, 2017.

That Council direct People Development staff to conduct an annual compliance analysis of the implementation process, for review by the Advisory Committee on Volunteers, and forward a report to the Human Resources Committee.

The compliance report prepared by People Development was presented to Council at its June 23, 2017 meeting. As full compliance had yet to be achieved by all committees and given the variations in term limit lengths set by committees, Council tasked the Human Resources Committee (HRC) with developing proposed wording regarding volunteer term limits for inclusion into the Terms of Reference template.

2. Proposed Action / Recommendation

That Council approve the revised Terms of Reference template as presented in Appendix A.

3. Next Steps (if motion approved)

If the motion is approved, all committee Terms of Reference documents will be amended to comply with the revised Terms of Reference template as presented in Appendix A; the amended Term of References will be posted on the respective committee's webpage on PEO's website; and People Development staff will revise the *Committees and Task Forces Policy and Reference Guide* accordingly.

Also, a notice will be communicated to all committee chairs and committee advisors regarding the Council-approved requirement to develop a succession plan for their respective committee.

4. Peer Review & Process Followed

<p>Process Followed</p>	<ul style="list-style-type: none"> • The Human Resources Committee (HRC) developed proposed wording regarding volunteer term limits for inclusion in the Terms of Reference template. • The Advisory Committee on Volunteers (ACV) peer reviewed the proposed wording and endorsed the suggested revised Terms of Reference template at its meeting on August 10, 2017. The ACV also recommended to HRC that a requirement for the development of succession planning be incorporated into the Terms of Reference template. • At its meeting on August 15, 2017, the HRC amended the revised Terms of Reference template to incorporate ACV's suggestion for the inclusion of succession planning. • The HRC approved the revised Terms of Reference template as presented in Appendix A and will present its recommendations at the Council meeting on September 29.
<p>Council Identified Review</p>	<ul style="list-style-type: none"> • The ACV is the appropriate peer group.
<p>Actual Motion Review</p>	<ul style="list-style-type: none"> • The Committee Term Limits compliance report was presented to Council at its June 23, 2017 meeting and reviewed by the ACV on August 10. • Following the June 2017 Council meeting, HRC developed proposed wording regarding volunteer term limits for the role of chair, vice-chair and member. At its August 15 meeting, HRC incorporated proposed wording regarding succession planning into the Terms of Reference template as suggested by ACV.

5. Appendices

- Appendix A – Terms Limits for Committees – Proposed Wording for Inclusion into Committee Terms of Reference template

Term Limits for Committees – Proposed Wording for Inclusion into Committee Terms of Reference	
<p>Term Limits for Committee Chair and Vice Chair</p>	<p>The Chair and Vice Chair are elected annually for a one-year term, from [insert January to December for general committees or Annual General Meeting to Annual General Meeting for Board Committees]. The Chair and Vice Chair may be re-elected to their positions to serve a maximum of three (3) consecutive years. To ensure continuity, it is desirable that the Vice Chair moves to the Chair’s position, once the Chair’s term of service is expired. Once the Chair and/or Vice Chair have served for the maximum term for their respective positions, they are not eligible for reappointment to those positions. The Chair, once having served as Chair, may only serve as a general committee member thereafter to the maximum ten (10) years of cumulative committee service.</p> <p>Note: <i>The term limits for Chair and Vice Chair apply to all committees.</i></p> <p>Note: <i>Under extenuating circumstances, the committee may request the Advisory Committee on Volunteers (ACV) to consider a temporary exemption of the term limits provision. If deemed appropriate, the ACV may make a recommendation to Council on behalf of the committee for temporary relief from this provision. Such relief to be not more than one (1) term in duration.</i></p>
<p>Term Limits for Committee Members</p>	<p>Committee members are appointed for a one-year term, from [insert January to December for general committees or Annual General Meeting to Annual General Meeting for Board Committees]. Committee members may be re-appointed, but shall retire from the committee for at least six (6) years after ten (10) years of cumulative committee service.</p> <p>Note: <i>Given the statutory mandate of the Academic Requirements Committee (ARC), Complaints Committee (COC), Discipline Committee (DIC), Experience Requirements Committee (ERC) and Registration Committee (REC) as well as the reliance on the expertise and experience of their members in order to carry out their legislated mandates, there is no term limit imposed on the general membership of these committees.</i></p> <p>Note: <i>To allow for a smooth transition to new membership under the ten (10) years of cumulative committee service term limit, the following transition process will apply:</i></p> <ul style="list-style-type: none"> • <i>33% of committee members whose years of service exceeds the ten (10) years of cumulative committee service term limit as of December 31, 2017, shall retire from the committee and not be re-appointed to the committee for the 2018 term. Committee members with the longest years of committee service will be selected first for retirement from the committee.</i> • <i>33% of committee members whose years of service exceeds the ten (10) years of cumulative committee service term limit as of December 31, 2018, shall retire from the committee and not be re-appointed to the committee for the 2019 term. Committee members with the longest years of committee service will be selected first for retirement from the committee.</i> • <i>All committee members whose years of service exceeds the ten (10) years of cumulative committee service term limit as of December 31, 2019, shall retire from the committee and not be re-appointed to the committee for the 2020 term.</i> <p><i>This transition process does not apply to the Academic Requirements Committee (ARC), Complaints Committee (COC), Discipline Committee (DIC), Experience Requirements Committee (ERC) and Registration Committee (REC) as there is no term limit imposed on the general membership of these committees.</i></p> <p>Note: <i>Under extenuating circumstances, the committee may request the Advisory Committee on Volunteers (ACV) to consider a temporary exemption of the term limits provision. If deemed appropriate, the ACV may make a recommendation to Council on behalf of the committee for temporary relief from this provision. Such relief to be not more than one (1) term in duration.</i></p>
<p>Succession Planning</p>	<p>Note: All committees must have a succession plan, approved by Council, to ensure the orderly transition of the position of chair and vice chair as well as provide for the renewal of the committee’s membership and on-boarding of new committee members.</p>

PEO Strategic Plan 2018-2020

Purpose: To discuss elements of the development of a Strategic Plan for the Association

No motion required

Prepared by: Gerard McDonald – Registrar

1. Background

A Strategic Plan is a fundamental tool and resource used to orient and align the work of an entity. It also provides senior management an essential means of leading and managing the organization. In June 2016, Council set out to create a new strategic plan to focus our activities for the next three years, from 2018 through 2020.

Over the course of the past year, senior management, staff, volunteers and Council members have deliberated upon the strengths and weaknesses of the organization and the perceived opportunities and threats it would be facing over the plan period. Mission and vision statements and core values for the organization were reconfirmed. Finally, strategic objectives for the plan period were proposed, articulated, deliberated and prioritized through a lens of relevance and value added.

Once finalized, the focus areas and strategic objectives set by this Plan will determine the priorities for PEO programs and initiatives, and provide guidance for Council, committees, task forces and staff. Council will monitor the plan's ongoing progress. The strategies to realize the plan's strategic objectives will be reviewed annually as part of our budget planning cycle. Many of the unfinished strategies from the previous plan will roll over into this current iteration.

The Strategic Plan document (Appendix A) is the high-level document that would be the public face of the plan, posted upon our website and distributed to outside interests, as appropriate. Typically, these types of documents are very concise, easily read and briefly present the Strategic Objectives that will guide the organization for the Plan period.

It is important to note that final approval of these documents is not being sought at this time. The purpose of the discussion will be to solicit input and comments and provide clarification of the material presented.

After this meeting, the Plan will be revised accordingly and, should Council agree, a finalized Strategic Plan document will be submitted to Council for approval at its November meeting.

2. Appendices

- *Appendix A - 2018-2020 Strategic Plan*

2018-2020
STRATEGIC PLAN

C-514-2.16
Appendix A

PROTECT

ENGAGE

ADVANCE



Professional Engineers
Ontario

PEO's 2018-2020 STRATEGIC PLAN

This plan builds on the success of its predecessor and provides the direction for PEO Council to set policies and goals to guide the association. The three focus areas and nine strategic objectives set by this plan will determine the priorities for our programs and activities, and assist PEO staff and volunteers in their implementation.

CONTENTS

3

Our Identity

4

Strategic Planning Process

5

Focus Areas

6

Strategic Objectives

7

Strategy Map





PEO 2017-2018 Council Executive Committee members (left to right): Bob Dony, PhD, P.Eng., FIEE, FEC, President; George Comrie, MEng, P.Eng., CMC, FEC, Past President; and David W. Brown, P.Eng., BDS, C.E.T., MCSCE, President-elect.



OUR IDENTITY

Our Mandate

Established on June 14, 1922, PEO is the licensing and regulating body for professional engineering in the province. PEO operates under the authority of the *Professional Engineers Act* to serve and protect the public interest by setting and upholding high academic, experience and professional practice standards for the engineering profession.

Individuals licensed by PEO are the only people permitted by law to undertake and assume responsibility for engineering work in Ontario.

Our Mission

Regulate and advance the practice of engineering to protect the public interest.

Our Vision

The trusted leader in professional self-regulation.

Our Core Values


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


- Accountability
- Respect
- Integrity
- Professionalism
- Teamwork


STRATEGIC PLANNING PROCESS


Development of PEO's 2018-2020 Strategic Plan began early in 2015 and concluded with the approval of the final plan by Council in the fall of 2017. Along the way, numerous consultation sessions were held with stakeholders—including PEO volunteers, staff, government ministries and our partners in the engineering community.






Public awareness of what PEO does (and does not do)



Communication to public and members



Consistency, clarity and efficiency in regulatory processes and decisions


Proactive and widespread enforcement activities


Transparency and public accountability about complaints and discipline processes


Government relations


Breadth and quality of stakeholder engagement


Use of technology across the organization

-THE PLAN- BY THE NUMBERS

3
year plan

28
consultation sessions

Over
400
strategic objectives proposed

3
final focus areas

9
final strategic objectives

FOCUS AREAS

Our 2018-2020 Strategic Plan is the result of three years of research, collaboration and engagement to ensure we remain relevant and responsive to our stakeholders. The plan has three areas of focus.

Protecting the Public Interest

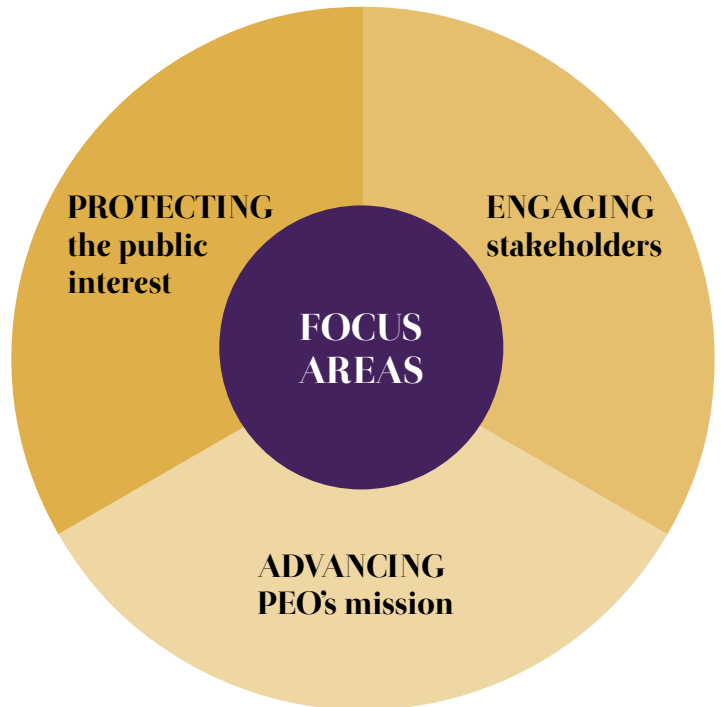
PEO will focus its resources on regulatory functions that help protect the public interest. We will strive for excellence by rigorously and objectively reviewing the effectiveness and efficiency of all our regulatory instruments and operations in the public interest.

Engaging Stakeholders

PEO will communicate with stakeholders to identify current and emerging regulatory issues, gain a better understanding of professional practice issues and those who play a part in them, and seek collaborative solutions.

Advancing PEO's Mission

PEO will continuously monitor and research relevant changes in government, professional regulation and engineering practice to anticipate, plan for, and adapt to changes.



STRATEGIC OBJECTIVES

The nine strategic objectives identified under three focus areas in the plan summarize what we want to achieve as an organization over the next three years. These objectives were selected and prioritized through a lens of relevance and value added.

PROTECTING THE PUBLIC INTEREST

1. Refine the delivery of the PEAK program—PEO’s Practice Evaluation and Knowledge (PEAK) program will be continually refined through increased outreach efforts and streamlining to ensure all licence holders participate.

2. Heighten delivery and awareness of PEO’s enforcement efforts—PEO will better understand where, how and by whom professional engineering is being performed in Ontario, and under what conditions.

ENGAGING STAKEHOLDERS

3. Enhance PEO’s public image—PEO will be commonly recognized as the regulator of professional engineering in Ontario.

4. Engage chapters as a valuable regulatory resource—PEO chapters will operate as “branch offices” for delivery of regulatory outreach programs.

5. Increase influence in matters regarding the regulation of the profession—PEO will establish a co-regulator relationship with key provincial government ministries to collaboratively advance public safety protection, and will clearly define the circumstances under which an engineering licence is required.

ADVANCING PEO’S MISSION

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

7. Redefine the volunteer leadership framework—PEO-specific leadership values will be consistently practiced by volunteers, and promoted through recruitment, training, mentorship, term limits, succession planning and evaluation.

8. Create a seamless transition from student member to EIT to licence holder—PEO will establish coordinated and integrated systems and outreach programs to allow engineering students to seamlessly proceed through the licensure process.

9. Enhance corporate culture—PEO will consistently evaluate and review the presence of its core values in the performance of staff and volunteer activities, as well as regulatory decisions.

2018-2020 STRATEGY MAP



MISSION

Regulate and advance the practice of engineering to protect the public interest.

VISION

The trusted leader in professional self-regulation.

CORE VALUES

Accountability, Respect, Integrity, Professionalism, Teamwork

FOCUS AREAS

STRATEGIC OBJECTIVES

PROTECTING THE PUBLIC INTEREST

- Refine the PEAK program
- Heighten delivery and awareness of PEO's enforcement efforts

ENGAGING STAKEHOLDERS

- Enhance PEO's public image
- Engage chapters as a valuable regulatory resource
- Increase influence in matters regarding the regulation of the profession

ADVANCING PEO'S MISSION

- Augment the applicant and licence holder experience
- Redefine the volunteer leadership framework
- Create a seamless transition from student member to EIT to licence holder
- Enhance corporate culture



Professional Engineers

40

Professional Engineers
Ontario



CONSENT AGENDA

Purpose: To approve the items contained in the consent agenda

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

That the consent agenda be approved.

Prepared by: Dale Power, Secretariat Administrator

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

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

Please review the minutes ahead of time for errors or omissions and advise Dale Power (416-224-1100, extension 1130 or dpower@peo.on.ca) if there are any required revisions prior to the meeting so that the minutes, when presented, may be considered within the consent agenda.

The following items are contained in the consent agenda:

- 3.1 Minutes – 247th Executive Committee meeting – January 17, 2017
- 3.2 Minutes – 248th Executive Committee meeting – February 23, 2017
- 3.3 Minutes – 513th Council meeting – June 23, 2017
- 3.4 Approval of CEDC Applications

Briefing Note - Decision

MINUTES – 247th Executive Committee – January 17, 2017

Purpose – To ratify the minutes of the 247th Executive Committee meeting

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

That the minutes of the 247th meeting of the Executive Committee, held on January 17, 2017, as presented to the meeting at C-514-3.1, Appendix A, be ratified.

Prepared by: Dale Power, Secretariat Administrator

1. Need for PEO Action

In accordance with best business practices, Council should formally record its consent to the actions taken by the Executive Committee.

The Executive Committee, at its meeting held August 15, 2017, confirmed that the attached minutes from the 247th meeting of the Executive Committee, held January 17, 2017, accurately reflect the business transacted at that meeting.

2. Current Policy

It is PEO convention that Council ratify minutes of Executive Committee meetings.

3. Appendices

- Appendix A – Minutes of the 247th Meeting of the Executive Committee



Minutes

C-514-3.1
Appendix A

The 247th Meeting of the EXECUTIVE COMMITTEE of PROFESSIONAL ENGINEERS ONTARIO was held on Tuesday, January 17, 2017 at 5:00 p.m.

Present: G. Comrie, P.Eng., President and Chair
T. Chong, P.Eng., Past President
B. Dony, P.Eng., President-elect [via teleconference]
P. J. Quinn, P.Eng., Vice-President (elected) [via teleconference]
C. Sadr, P.Eng.
M. Spink, P.Eng.

Staff: G. McDonald, P.Eng., Registrar
F. Goncalves
C. Knox, P.Eng.
L. Latham, P.Eng.
C. Mehta
M. Price, P.Eng.
D. Smith
M. Wehrle
J. Zuccon, P.Eng.
R. Martin
D. Power

Regrets: D. Brown, P.Eng., Vice-President (appointed)

CALL TO ORDER

Notice having been given and a quorum being present, President Comrie, acting as Chair called the meeting to order.

14-87

APPROVAL OF AGENDA

Building Industry Requirements for Stamping for Non-Engineers and Clarification of JRC's Mandate Regarding RCC were added to agenda item 5.1 Information Items.

Moved by Past President Chong, seconded by Councillor Sadr:

That:

- a) the agenda, as presented to the meeting at E-247-1.1, Appendix A, be approved as amended, and
- b) the Chair be authorized to suspend the regular order of business.

CARRIED

14-88

MINUTES – 246th EXECUTIVE COMMITTEE MEETING – OCTOBER 18, 2016

The Executive Committee reviewed the minutes of the 246th EXE Committee meeting held October 18, 2016.

Moved by Past President Chong, seconded by Councillor Sadr:

That the minutes of the 246th open session meeting of the Executive Committee, held on October 18, 2016, as presented to the meeting at E-247-2.1, Appendix A, accurately reflect the business transacted at that meeting.

CARRIED

Responding to a query regarding the discussion forum and status of consultation with some of the main forum users to explore options D. Smith advised that this is not yet underway.

**14-89
CEAB APPOINTMENTS**

The committee discussed the nomination for reappointment of Dr. Dony and Dr. Reader to the Canadian Engineering Accreditation Board (CEAB).

Moved by Councillor Sadr, seconded by Councillor Spink:

That Executive Committee nominate for reappointment Dr. Robert Dony and Dr. Graham Reader to serve on the Canadian Engineering Accreditation Board (CEAB) effective July 1, 2017.

CARRIED

**14-90
BUDGET ALLOCATION FOR PEAK ETHICS
MODULE**

On November 18, 2016 Council passed the following motion:

That Council direct the Registrar to implement the communications plan and continue development of the program elements and operational activities required to roll-out on March 31, 2017 the PEAK program described in the Report.

One of the PEAK program elements is an on-line multimedia ethics module. As reported in the report from the CP² Task Force, this course is needed in order to ensure that all licence holders, including those who are not practising, are aware of their ethical obligations and how they must govern themselves in compliance with the *Professional Engineers Act* and its regulations.

Staff are developing the content of the ethics module. An external vendor will provide the implementation platform, provide server hosting and provide user support. Staff recommended the lowest cost user support package.

Staff did not send out an RFP for this project since time is of the essence. Instead, PEO will lever the existing relationship with PEO's current online educational service provider. This will reduce development time and effort since both parties are already familiar with the other's requirements. However, during the development of the CP² Task Force's proposal staff did make preliminary inquiries of other online educational service providers and were given cost estimates consistent with those provided by ScholarLabs.

Staff recommended that Executive Committee approve the allocation of up to \$300,000 from the reserve fund for services to be provided by the external vendor (ScholarLabs) for the implementation of the PEAK program ethics module. These services included server cost, course and platform development and per user fees.

Moved by Councillor Spink, seconded by President-elect Dony:

That the Executive Committee approve the allocation of up to \$300,000 from the reserve fund for the 2017 cost of development, hosting and user support of the PEAK Ethics Module by ScholarLabs.

MOTION DEFEATED

Recorded vote

For

B. Dony
M. Spink

Against

C. Sadr
T. Chong
P. Quinn

This item will be presented to Council at its February 2017 meeting.

The committee reviewed the draft terms of reference and proposed nominees for the Public Information Task Force.

**14-91
PEER REVIEW – PUBLIC INFORMATION
CAMPAIGN TASK FORCE**

**14-92
EXECUTIVE COMMITTEE ITEMS**

a) Building Industry Requirements for Stamping for Non-Engineers
Councillor Sadr referred to the Registered Communications Distribution Designer (RCDD) which is a level of certification that is given to information technology systems professionals who have achieved a certain level of excellence in the field. This designation is available through Building Industry Consulting Service International in the U.S. Companies such as Bell Canada and Telus will not accept work without the RCDD stamp. It is not clear whether or not any work done by those with an RCDD designation is engineering and if there is any potential breach in the PEA.

Moved by Vice President Quinn, seconded by Past President Chong:

That the Executive Committee direct the Registrar to undertake whatever investigation is required to determine if engineering work is being done by non-engineers under the Registered Communications Distribution Designer (RCDD) designation and to report back to Council.

CARRIED

b) Clarification of Joint Relations Committee’s Mandate Regarding Regional Councillors Committee

Councillor Sadr asked for clarification regarding a request from the Joint Relations Committee (JRC) that each Chapter have a JRC member. President Comrie advised that such a decision should be

made by the Regional Councillors Committee (RCC). He suggested that Councillor Sadr discuss this matter with Councillor Turnbull who is a member of JRC.

Moved by Councillor Sadr, seconded by Past President Chong:

That the Executive Committee move in-camera.

CARRIED

**14-93
IN-CAMERA SESSION**

While in-camera, the Executive Committee:

- a) Verified the in-camera minutes of the 246th Executive Committee meeting held October 18, 2016.
- b) Discussed the Strategy for Release of Industrial Exception Data Collection Study.

There being no further business, the meeting concluded.

These minutes consist of minutes 14-87 to 14-93 inclusive and four pages.

G. Comrie, P.Eng., President and Chair

G. McDonald, P.Eng., Registrar

MINUTES – 248th Executive Committee – February 23, 2017

Purpose – To ratify the minutes of the 248th Executive Committee meeting

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

That the minutes of the 248th meeting of the Executive Committee, held on February 23, 2017, as presented to the meeting at C-514-3.2, Appendix A, be ratified.

Prepared by: Dale Power, Secretariat Administrator

1. Need for PEO Action

In accordance with best business practices, Council should formally record its consent to the actions taken by the Executive Committee.

The Executive Committee, at its meeting held August 15, 2017, confirmed that the attached minutes from the 248th meeting of the Executive Committee, held February 23, 2017, accurately reflect the business transacted at that meeting.

2. Current Policy

It is PEO convention that Council ratify minutes of Executive Committee meetings.

3. Appendices

- Appendix A – Minutes of the 248th Meeting of the Executive Committee



Minutes

C-514-3.2
Appendix A

The 248th Meeting of the EXECUTIVE COMMITTEE of PROFESSIONAL ENGINEERS ONTARIO was held on Thursday, February 23, 2017 at 9:00 a.m. via teleconference.

Present: G. Comrie, P.Eng., President and Chair
P. J. Quinn, P.Eng., Vice-President (elected)
M. Spink, P.Eng.
J. Simmons, EveryOne Counts

Staff: G. McDonald, P.Eng., Registrar
S. W. Clark, LL.B
R. Martin
D. Power

Regrets: D. Brown, P.Eng., Vice-President (appointed)
T. Chong, P.Eng., Past President
B. Dony, P.Eng., President-elect
C. Sadr, P.Eng.

CALL TO ORDER

Notice having been given and a quorum being present, President Comrie, acting as Chair called the meeting to order. He advised that J. Simmons was on the call representing EveryOne Counts, PEO's Official Elections Agent. He further advised that D. Brown, T. Chong and C. Sadr had recused themselves from the teleconference call in order to preclude any potential argument of bias due to conflict of interest since they were all candidates in the 2017 Council elections.

14-94 2017 COUNCIL ELECTIONS

As a result of a credentialing distribution error by the Official Elections Agent, the voting site closed for periods over two days. In order to be fair to voters, Registrar McDonald and President Comrie proposed that the voting period be extended.

Executive Committee members were provided with an Incident Report dated February 22, 2017 from EveryOne Counts which provided a summary of the incident, event details, issue resolution and further action. J. Simmons provided an overview and responded to questions.

Responding to a query regarding the involvement of the Chief Elections Officer and the Central Election and Search Committee (CESC) in this matter Registrar McDonald advised that the CESC is not responsible for the election. The main role of this committee is to find candidates and to improve the election process. A. Elliot, the Chief Elections Officer, has been involved, participating in teleconferences calls and the deliberations to resolve the issue. He

further advised that EveryOne Counts did not take action without prior consultation with PEO. A number of options were considered, including the cancellation of the election.

President Comrie noted that those involved in the election realized from the onset that the credibility of the election was in jeopardy in the minds of many people and worked with EveryOne Counts to appoint a forensic auditor to review the process and recovery steps. This will include the identification of any anomalies. The cost of the forensic auditor will be borne by EveryOne Counts. This will result in the delay of the election results by three weeks.

Vice-President Quinn took over the Chair.

Moved by Councillor Spink, seconded by President Comrie:

That the closing date of PEO's 2017 Council elections be extended to February 28, 2017 at 4:00 p.m. EST.

CARRIED

An eBlast will be sent to all members advising that the voting period has been extended.

President Comrie resumed the role of Chair.

There being no further business, the meeting concluded.

These minutes consist of minutes 14-94 and two pages.

G. Comrie, P.Eng., President and Chair

G. McDonald, P.Eng., Registrar

OPEN SESSION MINUTES – 513^h Council Meeting – June 23, 2017

Purpose: To record that the minutes of the open session of the 513th meeting of Council accurately reflect the business transacted at that meeting.

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

That the minutes of the 513th meeting of Council, held June 23, 2017, as presented to the meeting at C-514-3.3, Appendix A, accurately reflect the business transacted at that meeting.

Prepared by: Dale Power, Secretariat Administrator

1. Need for PEO Action

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

2. Current Policy

Section 25(1) of By-Law No. 1 states that meetings of PEO are to be governed by *Wainberg's Society Meetings*. Rule 27.5 of *Wainberg's* states that "There is no legal requirement to have minutes verified, but it is considered good practice. The motion does not by itself ratify or adopt the business transacted; it merely verifies the minutes as being correct [a correct record of the discussions held and decisions made at the meeting]."

3. Appendices

- Appendix A - Minutes – 513th Council open session meeting – June 23, 2017



Minutes

C-514-3.3
Appendix A

The 513th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held at PEO Offices, 40 Sheppard Avenue West, Toronto, Ontario on Friday, June 23, 2017 at 9:00 a.m.

- Present:
- B. Dony, P.Eng., President and Council Chair
 - G. Comrie, P.Eng., Past President
 - D. Brown, P.Eng., President-Elect
 - N. Hill, P.Eng., Vice President (Elected)
 - M. Spink, P.Eng., Vice President (Appointed)
 - C. Bellini, P.Eng., Councillor at Large [minutes 11807 – 11809, 11816 – 11836 only]
 - I. Bhatia, P.Eng., Eastern Regional Councillor
 - G. Boone, P.Eng., Eastern Regional Councillor
 - T. Chong, P.Eng., East Central Regional Councillor
 - D. Chui, P.Eng., West Central Regional Councillor
 - R.A. Fraser, P.Eng., Councillor at Large [via teleconference]
 - L. Hidalgo, P.Eng., Western Regional Councillor [minutes 11809 – 11836 only]
 - G. Houghton, P.Eng., Western Regional Councillor
 - Q. C. Jackson, Barrister & Solicitor, Lieutenant Governor-In-Council Appointee
 - T. Kirkby, P.Eng., Lieutenant Governor-In-Council Appointee
 - L. Lederman, Q.C., Lieutenant Governor-In-Council Appointee
 - T. Olukiyesi, P.Eng., Lieutenant Governor-In-Council Appointee
 - D. Preley, P.Eng., Northern Regional Councillor
 - N. Rush, C.E.T., Lieutenant Governor-In-Council Appointee
 - N. Takessian, P.Eng., East Central Regional Councillor
 - W. Turnbull, P.Eng., Western Regional Councillor
 - M. Wesa, P.Eng., Northern Regional Councillor [via teleconference]
- Regrets:
- M. Chan, P.Eng., Lieutenant Governor-In-Council Appointee
 - R. Hilton, P.Eng., Lieutenant Governor-In-Council Appointee
 - K. Reid, P.Eng., Councillor at Large
- Staff:
- G. McDonald, P.Eng., Registrar
 - S.W. Clark, LL.B.
 - L. Latham, P.Eng.
 - C. Mehta
 - M. Price, P.Eng.
 - D. Smith
 - M. Wehrle
 - J. Zuccon, P.Eng.
 - R. Martin
 - F. Goncalves
 - D. Power
 - N. Axworthy [minutes 11807 to 11835 only]
 - J. Chau [minutes 11807 to 11835 only]

B. St. Jean [minutes 11807 to 11835 only]

Guests:

- A. Bergeron, PEO Director, Engineers Canada [minutes 11807 to 11835 only]
- H. Brown, Brown & Cohen [minutes 11807 to 11835 only]
- D. Campbell, Chair, Government Liaison Committee [minutes 11807 to 11835 only]
- R. Gupta, Chair, Discipline Committee [minutes 11807 – 11811 only]
- L. Casselman, Brown & Cohen [minutes 11807 to 11835 only]
- B. Keidan, Brown & Cohen [minutes 11807 to 11835 only]
- C. Roney, President, Engineers Canada [minutes 11764 to 11835 only]
- R. Shreewastav, PEO Director, Engineers Canada [minutes 11807 to 11835]

On Thursday evening, Council held a plenary session to receive and discuss the Government Liaison Program (GLP) Audit Report Recommendations Implementation Plan.

Council convened at 9:00 a.m. Friday, June 23, 2017.

CALL TO ORDER

Notice having been given and a quorum being present, the Chair called the meeting to order.

11807 APPROVAL OF AGENDA

Moved by Councillor Takessian, seconded by Councillor Kirkby:

That:

- a. the agenda, as presented to the meeting at C-513-1.1, Appendix A be approved as amended; and**
- b. the Chair be authorized to suspend the regular order of business.**

CARRIED

11808 PRESIDENT/REGISTRAR'S REPORT

President Dony provided highlights of his recent activities which included attendance at the following events:

- APEGA AGM in Calgary
- APEGS AGM in Regina
- NAPEG AGM in Nunavut
- Engineers Canada AGM in St. John's
- PEGNL in St. John's
- PEO CODE Workshop

President Dony will be attending the Canadian Academy of Engineering (CAE) on June 26, 2017 for the induction of former President Thomas Chong as a fellow of the academy.

11809 APPEALING A DIC PANEL DECISION

At its September 23, 2011 meeting, Council approved by motion twenty-four of the recommendations contained in the Complaints and Discipline Process Task Force, Final Report to Council ("Report"), dated September 23, 2011.

Recommendation 19 of the Report reads as follows: "That the registrar

develop criteria for when it is appropriate for PEO to appeal a decision of the Discipline Committee. Rationale – From time to time, it may be in PEO’s or the public interest to appeal a decision.”

Appeals, by either party to the proceedings, are authorized by section 31 of the Professional Engineers Act. Other regulators have exercised similar powers from time to time. It appears that prior to February, 2017, no appeal had ever commenced by PEO from any decision of the Discipline Committee. While it is expected that appeals from Discipline Committee decisions by PEO would be quite rare, given the fact that Notice of Appeal by PEO in respect of a Discipline Committee Decision was filed with the Divisional Court in February, 2017, and the fact that this Report recommendation has remained unaddressed, the Registrar presented a policy identifying the criteria for when the Registrar may appeal a decision of the Discipline Committee.

Councillor Lederman objected to the order of items 2.1 Appealing a DIC Panel Decision and 2.2 The PEO Discipline Framework on the agenda indicating that the two items should be joined and asked that his objection be noted in the minutes.

Moved by President-elect Brown, seconded by Vice President Hill:

That Council approve the Policy: PEO Appeals of Discipline Committee Decisions, as presented to the meeting at C-513-2.1, Appendix A.

Moved by Councillor Chui, seconded by Councillor Takessian:

That the main motion be tabled to the November Council meeting.

DEFEATED

Council then voted on the main motion.

CARRIED

Recorded Vote

For

C. Bellini
D. Brown
T. Chong
G. Comrie
N. Hill
G. Houghton
Q. Jackson
T. Olukiyesi
D. Preley
N. Rush
M. Spink
W. Turnbull

Against

I. Bhatia
D. Chui
R. Fraser
L. Lederman

Abstain

G. Boone
L. Hidalgo
T. Kirkby
N. Takessian

M. Wesa

**11810
THE PEO DISCIPLINE FRAMEWORK**

Councillor Lederman advised that the motion was being brought forward in the spirit of fairness and conscience, referencing the McRuer Report.

Moved by Councillor Lederman, seconded by Councillor Fraser:

Whereas PEO's Discipline Function, according to the McRuer Royal Commission Inquiry into Civil Rights in the Province of Ontario - 1968 Report ("McRuer"), is one of the most important functions of a Regulated Profession;

And Whereas, again, according to McRuer, and, indeed, according to Right-Thinking generally: Fairness & Due Process under Law in Discipline is required in and by the Public Interest;

And Whereas such Fairness should be thus fundamental to PEO's attitudes and actions;

**And Whereas the words of Associate Justice Jackson of the Supreme Court of the United States, in a speech in 1940 to US Federal prosecutors are very relevant and accordingly, set out here:
...Nothing better can come out of this meeting of law enforcement officers than a rededication to the spirit of fair play and decency that should animate the federal prosecutor. Your positions are of such independence and importance that while you are being diligent, strict, and vigorous in law enforcement you can also afford to be just. Although the government technically loses its case, it has really won if justice has been done ...**

The qualities of a good prosecutor are as elusive and as impossible to define as those which mark a gentleman. And those who need to be told would not understand it anyway. A sensitiveness to fair play and sportsmanship is perhaps the best protection against the abuse of power, and the citizen's safety lies in the prosecutor who tempers zeal with human kindness, who seeks truth and not victims, who serves the law and not factional purposes and who approaches his task with humility.

Therefore, to Reiterate & Make Publicly Manifest & Effective, PEO's Commitment to Fairness:

That Council adopt the PEO Discipline Framework, including the Title & Preamble – called "The PEO Discipline Framework" and all necessary or useful changes in PEO Policies and Procedures that are relevant are hereby made (such amendments to be reflected forthwith in writing) to accord with it, in Spirit as well as in Substance.

The PEO Discipline Framework presented to Council on June 23, 2017 contains the following:

1. Only matters of Substance are to be treated as Misconduct (or other matters subject to PEO Discipline process, by whatever name(s)) and prosecuted as such.
2. PEO Prosecutors are to conduct themselves in accordance with the spirit of the Preamble and especially Justice Jackson's comments recited in it.
3. PEO Prosecutors have the express Duty and Discretion, of their own motion, and free from suggestion, or direction, or compulsion, or detriment, to refuse prosecutions they believe to be against the Substance or Spirit of the Preamble or otherwise wrong.
4. If the matter in question is already being (or expected soon to be) dealt with by the regular Court System, PEO will defer to that Court process and not attempt to duplicate or parallel, or second-guess it.
5. PEO will not level multiple or excessive charges, but rather only those charges that are reasonably necessary to uphold meaningful professional standards (including standards of professional competence & professional ethics).
6. Subject always to maintaining reasonable professional standards, PEO will not act as a de facto Party or Party-Surrogate in what reasonably seems to be, or in fact is, essentially a private – or even malice-based – dispute between a Client and a PEO Member.
7. Although a PEO proceeding is not a "Criminal" proceeding per se, it is an extremely serious one, one that, as stated by McRuer, could result in a Member's "economic death", and accordingly:
 - (a) The Defendant-Member is to be accorded the Presumption of Innocence.
 - (b) PEO will have the onus of proving its case.
 - (c) The proof will be "on a balance of probabilities, on cogent and convincing evidence".
8. If a PEO Prosecution is successful: PEO will not seek an award of Costs from the Defendant-Member, except in extraordinary or unusual circumstances, in which case Costs (and their amount) are not, in any event, to be accorded as a matter of Right, but in the Absolute Discretion of the Panel, and would be on a modest scale.
9. Prior to, or during, or after Trial, PEO will not use the matter of

potential Costs as a lever (nor will PEO use other like inducement) to persuade the Defendant-Member to plead Guilty, or to forgo an Appeal.

10. If a PEO Prosecution is unsuccessful (in whole or in part): PEO will not appeal to the Divisional Court (or such other authority as may be available) except in extraordinary or unusual circumstances, and with the express advance Consent of PEO Council, the giving of which Consent shall be in accordance with such considerations as:

- (i) The normal deference given to the decision of a Panel by the Courts.
- (ii) Whether the decision of this Panel was unanimous.
- (iii) Whether the decision of this Panel met the normal tests of not being
 - (a) Manifestly against the Weight of the Facts, or
 - (b) Clearly inconsistent with the Law.

11. If PEO appeals an unsuccessful prosecution (in whole or in part), as opposed to simply responding to a Defendant-Member originated appeal: PEO shall pay the reasonable costs of Defendant-Member's legal counsel.

12. If PEO appeals and it seems that the Defendant-Member will not appear to contest that appeal: PEO Council – independent of PEO Management – shall retain (at PEO's expense) legal counsel to appear as an intervenor "Friend-of-the-Court" to attend the Court Hearing – and independent of instruction by PEO – to ensure Balance and Fairness, and to give the Court Proper Perspective on the Panel's Process and Role.

DEFEATED
Recorded Vote

For

I. Bhatia
D. Chui
R. Fraser
L. Hidalgo
T. Kirkby
L. Lederman
N. Takessian

Against

D. Brown
G. Comrie
N. Hill
G. Houghton
Q. Jackson
M. Spink
W. Turnbull
M. Wesa

Abstain

G. Boone
T. Chong
T. Olukiyesi
N. Rush

**11811
COUNCIL TERM LIMITS TASK FORCE
RECOMMENDATIONS**

The Council Term Limits Task Force (CTLTF) was created by PEO Council at its February 2016 meeting, pursuant to its November 2015 approval in principle of establishing term limits and succession planning for Council positions.

The Task Force presented its report at the March 2017 Council meeting. Council received the CTLTF Report and directed the report be referred back to the Task Force for further deliberation and that the Task Force report back at the June 2017 Council meeting.

The Task Force believed that the Report and Recommendations received by Council at its March 2017 meeting provided best practices and therefore, the Task Force stood by its original recommendations. However, revised recommendations for succession planning and term limits were being presented to Council in the alternative to the recommendations contained in the Task Force's Report and as requested by Council.

Following discussion regarding recommendation 8, it was agreed that the word "companies" be replaced with "employers". Recommendation 8 was amended to read "PEO must work with engineering employers to encourage ways to facilitate their employees to consider service to the profession."

Moved by Vice President Hill, seconded by Vice President Spink:

That Council approve recommendations 1 – 13 as presented to the meeting at C-513-2.3, Appendix A as amended.

CARRIED
Recorded Vote

For

G. Boone
D. Brown
G. Comrie
L. Hidalgo
N. Hill
Q. Jackson
T. Kirkby
T. Olukiyesi
D. Preley
N. Rush
M. Spink
W. Turnbull
M. Wesa

Against

I. Bhatia
T. Chong
D. Chui
R. Fraser
G. Houghton
L. Lederman
N. Takessian

Moved by Vice President Hill, seconded by Councillor Turnbull:

That Council approve recommendations 14 – 21 as presented to the meeting at C-513-2.3 Appendix A as amended.

CARRIED
Recorded Vote

For

G. Boone

Against

I. Bhatia

D. Brown	T. Chong
L. Hidalgo	D. Chui
N. Hill	G. Comrie
Q. Jackson	R. Fraser
D. Preley	G. Houghton
N. Rush	T. Kirkby
M. Spink	L. Lederman
N. Takessian	T. Olukiyesi
W. Turnbull	
M. Wesa	

Moved by Vice President Hill, seconded by Councillor Turnbull:

That Council approve recommendations 22 – 27 as presented to the meeting at C-513-2.3, Appendix A.

Required a 2/3 majority of votes cast to carry

Moved by Councillor Chui, seconded by Councillor Hidalgo:

That the hiatus period be amended to be six years, amending recommendations 22, 24 and 25 and that Appendix A be amended to reflect that and that recommendation 24 be further amended by correcting the last line to read “However, the member is still eligible to serve as Vice President or President in accordance with recommendations 22 and 23”, rather than recommendations 23 and 24.

AMENDMENT CARRIED

Recorded Vote

For

I. Bhatia
G. Boone
D. Brown
T. Chong
D. Chui
G. Comrie
R. Fraser
L. Hidalgo
G. Houghton
Q. Jackson
T. Kirkby
T. Olukiyesi
D. Preley
N. Rush
N. Takessian
W. Turnbull
M. Wesa

Against

L. Lederman
M. Spink

Abstain

N. Hill

Moved by Past President Comrie, seconded by Councillor Chui:

That recommendation 22 be amended by striking the first sentence “A Member in good standing is eligible to serve one term only in the positions of President-Elect, President and Past President.”

AMENDMENT DEFEATED

Council then voted on the main motion as amended.

Required a 2/3 majority of votes cast to carry.

That Council approve recommendations 22 – 27 as presented to the meeting at C-513-2.3, Appendix A, as amended.

MAIN MOTION AS AMENDED CARRIED

Recorded vote

For

I. Bhatia
G. Boone
D. Brown
T. Chong
L. Hidalgo
N. Hill
Q. Jackson
T. Kirkby
T. Olukiyesi
D. Preley
N. Rush
M. Spink
N. Takessian
W. Turnbull
M. Wesa

Against

D. Chui
G. Comrie
R. Fraser
G. Houghton
L. Lederman

Moved by Councillor Takessian, seconded by Councillor Bhatia:

That the Council Term Limits Task Force be stood down with thanks.

CARRIED

Required a 2/3 majority of votes cast to carry.

Moved by Councillor Chui, seconded by Councillor Boone:

That term limits be implemented at the start of the 2019 election cycle to give reasonable time for adjustments to all existing sitting Councillors and time for regulation change to that effect.

CARRIED

**11812
GLP AUDIT REPORT RECOMMENDATIONS
IMPLEMENTATION PLAN**

At the November 18, 2016 meeting, Council directed that the following action be taken:

1. That Council receive the Government Liaison Program Audit report as presented to the meeting at C-509-2.1, Appendix A.
2. That Council direct the Registrar, in consultation with the Government Liaison Committee, to undertake the development of a plan to implement the recommendations contained in the Government Liaison Program Audit report as presented to the meeting at C-509-2.1, Appendix A.
3. That the implementation plan as specified in motion 2 be brought back to Council for approval at the June 2017 Council meeting.

Councillor Turnbull advised that the additional budget allocations identified to proceed with the GLP implementation plan would be submitted to the Finance Committee for inclusion in the 2018 budget.

Moved by Councillor Turnbull, seconded by Councillor Bhatia:

That Council:

- a) **Approve the GLP Audit Implementation Plan as presented to the meeting at C-513-2.4, Appendix A – Enhancing PEO’s Government Liaison Program (GLP) Report and Appendix B – GLP Implementation Plan**
- b) **Direct the Government Liaison Committee to implement the Plan.**

CARRIED

**11813
2018 BUDGET ASSUMPTIONS**

Vice President Hill noted that there were a lot of opportunities to improve PEO’s IT systems from a committee point of view such as call in options and fillable online forms and that IT related initiatives should be properly funded. Registrar McDonald welcomed any specific suggestions for consideration. He advised that one of his goals for the coming year included the development of an IT Strategic Plan. One of the major projects currently underway is online licensing.

Moved by Councillor Turnbull, seconded by Councillor Takessian:

1. **That the 2018 Budget Assumptions, as presented to the meeting at C-513-2.5, Appendix A and as recommended by the Finance**

Committee, be approved.

- 2. That the Registrar be directed to initiate the budgeting process, per PEO's Budgeting Cycle, and provide the 2018 operating budget and capital budget at the September 2017 Council meeting based on the approved assumptions.**

CARRIED

**11814
ELECTION MATTERS – ISSUES REPORT
AND PROCEDURES**

Members of Council are to be elected annually in accordance with sections 2 through 26 of Regulation 941 under the *Professional Engineers Act*.

In accordance with the Protocol for Annual Review of Election Procedures, the Central Election and Search Committee (CESC) undertook a review of the procedures for the conduct of the 2017 Council Elections. PEO convention requires that Council approve voting procedures and election publicity procedures, which form part of the voting procedures, for its annual elections. All recommendations approved by the CESC were incorporated into the Voting and Election Procedures and the 2018 Council Elections Guide, as the case may be, and will be amended, if required, as per Council's decisions at the meeting.

The CESC Issues report deals with a number of issues including:

- That PEO should provide candidates with a more structured template for their biography and platform material;
- That staff be directed to research options for electronic signatures on nomination forms;
- That Communications staff work with the Official Elections Agent to combine the candidate eblasts with the weekly election reminder;
- That PEO provide financial and organizational support to Chapters so they can hold one All Candidate meeting per region;
- Candidates are required to provide an email address to be used and made public for election purposes only;
- That links to a candidate's own email address and to the candidate's Facebook, Twitter and LinkedIn accounts be included in their publicity material;
- That staff develop a RFP for a three-year contract for a service provider for a voicemail delivery of a message notifying members that their election package has been sent.

S. 13(1) and 13(2) of Regulation 941 requires Council to appoint a Regional Election and Search Committee (RESC) for each Region composed of the Chair of each Chapter in the Region and appoint the Junior Regional Councillor in each Region as the Chair of the RESC for

that Region.

Item 11 in the Issues Report recommended that PEO provide financial support to Chapters to hold one regional All Candidate meeting per region. There was strong support from Council regarding this recommendation but that it was crucial for all candidates to receive adequate notice of when these meetings will occur so that they can plan their schedules. Mr. Clark advised that he would pass this on to the Chapter office.

Moved by Past President Comrie, seconded by Councillor Chong:

That Council, with respect to the 2018 Council election:

- a) **approve the recommendations contained in the 2017 Central Election and Search Committee Issues Report as presented to the meeting at C-513-2.6, Appendix A;**
- b) **approve the 2018 Voting Procedures, as presented to the meeting at C-513-2.6, Appendix B;**
- c) **approve the 2018 Election Publicity Procedures, as presented to the meeting at C-513-2.6, Appendix C;**
- d) **approve the 2018 Nomination Petition Form as presented to the meeting at C-513- 2.6, Appendix D;**
- e) **approve the 2018 Nomination Acceptance Forms for President-Elect, Vice President, Councillor-at-Large and Regional Councillor as presented to the meeting at C-513-2.6, Appendix E,**
- f) **appoint the Regional Election and Search Committees (RESC) for each Region,**
- g) **appoint the Junior Regional Councillor in each Region (Dan Preley, P.Eng., Ishwar Bhatia, P.Eng., Thomas Chong, P.Eng., Lola Hidalgo, P.Eng., Warren Turnbull, P.Eng.) as Chair of the RESC for their Region.**

CARRIED

**11815
FUNDING PROPOSAL FOR THE 2017 OPEA**

Considering that Canada's 150th anniversary of Confederation in 2017 is an historic moment and that 2017 is also the 70th anniversary of the OPEA awards program, the OPEA Gala presented an opportunity to commemorate both achievements by:

- i. Inviting past Gold Medal award recipients to the event and honouring engineering excellence over the past 70 years of the OPEA awards program through the production of a dedicated anniversary vignette that can also be used for future profile

- raising efforts, and
- ii. Promoting greater awareness and recognition for the engineering profession and achievement in engineering excellence.

It was suggested that the vignette also include the fact that PEO is celebrating its 95th year.

The entire cost of this event will be borne by PEO. It was noted that in the 2016 newspaper supplement that the P.Eng. designation was not highlighted and that this should be corrected going forward.

In response to a query regarding effective ways to promote the OPEA Gala, N. Hill advised that she would follow up on ways to determine the best media options for promoting this event moving forward in consultation with the Gala Advisory Subcommittee (GAC).

Moved by Vice President Hill, seconded by Councillor Hidalgo:

1. **That Council approve the Gala Advisory Subcommittee Proposal for additional funding for the 2017 OPEA Gala, subject to the following provisos, in order to commemorate the theme of “Celebrating Canada’s 150th” and to honour the 70th anniversary of the OPEA awards program:**
 - **approve a maximum of \$15,000 to fund the cost of producing a vignette and citations to pay tribute to the 70th anniversary of engineering excellence awards;**
 - **approve issuing an invitation to 13 past OPEA Gold Medal award recipients residing in Ontario to attend the 2017 OPEA Gala and approve a maximum of \$12,000 to cover related travel, hotel and meal costs; and**
 - **approve an additional funding commitment of \$15,000, for a total of \$30,000, to fund the promotion of the 2017 OPEA award recipients.**
2. **That Council approve PEO assuming ongoing responsibility for the announcement.**

CARRIED

11816

At its November 2008 meeting, Council approved a revised Committees

COUNCIL LIAISON APPOINTMENTS

and Task Forces Policy under which Council is to approve Council Liaisons. Further, at its April 2009 meeting, Council directed each committee/task force to designate a member of Council as Council Liaison.

More recently, at its September 23, 2016 meeting, Council approved a revised process for the appointment of Council Liaisons to Committees and Task Forces which directs the Human Resources Committee (HRC) to review the Committees and Task Forces Member Roster to ensure committees have at least one Councillor to act as a Council Liaison.

Submissions were reviewed by the HRC on June 1, and HRC has recommended the appointment of Council Liaisons as set out in the motion.

Moved by President-elect Brown, seconded by Past President Comrie:

That the following members be appointed as Council Liaisons to the Committees set opposite their respective names:

Lola Hidalgo Salgado	Awards Committee
Tomiwa Olukiyesi	Education Committee
Michael Wesa	Professional Standards Committee
Michael Chan	Registration Committee

CARRIED

**11817
CHANGES TO COMMITTEES/TASK FORCES
ROSTER**

It is the role of Council to approve annual rosters of committee members under the Committees and Task Forces Policy and authorize the membership of those volunteers who formally participate on its behalf through membership on committees and task forces. Furthermore, Council is asked to approve volunteer members of committees and task forces in accordance with PEO’s insurance policy requirements.

Council approved the *2017 PEO Committees and Task Forces Membership Roster* at the November 18, 2016 meeting.

Moved by Past President Comrie, seconded by Councillor Chong:

That Council approve changes to the 2017 PEO Committees and Task Forces Membership Roster as presented to the meeting at C-513-2.9, Appendix A.

CARRIED

**11818
2017 COMMITTEE/TASK FORCE WORK
AND HUMAN RESOURCESAQ PLANS**

One of the roles of Council, as identified in the *Committees and Task Forces Policy* (Role of Council, Item 3), is to approve committee/task force mandates, Terms of Reference, annual work plans, and annual human resources plans.

Moved by Past President Comrie, seconded by Councillor Takessian:

That Council approve the Complaints Review Councillor (CRC), Discipline Committee (DIC) and Registration Committee (REC) Work and Human Resources Plans as presented at C-513-2.10, Appendices A to C.

CARRIED

**11819
COMMITTEE TERM LIMITS COMPLIANCE
REPORT**

At its meeting on September 23, 2016, Council passed motions regarding committee volunteer term limits, including:

That Council direct all committees to revise their Terms of Reference in accordance with the Terms of Reference template as presented at the meeting at C-508-2.8, Appendix A, requiring committees to indicate the length of service and maximum term limits for chair, vice chair and members by March 31, 2017.

That Council direct People Development staff to conduct an annual compliance analysis of the implementation process, for review by the Advisory Committee on Volunteers, and forward a report to the Human Resources Committee.

People Development conducted a compliance review of the 16 non-Board committees who were requested to comply with the Council directive.

In summary:

- Three committees achieved full compliance as their revised Terms of Reference were presented and approved by Council within the required timeline.
- Nine committees submitted their revised Terms of Reference at the June meeting for Council review and approval, and one committee will submit at the September meeting.
- As yet, no submissions were received from three committees.

The Committee Term Limits Compliance Report was included in the agenda package.

President-elect Brown recommended that the Human Resources Committee (HRC) provide appropriate wording regarding term limits for the Chair and Vice-Chair positions to those committees who are not in compliance. The HRC would provide a report to Council at its September meeting.

11820

One of the roles of Council, as identified in the *Committees and Task*

COMMITTEES/TASK FORCES TERM OF REFERENCE

Forces Policy (Role of Council, Item 3), is to approve committee/task force mandates, Terms of Reference, annual work plans, and annual human resources plans.

In accordance with the *Committees and Task Forces Policy – Reference Guide* (Sections 2.5 and 3.2), various committees submitted their respective Terms of Reference to the Advisory Committee on Volunteers (ACV) for review and comment. Predominantly, the Terms of Reference documents were revised to comply with the Council directive that committees implement term limits by the imposed March 21, 2017 deadline.

At its May 25, 2017 meeting, the ACV passed a motion to accept the Terms of Reference of the Consulting Engineer Designation Committee (CEDC), Education Committee (EDU), Equity and Diversity Committee (EDC), Experience Requirements Committee (ERC), Professional Standards Committee (PSC) and Registration Committee (REC). ACV also approved its revised Terms of Reference.

ACV did not accept the Enforcement Committee (ENF) Terms of Reference and provided feedback to the Chair that ENF's proposed 20-year term limit for members was not in keeping with the intent of Council's directive. The Terms of Reference for the Government Liaison Committee (GLC) were reviewed by ACV on December 1, 2016 and forwarded to GLC with suggested revisions, which were subsequently approved by the GLC Chair.

Moved by President-elect Brown, seconded by Past President Comrie:

That Council approve the revised Terms of Reference for the following committees, as presented to the meeting at C-513-2.12, Appendices A to H:

- A. Advisory Committee on Volunteers (ACV)**
- B. Consulting Engineer Designation Committee (CEDC)**
- C. Education Committee (EDU)**
- D. Equity and Diversity Committee (EDC)**
- E. Experience Requirements Committee (ERC)**
- F. Government Liaison Committee (GLC)**
- G. Professional Standards Committee (PSC)**
- H. Registration Committee (REC)**

CARRIED

**11821
CONSENT AGENDA**

Moved by Councillor Preley, seconded by Councillor Bellini:

That the Consent Agenda be approved.

CARRIED

Included on the consent agenda:

3.1 Minutes – 511th Council meeting – March 24, 2017

- 3.2 Minutes – 512th Council meeting – April 22, 2017
- 3.3 Approval of CEDC Applications

[Note: minutes 11822 to 11824 reflect the motions provided in the briefing notes presented to the meeting.]

**11822
MINUTES – 511th COUNCIL MEETING –
MARCH 24, 2017**

That the minutes of the open session of the 511th meeting of Council, held on March 24, 2017 as presented to the meeting at C-513-3.1, Appendix A, and as amended, accurately reflect the business transacted at that meeting.

CARRIED

**11823
MINUTES – 512th COUNCIL MEETING –
APRIL 22, 2017**

That the minutes of the open session of the 512th meeting of Council, held on April 22, 2017 as presented to the meeting at C-513-3.2, Appendix A, accurately reflect the business transacted at that meeting.

CARRIED

Signing of Council minutes – Councillor Lederman noted that typically the minutes are signed by the Chair and Secretary rather than by the Registrar.

Attendance – Councillor Preley requested that the positions of all Council members be included and that staff attending the Council meeting be noted as well.

**11824
APPROVAL OF CEDC APPLICATIONS**

Under Section 61(2) of Regulation 941 under the Professional Engineers Act, the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC is recommending that Council approve the following motions:

- 1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as presented to the meeting at C-513-3.3, Appendix A, Section 1.**
- 2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-513-3.3, 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-513-3.3, Appendix A, Section 3.**

**11825
STRATEGIC PLAN UPDATE**

Registrar McDonald advised that the existing Strategic Plan is 88% complete and that 90% of the activities are on track. There were no questions or comments.

**11826
PUBLIC INFORMATION CAMPAIGN (PIC)**

Vice President Spink advised that in June 2016 Council discussed initiating a communications/advertising/marketing plan related to a

TASK FORCE UPDATE

public information campaign. In September 2016 Council directed the Registrar to develop terms of reference and propose members for the task force and in February 2017 Council approved the term of reference and task force members. The Public Information Campaign (PIC) task force met twice in April. At its second meeting in April the task force finalized its work plan and RFP for a consultant to assist in putting a plan together. The task force will be meeting with the three selected finalists on June 27, 2017. Councillor Spink is the Chair of the task force and asked Councillors to send any ideas or comments to her. The original date for presentation to Council was April 2018 but that this date has been pushed forward to February 2018.

Registrar McDonald advised that PIC Task Force update will be a standing agenda item and that updates will also be provided through the Registrar's report.

11827 STATUS OF COMPLAINTS AND DISCIPLINE PROCESS TASK FORCE RECOMMENDATIONS

Registrar McDonald advised that the status of the Complaints and Discipline Process Task Force recommendations had been included in the agenda package noting that the majority of the 24 recommendations have been addressed. He proposed that an update as to the status of the recommendations be provided to Council every six months. There were no questions or comments.

11828 LEGISLATION COMMITTEE UPDATE

Councillor Bellini reported that the Legislation Committee has met twice in 2017. The first meeting was primarily for orientation while the second dealt with a number of items, one of which was a review of a motion passed some time ago by Council to authorize the removal of a Councillor. This motion was passed prior to PEO having a protocol regarding proposed legislative changes. This item is now being looked at by the HRC.

The committee received a proposal from a member of the Ottawa Chapter executive to amend the by-law to more accurately reflect the engineering intern provisions in Regulation 941 which still uses the terminology "Engineer in Training" rather than "Engineering Intern". This item has been added to the list of proposed by-law changes.

The committee received a presentation from the Registrar regarding PEO appeals on Discipline Committee decisions.

The committee discussed ways to prioritize PEO's regulatory priority conflict items and identified three committee challenges for use at the Committee Chairs Work Shop in November as requested by the Advisory Committee on Volunteers (ACV).

11829 REGIONAL COUNCILLORS COMMITTEE UPDATE

Councillor Turnbull reviewed the open issues in C-513-5.5, Appendix A. Further to the open issue submitted by the West Central Regional Congress that there be space for RCC to include some chapter contact

and general information in the “Welcome Package” provided to new licensee recipients to better inform them of their chapter affiliation, Past President Comrie advised that the Licensing Committee was never consulted. M. Price advised that this has been reviewed by staff and that the feedback has been provided to the Chapter office through the Manager, Chapters. This feedback and a draft design of how the pages will look will be brought forward for review at the next RCC meeting. Councillor Turnbull further advised that all the Open Issues listed will be discussed/resolved at the July 29, 2017 RCC meeting.

Councillor Chong noted that a number of the open issues go back to 2014 and asked if there was any way that these items could be expedited. He further noted that open issues 41 and 55 should be combined since they deal with the same issue.

Past President Comrie advised that the Licensing Committee is currently looking at open issues 55 and 56 regarding the structured EIT program. He further noted that the Professional Standards Committee has produced a draft experience guide on what it means to take responsibility for engineering work and that this guideline is now out for consultation. He encouraged Council members to take a look at this guideline and to provide feedback.

Further to the finalization of the Chapter Bylaw, Councillor Turnbull advised that the Legislation Committee will be providing an update on status at the July 2017 RCC meeting.

Councillor Takessian suggested that the RCC open issue items either be placed on the agenda as a line item or finding a way of communicating status of open issues to the RCC.

**11830
OSPE-PEO JOINT RELATIONS COMMITTEE
(JRC) UPDATE**

An update was provided in the June 23, 2017 Registrar’s report.

**11831
ENGINEERS CANADA UPDATE**

C. Roney provided the update advising that he concluded his Presidency at the May Annual General Meeting of Engineers Canada and that A. Bergeron was elected as President-elect. He pointed out that over the span of the last seven years that Ontario has had three Presidents and that two of these were women.

Some of the Engineers Canada priority items include accreditation improvements, governance and the strategic planning process, hiring a new CEO, improving regulator support and increasing the profile and relevance of engineering.

C. Roney advised that at the 2017 Annual General meeting the member regulators voted unanimously to reduce the size of the Board since it is

an unsustainable model. This will be the focus of the upcoming workshop to look at strategic directives.

Accreditation is the number one challenge at the moment. There are very divergent opinions between the Deans of the higher education institutions and Engineers Canada. He applauded the work that PEO has done and President Dony's initiative to bring the Deans and PEO together on this issue. A. Bergeron added that a task force was created to look at accreditation units with President Dony as Chair.

C. Roney noted that there is a shortage of Accreditation Board members which is being addressed to ensure that the membership represents the profession. A nominations task force, with C. Roney as Chair, has been created to look at how vacancies are filled as well as how the Chair and Vice Chair are selected.

PEO'S PEAK program is being keenly watched by several of the provincial regulators and is being looked at as potentially the next generation of how regulators maintain the public trust through continued education of their license holders.

OSPE and Engineers Canada are working together to coordinate a message regarding the labour market situation for engineers since Engineers Canada is the "go to" resource for the federal government.

R. Shreewastav provided an update regarding efforts to increase the profile and relevance of engineering on Parliament Hill. The federal government has requested Engineers Canada involvement as experts in some of its policy making. C. Roney added that this includes re-negotiations of some international relations and trade agreements affecting engineering services, i.e. the comprehensive European trade agreement.

Vice President Hill advised that she attended the CODE meeting and noted that there may be some inconsistency in the teams in terms of their evaluations and suggested training for the teams.

Councillor Hidalgo referred to the translated Charbonneau Commission on the Engineers' Canada website and asked if Engineers Canada was discussing lessons learned. C. Roney advised that a task force has been struck to study lessons learned for the engineering profession regarding the Charbonneau Commission, Elliot Lake and the Mount Polley dam failure.

Vice President Spink referred to Endscape noting that there was advertising for Quality Technicians with no requirement for a P.Eng. designation. C. Roney advised that this would be looked at.

There were no questions or comments.

LICENSING AND REGISTRATION UPDATE

11833 COUNCILLOR ITEMS

- a) Notice of Item – that the HRC provide an updated report at the September Council meeting regarding term limits for committees.
- b) Upcoming Events – Vice President Hill requested that the upcoming events section on the Council agenda include the Committee Chairs Workshop
- c) Inclusion – Vice President Hill requested that early discussions of items by Councillors that are on the agenda should include all members of Council in the spirit of openness, transparency and fairness
- d) Canadian Anti-Spam Legislation (CASL) – Councillor Boone advised that this legislation comes into effect on July 1, 2017 and expressed concern regarding PEO's strategy in this matter. Registrar McDonald replied that PEO's strategy was developed based on advice that was given. Council may direct PEO to seek consent from members but the response would be low.
- e) Questions from the general public – Councillor Hidalgo advised that she has received questions from the general public regarding policy in general or PEO's operations and asked how these calls should be directed. Registrar McDonald asked that such queries should be forwarded to him and he will ensure that timely responses are received.

11834 FINANCE COMMITTEE UPDATE

A written report was distributed at the meeting. There were no questions or comments.

11835 COUNCIL COMPOSITION TASK FORCE UPDATE

Councillor Kirkby advised that the Council Composition Task Force was established by Council on September 23, 2016 to examine Council size and composition. The first meeting was held on October 20, 2016. The Chair of the task force is Wayne Kershaw, the Vice-Chair is Roger Jones and the Council Liaison is Tim Kirkby. The other three members are Councillor Lederman, Annette Bergeron and Sabrina Dias. He advised that the task force meets on a monthly basis and although much has been accomplished, the task force will not be in a position to submit its report to Council in September. Since it is anticipated that the report should be ready by the end of the year, an extension will be requested at the September Council meeting.

Moved by Past President Chong, seconded by Councillor Takessian:

That Council move in-camera.

CARRIED

11836 IN-CAMERA SESSION

While in-camera, Council:

- a) verified the in-camera minutes from the 511TH meeting of Council held March 24, 2017 as presented;
- b) approved the appointment of additional members to the 2017-2018

- Central Election and Search Committee;
- c) received the HRC Update
 - d) received the Complaints Review Councillor Report;
 - e) received decisions and reasons of the Discipline Committee;
 - f) received a legal update on legal actions in which PEO is involved;
 - g) Noted there were no issues reported regarding PEO's Anti-Workplace Violence and Harassment Policy.

**11837
APPOINTMENT OF ADDITIONAL
MEMBERS TO 2017-2018 CENTRAL
ELECTION AND SEARCH COMMITTEE**

The following item was moved from the in-camera agenda into open session:

Moved by Past President Comrie, seconded by Councillor Chong:

That:

- a) Nigel Fung, P.Eng., Juwairia Obaid, P.Eng., and Helen Wojcinski, P.Eng be appointed as the the additional members to the 2017- 2018 Central Election and Search Committee;**
- b) that the 2016-2017 Central Election and Search Committee be stood down with thanks at the close of this Council meeting;**
- c) that the 2017-2018 Central Election and Search Committee be constituted at the close of this Council meeting.**

CARRIED

There being no further business, the meeting concluded.

These minutes consist of twenty-two pages and minutes 11807 to 11837 inclusive.

B. Dony, P.Eng., Chair

G. McDonald, P.Eng., Registrar

Briefing Note – Decision

CONSULTING ENGINEER DESIGNATION APPLICATIONS

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

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

1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as presented to the meeting at C-514-3.4, Appendix A, Section 1.
2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-514-3.4, 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-514-3.4, Appendix A, Section 3.

Prepared by: Faris Georgis, P.Eng, Manager, Registration and Imelda Suarez, Staff Support

Moved by: Councillor Christian Bellini, P.Eng.

1. Need for PEO Action

Council needs to accept the recommendations of the Consulting Engineer Designation Committee (CEDC) with respect to the applications submitted for its consideration before the applicants are informed of the PEO’s decision with respect to their application.

2. Proposed Action / Recommendation

That Council approve/deny the applications for designation and redesignation.

3. Next Steps (if motion approved)

The applicants will be advised of Council’s decision with respect to their applications.

4. Peer Review & Process Followed

Process Followed	All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on August 9, 2017.
Council Identified Review	Not applicable. Required by Regulation.
Actual Motion Review	As stated under above process.

5. Appendices

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

To the 514th Meeting of the Council of
Professional Engineers Ontario

REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE

Chair: Eric Nejat, P.Eng.

- 1. The Committee has reviewed the following applications for DESIGNATION and recommends to Council that these 6 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	Attalla, Shady	Kodsi Engineering Inc.	1-225 Traders Blvd, Mississauga ON, L4Z 3L8	100144286
1.2	Cucco, Christopher	Cucco Engineering + Design	1-119 Grace St, Toronto ON, M6J 2S6	90563735
1.3	Gerow, Dylan	Nordmin Engineering Ltd.	160 Logan Ave, Thunder Bay ON, P7A 6R1	100142391
1.4	Keenan, Paul	H.H. Angus & Associates Ltd.	1127 Leslie St, Toronto ON, M3C 2J6	90477217
1.5	Pumphrey, Steven	Nordmin Engineering Ltd.	160 Logan Ave, Thunder Bay ON, P7A 6R1	100120156
1.6	Roti, Antonio	Poyry (Montreal) Inc.	700-5250 Ferrier, Montreal QC, H4P 1L6	100209264

- 2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 40 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	Afrooz, Manouchehr	AEC Consultants Ltd.	387 Bantry Ave, Richmond Hill ON, L4B 4E9	90531427
2.2	Allison, William	Dillon Consulting Limited	51 Briethapt St, Kitchener ON, N2H 5G5	746206
2.3	Andrieux, Patrick	Andrieux & Associates Geomechanics Consulting, Inc.	2321 du Bordelais St, Saint-Lazare QC, J7T 3L9	100021378

2.4	Audi, Saji	S. Audi Ltd.	830 Gazley Circle, Milton ON, L9T GM2	100097564
2.5	Balbaa, Raouf	Hite Engineering Corporation	2660 Meadowvale Blvd, Units 2-4, Mississauga ON, L5N 6M6	2079010
2.6	Baldesarra, Gaetano	Rand Engineering Corporation	5285 Solar Dr, Mississauga ON, L4W 5B8	2085751
2.7	Byrnes, Noemi	Vaughan Byrnes Engineering	21 Restwell Cres, Toronto ON, M2K 2A1	90538661
2.8	Caracciolo, Geoffrey	GMC Engineering Inc.	217 Eastcourt Rd, Oakville ON, L6J 4Y5	6839500
2.9	Clarke, Graham	Clarke Engineering	33-180 Station St, Ajax ON, L1S 1R9	90248717
2.10	Clow, Graham	Roscoe Postle Associates Inc.	501-55 University Ave, Toronto ON, M5J 2H7	8750507
2.11	Cooke, Barry	Arcadis Canada Inc.	12-121 Granton Dr, Richmond Hill ON, L4B 3N4	9224502
2.12	Djaja, Hendra	LRL Engineering Ltd.	5430 Canotek Rd, Ottawa ON, K1J 9G2	90239575
2.13	Duffy, John	Van Harten Surveying Inc.	423 Woolwich St, Guelph ON, N1H 3X3	90442872
2.14	Ella, Mostafa	Sesco Canada	105-212 Miles St, Thunder Bay ON, P7C 1J6	90409111
2.15	Field, Raymond	Field Consultants Limited	7171 Harnett Rd, North Gower ON, K0A 2T0	14108013
2.16	Firth, Gordon	WSP Canada Group Ltd.	610 Chardwell Rd, Oakville ON, L6J 4A5	14245500
2.17	Gupta, Vijay	Land-Pro Engineering Consultants Inc.	206-2601 Matheson Blvd E, Mississauga ON, L4W 5A8	17612011
2.18	Handscomb, Jaimie	Stantec Consulting Ltd.	100-300 Hagey Blvd, Waterloo ON, N2L 0A4	90511759
2.19	Hawken, Stephen	Arcon Engineering Consultants Limited	352 Consumers Rd, North York ON, M2J 1P8	90369315
2.20	Hodgson, William	W.R. Hodgson & Associates	16700 Keele St, King ON, L7B 0G1	19969013
2.21	Kerkusz, Roman	Skira & Associates Ltd.	100-3464 Semenyk Crt, Mississauga ON, L5C 4P8	23461015
2.22	Knoll, Raul	Knoll Engineering Inc.	16 Tigerlily Crt, North York ON, M2M 4E4	24216905
2.23	Kresin, Michael	Kresin Engineering Corporation	536 Fourth Line E, Sault Ste Marie ON, P6A 6J8	90531799
2.24	Lamarre, John	Lamarre Consulting Group Inc.	60 Plum Tree Lane, Grimsby ON, L3M 5T6	25390402
2.25	Llewellyn, Brian (Scott)	S. Llewellyn & Associates Limited	105-3228 South Service Rd, Burlington ON, L7N 3H8	27140300
2.26	Mak, Sze (Ying)	Mak Engineering	123-2550 Matheson Blvd E, Mississauga ON, L4W 4Z1	28712503
2.27	Martinez, Jason	Go Engineering Inc.	PO Box 39, Dorchester ON, N0L 1G0	90406893
2.28	McGhee, Karen	McGhee-Krizsan Engineering Ltd.	1959 Creston Pl, Burlington ON, L7P 2Y5	90384058

2.29	Morlock, David	FlowSpec Engineering Ltd.	1-31 McBrine Dr, Kitchener ON, N2R 1J1	100009790
2.30	Ochrym, Alexander	Consultec	139 Mulock Ave, Toronto ON, M6N 1G9	90384140
2.31	Ro, Young	1313161 Ontario Inc.	62 Gibbs Cres, Guelph ON, N1G 5B8	39087010
2.32	Schorn, Gerald	Schorn Consultants Inc.	155 Lexington Crt, Waterloo ON, N2J 4R2	41082017
2.33	Seddik, Hoda	AMEC Foster Wheeler	100-3450 Harvester Rd, Burlington ON, L7N 3W5	90290966
2.34	Simic, David	Tecsar Engineering Inc.	117 N. Front St, Sarnia ON, N7T 7T1	42411504
2.35	Sylvestre-Williams, Nicholas	Aercoustics Engineering Ltd.	1100-1004 Middlegate Rd, Mississauga ON, L4Y 0G1	100075118
2.36	Tattle, John	H.H. Angus & Associates Ltd.	1127 Leslie St, Toronto ON, M3C 2J6	45699303
2.37	Teron, William	Tacoma Engineers Inc.	176 Speedvale Ave W, Guelph ON, N1H 1C3	90492604
2.38	Thompson, David	WalterFedy	605 James St N, 2nd Flr, Hamilton ON, L8L 1J9	90409624
2.39	Trudell, Jerome	Dillon Consulting Limited	10 Fifth St S, Chatham ON, N7M 4V4	47048301
2.40	Yeremian, Joseph	Thermodyne Engineering Ltd.	82 Mack Ave, Scarborough ON, M1L 1M9	51505014

3. The Committee recommends to Council that the following **5 FIRMS** be granted **PERMISSION TO USE THE TITLE “CONSULTING ENGINEERS”** (or variations thereof), having met the requirements pursuant to Section 68 of O.Reg.941:

#	Company Name	Address	Designated Consulting Engineer (s)
3.1	Cruikshank, Donald Ernest Variation: “Consulting Engineer”	6150 Mountaingate Drive, Niagara Falls ON, L2J 4H8	Donald Cruikshank, P.Eng.
3.2	Ianuzziello & Associates Inc.	305 Milner Ave, Scarborough ON, M1B 3V4	John Mann, P.Eng.
3.3	Kerry T. Howe Engineering Limited	98 Church St Box 460, St Catharines ON, L2R 6V9	Jeff Jaeger, P.Eng.
3.4	S. Llewellyn & Associates Limited	3228 South Service Road, Suite 105 East Wing, Burlington ON, L7N 3H8	Brian Scott Llewellyn, P.Eng. And Steven Frankovich, P.Eng.
3.5	Stephenson Engineering Limited	602-2550 Victoria Park Ave., Toronto ON, M2J 5A9	Hugh McCallum, P.Eng., Sandra Cullen, P.Eng. And Zoran Tanasijevic, P.Eng.

CONSULTING ENGINEER DESIGNATION APPLICATIONS

Legal Implications/Authority

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

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

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

In Camera Session

In-camera sessions are closed to the public

Update from Public Information Campaign Task Force

Purpose: Status report on the work of the Public Information Campaign Task Force

No motion required

Prepared by: Marilyn Spink, P.Eng., Chair, Public Information Campaign Task Force

1. Status Update

Councillor Spink, P.Eng., to provide a verbal update on the work of the Public Information Campaign Task Force.

2. Background

The following mandate of the task force was confirmed by Council in February 2017:

“Examine a potential public information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO.”

Briefing Note – Information

C-514-5.2

LEGISLATION COMMITTEE UPDATE

Purpose: To inform Council of the recent activities of the Legislation Committee.

Motion(s) to consider:

none required

Councillor Bellini, P.Eng., Chair of the Legislation Committee, will provide a report on activities of the Legislation Committee.

Regional Councillors Committee (RCC) Update

Purpose: To update Council on RCC activities

No motion required

Prepared by: Matt Ng., P.Eng., Manager, Chapters

Councillor Turnbull, P.Eng., Chair of the Regional Councillors Committee (RCC), will provide a report on activities of the RCC.

Appendices

At its August 2010 meeting, the Executive Committee, by consensus, agreed that a Regional Councillors Report, setting out chapter issues that were approved at each Regional Congress to go forward to Regional Councillors Committee, be included as an information item on future Council agendas.

- Appendix A – Regional Congress Open Issues Report.

Regional Congress Open Issues

C-514-5.3
Appendix A

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Secunder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
32	Jun/2014	WCRC wants RCC to implement means of improving the knowledge new licensee have with regard to the role and mandate of PEO in society, its chapter system and volunteerism in general for the Association.	S Favell, J Chisholm	Remains open. The revised "Welcome Package" for new licensees allows Chapters to have 3 pages worth of space for its contents. RCC was tasked to provide their ideas and feedback to Chapter Office before the October RCC meeting.	Regional Councillors Committee	29-Jul-17	Remain Open	<input type="checkbox"/>	
38	Feb/2017	To develop a centralized procedure for Chapters to elect Chapter Board members.	R Panesar, P Mahidian	RCC accepted the "Standardized Chapter Election Guide" document presented by the Chapter Office. Document will be presented to Chapter Delegates during the September 2017 round of Regional Congress.	Regional Councillors Committee	29-Jul-17	Remain Open	<input type="checkbox"/>	
39	Jun/2017	West Central Regional Congress motions RCC to create a joint PEO-OSPE working group to tackle a project on climate change.	J. Chisholm, D. Gomes	A briefing note from J. Chisholm will be brought to RCC during the October 2017 meeting.	Regional Councillors Committee	29-Jul-17	Remain Open	<input type="checkbox"/>	
40	Jun/2017	WCRC motions RCC to direct a CASL compliance plan review in December 2017.	G. Ayer, D. Gomes	RCC unanimously supports CASL compliance review starting in November 2017	RCC	29-Jul-17	remain open	<input type="checkbox"/>	

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Seconder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
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East Central

52	Jun/2017	ECRC would like to motion RCC to review the process, timelines and communications (both ways) regarding the EIT licensing application process.	G. Ip, K. Chan	RCC will communicate with the Registrar outlining the many issues reported by chapters regarding perceived licensing related issues and requesting his immediate action, and will request the Council to form a Task Force to oversee the execution of the online licencing project, while ensuring it addresses the licensing issues currently experienced.	Regional Councillors Committee	29-Jul-17	Remain Open	<input type="checkbox"/>	
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Northern

41	Sep/2016	The Northern Regional Congress (NRC) requests that the RCC approach the Experience Requirement Committee for a revamp of the communication process and establish a service standard for responses to applicants to PEO.	L. Keats, D. Jackowski	RCC will communicate with the Registrar outlining the many issues reported by chapters regarding perceived licensing related issues and requesting his immediate action, and will request the Council to form a Task Force to oversee the execution of the online licencing project, while ensuring it addresses the licensing issues currently experienced.	Regional Councillors Committee	29-Jul-17	Remain Open	<input type="checkbox"/>	
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<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Seconder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
42	Jun/2017	NRC motions RCC to consider that any suggested term limits on Chapter Executive from the Council be the decision of the Chapter Executive to determine applicability.	S. Schelske, S. Ackert- Ferguson	RCC believes that this matter is mostly applicable to the Northern Region, and thus, should be dealt with by the Northern Region only. RCC encourages chapter boards to establish succession plans and encourages chapters to work with the Regional Councillors to find new executive members and officers where applicable. Although term limits are not mandated, where applicable, long standing (i.e. 3 term) board officers are encouraged to stand down when new qualified chapter members are nominated for officer positions	Regional Councillors Committee	29-Jul-17	Remain Open	<input type="checkbox"/>	
43	Jun/2017	NRC requests RCC that the wait time for fully completed P.Eng. applications (without the case for further review) be a maximum of 90 days.	S. Schelske, S. Ackert- Ferguson	RCC will communicate with the Registrar outlining the many issues reported by chapters regarding perceived licensing related issues and requesting his immediate action, and will request the Council to form a Task Force to oversee the execution of the online licencing project, while ensuring it addresses the licensing issues currently experienced.	Regional Councillors Committee	29-Jul-17	Remain Open	<input type="checkbox"/>	

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Secunder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
44	Jun/2017	NRC requests RCC that a portal be developed to allow P.Eng. applicants to track the status of his/her application progress. This portal should track completed steps as well as outstanding application milestones.	L. Keats, A. Bom	RCC will communicate with the Registrar outlining the many issues reported by chapters regarding perceived licensing related issues and requesting his immediate action, and will request the Council to form a Task Force to oversee the execution of the online licencing project, while ensuring it addresses the licensing issues currently experienced.	Regional Councillors Committee	29-Jul-17	Remain Open	<input type="checkbox"/>	

Eastern

113	Jun/2017	ERC requests that RCC provide the formal direction in the form of the framework / model for planning and executing Regional Congress, and in particular, clarify the responsibilities and authorities relating to thereof.	U. Senaratne, B. Radenovic	RCC accepted the "Regional Congress Organization Protocol and RACI Chart" document presented by the Chapter Office. Document will be presented to Chapter Delegates during the September 2017 round of Regional Congress.	Regional Councillors Committee	29-Jul-17	Remain Open	<input type="checkbox"/>	
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OSPE-PEO JOINT RELATIONS COMMITTEE (JRC) UPDATE

Purpose: To inform Council of the recent activities of the OSPE – PEO Joint Relations Committee.

Motion(s) to consider:

none required

President Dony, P.Eng., will provide an update on behalf of the OSPE-PEO Joint Relations Committee.

Briefing Note – Information

C-514-5.5

ENGINEERS CANADA UPDATE

Purpose: To inform Council of the recent activities of Engineers Canada

Motion(s) to consider:

none required

Chris Roney, P.Eng., EC Past President and one of PEO's Directors on the Engineers Canada board, will provide a verbal report.

PEO Strategic Plan 2015-2017 - Update

Purpose: To inform Council of progress in implementing the Strategic Plan and its associated Strategies.

No motion required

Prepared by: Gerard McDonald, P.Eng. , Registrar

1. Status Update

A Strategic Plan is a fundamental tool and resource used to orient and align the work of an entity. It also provides senior management an essential means of leading and managing the organization.

At its meeting of November 21, 2014 Council approved a three year Strategic Plan for PEO along with associated Strategies. Council further instructed that the Registrar to provide updates on the progress of realizing the approved Strategies at the March, June and September Council meetings for the duration of the Plan period.

The tenth update on Plan progress is found at Appendix A – Strategic Plan Update 10.

Appendices

- Appendix A - Strategic Plan Update 10



Professional Engineers Ontario

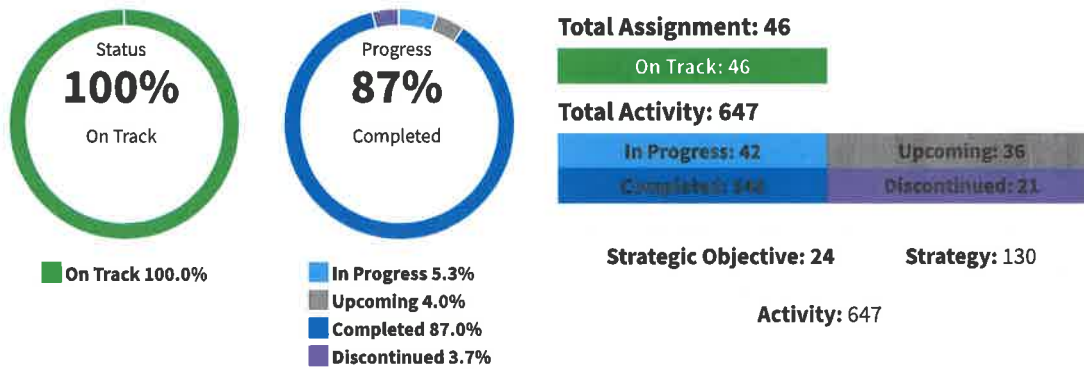
Executive Report

Strategic Plan Progress as at September 13, 2017

Strategic Plan Progress as of Sep 13, 2017

Created on: Sep 12, 2017

Strategic Plan Progress from Jun 08, 2017 to Sep 13, 2017



Summary

As of September 13, 2017, of the 130 Strategies identified in the Strategic Plan, 95 (89) have been completed, 35 (41) are in progress.

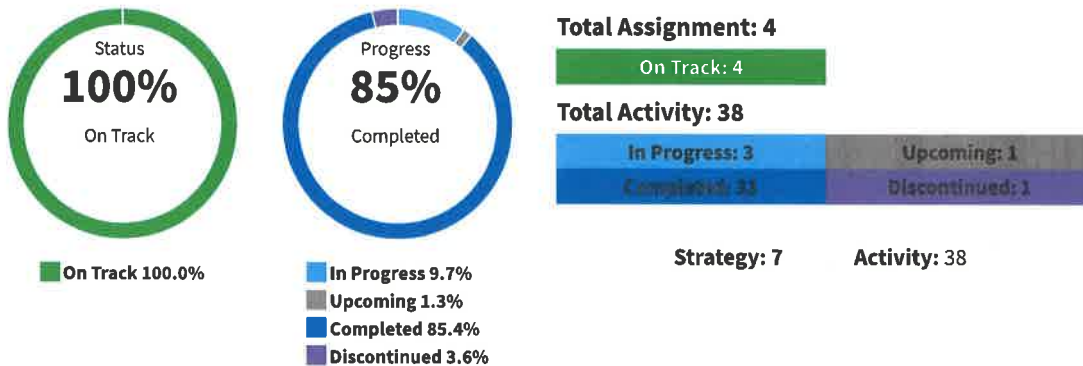
In terms of Activities associated with specific Strategies, 90.66% (88.07%) of these have been completed, another 5.31% (6.18%) of the Activities are in progress, and 4.03% (5.79) of the Activities have yet to commence.

The overwhelming majority of Activities in progress are deemed to be "On Track" at this point.

(n.b. numbers in brackets represent the totals from the previous update report)

Strategic Objective 1 ★★★★☆

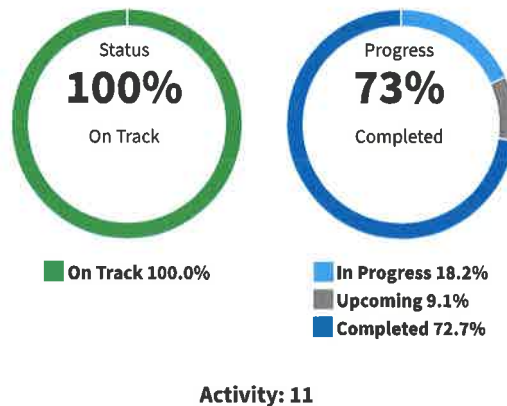
PRACTITIONERS - Public interest is enhanced through ensuring qualified applicants are licensed to practise professional engineering and that practitioners are competent and ethical



Summary

Strategy 1.2 ★★★★☆

Engage an assessment expert to review the ERC interview process for applicants that have been referred by the ARC ✓



Last update by Michael Price (Deputy Registrar, Licensing and Finance): Sep 12, 2017

ERC subcommittee implementation of action plan: (25% Completed)

Final draft of competencies and indicators to be presented at October ERC meeting. Pre interview form and explanation for CEP interviews plus applicant survey to be presented at October ERC meeting.

Training of all ERC members: (20% Completed)

Second training session for ERC members planned for December 2017

Strategy 1.7 ★★★★☆

Develop practice guideline for *Assuming Responsibility and Supervising Engineering Services*



■ On Track 100.0%



■ In Progress 50.0%
■ Completed 50.0%

Activity: 2

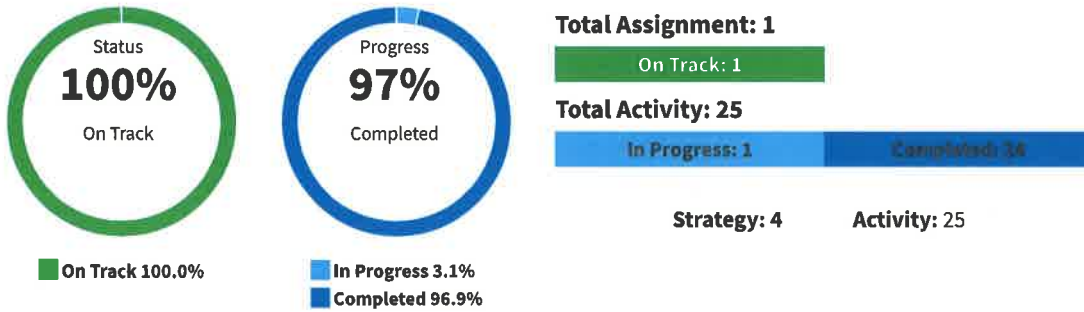
Last update by Gerard McDonald (Registrar): Jun 07, 2017

Prepare Guideline: (10% Completed)

Staff is working on draft

Strategic Objective 2 ★★★★☆

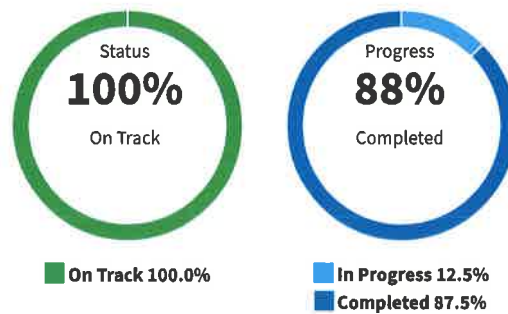
PRACTITIONERS - Public recognition is increased through ensuring that titles, designations, certificates and marks are issued to qualified applicants and entities



Summary

Strategy 2.3 ★★★★☆

Develop and implement a targeted communications plan to encourage internationally trained engineers to become licensed



Activity: 8

Last update by David Smith (Director, Communications): Aug 31, 2017

Continue to promote resources for newcomers on social media and events at which PEO participates, including an upcoming tradeshow in October in Kitchener.

Strategic Objective 3 ★★☆☆

PRACTITIONERS - Members regard PEO as their trusted advisor and advocate in matters of professional practice

STATUS PENDING



■ Completed 100.0%

Total Assignment:

Total Activity: 6

Completed: 6

Strategy: 2

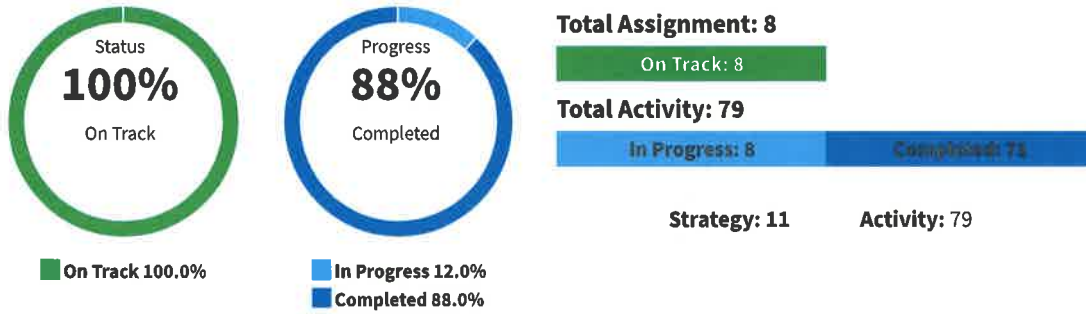
Activity: 6

Summary

Strategy complete. Staff are offering to make presentations to employers where suitable.

Strategic Objective 4 ★★★★★

REGULATORY FRAMEWORK - Elliot Lake Commission of Inquiry recommendations are earnestly implemented



Summary

The PSC subcommittee is currently working on developing the guideline on *Coordinating Licensed Professional*. This strategy compliments the goal in the next Strategic Plan; Enhance PEO's Public Image. Anticipate completing this by end of 2018.

Strategy 4.1 ★★★★★

Develop a Performance Standard for structural inspections of existing buildings which will require the production of a Structural Adequacy Report. (Recommendations 1.4 and 1.6)

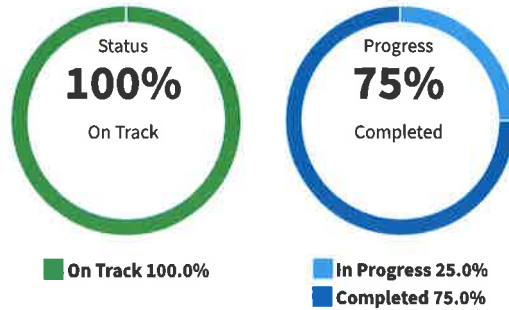


Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): May 30, 2017

Performance Standard held in abeyance until MMA makes a decision on mandatory assessments.

Strategy 4.7 ★★★★★

Make available specific disciplinary information on the PEO website in a format readily and easily searchable by the name of a practitioner. (Recommendation 1.26)



Activity: 4

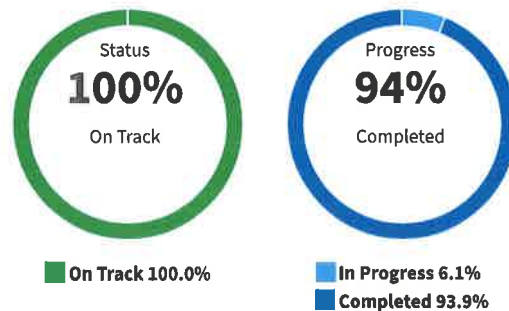
Last update by Michelle Wehrle (Director, Information Technology): Aug 29, 2017

Searchable Discipline Information on Website: (80% Completed)

Prototype layout for Discipline History section in the Licence holder and C of A directories approved with minor changes. Changes to reprimands, suspensions dates (to & from), Limitations of Practice in the Licence holder and C of A directories are going through user acceptance testing.

Strategy 4.10 ★★☆☆

Peak Program Implementation



Activity: 33

Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): May 31, 2017

Outstanding work in this strategy includes investigating how to practitioners who cannot complete the on-line version. Anticipate completing this by end of 3rd Quarter.

Strategy 4.11 ★★☆☆

Develop Coordinating Licensed Professional Guideline



■ On Track 100.0%



■ In Progress 33.3%
■ Completed 66.7%

Activity: 3

Last update by Gerard McDonald (Registrar): Jun 07, 2017

Council Approval of Guideline: (100% Completed)

Council gave approval to proceed with Guideline on November 18, 2016

Form subcommittee: (100% Completed)

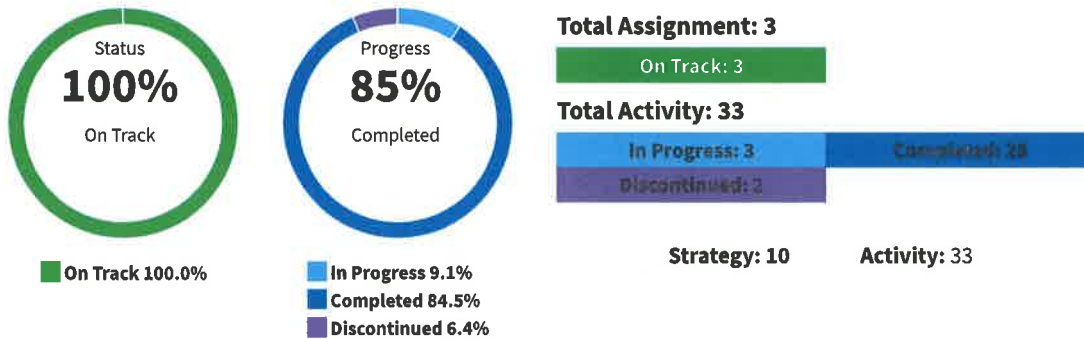
Complete

Form subcommittee: (100% Completed)

Committee has been populated and initial meeting scheduled

Strategic Objective 5 ★★★★☆

REGULATORY FRAMEWORK - Regulations, standards and guidelines are produced through an evidence-based, integrated and streamlined policy-making process



Summary

PSC Subcommittees have begun the process for revising the guidelines on 1. *Environmental Site Assessment, Remediation and Management*, 2. *Professional Engineers Providing Reports on Mineral Properties* and 3. *Use of Seal*. These revised guidelines will support the goal in the next Strategic Plan; Enhance PEO's Public Image. Anticipate finishing these by end of 2018.

Strategy 5.8 ★★★★☆

Revise *Environmental Site Assessment, Remediation and Management Guideline*



Last update by Gerard McDonald (Registrar): Jun 07, 2017

Council Approval of Guideline: (100% Completed)

Council gave approval to proceed with Guideline on November 18, 2016

Form subcommittee: (100% Completed)

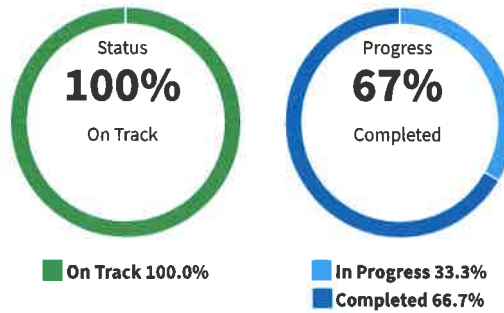
Complete

Form subcommittee: (100% Completed)

Committee has been populated and initial meeting scheduled

Strategy 5.9 ★★☆☆

Revise Guideline for Professional Engineers Providing Reports on Mineral Properties.



Activity: 3

Last update by Gerard McDonald (Registrar): Jun 07, 2017

Council Approval of Guideline: (100% Completed)

Council gave approval to proceed with Guideline on November 18, 2016

Form subcommittee: (100% Completed)

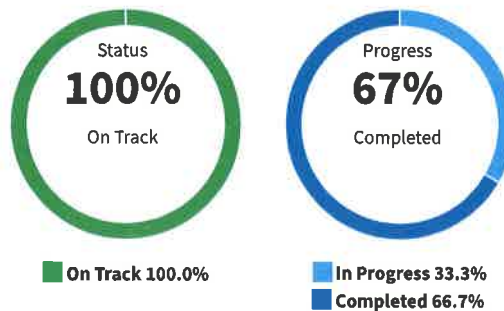
Complete

Form subcommittee: (100% Completed)

Committee has been populated and initial meeting scheduled

Strategy 5.10 ★★☆☆

Revise Use of Professional Engineers Seal Guideline



Activity: 3

Last update by Gerard McDonald (Registrar): Jun 07, 2017

Council Approval of Guideline: (100% Completed)

Council gave approval to proceed with Guideline on November 18, 2016

Form subcommittee: (100% Completed)

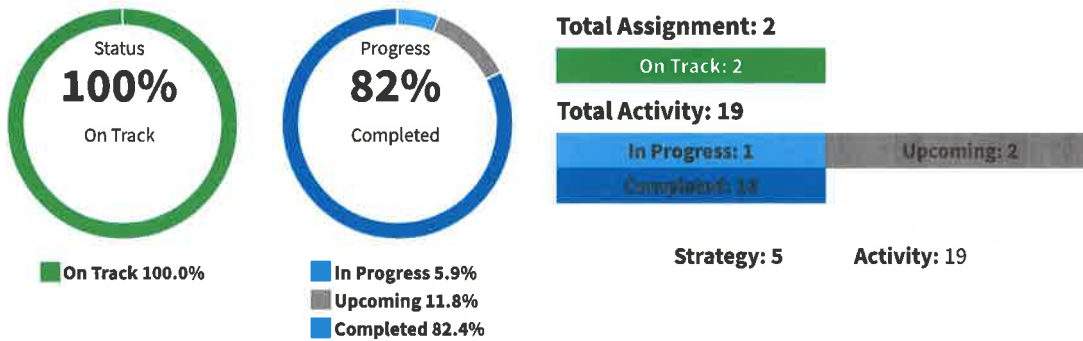
Complete

Form subcommittee: (100% Completed)

Committee has been populated and initial meeting scheduled

Strategic Objective 6 ★★★★★

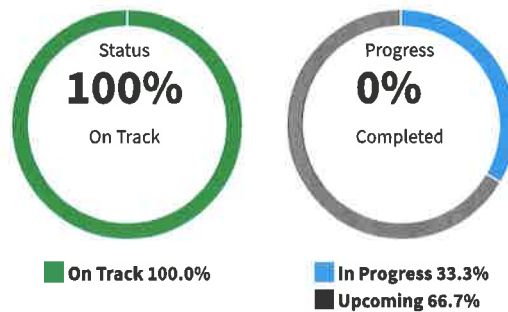
REGULATORY FRAMEWORK - Licensing is based on levels of competence



Summary

Strategy 6.2 ★★★★★

Contribute to APEGBC Canadian Environment Experience Requirement Project Steering Committee and assess recommendations for potential implementation



Activity: 3

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Sep 12, 2017

Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (92% Completed)

Licensing and Registration Staff attended meeting in conjunction with NAOG Meeting in June and presentation at September 2017 NAOG meeting

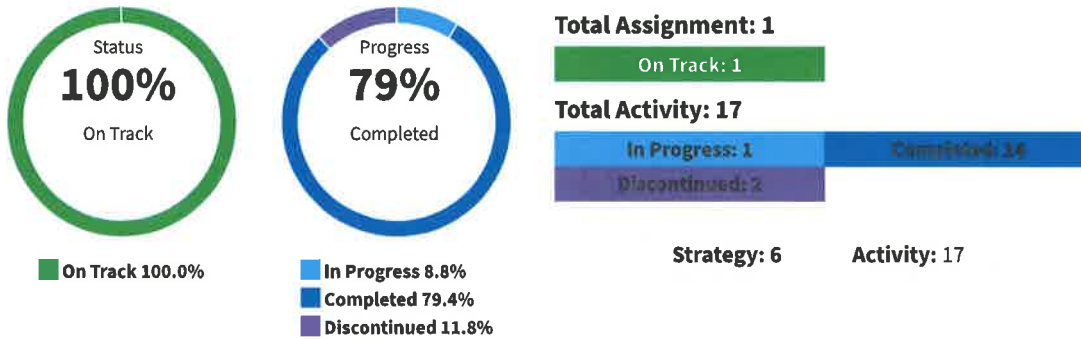
Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (85% Completed)

Continuing monitoring of APEGBC progress

Review pilot results and present recommendations for Council's consideration.

Strategic Objective 7 ★★★★☆

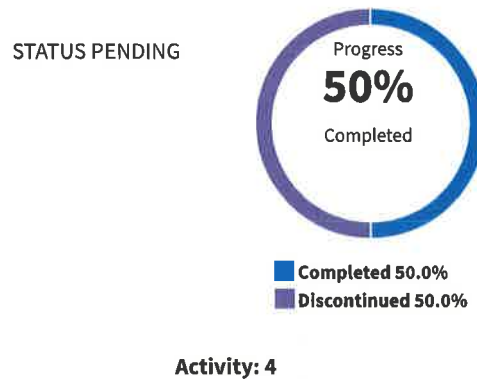
REGULATORY FRAMEWORK - The complaints process is optimized, balancing transparency, fairness and timeliness



Summary

Strategy 7.1 ★★★★☆

Develop system to monitor and report on discrete complaint investigation steps against their established targets.

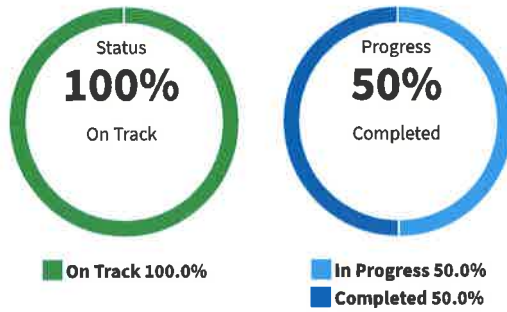


Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017

Discrete complaint investigation step targets have been established. Further work on this strategy is superseded by the expanded Register project, which resulted after Council's approval of proposed Act changes which expand the information required to be included in the on-line Register. The on-line register project has identified that an Aptify data quality effort is required in 2018. The Aptify enhancement project to report on discrete complaint investigation steps is not included in the 2018 IT budget as of Sept. 2017.

Strategy 7.6 ★★★★☆

Review and refine voluntary undertakings process employed by Complaints Committee within complaints process.



Activity: 2

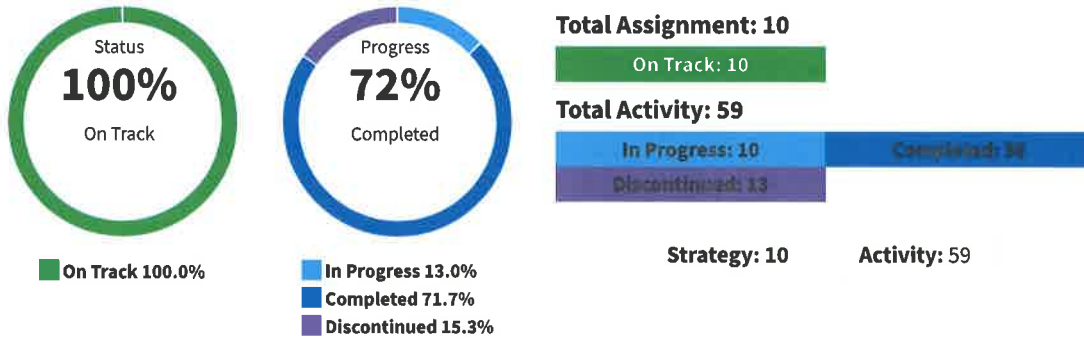
Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017

Develop Guide for Voluntary Undertakings for use by Complaints Committee.: (90% Completed)

The focus of this strategy has changed as COC's current VU focus is to pursue VUs that are also made public in some fashion. Efforts have been focussed on developing a public VU process during Q1-Q3 2017.

Strategic Objective 8 ★★★★

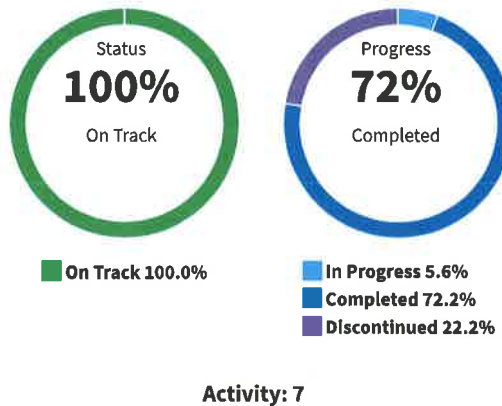
REGULATORY FRAMEWORK - The practice and title-provisions of the Professional Engineers Act are judiciously enforced and continuously improved



Summary

Strategy 8.2 ★★★★

Develop key performance indicators (KPIs) of enforcement activity.

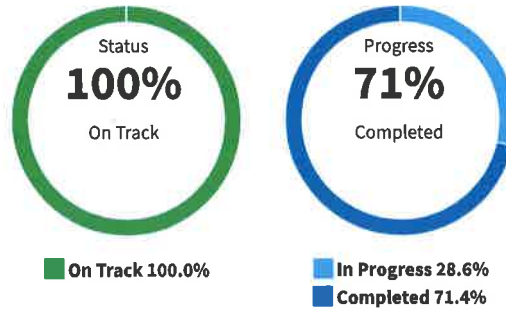


Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017

Tracking of internal operational indicators is now on-going. It is expected that monthly enforcement statistics will be able to be provided by yr end 2017.

Strategy 8.4 ★★★☆☆

Revise enforcement policy and procedures manual



Activity: 5

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017

Document operations: (100% Completed)

Review of the working draft is completed. Minor corrections and formatting to be incorporated as part of the validation of the working draft.

Test procedures: (85% Completed)

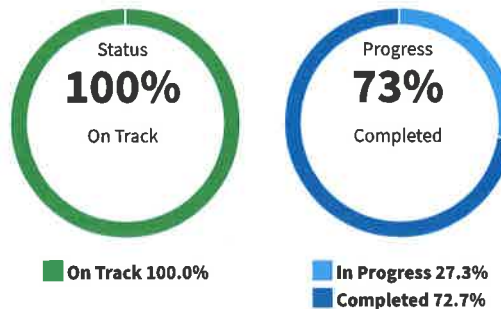
Review of the working draft is completed. The draft will be updated to reflect current activities and changes to reference materials. New sections are required to document outreach activities, use of Aptify, enforcement metrics, and provision for strategic initiatives (e.g. enhanced enforcement for manufacturing).

Issue revised manual: (75% Completed)

Issue of the policy and procedures manual is to follow the validation of the draft manual. (No change to dependent activity.)

Strategy 8.5 ★★☆☆

Develop criteria to assess and prioritize enforcement violations and link them to associated degrees of prosecutorial action



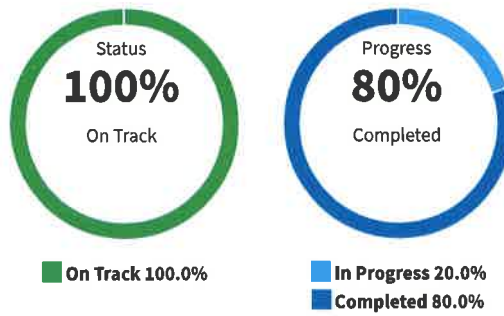
Activity: 7

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017

Draft Decision Aid is in place. Aid will be used Q4 2017 to classify and determine actions for active files.

Strategy 8.8 ★★☆☆

Develop Enforcement Reporting Guide for use by general public and members



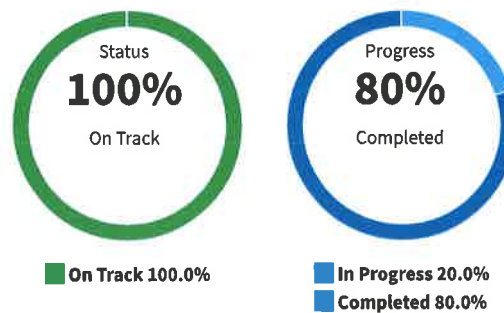
Activity: 5

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017

The draft reporting guide has been reviewed by Communications, and revisions are to be incorporated for review by the Registrar prior to final publication.

Strategy 8.9 ★★☆☆

Develop plan for enhanced enforcement in manufacturing sector.



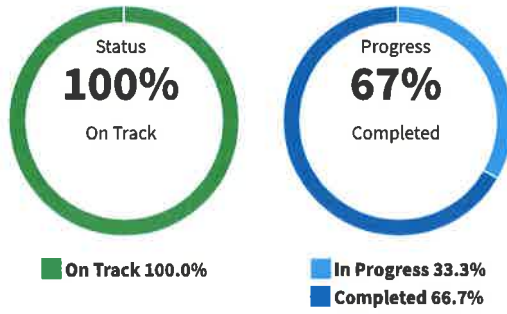
Activity: 5

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017

This is a pending task for Enforcement Committee to advise on potential activities as a 2017 Work Plan assignment.

Strategy 8.10 ★★☆☆

Develop plan for enforcement outreach to key stakeholders.



Activity: 6

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 07, 2017

Draft outreach plan has been developed, currently under staff review.

Strategic Objective 9 ★★★★☆

REGULATORY FRAMEWORK - Tribunals employ accepted smart practices in all operations and are seen to be independent and fair

STATUS PENDING



■ Completed 100.0%

Total Assignment:

Total Activity: 9

Completed 9

Strategy: 4

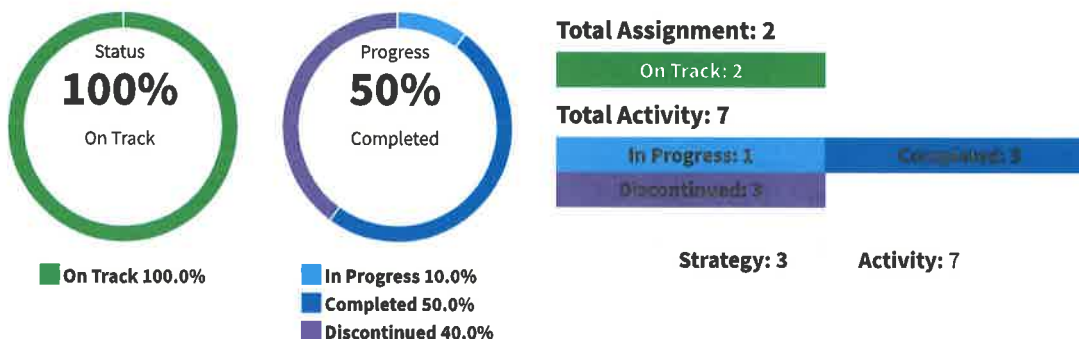
Activity: 9

Summary

Council's directive to amend the *Professional Engineers Act* to permit discipline panels to be selected with an option not to include an elected councillor has been accepted by the government. The amendment will be part of a larger government Bill that is expected to be enacted in mid 2018.

Strategic Objective 10 ★★★★☆

STAKEHOLDERS - Engage key regulatory ministries and industry in engineering public policy development



Summary

Work continues on the subcommittee to produce the guideline for ESDM reports. Expect to complete this late 2018.

Strategy 10.3 ★★★★☆

Develop Practice Guideline and Performance Standard to Prepare Emission Summary and Dispersion Model Reports



Last update by Gerard McDonald (Registrar): Jun 07, 2017

Prepare Guideline: (2% Completed)

Work has just commenced completion scheduled for July 2018

Prepare Guideline: (0% Completed)

First meeting of subcommittee held may 31, 2017

Strategic Objective 11 ★★☆☆

STAKEHOLDERS - Other engineering bodies (eg. OSPE, OACETT, CEO, and Ontario universities, among others), are supported within the limits of their respective mandates

STATUS PENDING



Completed 100.0%

Total Assignment:

Total Activity: 14

Completed 14

Strategy: 5

Activity: 14

Summary

Strategic Objective 12 ★★☆☆

STAKEHOLDERS - Productive partnerships are developed with Engineers Canada and other constituent associations

STATUS PENDING



Total Assignment:

Total Activity: 3

Completed: 3

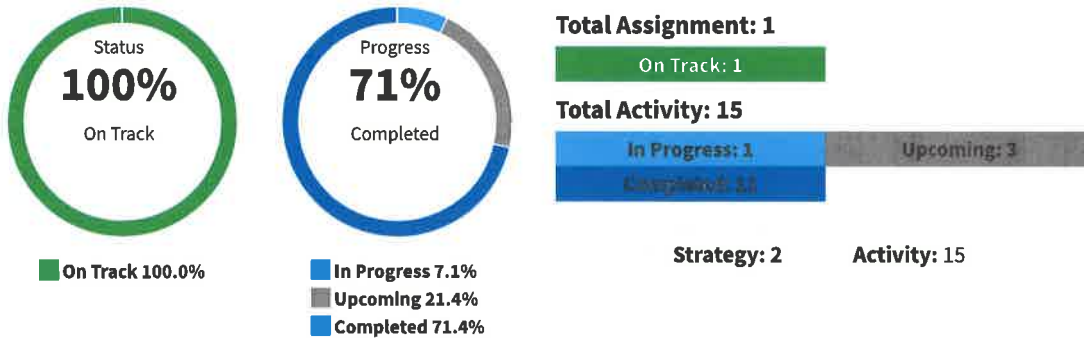
Strategy: 1

Activity: 3

Summary

Strategic Objective 13 ★★★★☆

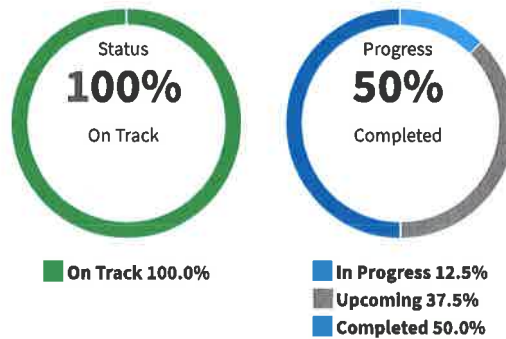
STAKEHOLDERS - Public respect for the role of PEO is increased in accordance with the objects of the Professional Engineers Act



Summary

Strategy 13.2 ★★★★☆

Public Information Campaign



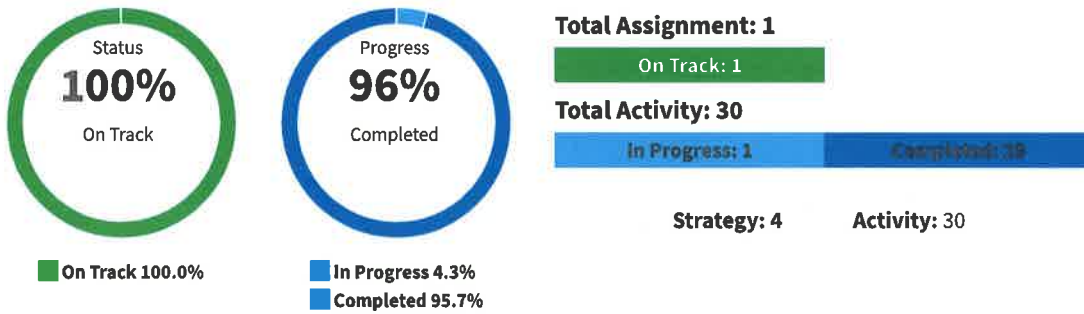
Activity: 8

Last update by David Smith (Director, Communications): Aug 31, 2017

The task force developed an RFP and subsequently chose a marketing agency to assist with message development and delivery options. As part of the research phase of the project, the agency (with the assistance of task force members who gathered names) completed 20 telephone interviews with engineering executives and other stakeholders, as well as conducted six focus group sessions in August with a diverse group of stakeholders, including students, EITs and engineers representing a range of experience levels. The agency will present their findings from the research stage to the task force in September.

Strategic Objective 14 ★★★★★

OPERATIONS - Electronic communications are engaging, interactive, dynamic and appropriately targeted and integrated



Summary

Requirements gathering process began in May 2017. Focus groups with staff scheduled for fall 2017. RFP for potential vendor is being developed in collaboration with IT and vendor is anticipated to be selected by November 2017.

Strategy 14.1 ★★★★★

Review website analytics and end-user functionality to determine next iteration of PEO web presence



Last update by David Smith (Director, Communications): Aug 31, 2017

Requirements gathering process began in May 2017. Focus groups with staff scheduled for fall 2017. RFP for potential vendor is being developed in collaboration with IT and vendor is anticipated to be selected by November 2017.

Strategic Objective 15 ★★☆☆

OPERATIONS - Service delivery is improved by clarifying staff and volunteer responsibilities and managing performance

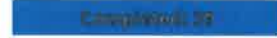
STATUS PENDING



■ Completed 100.0%

Total Assignment:

Total Activity: 39



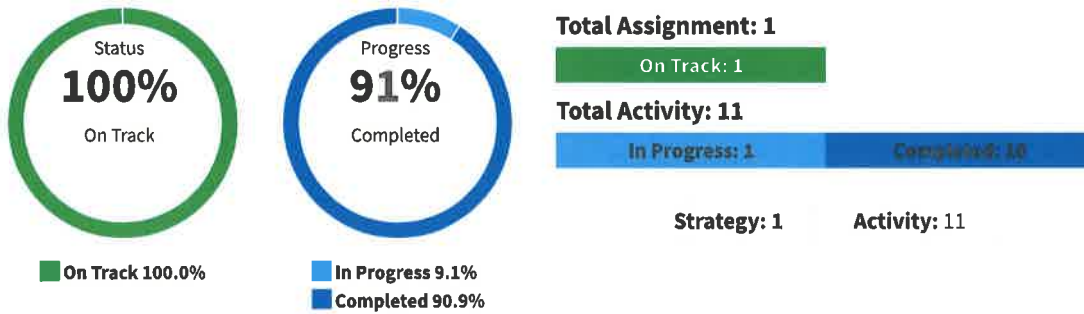
Strategy: 7

Activity: 39

Summary

Strategic Objective 16 ★★★★☆

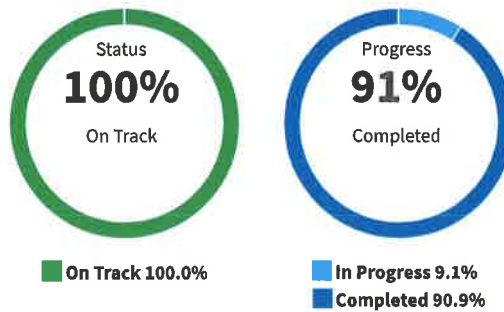
OPERATIONS - Cost management and service delivery are improved by actively managing service provider performance



Summary

Strategy 16.1 ★★★★☆

Manage vendor performance, reduce or consolidate vendors where possible and consider going to RFP / RFQ if appropriate to maximize the value provided by PEO's 3rd party suppliers



Activity: 11

Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2017

Strategy Update: 10 of 11 activities in this strategy are completed. One activity (Audit IT compliance against established governance practices) is outstanding. IT Director working with IT Manager to review previous work on this initiative and outlining next steps to completion.

Next steps: Preparing final report that outlines original objects and initiatives that lead to achieving objects,

Project expected to be completed by December 31, 2017.

Strategic Objective 17 ★★☆☆☆

OPERATIONS - PEO Headquarters occupancy rates and building efficiency are optimized

STATUS PENDING



■ Completed 100.0%

Total Assignment:

Total Activity: 24

Completed: 24

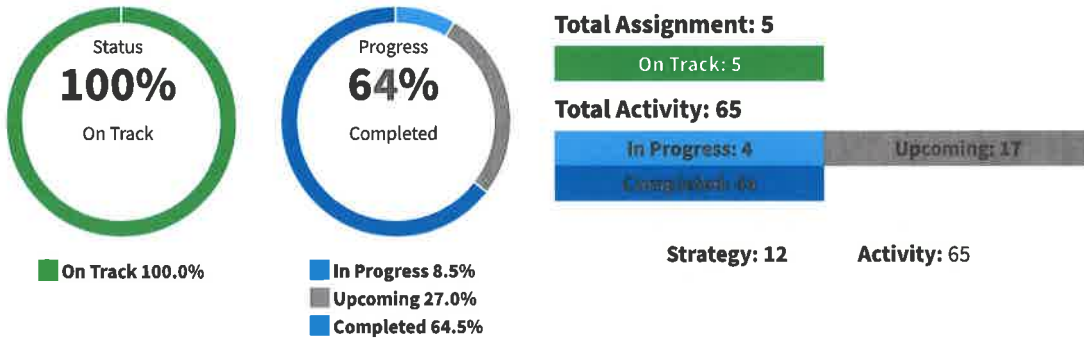
Strategy: 5

Activity: 24

Summary

Strategic Objective 18 ★★☆☆

OPERATIONS - Risk is mitigated by assessing vulnerabilities and addressing service gaps



Summary

Strategy 18.2 ★★☆☆

Re-launch Sharepoint based upon accepted smart practices

STATUS PENDING



Activity: 6

Last update by Scott Clark (Chief Administrative Officer): Sep 07, 2017

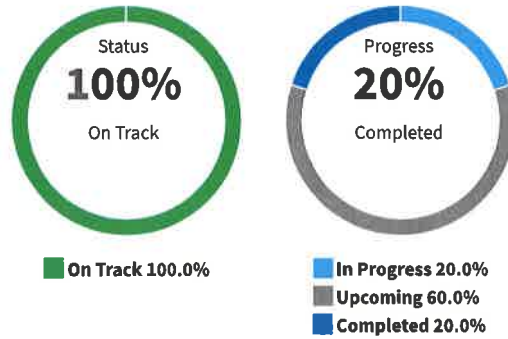
Strategy Update: Project Charter created and approved. Project delayed until 2019 due to budget constraints.

Next Steps: IT to upgrade database and software to meet end of life requirements.

Project will be incorporated into the 2018 - 2020 strategic plan pending approval by Council and re-launched in 2019 pending budget.

Strategy 18.5 ★★★★★

Implement new Online Licensing system



Activity: 5

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Sep 12, 2017

Define requirements: (40% Completed)

Working with IT to document the requirements.

Define requirements: (40% Completed)

Final Meeting held with Consultant for online application submission. Business Analyst hired to complete the defining of all business requirements including Aptify and Document Management System

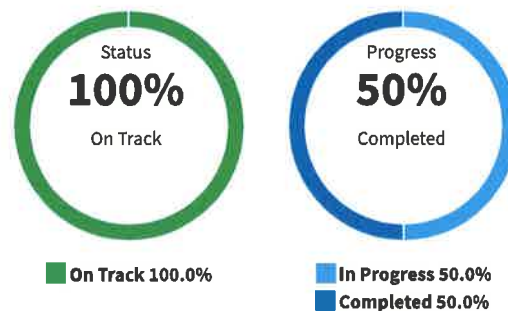
Develop the solution: (12% Completed)

Completed 'As Is' requirements gathering. Working on 'To Be' requirements. Meetings with Aptify on integration points and functionality of future versions of the product.

RFP to be issued in 2017 with implementation scheduled based on budgeting requirements.

Strategy 18.6 ★★★★★

Implement an IT dashboard to focus efforts on improving service availability, service performance, and client satisfaction



Activity: 2

Last update by Michelle Wehrle (Director, Information Technology): Aug 10, 2017

Refine IT dashboard: (70% Completed)

Implemented the use of Project portal for tracking IT operational projects and tasks assigned to team.

Strategy 18.7 ★★★★★

Develop a disaster recovery / business continuity plan to mitigate risk of disruption to ongoing PEO operations

STATUS PENDING



Activity: 5

Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2017

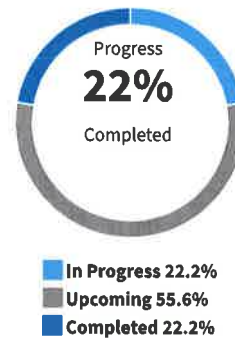
Status Update: this project is on hold pending development of a risk register.

Next steps: Project will re-launch January 1, 2018 pending completion and approval of risk register.

Project is being incorporated into the 2018 - 2020 strategic plan pending Council approval.

Strategy 18.12 ★★★★★

Implement Threat Risk Assessment Report Recommendations



Activity: 9

Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2017

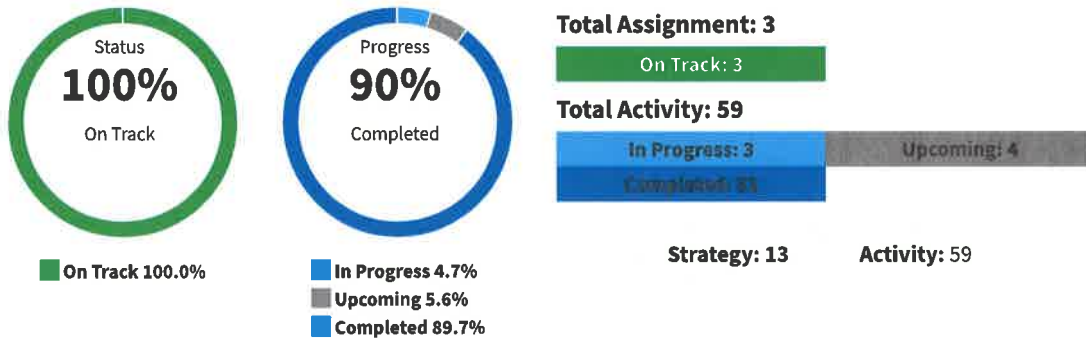
Strategy Update: 2017 plan is complete. Quotes received from vendor.

Next Steps: Tyco has been awarded work for 2017. Waiting for installation date for phase 1 (panic buttons). Phase 1 expected to be completed by September 2017. Phase 2 will commence January 2018 pending capex budget approval.

Project expected to be completed by June 2018. Project is to be incorporated into the 2018 - 2020 strategic plan pending capex approval by Council.

Strategic Objective 19 ★★☆☆

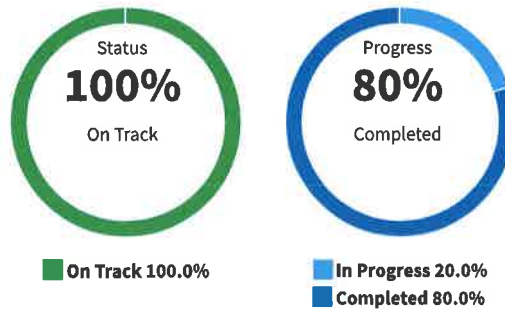
STAFF, VOLUNTEERS & COUNCIL - PEO has a sustainable organization-wide continuous-improvement culture



Summary

Strategy 19.1 ★★☆☆

Establish IT Service Management controls and IT Project Management controls to increase predictability create efficiency and meet stakeholder needs



Activity: 5

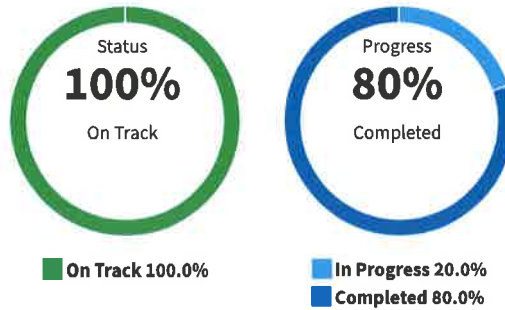
Last update by Michelle Wehrle (Director, Information Technology): Aug 29, 2017

IT policy management: (20% Completed)

Manager meet with Ralph to get orientated to how policies are created and approved at PEO. Reviewing previous drafts of IT policies to see if they are still valid. Research latest trends in security policies.

Strategy 19.2 ★★☆☆

Develop GLP training modules to enhance the skills of the GLP members and effectiveness of the GLP



Activity: 5

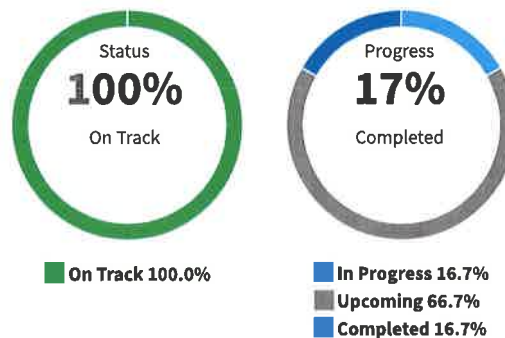
Last update by Scott Clark (Chief Administrative Officer): Sep 06, 2017

Strategy Update: Module content is being updated to reflect recent changes to political fundraising rules, the approval of the GLP Audit Implementation Plan and forthcoming increases in the number of MPP's. This project is part of the GLP Audit Implementation Plan.

Next Steps: This project is being incorporated into the 2018 – 2020 Strategic Plan pending Council approval.

Strategy 19.12 ★★☆☆

Implement New Leadership Development and On-boarding Modules



Activity: 6

Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2017

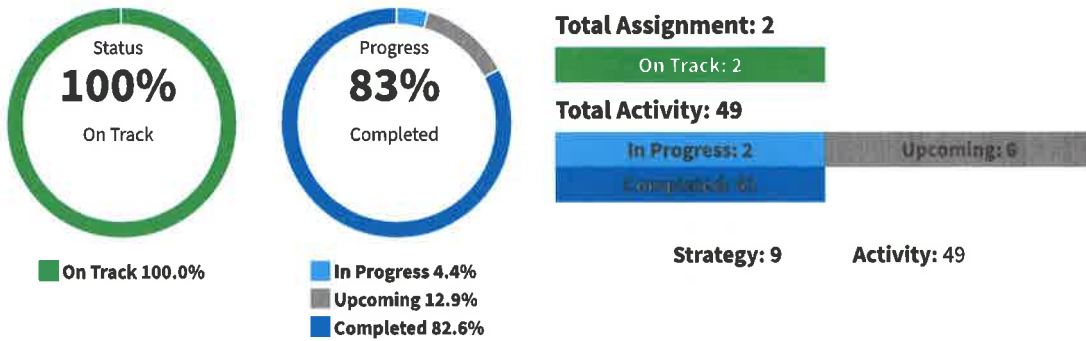
Strategy Update: HRC met on June 1 and selected two module topics.

Next Steps: Staff are developing module content.

Project expected to be completed by December 31, 2017

Strategic Objective 20 ★★★★★

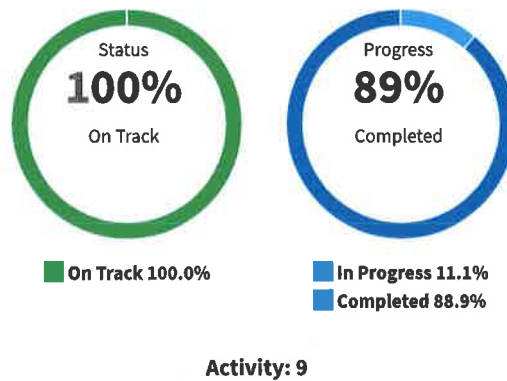
STAFF, VOLUNTEERS & COUNCIL - PEO's governance approach is robust, transparent and trusted



Summary

Strategy 20.1 ★★★★★

Develop and publish series of articles on aspects of PEO governance and accepted smart practices for governance of regulatory bodies

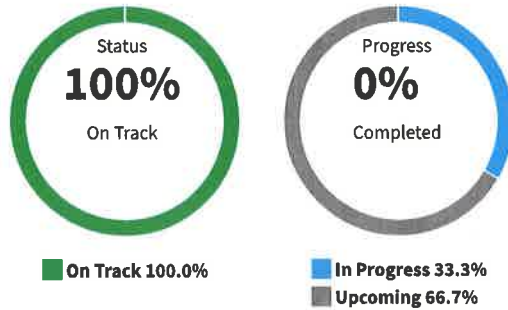


Last update by David Smith (Director, Communications): Aug 31, 2017

Regular articles on governance issues have been incorporated into the 2017 Engineering Dimensions editorial calendar and have been well received.

Strategy 20.8 ★★★★★

Support Council Composition Task Force



Activity: 3

Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2017

Strategy Update: CCTF continuing to conduct research and deliberate on key aspects to be included in its report.

Next Steps: Task Force will draft its report.

Project is expected to be completed by late 2017 or early 2018. Project will be incorporated into the 2018 - 2020 strategic plan pending Council approval.

Strategy 20.9 ★★★★★

Prepare 2018-2020 Strategic Plan

STATUS PENDING



Activity: 10

Last update by Gerard McDonald (Registrar): Sep 11, 2017

Plan preparation is on track for approval at the September Council meeting.

Strategic Objective 21 ★★☆☆☆

STAFF, VOLUNTEERS & COUNCIL - Chapters are engaged in the regulatory mandate of PEO

STATUS PENDING



■ Completed 100.0%

Total Assignment:

Total Activity: 17

Completed 17

Strategy: 3

Activity: 17

Summary

Strategic Objective 22 ★★☆☆

STAFF, VOLUNTEERS & COUNCIL - Equity and diversity values and principles are integrated into the general policy and business operations

STATUS PENDING



Completed 100.0%

Total Assignment:

Total Activity: 8

Completed 8

Strategy: 1

Activity: 8

Summary

Strategic Objective 23 ★★☆☆

STAFF, VOLUNTEERS & COUNCIL - Organizational renewal is ensured through succession plans and talent management strategies

STATUS PENDING



■ Completed 100.0%

Total Assignment:

Total Activity: 8

Completed: 8

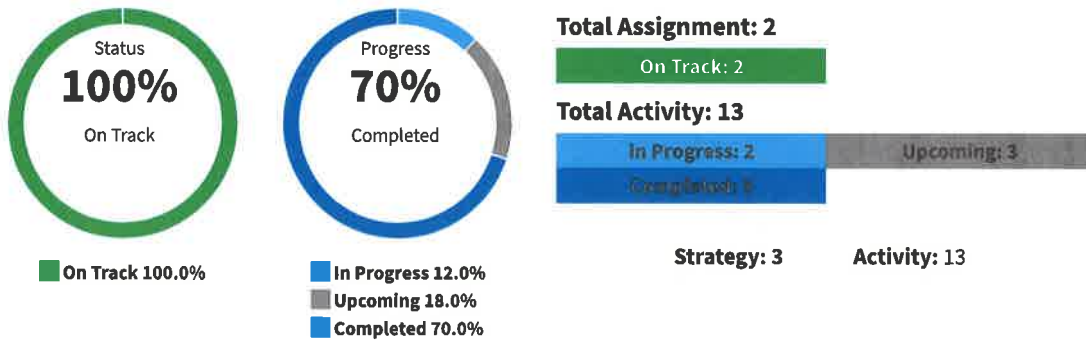
Strategy: 2

Activity: 8

Summary

Strategic Objective 24 ★★☆☆

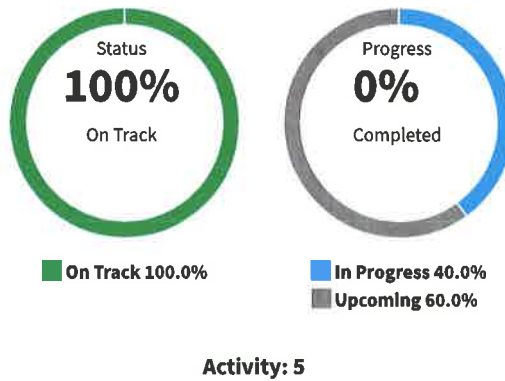
STAFF, VOLUNTEERS & COUNCIL - PEO is recognized as an employer of choice



Summary

Strategy 24.3 ★★☆☆

Implement Employer of Choice Strategy



Last update by Scott Clark (Chief Administrative Officer): Sep 07, 2017

Strategy Update: Research completed and environmental scan conducted for flex work arrangement and maternity top-up benefits. Policy recommendation under development.

Next steps: Draft policies will be presented to SMT for review.

Project to be completed by April 30, 2018. This project will be incorporated into the 2018 - 2020 Strategic Plan pending Council approval.

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COMPLAINTS, DISCIPLINE, LICENSING AND REGISTRATION STATISTICS

Purpose: To provide a statistical report to Council regarding Complaints, Discipline, Licensing and Registration.

No motion required

Prepared by: Dale Power, Secretariat Administrator

1. Need for PEO Action

- Standing report was requested at the September 2009 meeting of Council.

2. Appendices

- Appendix A – Complaints Statistics
- Appendix B – Discipline Statistics
- Appendix C – Licensing Statistics
- Appendix D – Registration Statistics

COMPLAINTS & INVESTIGATION STATISTICS

	2015	2016	2017 (Aug. 31)
COC's Caseload			
Filed Complaints ¹ not disposed of by COC at previous year-end	105	86	75
Complaints Filed (<i>PEAct s. 24. 1(a)</i>) during the Year	62	64	45
Total Caseload in the Year	167	150	120
Total Filed Complaints Disposed of by COC in the Year (for details see <i>COC's Disposition of Complaints</i> below)	81	75	42
Total Filed Complaints Pending for COC Disposition (for details see <i>Status of Active Filed Complaints</i> below)	86	75	78
COC's Disposition of Complaints			
Direct that the matter be referred, in whole or in part, to the Discipline Committee. (<i>PEAct s. 24. 2(a)</i>)	7	6	3
Direct that the matter not be referred. (<i>PEAct s. 24. 2(b)</i>)	56	48	31
Take such action as COC considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. (<i>PEAct s. 24. 2(c)</i>)	18	21	8
COC's Timeliness Regarding the Disposition of the Complaint²			
Complaint disposed of within 90 days of filing	0	0	0
Complaint disposed of between 91-180 days of filing	6	3	6
Complaint disposed of after more than 180 days of filing	75	72	36
COC Processing Time – Days from Complaint Filed to COC Disposition (12 mo rolling avg.)			
Average # Days	571	456	411
Minimum # Days	91	120	97
Median # Days	308	285	275
Maximum # Days	1686	1901	1878

¹ Signed Complaint Form filed with the Registrar.

² Days from Complaint Filed to date COC Decision is signed by COC Chair.

Status of Active Filed Complaints

Active Filed Complaints - Total		78
<i>Complaints filed more than 180 days ago</i>	38	38
Pending Signed COC Written Decision	10	
Complaints under active consideration by COC	13	
Completed Investigation ready for COC consideration	5	
Regulatory Compliance Investigation	10	
<i>Complaints filed between 91-180 days ago</i>	20	20
Pending Signed COC Written Decision	0	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	5	
Regulatory Compliance Investigation	15	
<i>Complaints filed within the past 90 days</i>	20	20
Pending Signed COC Written Decision	0	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	20	

Note:

Review by Complaints Review Councillor (PEAct s. 26. (s))

Where a complaint respecting a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee **within ninety days** after the complaint is filed with the Registrar, upon application by the complainant or on his or her own initiative the Complaints Review Councillor may review the treatment of the complaint by the Complaints Committee.

Glossary of Terms:

Complaint Filed – Signed Complaint Form filed with the Registrar.

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

DISCIPLINE STATISTICS – September 2017 Council Meeting Report

Discipline Phase

	2014	2015	2016	2017
	(as of Sep 1, 2017)			
Matters Referred to Discipline	7	8	6	3
Matters Pending (Caseload)	12*	17	17	15
Written Final Decisions Issued	6	5**	8	5
<i>DIC Activity</i>				
Pre-Hearing Conferences Held	4	6	5	4
Hearings Phase commenced (but not completed)	1	2	2	1
Hearings Phase completed	3	5	6	3

*By a decision of the Divisional Court one matter was sent back for re-hearing by a differently constituted panel.

**One matter was stayed in 2012, and a motion regarding costs was heard in January 2013.

Note: this matter was still counted into the number of “Matters Pending (Caseload)” in 2012, but no longer counted in 2013. Decision on motion (hearing in January 2013) was issued by Panel on May 15, 2015.

Table “A” – Timeline summary for matters in which written Decisions and Reasons were issued in 2017

File Number	Hearing date(s)	Date of written Decision	Approx. length of time from the last Hearing date to date of written Decision
L05 14-23	January 25 & 26, 2016	January 23, 2017	1 year
L05 15-18	January 4, 2017	March 27, 2017	3 months
L05 15-39	March 27, 2017	May 4, 2017	1 month
L05 09-36	February 7, 2017	June 9, 2017	4 months
L05 12-06	September 16 and 17, 2015	August 31, 2017	nearly 2 years

**PROFESSIONAL ENGINEERS ONTARIO
P. ENG. STATISTICS
2017**

C-514-5.7 - Appendix C

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Members on Register													
Beginning	80,565	80,565	80,702	80,836	80,792	80,941	81,116	81,157					80,565
New Members	277	217	242	172	219	317	255	278					1,977
Reinstatements	81	86	75	62	55	32	36	50					477
Resignation - Regular	(63)	(23)	(46)	(32)	(34)	(50)	(44)	(50)					(342)
- Retirees	(32)	(12)	(18)	(15)	(17)	(33)	(28)	(20)					(175)
Deceased	(46)	(26)	(42)	(24)	(22)	(33)	(13)	(38)					(244)
Deletions - Regular	(130)	(102)	(73)	(104)	(52)	(53)	(98)	(57)					(669)
- Retirees	(87)	(3)	(4)	(103)	0	(5)	(67)	(6)					(275)
Total Ending	80,565	80,702	80,836	80,792	80,941	81,116	81,157	81,314	0	0	0	0	81,314
Members on Register Summary													
Full Fee Members	66,373	66,369	66,396	66,398	66,544	66,614	66,560	66,644					66,917
Partial Fee Remission - Retired	12,479	12,513	12,570	12,496	12,544	12,629	12,605	12,617					12,544
Partial Fee Remission - Health	216	218	221	225	226	225	349	351					226
Fee Remission - Maternity and/or Parental Leave , Postgraduate Studies and other	1,497	1,602	1,649	1,673	1,627	1,648	1,643	1,702					1,627
Total Membership	80,565	80,702	80,836	80,792	80,941	81,116	81,157	81,314	0	0	0	0	81,314
Membership Licence													
Net Applications Received	325	325	372	317	338	340	273	238					2,528
Applications Rec'd FCP	240	78	63	66	78	145	240	178					1,088
Female Members on													
Register - Beginning	8,598	8,624	8,647	8,679	8,704	8,726	8,771	8,793					8,598
New Female Engineers	26	23	32	25	22	45	22	51					246
Total Female Engineers	8,624	8,647	8,679	8,704	8,726	8,771	8,793	8,844	0	0	0	0	8,844

**PROFESSIONAL ENGINEERS ONTARIO
ENGINEER IN TRAINING - STATISTICS
2017**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Recorded													
Beginning of Month	13,097	13,256	13,508	13,526	13,462	13,385	13,234	13,342					13,097
New Recordings	358	466	236	219	252	190	292	340					2,353
Reinstatements	40	49	34	30	30	52	35	54					324
P. Eng. Approvals	(83)	(60)	(82)	(62)	(63)	(103)	(110)	(83)					(646)
Resignations/Deletions	(29)	(83)	(19)	(89)	(154)	(40)	(13)	(121)					(548)
Lapse/Non Payment	(127)	(120)	(151)	(162)	(142)	(250)	(96)	(93)					(1,141)
Deceased	0	0	0	0	0	0	0	0					0
Total Ending	13,256	13,508	13,526	13,462	13,385	13,234	13,342	13,439	0	0	0	0	13,439
Female Recording on Register													
Beginning	2,690	2,734	2,787	2,797	2,783	2,768	2,745	2,782					2,690
New Female Recordings	44	53	10	(14)	(15)	(23)	37	0					92
Total Female Recordings	2,734	2,787	2,797	2,783	2,768	2,745	2,782	2,782	0	0	0	0	2,782

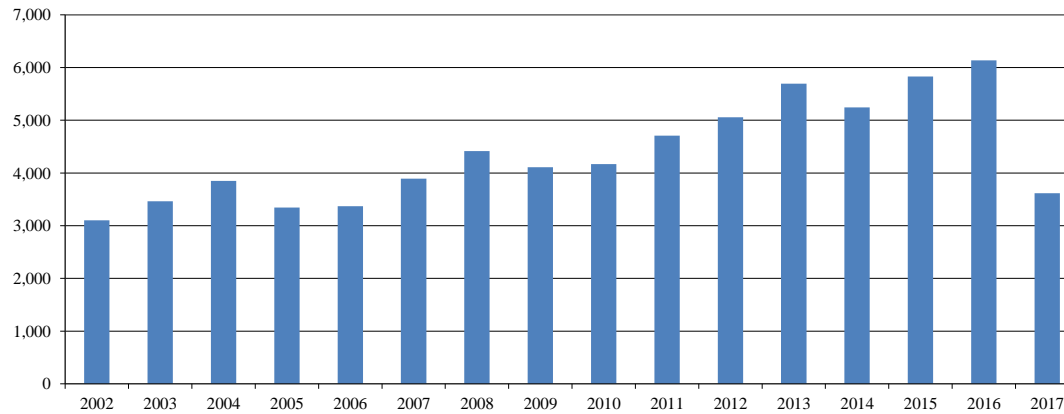
**PROFESSIONAL ENGINEERS ONTARIO
CERTIFICATE OF AUTHORIZATION - STATISTICS
2017**

	JAN	FEB	MAR	APR	MAY	JUN		JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
C of A Holders - Beginning														
Regular	5,460	5,479	5,469	5,479	5,507	5,516	5,516	5,546	5,579					5,460
Temporary	25	25	24	25	24	24	24	24	27					25
Sub Total	5,485	5,504	5,493	5,504	5,531	5,540	5,540	5,570	5,606	0	0	0	0	5,485
New Certificates Issued														
Regular	50	68	46	45	34	51	51	47	46					438
Temporary	0	1	1	0	0	1	1	3	1					8
Sub Total	50	69	47	45	34	52	52	50	47	0	0	0	0	446
Reinstatements														
Regular	2	1	0	1	2	0	0	0	1					7
Temporary	0	0	0	0	0	0	0	0	0					0
Sub Total	2	1	0	1	2	0	0	0	1	0	0	0	0	7
Deletions														
Closed	(31)	(79)	(36)	(18)	(27)	(20)	(20)	(13)	(14)					(258)
Suspended, Revoked and other	(2)	0	0	0	0	(1)	(1)	(1)	0					(5)
Temporary	0	(2)	0	(1)	0	(1)	(1)	0	(2)					(7)
Sub Total	(33)	(81)	(36)	(19)	(27)	(22)	(22)	(14)	(16)	0	0	0	0	(270)
Total Ending														
Regular	5,479	5,469	5,479	5,507	5,516	5,546	5,546	5,579	5,612	0	0	0	0	5,642
Temporary	25	24	25	24	24	24	24	27	26					26
	5,504	5,493	5,504	5,531	5,540	5,570	5,570	5,606	5,638	0	0	0	0	5,668

**PEO STATISTICS
APPLICATIONS RECEIVED
2002 - 2017**

	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017
JANUARY	341	539	440	364	316	308	372	336	393	414	397	440	530	561	453	565
FEBRUARY	222	260	345	259	319	257	234	338	276	278	384	422	380	422	460	403
MARCH	234	169	298	340	316	272	345	379	373	453	398	428	395	368	265	435
APRIL	277	279	304	269	291	280	381	294	239	338	297	414	361	356	484	383
MAY	299	394	425	270	298	293	278	279	303	314	353	394	324	292	450	416
JUNE	220	221	337	264	273	279	332	320	306	322	374	388	356	472	421	485
JULY	265	200	297	286	254	355	460	395	332	398	482	529	486	555	554	513
AUGUST	269	357	272	301	285	367	413	326	358	493	508	505	495	547	638	416
SEPTEMBER	352	455	382	254	251	333	415	402	383	451	388	512	542	466	567	
OCTOBER	206	257	253	263	282	396	419	428	372	469	540	646	568	648	566	
NOVEMBER	238	190	236	304	226	505	430	340	497	481	503	525	416	565	754	
DECEMBER	178	140	261	168	260	248	334	270	336	295	432	491	392	576	525	
TOTAL	3,101	3,461	3,850	3,342	3,371	3,893	4,413	4,107	4,168	4,706	5,056	5,694	5,245	5,828	6,137	3,616
MONTHLY AVERAGE	258	288	321	279	281	324	368	342	347	392	421	475	437	486	511	452
YEAR TO DATE	3,101	3,461	3,850	3,342	3,371	3,893	4,413	4,107	4,168	4,706	5,056	5,694	5,245	5,828	6,137	3,616

Applications Received - Year To Date



REGISTRATION STATISTICS – September 2017 Council Meeting Report

Registration Phase

2014 2015 2016 2017
(as of Sep.1, 2017)

Requests for Hearing	5	4	1	2
Premature Applications (no Notice of Proposal)	2	2	6	1
Matters Pending (Caseload)	10	10	4**	5***
Written Final Decisions Issued	3	2	1	4
Appeals to the Divisional Court	1*	1	0	0
<i>REC Activity</i>				
Pre-Hearing Conferences Held	6	3	0	1
Hearings Phase completed, but no D&R issued	2	2	1	0

*The Divisional Court upheld the decision of the Registration Committee

**Several matters were closed this year as premature, or withdrawn by the applicants who filed a request for hearing.

*** One matter was withdrawn by the applicant.

Status Update for the Regulatory Studies and Assessments under O. Reg. 1/17 Subcommittee

Purpose:

To inform Council of the revised Terms of Reference of the above subcommittee. This subcommittee was previously known as Emission Summary and Dispersion Model Reports (ESDMs).

No motion required

Prepared by: Sherin Khalil, P. Eng. – *Standards and Guidelines Development Coordinator* on behalf of:

Heather Swan, P. Eng. – *Chair of the ESDM Subcommittee*

Nick Pfeiffer, P. Eng. – *Chair of the Professional Standards Committee (PSC)*

1. Status Update

Subcommittee members revised its Terms of Reference due to the new Regulatory requirements under O. Reg. 1/17: Registrations Under Part II.2 of the Act - Activities Requiring Assessment of Air Emissions, that came into effect in January 2017.

In brief, the Ministry of the Environment and Climate Change (MOECC) and subcommittee members requested that the Acoustic Assessment Reports (AARs) be added to the Terms of Reference and addressed in the practice guideline.

2. Background

Refer to the following material:

- Appendix A – Original Terms of Reference
- Appendix B – Revised Terms of Reference



Terms of Reference

Subcommittee – Emission Summary and Dispersion Model (ESDM) Reports

(June 7, 2016)

OBJECTIVES

The subcommittee is directed by the Professional Standards Committee to create a new practice guideline, and a performance standard once the Ministry of Environment and Climate Change (MOECC) announces changes to their Regulation to mandate engineers as qualified persons to prepare an Emission Summary and Dispersion Model Reports (ESDM). The practice guideline will describe best practices for engineers carrying out assessments of atmospheric contaminants from industrial facilities through the preparation of an (ESDM) as required by O. Reg. 419/05 and the *Environmental Protection Act*. And the performance standard will provide mandatory requirements.

BACKGROUND

Currently the *Environmental Protection Act* requires an Environmental Compliance Approval (ECA) under Part II.1 and section 9 before operating, constructing, altering, extending or replacing anything in a facility that may discharge a contaminant into the air, unless otherwise exempt or prescribed.

O. Reg. 419/05 requires that an ESDM report in respect of the contaminants discharged by the facility be included in an application for an ECA for the facility, or for other obligations to prepare an ESDM report. The ministry has also produced guidance documents titled “*Air Dispersion Modelling Guideline for Ontario*” and “*Procedure for Preparing an Emission Summary and Dispersion Modelling Report*” to assist in meeting these requirements.

Currently, ESDM reports are reviewed by engineers at the ministry. The MOECC is also looking to develop regulations that will require the preparation of an ESDM report be completed by an engineer. Due to concerns about the quality of ESDM reports and the potential for no regulatory review process prior to operation, the MOECC has turned to PEO to develop a guideline with best practices and potentially a performance standard prescribing the manner in which these assessments are to be carried out.

MANDATE (Specific Tasks)

The central task of this subcommittee is to define best practices for the manner in which engineers prepare ESDM reports and conduct air dispersion modelling.

Among the topics to address are the following:

- a) Identify best practices for specifying scope of work with clients or employers;
- b) potentially identify mandatory components for ensuring accuracy and good engineering practice for modeling and preparation of ESDM reports;
- c) determine how engineers can best accomplish each component of this work e.g. by review of drawings and other documents, on-site inspections, review of modelling done by others, observation of work done by others (including non-engineers);
- d) provide best practices for content and format of reports and a detailed list of the tasks required to be carried out for the various aspects of review to ensure accurate reports;
- e) prepare a practice guideline for the preparation of ESDM reports; and
- f) receive from the MOECC statistically representative data of the most common mistakes in ESDM reports.

MEMBERSHIP

The subcommittee shall consist of a member of PSC who will act as chair and a minimum of 4 engineers currently submitting ECA applications to the MOECC and 1 observer from the MOECC. The engineers should be from consulting firms, and have experience preparing ESDM reports. Draft documents will be circulated for comments to the MOECC, consulting engineers, manufacturing facilities and contractors who hire engineers to carry out these reviews.

DELIVERABLES

The Subcommittee will present the draft guideline and a policy statement for the proposed standard to the Professional Standards Committee no later than June 2017.

Meeting Schedule: At discretion of the Chair

Completion Date: September 2017



Terms of Reference

Subcommittee – Regulatory Studies and Assessments under O. Reg. 1/17

(June 30, 2017)

OBJECTIVES

The subcommittee is directed by the Professional Standards Committee (PSC) to create a new practice guideline, and a performance standard to complement the announcement by the Ministry of Environment and Climate Change (MOECC) of a new regulation to mandate Licensed Engineering Practitioners as qualified persons for the preparation of regulatory studies/assessments under O. Reg. 1/17 (Registrations Under Part II.2 of the Act – Activities Requiring Assessment of Air Emissions), including Emission Summary and Dispersion Modelling Reports (ESDMs) and Acoustic Assessment Reports (AARs). The practice guideline will describe best practices for engineers carrying out assessments of atmospheric contaminants from industrial facilities as required by the *Environmental Protection Act*. The performance standard will provide mandatory requirements.

BACKGROUND

Currently, the *Environmental Protection Act* requires an Environmental Compliance Approval (ECA) under Part II.1 and section 9 before operating, constructing, altering, extending or replacing anything in a facility that may discharge a contaminant into the air, unless otherwise exempt or prescribed.

Part II.2 of the *Environmental Protection Act* under O. Reg. 1/17 requires all but high risk and more complex activities to register in the Environmental Activity and Sector Registry (EASR). O. Reg. 1/17 requires an EASR ESDM report be prepared in accordance with specified sections in O. Reg. 419/05 in respect of the contaminants discharged by the facility. In addition, an ESDM report may also be required as part of an application for an ECA for the facility, or for other obligations to prepare an ESDM report. The ministry has also produced guidance documents titled “*Air Dispersion Modelling Guideline for Ontario*” and “*Procedure for Preparing an Emission Summary and Dispersion Modelling Report*” to assist in meeting these requirements.

An assessment of sound discharged from the facility and the results of the assessment must be documented in a noise report, in accordance with the requirements of O. Reg. 1/17 and the EASR publication. The contents of the noise report will vary depending on which noise assessment method was used: noise setback; Primary Noise Screening Method; Secondary Noise Screening Method; or Acoustic Assessment. Regardless of the assessment method, the sound discharged from the facility must not exceed the

applicable sound level limit set out in Chapter 3 of the EASR publication.

Under O. Reg 1/17 the MOECC has defined additional studies/assessments required for registrations. These include Odour Control Reports (OCRs), Best Management Practices Plan (BMPP) for Dust, and BMPP for Odour, etc. These studies/assessments also require sign-off by a Licensed Engineering Practitioner.

Historically, ESDM reports and noise technical assessments are reviewed by engineers at the ministry. Due to concerns about the quality of these regulatory compliance reports and the potential for no regulatory review process prior to operation (under the EASR process defined within O. Reg 1/17), the MOECC has turned to PEO to develop a guideline with best practices and a performance standard prescribing the manner in which these regulatory studies/assessments are to be carried out.

MANDATE (Specific Tasks)

The central task of this subcommittee is to define best practices for the manner in which engineers prepare regulatory studies/ assessments under O. Reg. 1/17.

The topics to be addressed include the following:

- a) Identify good practice for specifying scope of work with clients or employers;
- b) Identify mandatory components for ensuring accuracy and good engineering practice for modeling and preparation of technical studies including ESDM reports and AARs, OCRs, BMPP for Dust, BMPP for Odour, etc.;
- c) Determine how engineers can best accomplish each component of this work e.g. by review of drawings and other documents, on-site inspections, review of modelling done by others, observation of work done by others (including non-engineers);
- d) Provide best practices for content and format of reports and the types of tasks required to be carried out for the various aspects of review to ensure accurate reports;
- e) Prepare a practice guideline for the preparation of technical studies including ESDM reports and AARs; and
- f) Receive from the MOECC statistically representative data of the most common mistakes in ESDM reports and AARs.

MEMBERSHIP

The subcommittee shall consist of a member of PSC who will act as chair and a minimum of 6 engineers currently submitting ECA applications to the MOECC and at least 2 observers from the MOECC. The engineers should be from consulting firms, and have experience preparing ESDM reports, AARs and other relevant technical studies.

Draft documents will be circulated for comments to the MOECC, consulting engineers, manufacturing facilities and contractors who hire engineers to carry out these reviews.

DELIVERABLES

The Subcommittee will present the draft guideline and a policy statement for the proposed performance standard to the PSC no later than December 2017.

Meeting Schedule: At discretion of the Chair

Completion Date: May 2018

DRAFT

COUNCILLORS ITEMS

- a) **Notices of Future Agenda Items**
- b) **Councillors' Questions**

Purpose: To provide Councillors with an opportunity to provide notice of items for inclusion on the next Council meeting agenda, and to ask questions.

No motion required

Prepared by: Dale Power, Secretariat Administrator

Briefing Note – Information

C-514- 6.1

CHAIR EVALUATION

Purpose: To solicit feedback from Council on the Chair's performance.

Motion(s) to consider:

none required

President Dony would like to spend a brief amount of time at the conclusion of the meeting to solicit feedback on the Chair's performance.