



Professional Engineers
Ontario

Council Meeting

515th Meeting of Council
of Professional Engineers Ontario

to be held on
Thursday, November 16, 2017
5:30 p.m. – reception
6:00 p.m. – dinner
7:00 – plenary session

Friday, November 17, 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, November 16, 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. Engineers Canada Presentation
 2. Complaints Committee (COC)
Presentation
 3. Fairness Commission – Registration
Practices Assessment Report

Briefing Note - Decision

C-515-1.1

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-515-1.1, 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 – 515th Council meeting agenda

C-515-1.1
Appendix A

Agenda

REVISED

515th Meeting of the Council Professional Engineers Ontario

Date: Thursday, November 16 and Friday, November 17, 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, November 16th – 7:00 p.m. – 9:00 p.m.

	Spokesperson
PLENARY SESSION	
1. Engineers Canada Presentation	Chris Roney – Past President, Annette Bergeron – President-elect, Engineers Canada
2. Complaints Committee (COC) Presentation	Tony Cecutti – COC Chair
3. Fairness Commission - Registration Practices Assessment Report	Michael Price – Deputy Registrar, Licensing and Registration

Friday, November 17th – 9:00 a.m. – 4:00 p.m.

CALL TO ORDER			
1. APPROVAL OF AGENDA AND LEADERSHIP REPORTS		Spokesperson/ Moved by	Type
1.1	APPROVAL OF AGENDA	Chair	Decision
1.2	PRESIDENT/REGISTRAR'S REPORT	Chair/Registrar	Information
2. PRIORITY ITEMS		Spokesperson/ Moved by	Type
2.1	2018 OPERATING BUDGET	Councillor Wesa	Decision
2.2	2018 CAPITAL BUDGET	Councillor Wesa	Decision
2.3	ELIMINATION OF THE 2018 PEO BUDGET DEFICIT	President-elect Brown	Decision
2.4	BORROWING RESOLUTION	Councillor Wesa	Decision
2.5	BY-LAW AMENDMENT AND APPOINTMENT OF CORPORATE SECRETARY	Councillor Lederman	Decision

2.6	2018-2020 STRATEGIC PLAN	President Dony	Decision
2.7	2017 AGM SUBMISSION – PEO ENGAGE AN EXTERNAL GOVERNANCE EXPERT	Councillor Fraser	Decision
2.8	WITHHOLDING INFORMATION FROM DISCLOSURE ON PEO'S PUBLIC DIRECTORIES POLICY	Past President Comrie	Decision
2.9	RESCINDING MOTIONS REGARDING THE REMOVAL OF A COUNCILLOR	Past President Comrie	Decision
2.10	FRENCH VERSION OF REGULATION 941	Councillor Bellini	Decision
2.11	PROVIDING FINANCIAL IMPACT INFORMATION ON BRIEFING NOTES	Councillor Wesa	Decision
2.12	CHANGES TO THE 2017 PEO COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER	Councillor Bellini	Decision
2.13	APPROVAL OF THE 2018 PEO COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER	Councillor Bellini	Decision
2.14	COMMITTEES AND TASK FORCES HUMAN RESOURCES AND WORK PLANS	Councillor Bellini	Decision
2.15	HIRING LICENSURE STAFF	Councillor Preley	Decision
2.16	ONLINE LICENSING PORTAL TASK FORCE	Councillor Preley	Decision
3.	<u>CONSENT AGENDA</u>	Spokesperson/ Moved by	Type
3.1	OPEN SESSION MINUTES – 249 TH EXECUTIVE COMMITTEE MEETING – AUGUST 15, 2017	Chair	Decision
3.2	OPEN SESSION MINUTES – 514 TH COUNCIL MEETING – SEPTEMBER 29, 2017	Chair	Decision
3.3	APPROVAL OF CEDC APPLICATIONS	Councillor Bellini	Decision
4.	<u>IN-CAMERA</u>	Spokesperson/ Moved by	Type
4.1	IN-CAMERA MINUTES – 249 TH EXECUTIVE COMMITTEE MEETING – AUGUST 15, 2017	Chair	Decision
4.2	IN-CAMERA MINUTES – 514 TH COUNCIL MEETING – SEPTEMBER 29, 2017	Chair	Decision
4.3	ENGINEERS CANADA DIRECTORS SURVEY	President-Elect Brown	Decision
4.4	GOVERNMENT RELATIONS SERVICES	President-Elect Brown	Decision
4.5	2018 ORDER OF HONOUR AWARDS	Councillor Hidalgo	Decision
4.6	2018 GORDON M. STERLING AWARD	Past President Comrie	Decision
4.7	HRC UPDATE	President Dony	Information

4.8	DISCIPLINE COMMITTEE – DECISIONS AND REASONS	Linda Latham	Information
4.9	LEGAL UPDATE	Linda Latham	Information
4.10	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	Councillor Chui	Information
5.6	STATISTICS - COMPLAINTS, DISCIPLINE, LICENSING AND REGISTRATION UPDATE	Latham/Price/ Zuccon	Information
5.7	RISK REGISTER	Registrar McDonald	Information
5.8	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]

2017-2018 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
515	Council	Nov. 16-17	Oct. 27	Oct. 31	Nov. 3	Nov. 7	Nov. 10
251	Executive	Jan. 16	Dec. 27	Dec. 29	Jan. 2	Jan. 4	Jan. 9
516	Council	Feb 1-2	Jan. 12	Jan. 16	Jan. 19	Jan. 23	Jan. 26
517	Council	March 22-23	March 2	March 6	March 9	March 13	March 16
518	Council	April 21 ²	March 30	April 4	April 6	April 10	April 13

¹ - requires the approval of the Chair or Registrar

² - new Councillors to be invited as soon as information is available

Upcoming Events

Date	Event	Location
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
May 31 – June 2, 2018	Council Retreat	Delta Kingston Waterfront, Kingston

Briefing Note – Information

C-515-1.2

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 verbal reports on their recent PEO activities.

2018 OPERATING BUDGET

Purpose: To review and approve the draft 2018 operating budget.

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

That Council approve the draft 2018 operating budget as recommended by the Finance Committee and as presented to the meeting at C-515-2.1 Appendix A.

Prepared by: Chetan Mehta – Director, Finance

Moved by: Michael Wesa, P.Eng. – Chair, Finance Committee

1. Need for PEO Action

The Finance Committee completed its second review of the draft 2018 operating and capital budgets (“2018 budgets”) on October 18, 2017 and is presenting a deficit budget which meets the reserve requirements required by Council policy. As the next step in the business planning cycle, Council needs to either approve the draft 2018 operating budget as presented or provide direction on the cost saving initiatives to be implemented.

Despite best efforts by management to reduce and control costs wherever possible, the current version 2018 operating budget is projected to have a deficit of \$303k. This deficit will be funded from the operating reserve which is expected to be \$7.3m – this is \$2.8m 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 inflation which has increased cumulatively by 15.8% since 2009.
- b) The increase in membership revenues has also been negatively impacted due to 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 were identified by management after seeking inputs from the Finance Committee in September. These suggestions were presented to Council at its meeting on Sept 29, 2017. After the September Council meeting, additional

feedback on cost-cutting initiatives was sent to the Chair of the Finance Committee by several Councilors including President-elect Brown who has identified his suggestions for balancing the draft 2018 budget in a briefing note.

This briefing note along with President-elect Brown's feedback on changes to the presentation format of 2018 draft operating budget reports were discussed by the Finance committee during its meeting on Oct 18, 2017.

During this meeting, the Finance committee opted to retain the original budget presentation format used for the September Council meeting and decided that the cost cutting initiatives proposed by President-elect Brown be presented to Council for direction at its meeting on November 17, 2017.

The key highlights of the 2018 draft operating budget are summarized below and compared to the 2017 forecast. A copy of the draft 2018 operating budget is shown in **Appendix A**.

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 \$303k.

Revenue

The 2018 budgeted revenue is planned to be \$25.9m representing an increase of \$461k or 1.8% 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 growth in P.Eng membership;
- An increase in advertising revenues by \$60k or 20% due to an expected improvement in market conditions.
- A decrease in 40 Sheppard revenues of \$187k compared to 2017 due to a large payout for the early termination of a lease by a tenant in 2017.

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 \$26.2M which represents an increase of \$977k or 4% 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 telephones 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 \$191k 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 \$50k for professional development courses for staff and volunteers compared to the 2017 forecast.
- An increase of \$36k 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:

- A reduction of \$142k in Legal costs primarily due lower legal expenses for small claims related litigation and employment related matters.
- A 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.
- A 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. Proposed Action / Recommendation

That Council either approve the draft 2018 operating budget as presented or provide direction on the cost cutting measures to be adopted.

3. Next Steps (if motion approved)

On receiving Council approval, the 2018 operating budget will be used for supporting PEO operations in 2018.

4. Peer Review & Process Followed

Process Followed	<p>Council approved the following motions in the Jun 23, 2017 meeting:</p> <ul style="list-style-type: none"> a) That the 2018 Budget Assumptions, as presented in C-513-2.5, 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. <p>Per Council direction, the senior management team and staff began work on</p>
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	<p>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. 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.</p> <p>The Finance committee then met again on Oct 18, 2017 to review the draft 2018 budget and 2017 forecast and weigh-in on additional cost-cutting suggestions provided by several Councilors. The committee members agreed that the current version of the draft 2018 operating budget be presented to Council for direction and approval.</p>
Council Identified Review	Council reviewed the draft 2018 budgets on September 29 th , 2017 and subsequently provided direction to the Finance Committee for changes to the budgets.
Actual Motion Review	The Finance Committee met on October 18 th , 2017 to review and approve the revised draft 2018 operating and capital budgets and recommended that these be presented to Council for direction and approval.

5. Appendices

- **Appendix A** – 2018 Draft Operating Budget
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** – 2018 Budget Assumptions

Professional Engineers Ontario - DRAFT 2018 OPERATING BUDGET

C-515-2.1
Appendix A

Variance Analysis - 2018 Budget Vs 2017 Forecast

DRAFT - Oct 18, 2017 - Revisions based on FIC feedback

REF. NO	DESCRIPTION	2018 Bud	2017 Fcst	2017 Bud	2016 Act	Favourable (Unfavorable) Variances			
						2018 Budget Vs 2017 Forecast		2018 Budget Vs 2017 Budget	
						\$	%	\$	%
		(A)	(C)	(C)	(D)	(E)	(F)	(G)	(H)
REVENUE									
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	2,546,408	2,733,049	2,542,260	2,044,589	(186,641)	(6.8)%	4,148	0.2%
4	Advertising income	360,000	300,000	420,000	437,187	60,000	20.0%	(60,000)	(14.3)%
5	Investment income	205,000	200,000	275,000	171,538	5,000	2.5%	(70,000)	(25.5)%
	TOTAL REVENUE	25,865,880	25,404,580	25,989,673	24,140,235	461,300	1.8%	(123,793)	(0.5)%
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	2,456,018	2,463,515	2,506,869	2,485,858	7,497	0.3%	50,851	2.0%
8	Purchased services	1,660,352	1,468,873	1,646,762	1,402,475	(191,479)	(13.0)%	(13,590)	(0.8)%
9	Amortization	1,307,096	1,275,793	1,364,462	1,242,064	(31,303)	(2.5)%	57,366	4.2%
10	Computers and telephone	1,075,848	775,803	764,770	628,847	(300,045)	(38.7)%	(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	903,839	879,166	908,266	857,468	(24,673)	(2.8)%	4,427	0.5%
14	Volunteer expenses	793,065	757,420	953,375	660,736	(35,645)	(4.7)%	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	250,300	410,711	25,920	4.5%	(297,200)	(118.7)%
17	Transaction fees	542,540	531,675	548,635	500,306	(10,865)	(2.0)%	6,095	1.1%
18	Legal (Corporate, Prosecution & Tribunal)	493,555	635,555	580,495	614,293	142,000	22.3%	86,940	15.0%
19	Professional development	206,500	156,580	242,300	168,011	(49,920)	(31.9)%	35,800	14.8%
20	Contract staff	203,981	140,786	8,500	399,882	(63,195)	(44.9)%	(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)	(15.1)%	15,260	9.7%
23	Insurance	124,237	110,676	115,987	111,637	(13,561)	(12.3)%	(8,250)	(7.1)%
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)	(13.7)%	(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	26,168,667	25,191,574	25,382,577	23,757,177	(977,093)	(3.9)%	(786,090)	(3)%
28	EXCESS OF REVENUE OVER EXPENSES BEFORE UNDERNOTED	(302,787)	213,006	607,096	383,058	(515,793)	(242)%	(909,883)	(150)%
Council Discretionary Expenses									
29	PEAK	-	140,000	300,000	-	140,000	100.0%	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	100%	0	-
	EXCESS OF REVENUE OVER EXPENSES	(302,787)	(86,994)	165,096	370,625	(215,793)	(248)%	(467,883)	(283)%

Professional Engineers Ontario

2018 DRAFT - Operating Budget

C-515-2.1
Appendix A

Variance Analysis - 2018 Budget Vs 2017 Forecast

Ref. No.	Variance Explanation
1	Growth in P.Eng membership. There have been no membership fee increases for the last ten years.
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 a slight decrease of 0.3% over the 2017 forecast. The decrease is largely due to lower interest on the mortgage which is partially offset by an increase in operating expenses.
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 are expected to increase to provide training and development support to staff and volunteers.
20	Increase in contract staff in 2018 for providing assistance in processing 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 primarily due to planned purchase of cyber insurance policy which provides protection against a wider array of IT threats.
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-515-2.1 Appendix A

DRAFT - Oct 18, 2017 - Revisions based on FIC feedback

	2016	2017	2018	2019	2020	2021	2022
	ACTUAL	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	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	2,546,408	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	200,000	205,000	207,870	210,780	213,731	216,723
	\$24,140,235	\$25,404,580	\$25,865,880	\$26,688,540	\$27,027,748	\$27,385,013	\$27,679,693
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	2,456,018	2,475,252	2,479,810	2,486,743	2,389,364
Purchased services	1,402,475	1,468,873	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	903,839	926,435	949,596	973,336	997,669
Volunteer expenses	660,736	757,420	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	531,675	542,540	556,104	570,006	584,256	598,863
Legal (Corporate, Prosecution & Tribunal)	614,293	635,555	493,555	505,894	518,541	531,505	544,792
Professional development	168,011	156,580	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	124,237	127,343	130,526	133,790	137,134
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	25,191,574	26,168,667	26,780,717	27,392,912	28,022,672	28,563,692
EXCESS OF REVENUE OVER EXPENDITURE before undernoted	\$383,058	\$213,006	(\$302,787)	(\$92,178)	(\$365,164)	(\$637,659)	(\$883,999)
Council Discretionary Reserve	12,433	300,000	-	-	-	-	-
EXCESS OF REVENUE OVER EXPENDITURE	\$370,625	(\$86,994)	(\$302,787)	(\$92,178)	(\$365,164)	(\$637,659)	(\$883,999)

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

C-515-2.1
Appendix A

DRAFT - Oct 18, 2017 - Revisions based on FIC feedback

	2016 ACTUAL	2017 FORECAST	2018 BUDGET	2019 PROJECTION	2020 PROJECTION	2021 PROJECTION	2022 PROJECTION
ASSETS							
Cash	1,449,325	2,219,117	793,606	493,109	340,990	(293,322)	(1,163,471)
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	8,771,763	7,346,252	7,045,755	6,893,636	6,259,324	5,389,175
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	9,864,706	8,362,828	7,978,327	7,733,804	6,997,847	6,015,889
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	45,190,297	43,907,510	42,809,332	41,409,168	39,707,509	37,730,510
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	15,952,594	15,649,807	15,557,629	15,192,465	14,554,806	13,670,807
	46,229,291	45,190,297	43,907,510	42,809,332	41,409,168	39,707,509	37,730,510

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

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Appendix A

DRAFT - Oct 18, 2017 - Revisions based on FIC feedback

	2017	2018	2019	2020	2021	2022
	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
<i>Operating</i>						
Excess of revenue over expenses - operations	(86,994)	(302,787)	(92,178)	(365,164)	(637,659)	(883,999)
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	2,213,722	2,074,545	2,369,158	2,170,528	1,975,693	1,810,498
<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	769,792	(1,425,511)	(300,497)	(152,119)	(634,312)	(870,149)
Cash, beginning of year	1,449,325	2,219,117	793,606	493,109	340,990	(293,322)
Cash, end of year	2,219,117	793,606	493,109	340,990	(293,322)	(1,163,471)
Cash/Investments, end of year	8,771,763	7,346,252	7,045,755	6,893,636	6,259,324	5,389,175
Comprised of:						
Cash	2,219,117	793,606	493,109	340,990	(293,322)	(1,163,471)
Investments	6,552,646	6,552,646	6,552,646	6,552,646	6,552,646	6,552,646
	8,771,763	7,346,252	7,045,755	6,893,636	6,259,324	5,389,175

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

C-515-2.1
Appendix A

DRAFT - Oct 18, 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	1,784,992	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	3,349,567	3,880,314	3,914,712	3,963,418	4,045,759
Less PEO Share of CAM & Tax	778,986	803,159	835,379	859,222	883,899	1,009,444
TOTAL REVENUE excluding PEO share of CAM & Tax	2,733,049	2,546,408	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	55,000	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	2,445,128	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	3,259,177	3,310,631	3,339,032	3,370,642	3,398,808
Less PEO Share of CAM & Tax	778,986	803,159	835,379	859,222	883,899	1,009,444
TOTAL EXPENSES excluding PEO share of CAM	2,463,515	2,456,018	2,475,252	2,479,810	2,486,743	2,389,364
NET INCOME	269,534	90,390	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 - October 18, 2017 - Revision based on FIC feedback

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Appendix B

Overview:

Total program expenses in 2018 are expected to increase by \$221k or 1.7% 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, lower postage costs, etc.

Department	2018 Budget	2017 Forecast	2017 Budget	2016 Actual	Favourable (Unfavourable) Variances		Explanation of significant variances
					2018 Bud Vs 2017 Fcst		
					\$	%	
Corporate Services	7,124,842	7,025,235	7,360,371	6,633,332	(99,607)	(1.4)%	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 higher monthly infrastructure costs and one time professional services costs. Changes to infrastructure costs were due to 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 these costs carry forward into 2018. The increase in costs for data storage resulted in higher costs for the Disaster Recovery site.
Executive Office	1,147,055	1,139,757	1,163,968	1,190,846	(7,298)	(0.6)%	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	600,508	618,254	600,058	563,845	17,746	2.9%	Decrease due to lower postage costs for mailing receipts and related member correspondence. These costs are partially offset by higher insurance premiums.
Regulatory Compliance	407,670	467,767	370,715	376,151	60,097	12.8%	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	501,424	440,875	387,286	(202,351)	(40.4)%	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	\$13,295,960	\$13,075,397	\$13,242,889	\$12,070,614	(\$220,563)	(1.7)%	

Professional Engineers Ontario

2018 Budget - Communications

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

DRAFT - October 18, 2017 - Revision based on FIC feedback

C-515-2.1
Appendix B

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

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

DRAFT - October 18, 2017 - Revision based on FIC feedback

Overview:

Overall, the Corporate Services budget for 2018 has decreased by \$235k or 3% from the 2017 budget and increased by \$100k or 1.4% 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; \$50k 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**

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Appendix B

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

DRAFT - October 18, 2017 - Revision based on FIC feedback

Overview:

Overall, the Corporate Services budget for 2018 has decreased by \$235k or 3% from the 2017 budget and increased by \$100k or 1.4% 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; \$50k 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	1,558,739	1,550,251	1,664,426	1,593,341	(8,488)	(0.5)%	Increase in 2018 budget over 2017 forecast due to amortization for 40 Sheppard building improvements. Decrease in 2018 budget over 2017 budget due to budget item transferred to CO 515 - \$45k, AV maintenance contract transferred to IT Dept. - \$40k.
511	40 Sheppard Ave West	2,456,018	2,463,515	2,506,869	2,485,856	7,497	0.3%	Decrease 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	160,500	238,000	206,577	(49,820)	(31.0)%	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.

Professional Engineers Ontario
2018 Budget - Corporate Services

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

DRAFT - October 18, 2017 - Revision based on FIC feedback

Overview:

Overall, the Corporate Services budget for 2018 has decreased by \$235k or 3% from the 2017 budget and increased by \$100k or 1.4% 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; \$50k 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		
						\$	%	
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)%	
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		7,124,842	7,025,235	7,360,371	6,633,332	(99,607)	(1.4)%	

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

C-515-2.1
Appendix B

DRAFT - October 18, 2017 - Revision based on FIC feedback

Overview:

Executive Office expenses are expected to increase in 2018 by \$7k or by less than 1% over the 2017 forecast largely due to the Engineers Canada assessment 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	57,000	44,750	91,963	12,250	21.5%	Lower outlay for legal reserve in 2018 due to expected reduction in spend on legal matters
Executive Office Total		\$1,147,055	\$1,139,757	\$1,163,968	\$1,190,846	(\$7,298)	(0.6)%	

Professional Engineers Ontario

2018 Budget - Finance

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

DRAFT - October 18, 2017 - Revision based on FIC feedback

C-515-2.1
Appendix B

Overview:

Finance expenses in 2018 are expected to decrease by \$17k or 3% 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	500,700	489,900	451,863	18,700	3.7%	Lower postage costs for mailing receipts and related correspondence to members partially offset by higher service charges for credit card transactions.
530	Financial Management	108,658	108,404	100,108	103,686	(254)	(0.2)%	Increase largely due to higher insurance premiums.
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)%	Increase in expected spend for travel, meals, mileage, etc.
Finance Total		\$600,508	\$618,254	\$600,058	\$563,845	\$17,746	2.9%	

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

DRAFT - October 18, 2017 - Revision based on FIC feedback

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 are 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 due to higher costs for: - 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 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 - October 18, 2017 - Revision based on FIC feedback

C-515-2.1
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 - October 18, 2017 - Revision based on FIC feedback

C-515-2.1 Appendix B

Overview:

Regulatory Compliance expenses are expected to decrease by \$60k or 13% 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	84,525	52,250	70,076	33,650	39.8%	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	\$467,767	\$370,715	\$376,151	\$60,097	12.8%	

Professional Engineers Ontario
2018 Budget - Tribunals
Highlights of significant changes in 2018 budget program expenses as compared to 2017 forecast
DRAFT - October 18, 2017 - Revision based on FIC feedback

C-515-2.1
Appendix B

Overview:
Budget increase over forecast 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	30,820	34,050	33,101	(3,230)	(10.5)%	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
DRAFT - October 18, 2017 - Revision based on FIC feedback

C-515-2.1 Appendix B

Overview:
Budget increase over forecast 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	9,500	4,700	-	4,800	50.5%	2018 activity levels for the Fee Mediation Committee are anticipated to be similar to the 2017 and hence the budget remains unchanged. However, the 2017 Forecast overage represents the added one time cost for developing rules and model agreements for arbitrations.
827	Policy Development	76,550	1,380	83,800	60,748	(75,170)	(5447.1)%	The research survey originally planned for 2017 has been postponed to 2018.
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	\$501,424	440,875	\$387,286	(\$202,351)	(40.4)%	



**Professional Engineers
Ontario**

C-515-2.1
Appendix C

**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 CAPITAL BUDGET

Purpose: To review and approve the draft 2018 capital budget.

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

That Council approve the draft 2018 capital budget as recommended by the Finance Committee and as presented to the meeting at C-515-2.2 Appendix A.

Prepared by: Chetan Mehta – Director, Finance

Moved by: Michael Wesa, P.Eng. – Chair, Finance Committee

1. Need for PEO Action

The Finance Committee completed its review of the draft 2018 operating and capital budgets (“2018 budgets”) on October 18, 2017. As the next step in Council’s business planning cycle, Council needs to approve the draft 2018 capital budget.

The key highlights of the draft 2018 capital budget are summarized below and copy of the draft 2018 capital budget is attached in **Appendix A**.

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

- i. Capital improvements to 40 Sheppard - \$2.13m
- ii. Information Technology - \$342k; and
- iii. Facilities - \$45k

i. Capital improvements to 40 Sheppard

A total amount of \$855k has been budgeted for leasehold 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. This spend is a carryover from the 2017 budget;
- \$65k for replacing exterior windows; and
- \$23k for replacing heat pumps

ii. Information Technology Services (ITS)

Significant IT projects planned for 2018 include:

- \$100k to upgrade the PEO website and portal;
- \$92k for SQL server upgrades;
- \$70k for upgrading Aptify;
- \$54k for hardware upgrades; and
- \$15k for upgrading the financial system

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

iii. 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:

- a) That the 2018 Budget Assumptions, as presented in C-513-2.5, 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 met again on Oct 18, 2017 to review the 2018 draft operating and capital budgets. During this meeting, the Finance Committee agreed that the draft version of the 2018 capital budget be presented to Council for approval.

3. Proposed Action / Recommendation

That Council approves the draft 2018 capital budget.

4. Next Steps (if motion approved)

On receiving Council approval, the 2018 capital budget will be used for supporting PEO operations in 2018.

5. Peer Review & Process Followed

<p>Process Followed</p>	<p>In accordance with the Council approved PEO business planning cycle, the draft capital budget (Appendix A) is provided to Council for approval.</p> <p>Council passed the following motions in the June 23, 2017 meeting:</p> <ol style="list-style-type: none"> 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 budgets at the September 2017 Council meeting based on the approved assumptions. <p>Per Council direction, the senior management team and staff began work on the 2018 budgets and 2017 forecast in July. A draft copy of the 2018 budgets was completed in late August and distributed to the Finance committee prior to its meeting on August 29, 2017.</p> <p>During this meeting, the Finance Committee met with the members of the senior management team to review the first draft of the 2018 budgets. The Finance Committee agreed that the draft version of the 2018 budgets be presented to Council for information and feedback at the September Council meeting on Sept 29, 2017.</p> <p>The Finance Committee met again on October 18, 2017 to review and approve the revised draft 2018 budgets and recommended that these be presented to Council for approval.</p>
<p>Council Identified Review</p>	<p>Council reviewed the draft 2018 budgets on September 29th, 2017.</p>
<p>Actual Motion Review</p>	<p>The Finance Committee met on October 18, 2017 to review and approve the draft 2018 operating and capital budgets and recommended that these be presented to Council for approval.</p>

6. 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

ELIMINATION OF THE 2018 PEO BUDGET DEFICIT

Purpose: To present options to eliminate the 2018 budget deficit through increased revenue and cost savings.

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

- 1. That Council increase application, EIT, and Exam fees by 10% and amend the 2018 budget accordingly. (save and except application fees for refugees and recent grads) \$346K increase in revenue.**
- 2. That Council eliminate alcohol and provide simpler meal options for ALL meetings, including Council, and amend the 2018 budget accordingly. \$44K cost savings**
- 3. That Council eliminate the proposed allotment increase for Chapters and amend the 2018 budget accordingly. \$25K cost savings**
- 4. That Council direct the Regional Council Committee (RCC) to hold their meetings at PEO at PEO headquarters in conjunction with Council meetings (Saturday) and amend the 2018 budget accordingly. \$15K cost savings**
- 5. That Council eliminate Queen’s Park Day and amend the 2018 budget accordingly. \$35K cost savings**
- 6. That Council eliminate the Committee Chairs Conference and amend the 2018 budget accordingly. \$29K cost savings**
- 7. That Council eliminate the Education Conference and amend the 2018 budget accordingly. \$29K cost savings**

Prepared by: Dave Brown, P.Eng., President-Elect

Moved by: Dave Brown, P.Eng., President-Elect

1. Need for PEO Action

PEO is currently facing a proposed budget deficit of \$303K for 2018 as will be presented by the Director of Finance at the 515th meeting of Council.

The proposed deficit could be eliminated or significantly reduced if Council approves some, or all of the changes to the Operating Budget as presented in C-515-2.3 Appendix A that would effectably increase revenue and reduce expenditures.

Council is being asked to consider the following options to reduce or preferably eliminate the proposed 2018 budget deficit:

1. Increasing application, EIT, and Exam fees by 10% (save and except application fees for refugees and recent grads). \$346K increased revenue

2. Eliminating alcohol and hot meals for ALL meetings, including Council. \$44K in estimated cost savings
3. Eliminating the proposed allotment increase for Chapters. \$25K in estimated cost savings
4. Holding Regional Council Committee (RCC) meetings at PEO headquarters in conjunction with Council meetings (Saturday). \$15K in estimated cost savings
5. Eliminating Queen’s Park Day. \$35K in estimated cost savings
6. Eliminating the Committee Chairs Conference. \$29K in estimated cost savings
7. Eliminating the Education Conference. \$29K in estimated cost savings

2. Proposed Action / Recommendation

That Council eliminates the deficit for 2018 through a combination of enhanced revenue programs and the elimination of a number of expenditures associated with operations and special events.

3. Next Steps (if motion approved)

Staff will make adjustments to the 2018 Operating Budget in response to the motion(s) approved by Council.

4. Peer Review & Process Followed

Process Followed	PEO Councillors are presented with draft versions of the Operating and Capital Budgets at the September Council meeting each year. Councillors provide feedback to the Finance Committee and staff as they prepare the budgets for approval at the November Council meeting.
Council Identified Review	N/A
Actual Motion Review	The Finance Committee (FIC) peer reviewed the briefing note at their October 18, 2017 meeting.

5. Appendices

- Appendix A – Potential Savings to Address Projected 2018 Budget Deficit.

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 |
| <p style="margin-left: 40px;">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.</p> | |
| 3) ELIMINATE ALCOHOL FROM MEETINGS | \$40,000 |
| <p style="margin-left: 40px;">Except for Council meetings, eliminate alcohol from regular committee meetings and simplify catering options for various meetings – very rough estimate</p> | |
|
 | |
| 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 |

All meetings

BORROWING RESOLUTION POLICY

Purpose: To renew PEO's existing operating line of credit with Scotiabank until January 31, 2019.

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

That Council:

- a) approve the borrowing of money upon the credit of the association by way of:
 - i) an operating overdraft up to an amount not to exceed CAD\$250,000; and
 - ii) use of corporate credit cards with an aggregate limit not to exceed CAD\$120,000.
- b) in compliance with PEO's Internal Control Banking Policy, hereby confirms that this Borrowing Resolution is to expire on January 31, 2019.

Prepared by: Chetan Mehta, Director - Finance

Moved by: Michael Wesa, P.Eng. – Chair, Finance Committee

1. Need for PEO Action

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

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

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

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

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

These credit facilities expire on January 31, 2018, so this agenda item is being considered now. In order to renew the existing credit arrangement with the bank for another year, Council is asked to approve the borrowing resolution.

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

2. Proposed Action / Recommendation

The Finance Committee recommends that Council:

- a) Approve the borrowing of money upon the credit of the association by way of:
 - 1) An operating overdraft up to an amount not to exceed CAD\$250,000; and
 - 2) Use of corporate credit cards with an aggregate limit not to exceed CAD\$120,000.

b) In compliance with PEO’s Internal Control Banking Policy, confirm that this Borrowing Resolution is renewed to expire on January 31, 2019.

3. Next Steps (if motion approved)

If approved by Council, the President and the Registrar will sign the attached (Appendix A) Borrowing Resolution so that Scotiabank can renew the current credit facilities to January 31, 2019.

4. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none">The borrowing resolution was developed by staff in 2005, after considering PEO’s working capital requirements.
Council Identified Review	N/A
Actual Motion Review	<ul style="list-style-type: none">The borrowing resolution was approved by the Finance Committee in a meeting held on October 18, 2017.

5. Appendices

- Appendix A – Borrowing Resolution

ASSOCIATION OF PROFESSIONAL ENGINEERS OF ONTARIO (PEO)

BORROWING RESOLUTION

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

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

Resolution

That Council:

- a) approve the borrowing of money upon the credit of the Association by way of:
 - i) establishing an operating overdraft up to an amount not to exceed CAD \$250,000;
and
 - ii) obtaining corporate Visa credit cards with an aggregate limit not to exceed CAD\$120,000.

- b) confirm that this Borrowing Resolution expires on January 31, 2019.

* * * * *

Certified this 17th day of November, 2017 to be a true, and a complete copy of section 47 of By-Law No. 1 of the Association and of a resolution passed by Council.

Signed by _____
Robert Dony, P.Eng., President

Signed by _____
Gerard McDonald, P. Eng, Registrar

BY-LAW AMENDMENT AND APPOINTMENT OF CORPORATE SECRETARY

Purpose: To amend By-law No. 1, section 24 respecting the signing of meeting minutes to more properly reflect the established legal and procedural requirements of PEO's governing framework and to reaffirm the appointment of the Corporate Secretary.

Motion(s) to consider: (requires a 2/3 majority of votes cast to carry)

1. That Council amend By-law No. 1 by revoking section 24 and replacing it with the following:

24. In the absence of proof to the contrary, minutes of any meeting of the association or of the Council or of a committee purporting to be signed by the Chair of Council and by the Corporate Secretary or, in the case of a committee, by the committee chair shall be deemed to be a correct record of the proceedings of the meeting.

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

2. That Council reaffirms the appointment of Scott Clark as Corporate Secretary.

Prepared by: Lew Lederman, QC

Moved by: Lew Lederman, QC

1. Need for PEO Action

Signing of Meeting Minutes

Section 49(1) of the *Professional Engineers Act* imports certain provisions of the *Corporations Act*. Section 49(1) 14 is relevant to the signing of minutes which states,

49. (1) The Corporations Act does not apply in respect of the Association except for the following sections of that Act which shall apply with necessary modifications in respect of the Association:

14. Section 299 (which relates to minutes of meetings).

Section 299(1) and (2) of the *Corporations Act* state,

299 (1) A corporation shall cause minutes of all proceedings at meetings of the shareholders or members and of the directors and of any executive committee to be entered in books kept for that purpose.

(2) Any such minutes, if purporting to be signed by the chair of the meeting at which the proceedings were had or by the chair of the next succeeding meeting, are admissible in evidence as proof, in the absence of evidence to the contrary, of the proceedings.

By-law No. 1, section 24 also deals with the signing of minutes. It states,

24. In the absence of proof to the contrary, minutes of any meeting of the association or of the Council or of a committee purporting to be signed by the president, the president-elect or the past president and by the registrar or, in the case of a committee, by the committee chair shall be deemed to be a correct record of the proceedings of the meeting.

Further direction on the signing of meeting minutes is provided in Wainberg’s Society Meetings, Rules of Order, Rule 27.3, which states,

Minutes, when written or typed, ought to be signed by the Chair and the secretary of the meeting. They may be signed at any time.

Consistent throughout these governing documents is the requirement for the meeting chair to sign the minutes. However, when the President is not elected as Chair of Council, an inconsistency arises related to the signing of minutes. In addition, unless the Registrar is appointed Corporate Secretary, there is a further contradiction between By-law No. 1 and Wainberg’s.

In order to resolve this internal conflict between the various pieces of governing documents, Council is being asked to amend By-law No. 1, section 24, by deleting the words, “*the president, the president-elect or the past president and by the registrar*” and replacing them with the words, “*the Chair of Council and by the Corporate Secretary*”.

Reaffirming Appointment of Corporate Secretary

In September 2003, Council appointed Scott Clark as Secretary. Under Mr. Clark, the Secretariat has served as a valuable resource not only to the Chair of Council, but also to Council collectively and to Councillors individually. Council is being asked to reaffirm the appointment of Scott Clark as Corporate Secretary as it is important that this role receive the full confidence of Council in order that the Secretariat remain unfettered as a resource to Council.

2. Proposed Action / Recommendation

- That Council amend By-law No. 1 by revoking section 24 and replacing it with the revised wording in order to resolve the inconsistencies in PEO’s governing framework.

Current section 24 wording	Proposed section 24 wording (change in grey)
<i>24. In the absence of proof to the contrary, minutes of any meeting of the association or of the Council or of a committee purporting to be signed by the president, the president-elect or the past president and by the registrar or, in the case of a committee, by the committee chair shall be deemed to be a correct record of the proceedings of the meeting.</i>	<i>24. In the absence of proof to the contrary, minutes of any meeting of the association or of the Council or of a committee purporting to be signed by the Chair of Council and by the Corporate Secretary or, in the case of a committee, by the committee chair shall be deemed to be a correct record of the proceedings of the meeting.</i>

- That Scott Clark’s appointment as Corporate Secretary be reaffirmed.

3. Next Steps (if motion approved)

- By-Law No. 1 will be amended and posted on the PEO website
- The minutes of meetings signing protocol will be adjusted to reflect the change to By-law No. 1
- Scott Clark will continue to serve Council as Corporate Secretary and support the Chair and Council as a resource.

4. Peer Review & Process Followed

Process Followed	N/A
Council Identified Review	Council is the appropriate peer review body as these issues to be dealt with are specific to the functioning of Council
Actual Motion Review	N/A

PEO Strategic Plan 2018-2020

Purpose: To approve the Strategic Plan, associated strategic objectives and the communications roll-out for the document.

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

That Council:

- a) approve the Strategic Plan as presented to the meeting at C-515-2.6, Appendix A;
- b) authorise the Registrar to publicly release the Strategic Plan in accordance with the Communication Plan as presented to the meeting at C-515-2.6, Appendix B;
- c) instruct the Human Resources Committee to consider how to incorporate achievement of the Strategic Plan's objectives into the Registrar's performance objectives over the next three years;
- d) task appropriate committees with incorporating relevant strategic plan elements into their workplans.
- e) approve an amendment to the decision briefing note template to include a section indicating how policy or program proposals will contribute to the Strategic Plan Objectives;
- f) instruct the Registrar to provide updates on the progress of realizing the approved Strategic Objectives at the March, June and September Council meetings for the duration of the Plan period; and,
- g) review, update and revise the strategies on an annual basis , as circumstances warrant, as part of the budget planning cycle.

Prepared by: Gerard McDonald, P.Eng. , Registrar

Moved by: Bob Dony, PhD, P.Eng., FIEE, FEC, President

1. Need for PEO Action

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.

Council authorized work to begin on a new PEO Strategic Plan at its June 2016 Workshop. Over the subsequent 17 months, senior management, staff, volunteers and Council members deliberated on PEO's strengths and weaknesses and the perceived opportunities and threats it would face over the plan period. Vision and mission statements as well as PEO's core values were reconfirmed and strategic objectives were articulated. A final draft of the Strategic Plan was reviewed by PEO Council at its September 2017 meeting.

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.

2. Proposed Action / Recommendation

That Council approve the above motions. All known costs related to the implementation of the Plan have been included in the 2018 Operational Budget. Any future costs will be brought to Council either through the annual budget planning process, or on an ad hoc basis.

3. Next Steps (if motion approved)

If approved by Council the Strategic Plan will be rolled out in accordance with the Communications Plan. Council will be updated on the Plan at periodic intervals and the associated Strategies will be reviewed and updated on an annual basis.

4. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> • PEO Council authorized work to begin on a strategic plan at its June 2016 workshop. • In the Fall of 2016 phase one consultations were held with senior staff, chapter leaders, committee chairs and committee advisors to review the strengths, weaknesses, opportunities and threats facing the organization. • In the Winter and Spring of 2017 phase two of the consultation solicited potential strategic objectives from chapters, engineering partners (OSPE, CEO, OACETT) government ministries and staff for inclusion in the plan. • In all, over 20 consultation sessions were held resulting in over 400 strategic objectives being proposed. • At its Council workshop In June 2017 PEO Council reviewed the results of consultations; refined the preliminary list of Strategic Objectives; proposed additional Strategic Objectives; and, selected and prioritized Strategic Objectives through a lens of relevance and value-added. • At its September 2017 meeting Council reviewed the first draft of the Plan.
Council Identified Review	<ul style="list-style-type: none"> •
Actual Motion Review	<ul style="list-style-type: none"> • N/A

5. Appendices

- Appendix A - 2015-2017 Strategic Plan
- Appendix B - Communications Plan

2018-2020
STRATEGIC PLAN

C-515-2.6
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.

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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



Communications Plan

Release of PEO's 2018-2020 Strategic Plan

Overview

PEO is facing many challenges in preparing for new engineering disciplines; adapting to the increased pace of technological change; respecting requirements for regulation to be balanced, inclusive and evidence-based; and responding to incursions to its mandate to regulate the engineering profession. Our new, three-year strategic plan will provide the road map for how we will meet these challenges and implement the required changes.

Council authorized work to begin on a new PEO Strategic Plan at its June 2016 Workshop. Over the subsequent 17 months, senior management, staff, volunteers and Council members deliberated on PEO's strengths and weaknesses and the perceived opportunities and threats it would face over the plan period. Vision and mission statements as well as PEO's core values were reconfirmed and strategic objectives were articulated. A final draft of the Strategic Plan was reviewed by PEO Council at its September 2017 meeting. Council is scheduled to approve the 2018-2020 Strategic Plan at its November 2017 meeting.

The Strategic Plan is not intended to be an action plan or a work plan. Rather, it is a forward-looking blueprint to provide PEO a common direction. Specific strategies and action plans, with targeted completion dates, will flow from the plan.

Objective

A high-level communication plan is required for the Strategic Plan rollout to ensure all those affected by it are quickly made aware of and understand PEO's intended direction and the work required over the next three years.

Target Audience

The identified stakeholders for this communications plan include:

1. Practitioners and future practitioners
2. PEO volunteers
3. PEO staff
4. Government
5. Ontario Society of Professional Engineers
6. Consulting Engineers of Ontario
7. Ontario Association of Certified Engineering Technicians and Technologists
8. Engineers Canada and its constituent associations
9. Ontario licensing and certification bodies for engineering, architecture, technology and natural science
10. Educational institutions with engineering programs
11. Employers of engineers
12. Targeted media

Key Messages

There are several messages that can be included throughout all communications, regardless of the intended audience and/or form of communication, including:

- Under the authority of the *Professional Engineers Act*, PEO regulates and advances the practice of engineering in Ontario to protect the public interest.
- PEO protects and serves the public interest by:
 - ensuring all licensed professional engineers are qualified—and by licensing all who qualify;
 - disciplining professional engineers found guilty of incompetence or professional misconduct;
 - taking action against unlicensed individuals who illegally describe themselves as engineers. Similarly, PEO can take action against companies or entities who illegally provide engineering services to the public;
 - investigating complaints brought to it about unlicensed, unprofessional or incompetent providers of engineering services;
 - initiating a Registrar's investigation where reasonable and probable grounds exist that an act of professional misconduct or incompetence has occurred;
 - preparing performance guidelines as benchmarks for quality of service in the engineering profession; and
 - preparing performance standards for engineering services that have the force of law.
- PEO is facing many challenges as it approaches 100 years of regulating the engineering profession in Ontario. Our Strategic Plan is a road map for how we will meet these challenges and implement the required changes.
- PEO's Strategic Plan is a tool to orient and align its work, providing senior management an essential means for leading and managing the organization.
- The plan's focus areas and strategic objectives will determine the priorities for our programs and initiatives over the plan period, providing guidance for Council, committees, task forces and staff.
- Council will monitor the plan's progress through periodic updates from the Registrar.
- The plan's strategic objectives will be reviewed annually as part of the budget planning cycle and adjusted as necessary.
- PEO's vision is to be the trusted leader in professional self-regulation.
- PEO's mission is to advance the practice of engineering to protect the public interest.

Strategy

PEO will use all its communications channels to raise awareness of the plan, which will be published on PEO's website.

The Registrar is the designated spokesperson. Other spokespeople may be designated as required for specific communications needs arising as the strategies for each objective are implemented.

Tactics (assuming Council approval of the plan in November 2017)

1. Chapter leaders will be introduced to the approved plan at the Chapter Leaders Conference. The Registrar will lead the session.
2. The plan will be published to the PEO website. Progress reports will be added to the web page when the Registrar reports periodically to Council.
3. The January/February 2018 issue of *Engineering Dimensions* will include information about approval of the plan and a link to the plan on the website. Ongoing coverage will include the Registrar's periodic reports to Council and articles dealing with development and implementation of strategies associated with each objective, as input is sought or deliverables are achieved.
4. Approval of the plan will be announced via social media and on the PEO Members Forum, with a link to the published document. Progress reports will periodically be provided via these channels.

5. Engineering students to be informed of approval of the plan and periodic updates through the Student Membership Program and the Engineering Students Societies Council of Ontario.
6. A media release announcing approval of the plan will be distributed to a targeted media list, with a link to the published plan. Additional media releases concerning specific plan deliverables will be distributed as required.
7. The media release will also be distributed to the Ontario Society of Professional Engineers, Engineers Canada and its constituent associations, Consulting Engineers of Ontario, and licensing and certification bodies for engineering, architecture, technology and natural science.
8. A hard copy of the Strategic Plan will be provided to the Attorney General with a covering letter from the Registrar. Copies of the plan will be included in information packages created for future meetings with MPPs and other government representatives. The GLP Weekly will announce approval of the plan and provide a link to the document.
9. The Council of the Ontario Deans of Engineering will be provided information about the plan at an upcoming meeting.

2017 AGM SUBMISSION – ENGAGING AN EXTERNAL GOVERNANCE EXPERT

Purpose: To examine opportunities for PEO Council & Committees to be more efficient, to save volunteer & staff time and PEO resources, and to be considered a modern regulator in order to ensure PEO remains relevant as the Regulator of Engineers in Ontario.

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

1. That Council directs the Registrar to immediately issue a call for volunteers for appointment to a 7 member Phase 1 Governance Working Group (GWGP1) for Council approval at a future date, comprised of the following:
 - 4 current Councillors with at least one lay LGA, plus 3 additional members at large
 - Preference is for members at large who have formalized Governance Education
2. That Council directs the Registrar to develop terms of reference for the Phase 1 - GWGP1 incorporation elements outlined in Section 3 of this briefing note.
3. That Council directs the GWGP1 to provide a progress report to Council prior to the 2018 AGM, or shortly thereafter, which will include timing for delivery of their final report to Council.
4. That Council approves a budget of \$40,000 for the GWGP1 to complete their work and deliver a report to Council before the 2019 AGM, if not earlier.

Prepared by: Lisa MacCumber, P.Eng., Past Chair, Mississauga PEO Chapter

Moved by: Councillor Roydon Fraser, 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.

PEO is 95 years young; however, does PEO's governance structure meet the needs for the Profession and the Public for the next 100 years? As a gift to PEO for its upcoming 100th anniversary, Council is being asked to support these motions to ensure that PEO remains relevant as a Self-Regulator of the Profession for the next century.

Current efforts by the Council Term Limits Task Force (CTLTF), the Council Composition Task Force (CCTF) and the Succession Planning Task Force (SPTF) will be leveraged by this working group including applicable past efforts related to governance.

Background

Council established the 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 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 requested an additional \$15,000 in funds at the September 2017 Council meeting in order to complete their work, which was approved by Council at the meeting.

Council established the SPTF at the June 2017 meeting. The SPTF is tasked 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 its 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

1. That Council directs the Registrar to immediately issue a call for volunteers for appointment to a 7 member Phase 1 Governance Working Group (GWGP1) for Council approval at a future date, comprised of the following:
 - 4 current Councillors with at least one lay LGA, plus 3 additional members at large
 - Preference is for members at large who have Governance Education

3. Next Steps (if motion approved)

1. That Council directs the Registrar to develop terms of reference for a Phase 1 - GWGP1 to conduct the following;
 - Develop a clear definition and understanding of the problem
 - Converge on a clear & common understanding of the mandate of PEO which is key to problem definition.
 - Define how PEO’s mandate currently manifests itself, where priorities lie and what PEO’s mandate might or should look like in the future, if applicable
 - Evaluate and understand the risk of PEO losing its self-regulatory status and remaining relevant as a licensed profession. For example, by defining the value proposition of the P.Eng.
 - Communicate results to Council for feedback and direction once the above is complete
2. Once Council feedback and direction is received, the GWGP1 will review and confirm their Terms of Reference for alignment with initial findings. If warranted, the GWGP1 is encouraged to revise their plan including Terms of Reference and submit to Council for approval.
3. The GWGP1, with staff support, will develop RFP’s to engage a Regulatory Governance Subject Matter Expert(s) (SME), or other SME’s as appropriate, to assist with:
 - Defining the problem
 - Provide introductory Governance Education to Council
4. The GWGP1 will provide input on both the desired qualifications of the SME’s plus the bid evaluation criteria with staff. For example, an expert who can clearly demonstrate success working with organizations similar to PEO, preferably in regulatory governance, and who will bring their lessons learned to the working group.
5. Work of the recent governance related task forces, such as the Council Term Limits Task force, Succession Planning Task Force and Council Composition Task Force would be considered.
6. The GWGP1 is to provide a progress report to Council prior to the 2018 AGM, or shortly thereafter, including timing for delivery of their Report to Council.

7. An estimated budget of \$40,000 is required for the GWGP1 to deliver a report for Council approval prior to the 2019 AGM. This report will confirm, if a Governance Review is warranted. If not, no further action is needed.
8. Only after the GWGP1 work is completed would Council have the information to clearly understand the justification to proceed with a governance review or governance improvements.

4. Peer Review & Process Followed

<p>Process Followed</p>	<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 CTLTF and the 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> <p>This Revised Motion (tabled from Sept 2017 Council meeting) was reviewed by 2 Current Councillors and the 2 original movers of the member’s motion. Two additional Councillors also provided input.</p>
<p>Council Identified Review</p>	<p>At the September meeting, Council annually reviews Member Submissions passed at the PEO Annual General Meeting. The motion was tabled to the November council meeting.</p>
<p>Actual Motion Review</p>	<p>N/A</p>

5. Appendices

- Appendix A – 2017 AGM Submission – External Governance Expert

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.

Briefing Note – Decision

WITHHOLDING INFORMATION FROM DISCLOSURE ON PEO'S PUBLIC DIRECTORIES POLICY

Purpose: To approve a policy providing for the withholding of information from disclosure on PEO's public directories.

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

1. That Council approve the Withholding Information from Disclosure on PEO's Public Directories Policy as presented to the meeting at C-515-2.8, Appendix A.
2. That Council direct the Registrar to contact all parties whose information has been withheld to inform them of the Withholding Information from Disclosure on PEO's Public Directories Policy and allow them 90 days to provide supporting documentation acceptable to the Registrar that there is reasonable grounds to believe that disclosure of the information may jeopardize the safety of the individual and should they fail to provide such documentation within the 90 day period, the Registrar is authorized to cease withholding the information from PEO's public directories.

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

Moved by: George Comrie, P.Eng., Past President

1. Need for PEO Action

Currently, requests to withhold information from PEO's public directories are made through the submission of a Request to Withhold Information from the Public Form (Form), (Appendix B). The grounds for granting such a request are:

- *The public disclosure of the information could place my safety in jeopardy.*
- *The information relates to choosing me as a practitioner (e.g. degree, institution granting the degree) and there is no reasonable likelihood that the information will be needed by the public (e.g. you are permanently retired).*
- *The information can reasonably be misused and there is no reasonable likelihood that the information will be needed by the public (e.g. I am employed in industry providing services primarily to my employer).*
- *The information is home contact information. I have a privacy concern about this and an alternative, reliable set of contact information for me (e.g. at work) is publicly available from PEO to clients, former employers, colleagues and others.*

There are 202 individual PEO directory profiles withheld at the present time. When a request to withhold information from the public directories is granted, only the name, licence number, licence type, licence status and date of licensure is made public. The chapter, employment and academic profiles are withheld and not available to the public.

The Form appears to have been introduced following the approval of the PEO Privacy Policy in 2004. However, its development and criteria used to grant a request to withhold information from PEO's public

directories is unclear. As a result, the Registrar requested a review of the current practice and development of a supporting policy.

To support development of the policy, an environmental scan was conducted of Ontario regulators regarding a request to withhold information from a public directory. Responses were received from the College of Physicians and Surgeons (CPSO), College of Physiotherapists of Ontario (CPO) and Law Society of Upper Canada (LSUC). None of these regulators use a form to request the withholding of information that is publicly available on their website as is the current PEO practice. Rather, removal of information is done through a formal request to a party within the organization on a case-by-case basis. The criteria applied to grant the request is whether on reasonable grounds there is a belief that disclosure may jeopardize the safety of an individual. In addition to a formal request to withhold information, the party making the request must provide supporting documentation.

The resulting draft policy is attached at Appendix A.

2. Proposed Action / Recommendation

That the Withholding Information from Disclosure on PEO's Public Directories Policy be approved.

3. Next Steps (if motion approved)

- The policy will be posted on PEO's website.
- The Document Management Centre will contact all parties whose information has been withheld to inform them of the Withholding Information from Disclosure on PEO's Public Directories Policy and allow them 90 days to provide supporting documentation acceptable to the Registrar that there is reasonable grounds to believe that disclosure of the information may jeopardize the safety of the individual and should they fail to provide such documentation within the 90 day period, the Registrar will allow the information to be disclosed on PEO's public directories.

4. Peer Review & Process Followed

Process Followed	An environmental scan was conducted of Ontario regulators (see details above). 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 – Withholding Information from Disclosure on PEO's Public Directories Policy
- Appendix B – Current Request to Withhold Information from the Public Form



C-515-2.8
Appendix A

Withholding Information From Disclosure on PEO’s Public Directories Policy	Date of Policy: November 17, 2017
	Approved by: Council
	Review Date: November 2019

Policy Statement	PEO will withhold information from disclosure on public directories where there are reasonable grounds to believe that disclosure may jeopardize the safety of an individual.
Purpose	The purpose of the policy is to protect individual safety.
Application and Scope	This policy applies to information disclosed through any of PEO’s public directories.
Definitions	Public Directory – a public directory is any document whether in hardcopy or electronic format designated by PEO to be a directory that discloses information associated with a specific person who is a holder of a licence or certificate of authorization, or engineering intern (EIT) that is made accessible to any member of the public.
Policy specific issues or considerations	This policy is designed to balance Council’s determination that information should be available to the public in order for PEO to uphold the Principal Object of the <i>Professional Engineers Act</i> as well as to maintain transparency and openness in its regulatory activities with the flexibility and compassion to protect individual safety when necessary.
Procedures	<p>The Registrar has the authority to remove or withhold information from any of PEO’s public directories where the Registrar receives a request in writing with supporting documentation acceptable to the Registrar that there is reasonable grounds to believe that disclosure of the information may jeopardize the safety of an individual.</p> <p>Supporting documentation can include police reports and court documents such as bail or restraining orders.</p> <p>Where information has been withheld from any of PEO’s public directories, the Registrar shall seek from the individual who’s information has been withheld, confirmation that the information should continue to be withheld. Such confirmation is to occur annually on the anniversary of the request for withholding information being granted by the Registrar and be supported by documentation acceptable to the Registrar that there continues to be</p>

	<p>reasonable grounds to believe that disclosure of the information may jeopardize the safety of an individual.</p> <p>In addition to the information withheld under the Expanded Public Information Model (EPIM), (e.g. home address, home telephone number, home email address, work facsimile number, work email address, date of birth, year of birth), the Registrar may grant the withholding of an individual’s business contact information (e.g. employer’s name, work address and work telephone number) and chapter affiliation.</p>
Other Policies	<p>PEO’s Privacy Policy Expanded Public Information Model (EPIM)</p>
Responsibility	<p>The Registrar has responsibility for the administration of this policy.</p>

DRAFT



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800 339-3716
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800 268-0496
www.peo.on.ca

Enforcement Hotline:
416 224 9528 Ext. 1444

Request to Withhold Information from the Public

Name of practitioner requesting exception: _____

Address of practitioner requesting exception: _____

Telephone number of practitioner requesting exception: _____

Facsimile number of practitioner requesting exception (optional - please provide only if you consent to receiving facsimiles from PEO on this matter): _____

Email address of practitioner requesting exception (optional – please provide only if you consent to receiving emails from PEO on this matter): _____

Identify the information about yourself that you are requesting be withheld from the public (e.g. home contact information, date of birth) in sufficient detail to enable an experienced employee of PEO, upon a reasonable effort, to identify the information:

Which of the following reasons apply to your request (check off all that apply):

- The public disclosure of the information could place my safety in jeopardy. (An example would be where you are being stalked by another person.)
- The information relates to choosing me as a practitioner (e.g. degree, institution granting the degree) and there is no reasonable likelihood that the information will be needed by the public (e.g. you are permanently retired).¹
- The information can reasonably be misused and there is no reasonable likelihood that the information will be needed by the public (e.g. I am employed in industry providing services primarily to my employer).

¹ These points may change depending on what option is selected.



- The information is home contact information. I have a privacy concern about this and an alternative, reliable set of contact information for me (e.g. at work) is publicly available from PEO to clients, former employers, colleagues and others.

Substantiation for the above is as follows (use additional pages if necessary and attach supporting documentation where possible): _____

[N.B. The test that will be applied by the office of the Chief Privacy Officer is:

Does the application and supporting documents reasonably establish:

- the grounds for the exception on a balance of probabilities; and*
- that the extent of the exception requested minimally impairs the principle of public access to the information in the circumstances?*

Council has established that there are good public interest reasons for all information designated as public (e.g. ability to make informed choices about which practitioner to use, ability to contact regulated practitioners, ensuring accountability of practitioners for their professional conduct, fostering transparency and openness of the PEO regulatory process). Thus, the onus is on the practitioner to establish that any exception ought to be granted.

Please note that if a ground for withholding information from the public no longer applies (e.g. you re-enter practice after retirement, your job position changes so you have direct contact with the public, your alternative contact information no longer works) the exception may also be removed by PEO.]

Date: _____

Signature: _____

RESCINDING MOTIONS REGARDING THE REMOVAL OF A COUNCILLOR

Purpose: To rescind motions regarding the removal of a Councillor from Council

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

That Council rescind the following motions:

a) *That:*

1. *the regulations be revised to include a provision that would permit Council to remove an elected councillor from office by a two-thirds vote for any of the following reasons:*

- a) by reason of incapacity, unable to act as a member of the Council;*
- b) has been found guilty of professional misconduct or incompetence;*
- c) fails to attend three consecutive regular meetings of the Council without cause;*
- d) ceases to be eligible for election to the Council; or*
- e) ceases to be a member in good standing in the Association, where applicable;*

2. *a member who is disqualified from sitting on the Council is deemed to be removed from the Council;*

3. *the reasons for removal must be stated in the motion removing the Council.*

[Minute No. 10735]

b) *That:*

1. *the President, on behalf of Council, shall provide the reasons and request the Attorney General to remove a Lieutenant Governor Appointee (LGA) when requested to do so by a two-thirds vote of the Council, for the following reasons;*

- a) by reason of incapacity, unable to act as a member of the Council;*
- b) has been found guilty of professional misconduct or incompetence, where applicable;*
- c) fails to attend three consecutive regular meetings of the Council without cause; or*
- d) ceases to be a member in good standing in the Association, where applicable.*

2. *a member who is disqualified from sitting on the Council is deemed to be removed from the Council.*

3. *the reasons for removal must be stated in the motion removing the Councillor.*

[Minute No. 10735]

c) *That the Regulation 941 amendment regarding the disqualification of members of Council be revised to include as a reason "a material breach of Council Policy."*

[Minute No. 11091]

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

Moved by: George Comrie, P.Eng., Past President

1. Need for PEO Action

Under the *Professional Engineers Act*, section 7(1)3, Council is given the authority to make regulation, "prescribing the conditions disqualifying members of Council from sitting...". In February 2010, Council passed motions (a) and (b) as noted above to revise Regulation 941 to provide for the basis to remove a Councillor from Council. Further, in April 2012, Council expanded the basis to remove a Councillor from Council by passing motion (c) as noted above.

In March 2014, the Legislation Committee (LEC) conducted a review of outstanding draft regulations and stated in a briefing note to Council that, *“The Committee has determined that many of the originating Council motions cannot be drafted in Regulation because their policy intent was not clear enough to support drafting and to meet the government’s new Regulatory Impact Assessment criteria, and did not pass the PEO’s Peer Review requirements.”* Council directed the LEC to work with the proponent committees to clarify their policy intents, implications and suitability for invoking Council’s regulation-making powers with respect to the motions.

The LEC engaged the Human Resources Committee (HRC) with respect to motions (a), (b) and (c) noted above to clarify the policy intents of those motions.

The HRC met on March 23, 2017 and concluded that it would inform the LEC that regulations regarding the removal of a Councillor were unnecessary. The LEC asked if the HRC was prepared to recommend the rescinding of the motions and on August 15, 2017, the HRC met and determined that it would recommend the rescinding of the motions.

Therefore, Council is being asked to rescind motions (a), (b) and (c) noted above.

2. Proposed Action / Recommendation

- That Council rescind motions (a), (b) and (c) noted above.

3. Next Steps (if motion approved)

- The LEC and HRC will be informed of Council’s decision.

4. Peer Review & Process Followed

Process Followed	Issue was reviewed by LEC and HRC.
Council Identified Review	March 24, 2014 – Council motion - To facilitate PEO’s compliance with new government requirements for Preliminary Regulatory Impact Assessment, that Council direct the Legislation Committee to work with the proponent committees and/or task forces to clarify their policy intents, implications and suitability for invoking Council’s regulation-making powers with respect to the motions as listed in C-492-3.4, Appendix A.
Actual Motion Review	<p>March 23, 2017 – HRC motion: That the Legislation Committee be advised that the Human Resources Committee (HRC) has concluded that a new Regulation regarding the removal of a Councillor is unnecessary and that the HRC has no further input on this issue.</p> <p>August 15, 2017 – HRC motion: That the HRC recommends that Council rescind the following motions: [motions (a), (b) and (c) noted above.]</p>

Briefing Note—Decision-Regulation Change

Regulation Change - Authorization for French Language version of Regulation 941

Purpose: *To authorize the Ministry of the Attorney General to prepare a French language version of Regulation 941*

Motion(s) to consider: (requires a 2/3 majority of votes cast to carry)

That Council authorize the Ministry of the Attorney General to draft a French language version of Regulation 941, subject to PEO Council approval

Prepared by: J. Max, Manager, Policy

Moved by: C. Bellini, P.Eng., Chair, Legislation Committee

1. Need for PEO Action

- In the course of drafting recent Regulation changes at PEO's direction, the Ministry of the Attorney General staff indicated that they are able and willing to draft a French language translation of Regulation 941 if PEO agrees. The Office of Legislative Counsel (OLC) has informed the Attorney General's policy staff that over 50 per cent of Ontario's regulations are now bilingual and the Attorney General has committed to making laws available in French whenever possible. By preparing the French version, the OLC is assisting the Attorney General in achieving this commitment. Increasingly, the expectation is for regulations to be bilingual.
- The *Professional Engineers Act* currently published on the government's E-laws website has both an English and French version. The English version includes definitions of terms in French. With regard to interpretation, the law is clear that both the English and French versions of any statute are equally authoritative, and both can be looked at when questions of interpretation arise. However, Regulations 941 and 260/08 are currently available in English only. An environmental scan (see Appendix A) of the use of French regulation reveals that most non-health regulators (10 of the 12 reviewed) have a least some regulations translated into French.
- Unless PEO is required by the *French Language Services Act* or the *Professional Engineers Act* to provide services in French, it does not have to do so. Translating a regulation into French makes no difference in this regard.
- If PEO so requests, the Attorney General staff will draft the French language version of Regulation 941, at no cost to PEO, in time for the next set of amendments to Regulation 941 and 260/08 and from that point onward.

2. Proposed Action / Recommendation

- That PEO Council authorize the Ministry of the Attorney General to prepare a French translation of Regulation 941 to accompany the next set of regulation amendments.

- The Regulation would be consistent with the French version of the *Professional Engineers Act*

3. Next Steps (if motion approved)

- The Ministry of the Attorney General will draft a French version of Regulation 941, which will then be submitted to PEO Council for approval prior to Cabinet approval and publication via the Gazette (and on PEO’s website) when the next Regulation amendments are being considered by Council.

4. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> • In the course of drafting recent Regulation changes requested by PEO Council, the Ministry of the Attorney General staff indicated that they are able and willing to draft a French language translation of Regulation 941 on a going-forward basis, if PEO so agrees. This is part of an ongoing initiative by the Office of Legislative Counsel to expand the number of French versions of Ontario regulations. • The MAG proposal was discussed with LEC on October 13, 2017. LEC was supportive of this request, and directed staff to prepare a Council briefing note regarding this request • Staff conducted an environmental scan on the prevalence of French versions of Regulations among Ontario profession regulating bodies (see Appendix A for details) • Staff discussed the legal consequences with the Regulatory Compliance Department and the Ministry of the Attorney General’s policy staff
Council Identified Review	<ul style="list-style-type: none"> • As this is a new proposal, Council has not as yet had the opportunity to review this and to direct any consultations.
Actual Motion Review	<ul style="list-style-type: none"> • The MAG proposal was discussed with LEC on October 13, 2017. LEC was supportive of this request, and directed staff to prepare a BN regarding this request. The LEC Chair reviewed and approved the draft Motion on October 30, 2017.

5. Appendices

- Appendix A – Summary of Environmental Scan of Ontario profession regulatory bodies

Appendix A: Summary of Environmental Scan of Provincial Regulating Bodies

The following is a comparison of which Ontario regulators have bilingual regulations, which have their regulations in English only, and which have a mixture of French and English regulations. Regulated health professional regulators are in *italics*, and other professional regulators (non-health) are in **bold**.

Bilingual Regulations	English Only	Some Regs. in French
Ontario Association of Architects	Ontario Professional Foresters Association	College of Early Childhood Educators
Association of Professional Geoscientists of Ontario	Registered Insurance Brokers of Ontario	Association of Ontario Land Surveyors
Human Resources Professional Association	<i>College of Audiologists and Speech Language Pathologists</i>	<i>College of Dental Hygienists of Ontario</i>
Law Society of Upper Canada	<i>College of Chiropractors of Ontario</i>	<i>College of Kinesiologists of Ontario</i>
Real Estate Council of Ontario	<i>College of Chiropractors of Ontario</i>	<i>College of Nurses of Ontario</i>
Ontario College of Social Workers and Social Service Workers	<i>College of Dental Technologists of Ontario</i>	<i>Ontario College of Pharmacists</i>
Ontario College of Teachers	<i>College of Denturists of Ontario</i>	<i>College of Psychologists of Ontario</i>
Ontario College of Veterinarians	<i>College of Dieticians of Ontario</i>	
<i>College of Homeopaths of Ontario</i>	<i>College of Massage Therapists of Ontario</i>	
<i>College of Naturopaths of Ontario</i>	<i>College of Medical Laboratory of Ontario</i>	
<i>College of Registered Psychotherapists of Ontario</i>	<i>College of Medical Radiation Technologists of Ontario</i>	
<i>College of Traditional Chinese Medicine Practitioners and Acupuncturists of Ontario</i>	<i>College of Physicians and Surgeons of Ontario</i>	
	<i>College of Midwives of Ontario</i>	
	<i>College of Occupational Therapists of Ontario</i>	
	<i>College of Opticians of Ontario</i>	
	<i>College of Optometrists of Ontario</i>	
	<i>College of Physiotherapists of Ontario</i>	
	<i>College of Respiratory Therapists of Ontario</i>	

Eighteen regulators had English-only regulation, but of those 18 only two were non-health professional regulators like PEO. Most non-health regulators (10 of the 12 reviewed) have at least some regulations translated into French.

Briefing Note – Decision

C-515-2.11

PROVIDING FINANCIAL IMPACT INFORMATION ON BRIEFING NOTES

Purpose: To amend the decision briefing note template to provide the financial impacts on current and future PEO budgets.

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

That Council approve an amendment to the decision briefing note to provide the financial impacts on current and future PEO budgets for a five-year period.

Prepared by: Michael Wesa / Ralph Martin

Moved by: Michael Wesa

1. Need for PEO Action

Some decisions made by Council may have financial impacts on current and future PEO budgets.

In order that Council is aware of those potential financial impacts prior to approving projects, creating a task force or programs, Council is being asked to approve an amendment to the decision briefing note template to provide the financial impacts on current and future PEO budgets for a five-year period.

2. Proposed Action / Recommendation

It is recommended that the decision briefing note template be modified by adding a separate section entitled “ 3. Financial Impact on PEO Budgets (fiveyears)”. Subsequent sections would be renumbered accordingly.

The proposed action would ensure that complete financial data is provided to Council for making better informed decisions on motions with longer term impacts. Preparing Briefing Notes with this information should have no additional cost to implement, just time.

For example:

Financial Impact on PEO Budgets (for five years)

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

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

- Costs include initial set-up in first year including any staff support costs, operating and capital costs.
- Submission will predict any savings if motion includes removal of current activities.
- Source of the funding will be shown in the cost description (assumed to be from Surplus Fund or Council discretionary fund for first year, and which department will budget for in subsequent years.
- Capital costs are shown separately from operating costs if there is an annual component.
- Basis of estimated costs will be provided; the amount of detail increases with more elaborate/complex projects and/or programs.
- Staffing increase(s) must be noted, and include labour burdens.

3. Next Steps (if motion approved)

- The decision briefing note template will be revised accordingly

4. Peer Review & Process Followed

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

CHANGES TO THE 2017 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-515-2.12, Appendix A.

Prepared by: Viktoria Aleksandrova, Committee Coordinator

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 2 (Other Committees Reporting to Council), 4 (Task Forces) and 5 (External Appointments) of the *2017 PEO Committees and Task Forces Membership Roster*.

3. Next Steps (if motion approved)

- a. The newly appointed and re-appointed members will be notified accordingly. Members who are retiring from a committee/task force in 2017 shall continue their service until the end of December 2017.
- b. 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.
Actual Motion Review	The HRC will review the changes to the <i>2017 PEO Committees and Task Forces Membership Roster</i> at its meeting on November 16, 2017.

5. Appendices

- Appendix A – 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*.

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

C-515-2.12
Appendix A

515th Council Meeting

New appointments:

First/Last Name	Service Dates	Committee / Task Force
Ed Nelimarkka, P.Eng.	November 17, 2017 – AGM 2018	Audit Committee (AUC) non-council member (re-appointed)
Craig Young, P.Eng.	November 17, 2017 – AGM 2018	Audit Committee (AUC) non-council member (re-appointed)
Nicholas Sylvestre-Williams, P.Eng.	November 17, 2017 – December 31, 2017	Complaints Committee (COC) member
Keith Stephen, P.Eng.	November 17, 2017 – December 31, 2017	Complaints Committee (COC) member
Richard Kamo, P.Eng.	November 17, 2017 – December 31, 2017	Consulting Engineer Designation Committee (CEDC) member
Richard Hui, P.Eng.	October 10, 2017 – December 31, 2017	Education Committee (EDU) member
David Steeves, P.Eng.	October 10, 2017 – December 31, 2017	Education Committee (EDU) member
Michael Price, P.Eng.	November 17, 2017 – December 31, 2017	Finance Committee (FIC) – Investment subcommittee member (Pension Plan member)
Jeremy Carkner, P.Eng.	November 17, 2017 – December 31, 2017	Government Liaison Committee (GLC) – CEO representative
Andrea Bulanda, P.Eng.	October 25, 2017 – December 31, 2017	Professional Standards Committee (PSC) – Environmental Site Assessment subcommittee member
Dave Flynn, P.Eng.	October 25, 2017 – December 31, 2017	Professional Standards Committee (PSC) – Environmental Site Assessment subcommittee member
Thomas Jones, P.Eng.	October 25, 2017 – December 31, 2017	Professional Standards Committee (PSC) – Environmental Site Assessment subcommittee member
Asif Rashid, P.Eng.	November 2, 2017 – December 31, 2017	Professional Standards Committee (PSC) – Environmental Site Assessment subcommittee member

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 committees and subcommittee, in accordance with the *PEO Committee and Task Force Policy* (Section 7.4).

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
Ishwar Bhatia, P.Eng.	1-year term	Audit Committee (AUC) – Volunteer Expense Appeal subcommittee member

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

515th Council Meeting

Nancy Hill, P.Eng.	1-year term	Audit Committee (AUC) – Volunteer Expense Appeal subcommittee member
Kelly Reid, P.Eng.	1-year term	Audit Committee (AUC) – Volunteer Expense Appeal subcommittee member
President Dony	1-year term	Finance Committee (FIC) – Investment subcommittee member
Tim Kirkby, P.Eng.	1-year term	Finance Committee (FIC) – Investment subcommittee member (HRC representative)
Frank Dicintio, P.Eng.	1-year term	Finance Committee (FIC) – Investment subcommittee member (FIC representative)
George Comrie, P.Eng.	3-year term	Licensing Committee (LIC) member (re-appointed for second term)
Santosh Gupta, P.Eng.	3-year term	Licensing Committee (LIC) member (re-appointed for second term)
Chee Lee, P.Eng.	3-year term	Licensing Committee (LIC) member (re-appointed for second term)
Barna Szabados, P.Eng.	3-year term	Licensing Committee (LIC) member (re-appointed for second term)
LGA Councillor Chan	Council term end	Registration Committee (REC) member
Cliff Knox, P.Eng.	2015	Enforcement Committee (ENF) – Committee Advisor
Ashley Gismondi	2016	Enforcement Committee (ENF) – Staff Support

External Appointments:

First/Last Name	Visit dates	Appointment
Kathryn Woodcock, P.Eng.	October 2017 – CNEA AGM 2018	Canadian National Exhibition Association (CNEA) – PEO representative

Committee and Task Force Resignations/Retirements:

First/Last Name	Service Dates	Committee / Task Force
Denis Dixon, P.Eng.	1998 – December 31, 2017	Advisory Committee on Volunteers (ACV) member
Michael Ball, P.Eng.	1996/97, 2000 – December 31, 2017	Awards Committee (AWC) member
Ross Gillett, P.Eng.	2000 – December 31, 2017	Awards Committee (AWC) and its Sterling Award subcommittee member
Helen Wojcinski, P.Eng.	2007 – December 31, 2017	Awards Committee (AWC) and its Joint PEO/OSPE OPEA Gala Advisory Subcommittee (GAC) member
Larry Pond, P.Eng.	1992 – December 31, 2017	Consulting Engineer Designation Committee (CEDC) and its Northern subcommittee member

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

515th Council Meeting

Gary Houghton, P.Eng.	2000 – December 31, 2017	Enforcement Committee (ENF) member
William Jackson, P.Eng.	2000 – December 31, 2017	Enforcement Committee (ENF) member
Solomon Ko, P.Eng.	2000 – December 31, 2017	Enforcement Committee (ENF) member
Rishi Kumar, P.Eng.	2004 – December 31, 2017	Equity and Diversity Committee (EDC) member
John Mrkonjic, P.Eng.	2004/13, 2014 – December 31, 2017	Experience Requirements Committee (ERC) member
Robert Primeau, P.Eng.	2002 – December 31, 2017	Experience Requirements Committee (ERC) member
Darla Campbell, P.Eng.	2010 – December 31, 2017	Government Liaison Committee (GLC) Chair/member
Bill Allison, P.Eng.	2015 – December 31, 2017	Government Liaison Committee (GLC) – CEO representative
Daniel Liao, P.Eng.	2016 – December 31, 2017	Government Liaison Committee (GLC) member (Chapter GLP Chair)
Colin Moore, P.Eng.	2012 – December 31, 2017	Professional Standards Committee (PSC) member

Note: Members who are retiring from a committee/task force in 2017 shall continue their service until the end of December 2017.

2018 COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER

Purpose: To approve the *2018 PEO Committees and Task Forces Membership Roster*.

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

That Council approve the *2018 PEO Committees and Task Forces Membership Roster* as presented to the meeting at C-515-2.13, Appendix A.

Prepared by: Viktoria Aleksandrova, Committee Coordinator

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.

Appendix A is the *2018 PEO Committees and Task Forces Membership Roster* that requires Council approval at this time.

2. Proposed Action / Recommendation

Approve the *2018 PEO Committees and Task Forces Membership Roster* per the Committees and Task Forces Policy, Role of Council (Item 4).

3. Next Steps (if motion approved)

The approved *2018 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 – *2018 PEO Committees and Task Forces Membership Roster*.

2018 PEO ANNUAL COMMITTEES AND TASK FORCES

MEMBERSHIP ROSTER

(Effective January 1, 2018)

Section 1: Board Committees*

Board Committees have a fiduciary and/or oversight role; operate on a Council year basis (i.e. Annual General Meeting (AGM) to AGM); have the majority of its members as sitting members of Council; and members are selected either by position, election or appointment at the Council meeting immediately following the AGM.

*The President and the president-elect shall be *ex-officio members* of all committees established under Section 30 of By-Law 1 (i.e. all committees not established by the Act of Regulations).

Executive Committee (EXE)		
Mandate as per Terms of Reference	"The Executive Committee, a) may act on behalf of the Council with respect to urgent matters arising between regular meetings of the Council but shall report to the Council with respect to such actions; b) may consult with other committees of the Council; c) shall act upon or report upon matters that are referred to it by the Council; d) may advise the CEO/Registrar or any other officer or official of PEO on matters of policy; e) may make periodic reviews, forecasts, plans and recommendations to the Council concerning the future organization and operation of the Association; f) may advise the Council on matters pertaining to the Canadian Council of Professional Engineers; and g) may advise the Council on all financial matters, including, without limitation, investments, budgets, capital requirements, income, expenditures, salaries, reserves and contingencies or extraordinary expenses, both for current and future operations." [R.R.O. 1990, Reg. 941, s. 29.]	
	<u>EXE Terms of Reference</u>	
Composition	President, president-elect, past-president, appointed and elected vice-presidents, at least one LGA Councillor and additional Councillor(s), if any, as determined by Council at its first meeting following the AGM.	
	EXE Committee Members (appointed to role)	Contributing From / To
Chair	President Dony	2015 - AGM 2018
	President-elect Brown	2016 - AGM 2018
	Past President Comrie	2001/06, 2012/13, 2014 - AGM 2018
	Vice-president (elected) Hill	2001/03, 2005/06, 2017 - AGM 2018
	Vice-president (appointed) Spink (LGA)	2016 - AGM 2018
	Councillor Bellini	2017 - AGM 2018
	Councillor Turnbull	2017 - AGM 2018
Committee Advisor	Gerard McDonald - Registrar	2014

Audit Committee (AUC)		
Mandate as per Terms of Reference	To oversee the auditing of the association's financial statements by an external auditor; and To monitor the Accounting and Financial reporting processes and Systems of Internal Control.	
	<u>AUC Terms of Reference</u>	
Composition	7 members; at least 3 members must be current members of Council.	
AUC Members (appointed to role)		Contributing From / To
Chair	Councillor Preley (2017)	2016 - AGM 2018
Vice Chair	Councillor Bhatia (2017)	2011/15, 2017 - AGM 2018
	Councillor Chong	2006 - AGM 2018
	Vice-president (elected) Hill	2000/10, 2017 - AGM 2018
	Councillor Reid	2017 - AGM 2018
	Ed Nelimarkka (non-Council member)	2015/16 - AGM 2018
	Craig Young (non-Council member)	2015/16 - AGM 2018
AUC Subcommittee Members (appointed to role)		Contributing From / To
Volunteer Expense Appeal Subcommittee	Councillor Bhatia	2017 - AGM 2018
	Vice-president (elected) Hill	2017 - AGM 2018
	Councillor Reid	2017 - AGM 2018
Committee Advisor	Chetan Mehta - Director, Finance and Controller	2016
Admin Support	Lucy Capriotti - Administrative Assistant, Financial Services	2008

Finance Committee (FIC)		
Mandate as per Terms of Reference	To review financial projections and recommend appropriate financial strategies, including program reviews and capital projects. To review the annual budget and make recommendations to Council. To monitor short term and long term investment policy. For both short term and long term pension funds. To assist in the identification of factors having significant impact on the budget. To review financial performance against the budget. To recommend policies to permit more effective budgetary control, fee remission, investment and insurance.	
	<u>FIC Terms of Reference</u>	
Composition	7 members; 4 members MUST be current members of Council.	
FIC Members (appointed to role)		Contributing From / To
Chair	Councillor Wesa (2017)	2012/14, 2017 - AGM 2018
Vice Chair	LGA Councillor Chan (2017)	2017 - AGM 2018
	Councillor Takessian	2017 - AGM 2018
	Councillor Turnbull	2016 - AGM 2018
	Francesco Dicintio	2017 - AGM 2018
	Basel Jarrad	2017 - AGM 2018
	Ciro Tarantino	2017 - AGM 2018

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

Non-P.Eng. volunteers are identified with blue highlight.

FIC Subcommittee Members (appointed to role)		Contributing From / To
Investment subcommittee	President Dony	2017 - AGM 2018
	Tim Kirkby (HRC representative)	2017 - AGM 2018
	Francesco Dicintio (FIC representative)	2017 - AGM 2018
	Fern Gonçalves (Pension Plan Administrator) (non-voting)	2014 - AGM 2018
	Michael Price (Pension Plan member)	2017 - AGM 2018
Committee Advisor	Chetan Mehta - Director, Finance and Controller	2016
Admin Support	Lucy Capriotti - Administrative Assistant, Financial Services	2008

Human Resources Committee (HRC)		
Mandate as per Terms of Reference	<p>To conduct the recruitment process for the position of CEO/Registrar and make recommendations to Council; participate in the selection of senior staff.</p> <p>To review the performance and compensation of the CEO/Registrar and make recommendations to Council.</p> <p>To establish annual measurable goals and objectives for the position of CEO/Registrar for Council's review and approval.</p> <p>Act as reviewer on significant human resources issues.</p> <p>To work with the government appointments secretariat regarding LGA appointments.</p> <p>Act as reviewer on significant staff human resources issues.</p>	
	<u>HRC Terms of Reference</u>	
Composition	5 members, President, President-elect, Past President, and two current members of Council.	
HRC Members (appointed to role)		Contributing From / To
Chair	President Dony	2016 - AGM 2018
	President-elect Brown	2014 - AGM 2018
	Past President Comrie	2004/06, 2012/13, 2014 - AGM 2018
	Councillor Chong	2014 - AGM 2018
	LGA Councillor Kirkby	2017 - AGM 2018
Committee Advisor	Scott Clark - Chief Administrative Officer	2012
Staff Support	Fern Gonçalves - Director, People Development	2012

Legislation Committee (LEC)		
Mandate as per Terms of Reference	<p>To provide oversight and guidance to matters pertaining to PEO's Act, Regulation and By-Laws. This will include but not be limited to (i) acting as custodian for PEO Legislation, identifying PEO policies, rules and operational issues which touch on or affect PEO Legislation and providing guidance as to which of these should be put into legislation;(ii) overseeing draft changes to PEO Legislation and (iii) keeping Council apprised of relevant external Legislative initiatives and changes which may affect PEO Legislation.</p>	
	<u>LEC Terms of Reference</u>	
Composition	5 members, all current members of Council.	
LEC Members (appointed to role)		Contributing From / To
Chair	Councillor Bellini (2017)	2016 - AGM 2018

Vice Chair	LGA Councillor Jackson (2017)	2017 - AGM 2018
	President-elect Brown	2017 - AGM 2018
	Past President Comrie	2014/15, 2017 - AGM 2018
	President Dony (2016)	2012 - AGM 2018
	Councillor Hidalgo	2017 - AGM 2018
	Councillor Houghton	2016 - AGM 2018
Committee Advisor	Johnny Zuccon - Deputy Registrar, Tribunals & Regulatory Affairs	2010

OSPE-PEO Joint Relations Committee (OSPE-PEO JRC)

Mandate as per Terms of Reference	<p>The purpose of the Committee is to:</p> <p>a) Build relationships between the leaders of the two organizations to strengthen regulation, service and advocacy for the profession within their respective mandates;</p> <p>b) Facilitate the exchange of information between the two organizations;</p> <p>c) Identify issues and facilitate cooperation between the two organizations in areas of mutual interest / concern; and</p> <p>d) Provide a forum for the discussion and informal resolution of potential areas of opportunity or conflict between the two organizations.</p> <p><u>JRC Terms of Reference</u></p>	
Composition	<p>The Committee consists of the following members: a) The President/Chair plus three (3) senior volunteers of the Ontario Society of Professional Engineers; b) The Chief Executive Officer of the Ontario Society of Professional Engineers; c) The President and three (3) senior volunteers of Professional Engineers Ontario; and d) The Chief Executive Officer of Professional Engineers Ontario.</p>	
OSPE-PEO JRC Members (appointed to role)		Contributing From / To
Co-Chairs	President Dony	2016 - AGM 2018
	Jonathan Hack (OSPE President/Chair)	2015 - OSPE AGM 2018
	Councillor Boone	2016 - AGM 2018
	President-elect Brown	2016 - AGM 2018
	Vice-president (elected) Hill	2017 - AGM 2018
	Matthew Jelavic (OSPE Vice Chair)	2017 - OSPE AGM 2018
	Peter Marcucci (OSPE Board Director)	2017 - OSPE AGM 2018
	Gerard McDonald (Registrar)	2014
	Michael Monette (OSPE Past Chair)	2015 - OSPE AGM 2018
	Sandro Perruzza (OSPE CEO)	2014
Committee Advisor	Gerard McDonald - Registrar	2014

Regional Councillors Committee (RCC)

Mandate as per Terms of Reference	<p>To act as the responsible authority for the PEO Chapters in the five PEO regions.</p> <p>To respond to Council, chapters and regions on matters of concern to chapters and regions.</p> <p>To respond to Council on matters pertaining to the approved Mission, Focus and Strategic Plan of the association.</p> <p><u>RCC Terms of Reference</u></p>	
Composition	<p>10 members, all current members of Council elected as Regional Councillors. RCC Chairs and Vice Chairs are elected annually from within the committee via secret ballot.</p>	

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

Non-P.Eng. volunteers are identified with blue highlight.

RCC Members (appointed to role)		Contributing From / To
Chair	Councillor Turnbull (2017)	2015 - AGM 2019
Vice Chair	Councillor Takessian (2017)	2016 - AGM 2018
	Councillor Bhatia	2017 - AGM 2019
	Councillor Boone	2016 - AGM 2018
	Councillor Chong	2017 - AGM 2019
	Councillor Chui (Past Vice Chair 2016)	2012 - AGM 2018
	Councillor Hidalgo Salgado	2017 - AGM 2019
	Councillor Houghton	2016 - AGM 2018
	Councillor Preley	2015 - AGM 2019
	Councillor Wesa	1992/94, 2011/15, 2016 - AGM 2018
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Section 2: Other Committees Reporting to Council

(Operate on a calendar year)

Academic Requirements Committee (ARC)		
Mandate as per Terms of Reference	To assess the academic qualifications of applicants referred to the Academic Requirements Committee (ARC) by the Registrar or requested the ARC to review their qualifications, To advise Professional Engineers Ontario (PEO) on academic matters relating to PEO Admission procedures and policies, and To oversee the Professional Practice Examination (PPE).	
	<u>ARC Terms of Reference</u>	
Composition	26 members; Majority are Professors/Associate Professors at one of Ontario's Engineering universities. Members MUST be licensed P.Engs.	
ARC Members (appointed to role)		Contributing From / To
Chair	<i>Leila Notash (2016)*</i>	2003 - Dec 2018
Vice Chair	<i>Ramesh Subramanian (2016)*</i>	2013 - Dec 2018
	Sanjiwan D. Bhole	2004 - Dec 2018
	Yehoudith (Judith) Dimitriu	1992 - Dec 2018
	Bob Dony (Past Chair 2011-2012)	1998 - Dec 2018
	Waguhi H. ElMaraghy	1989-94, 1998 - Dec 2018
	Amir Fam	2010 - Dec 2018
	Roydon Fraser	1998 - Dec 2018
	Stelian George-Cosh (Past Vice Chair 2011-2014)	2004 - Dec 2018
	Michael Hulley	2017 - Dec 2018
	Ross L. Judd	Pre-1984 - Dec 2018
	Meilan Liu	2010 - Dec 2018
	Joseph (Joe) Lostracco	2014 - Dec 2018
	Ian Marsland	2016 - Dec 2018
	Magdi Emile Mohareb	2010 - Dec 2018
	Girgis (George) Nakhla	2003 - Dec 2018
	Remon Pop-Iliev	2005 - Dec 2018
	Amin S. Rizkalla	2010 - Dec 2018

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

Non-P.Eng. volunteers are identified with blue highlight.

	Medhat Shehata	2014 - Dec 2018
	Shamim A. Sheikh	2002 - Dec 2018
	Juri Silmberg	Pre-1984 - Dec 2018
	Jacqueline Stagner	2013 - Dec 2018
	J. Allen Stewart	2014 - Dec 2018
	Barna Szabados (Past Chair 2012-2015)	2000 - Dec 2018
	Seimer Tsang	1999 - Dec 2018
	Tze-Wei (John) Yeow	2010 - Dec 2018
	Malgorzata S. Zywno	1993 - Dec 2018
Council Liaison	Councillor Fraser	2009
Committee Advisor	Moody Farag - Manager, Admissions	2004

**Chair / Vice Chair continue pending election in 2018*

Advisory Committee on Volunteers (ACV)		
Mandate as per Terms of Reference	To assist and advise committees in fulfilling their operational requirement under the policy. To assist Council by reviewing proposed revisions to Committee and Task Force - Mandates, Terms of Reference, Work plans and Human Resource Plans.	
	<u>ACV Terms of Reference</u>	
Composition	7-10 members (all P.Engs) with experience as PEO volunteers at the Council, Committee and Chapter level.	
ACV Members (appointed to role)		Contributing From / To
Chair	<i>Chris Kan (2014)*</i>	2010 - Dec 2018
Vice Chair	<i>Sean McCann (2017)*</i>	2015 - Dec 2018
	Christian Bellini (Past Vice Chair)	2013 - Dec 2018
	Michael Chan (Past Chair 2011-2014)	2008 - Dec 2018
	Nick Colucci	2002 - Dec 2018
	Márta Ecsedi (Past Vice Chair 2014)	2013 - Dec 2018
	Doug Hatfield (Past Vice Chair)	2002 - Dec 2018
	Lisa Lovery	2017 - Dec 2018
	Vic Pakalnis	2011 - Dec 2018
	1 vacancy	
ACV Subcommittee Members (appointed to role)		Contributing From / To
Training and Committee Chairs Workshop Subcommittee	Sean McCann (Chair)	2015 - Dec 2018
	Michael Chan	2015 - Dec 2018
	Doug Hatfield	2011/15, 2016 - Dec 2018
	Chris Kan	2011 - Dec 2018
	Lisa Lovery	2017 - Dec 2018
Council Liaison	Councillor Bellini	2016
Committee Advisor	Fern Gonçalves - Director, People Development	2009
Staff Support	Viktoria Aleksandrova - Committee Coordinator	2009

**Chair / Vice Chair continue pending election in 2018*

Awards Committee (AWC)		
Mandate as per Terms of Reference	To coordinate, manage, promote and monitor the Professional Engineers Ontario (PEO) Ontario Professional Engineers Awards (OPEA) Program, Order of Honour (OOH), and External Honours activities to support achievement of the object of the Act, which states, "Promote awareness of the Profession's contribution to society and the role of the association".	
	<u>AWC Terms of Reference</u>	
Composition	10-12 members, with maximum of 12 members of the association.	
AWC Members (appointed to role)		Contributing From / To
Chair	<i>John Severino (2017)*</i>	2009 - Dec 2018
Vice Chair	<i>TBD*</i>	
	Ron Clifton (OSPE)	2017 - Dec 2018
	Nancy Hill (Past Chair)	2009 - Dec 2018
	Kiran Hirpara	2017 - Dec 2018
	Argyrios (Gerry) Margaritis	2006 - Dec 2018
	Clare Morris (OSPE)	2014 - Dec 2018
	Stephen Tsui	2003 - Dec 2018
	3 vacancies	
AWC Subcommittee Members (appointed to role)		Contributing From / To
Sterling Award Subcommittee	Argyrios (Gerry) Margaritis (Chair 2017)	2016 - Dec 2018
	George Comrie	2009 - Dec 2018
	Andrew M. Dowie	2010 - Dec 2018
	Márta Ecsedi	2009 - Dec 2018
	Marisa Sterling	2009 - Dec 2018
	Valerie Sterling	2009 - Dec 2018
AWC Subcommittee Members (appointed to role)		Contributing From / To
Joint PEO/OSPE OPEA Gala Advisory Subcommittee (GAC)	Nancy E. Hill (Chair 2017)	2014 - Dec 2018
	Ron Clifton (OSPE)	2017 - Dec 2018
	Clare Morris (OSPE)	2014 - OSPE AGM 2018
	John Severino	2016 - Dec 2018
Council Liaison	Councillor Hidalgo Salgado	2017
Committee Advisor	Fern Gonçalves - Director, People Development	2009
Staff Support	Robert Dmochewicz - Recognition Coordinator	2015

*Chair / Vice Chair continue pending election in 2018

Central Election and Search Committee (CESC)	
Mandate as per Terms of Reference	The Central Election and Search Committee shall: (a) encourage Members to seek nomination for election to the Council as President-elect, vice-president or a councillor-at-large; (b) assist the Chief Elections Officer as may be required by him or her; and (c) receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council in accordance with this Regulation. O. Reg. 157/07, s. 3 (3) <i>[Excerpt from R.R.O. 1990, REGULATION 941].</i>
	<u>CESC Terms of Reference</u>

Composition	6 members; the penultimate past-president; the immediate past-president; the president; and two other Members.	
CESC Members (appointed to role)		Contributing From / To
Chair	Penultimate Past President Chong	2015 - Nov 2016, 2017 - Sept 2018
	Past President Comrie	2016 - Sept 2018
	President Dony	2017 - Sept 2018
	Nigel Fung (re-appointed in 2017)	2016 - Sept 2018
	Juwairia Obaid (re-appointed in 2017)	2016 - Sept 2018
	Helen Wojcinski (re-appointed in 2017)	2016 - Sept 2018
Committee Advisor	Scott Clark - Chief Administrative Officer	2007
Staff Support	Ralph Martin - Manager, Secretariat	2014

Complaints Committee (COC)		
Key Duties & Responsibilities as per Terms of Reference	<p>To investigate and consider complaints made by the public or members of the association regarding the conduct or actions of PEO members, licence holders, or Certificate of Authorization holders.</p> <p>To determine the appropriate course of action with respect to those complaints, in accordance with Section 24(2) of the Act.</p> <p>To direct the Discipline Committee to hear and determine allegations of professional misconduct or incompetence against PEO members, licence holders or Certificate of Authorization holders that come to the Committee's attention, as deemed necessary.</p> <p>To advise Council on matters relating to incompetence, professional misconduct and the Code of Ethics.</p>	
	<u>COC Terms of Reference</u>	
Composition	Currently 13 members, HR Plan identifies 16 members; membership also includes minimum two (2) LGA Councillors/Attorney General appointees. (Quorum requires at least one of either of the LGA members or public appointees). Membership represents a wide field of engineering practice.	
COC Members (appointed to role)		Contributing From / To
Chair	<i>Tony Cecutti (re-elected 2016/17)*</i>	2000 - Dec 2018
Vice Chair	<i>Chris Roney (re-elected 2016/17)*</i>	1998 - Dec 2018
	Vice-president (appointed) Spink (LGA)	2015 - Council term end
	Peter R. Braund, LL.M.	2013 - Oct 2018
	David Filer	1998 - Dec 2018
	Peter Frise	1997 - Dec 2018
	Nancy E. Hill (Past Chair 2012-2013)	2000 - Dec 2018
	George McCluskey	2014 - Dec 2018
	David Moncur	2002 - Dec 2018
	M. Jane Phillips	1986-93, 1995 - Dec 2018
	A. Rebecca Pringlemeir	2014 - Dec 2018
	Keith Stephen	2017 - Dec 2018
	Nicholas Sylvestre-Williams	2017 - Dec 2018
	John Zane Swaigen, LL.M.	2013 - Oct 2018
	David Uren	2017 - Dec 2018

New appointments are in **bold**.

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Council Liaison	Vice-president (appointed) Spink (LGA)	2016
Committee Advisor	Linda Latham - Deputy Registrar, Regulatory Compliance	2010

*Chair / Vice Chair continue pending election in 2018

Complaints Review Councillor (CRC)		
Description	A Complaints Review Councillor appointed by Council pursuant s. 25 shall review the handling of complaints when the complainant is dissatisfied with the outcome [e.g. the complaint has been dismissed by the Complaints Committee and does not go forward to the Discipline Committee] to ensure that the process was administered correctly.	
	<u>CRC Terms of Reference</u>	
Composition	A member of the Council appointed by the Lieutenant Governor in Council; or a person who is neither a member of the Council nor a member of the Association, and approved by the Attorney General.	
	CRC Member (appointed to role)	Contributing From / To
	Evelyn J. Spence, LL.B.	2015 - Oct 2018
Committee Advisor	Sal Guerriero - Manager, Tribunals	2008

Consulting Engineer Designation Committee (CEDC)		
Description	Committee that recommends to Council applicants for designation as a Consulting Engineer and permission for companies to use the title Consulting Engineers or variations thereof.	
	<u>CEDC Terms of Reference</u>	
Composition	Approximately 10 members; MUST be P.Eng.; majority are Consulting Engineers representing a variety of practice disciplines.	
	CEDC Committee Members (appointed to role)	Contributing From / To
Chair	<i>Eric Nejat (re-elected in 2017)* **</i>	1995 - Dec 2018
Vice Chair	<i>Douglas Barker (re-elected 2017)*</i>	1994 - Dec 2018
	Denis Dixon**	2000 - Dec 2018
	J. Shawn Gibbons	2006 - Dec 2018
	Richard Kamo	2016 - Dec 2018
	H. Richard Patterson	1995 - Dec 2018
	Bruce Potter (CEO representative)	2017 - Dec 2018
	Donald Christopher Redmond	2001 - Dec 2018
	Steven van der Woerd	2015 - Dec 2018
	CEDC Subcommittee Members (appointed to role)	Contributing From / To
Eastern Subcommittee	J. Shawn Gibbons - Chair	2006 - Dec 2018
	Andrew Lawton	2012 - Dec 2018
	Donald Plenderleith	2016 - Dec 2018
	Andrew John Robinson	1991 - Dec 2018
Northern Subcommittee	Richard Kamo	2016 - Dec 2018
	Donald Christopher Redmond	2001 - Dec 2018
Southern Subcommittee	Steven van der Woerd - Chair (2015)	2015 - Dec 2018
	Adrian Pierorazio	2015 - Dec 2018

New appointments are in **bold**.

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Toronto Subcommittee	Douglas Barker - Chair	1994 - Dec 2018
	Levente Laszlo Diosady	2007 - Dec 2018
	Denis Dixon	2000 - Dec 2018
	Charles Eddie	2016 - Dec 2018
	Santosh Gupta	2016 - Dec 2018
	Eric Nejat	1995 - Dec 2018
	John Rosenthal	2016 - Dec 2018
	Thomas Henry Woolhouse	2006 - Dec 2018
Western Subcommittee	H. Richard Patterson - Chair (2015)	1995 - Dec 2018
	Gordon Debbert	2017 - Dec 2018
	George Matsis	2017 - Dec 2018
	Robert Brian Pula	<2003 - Dec 2018
Council Liaison	Councillor Bellini	2016
Committee Advisor	Faris Georgis - Manager, Registration	2016

*Chair / Vice Chair continue pending election in 2018

**Members appointed to the committee pending outcome of extenuating circumstances request to Council.

Discipline Committee (DIC)		
Mandate as per Terms of Reference	To hear and determine allegations of professional misconduct or incompetence against a member of the association, a holder of a Certificate of Authorization, a limited licence, a provisional licence, or a temporary licence To hear applicants for reinstatement under section 37 of the Professional Engineers Act. Perform such other duties assigned by Council.	
	<u>DIC Terms of Reference</u>	
Composition	Set out in the <i>Professional Engineers Act</i> : 27. (1) The Discipline Committee is continued and shall be composed of the following persons appointed by the Council: 1. At least one elected member of the Council. 2. At least one member of the Association who is, i. a member of the Council appointed by the Lieutenant Governor in Council, or ii. not a member of the Council, and approved by the Attorney General. 3. At least one person who is, i. a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c), or ii. neither a member of the Council nor a member of the Association, and approved by the Attorney General. 4. At least three members of the Association each of whom has at least 10 years experience in the practice of professional engineering. 2010, c. 16, Sched. 2, s. 5 (59).	
	DIC Members (appointed to role)	Contributing From / To
Chair	<i>Ravi Gupta (2016)*</i>	2003 - Dec 2018
Vice Chair	<i>John Vieth (2016)*</i>	2004 - Dec 2018
Appointed per 27. (1) 1. At least one elected member of the Council.	President Dony	2012 - AGM 2018
	Councillor Chong	2012 - AGM 2018
	Councillor Chui	2012 - AGM 2018
	Councillor Fraser	1998 - AGM 2018

New appointments are in **bold**.

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	Councillor Turnbull	2015 - AGM 2018
	Councillor Wesa	1992 - AGM 2018
Appointed per 27. (1) 2. At least one member of the Association who is, i. a member of the Council appointed by the Lieutenant Governor in Council, or ii. not a member of the Council, and approved by the Attorney General.	LGA Councillor Chan	2016 - Council term end
	LGA Councillor Kirkby	2016 - Council term end
	Paul Ballantyne (2016, 3-year AG appointment)	2010 - Dec 2019
	Councillor Bhatia (2016, 3-year AG appointment)	2009 - Dec 2019
	Rishi Kumar (2016, 3-year AG appointment)	2004 - Dec 2019
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.	LGA Councillor Jackson	2017 - Council term end
	LGA Councillor Lederman, QC	2016 - Council term end
	LGA Councillor Rush, C.E.T.	2016 - Council term end
	Stella Harmantas Ball, LL.B.	2013 - Oct 2018
	David N. Germain, J.D.	2013 - Oct 2018
	Leigh Andrew Lampert, LL.B.	2013 - Oct 2018
	Kathleen L. Robichaud, LL.B.	2013 - Oct 2018
	Sonia Singh, LL.B.	2013 - Oct 2018
Appointed per 27. (1) 4. At least three members of the Association each of whom has at least 10 years experience in the practice of professional engineering.	James Amson	2011 - Dec 2018
	Colin Cantlie	2001 - Dec 2018
	Bruce Clarida	2000 - Dec 2018
	Kam Elguindi	1993-95, 1998 - Dec 2018
	Diane Freeman	2003-11, 2012 - Dec 2018
	Aubrey Friedman	2004 - Dec 2018
	Santosh Gupta	2002 - Dec 2018
	Daniela Iliescu	1992 - Dec 2018
	Leslie (Les) Mitelman	2011 - Dec 2018
	Jag Mohan	1990 - Dec 2018
	Nick Monsour	1987 - Dec 2018
	Anne Poschmann	1993 - Dec 2018
	Pat Quinn	2011 - Dec 2018
	Glenn Richardson	1997 - Dec 2018
	David Robinson	2004 - Dec 2018
	Edward Rohacek	1985 - Dec 2018
	L. Brian Ross	1995 - Dec 2018
	Rakesh Shreewastav	2005 - Dec 2018
	David Spacek	2008 - Dec 2018
	Albert Sweetnam	2002 - Dec 2018
	Henry Tang	2004 - Dec 2018
William Walker	>1984 - Dec 2018	
R. Anthony Warner	2000 - Dec 2018	
Rob Willson	2011 - Dec 2018	
Council Liaison	Councillor Wesa	2016
Committee Advisor	Johnny Zuccon - Deputy Registrar, Tribunals & Regulatory Affairs	2008

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*Chair / Vice Chair continue pending election in 2018

**Lieutenant Governor Appointees and Councillors may stay on the Discipline Committee once no longer holding those positions, subject to approval of the Chair of the Discipline Committee and appointed by Council pursuant to section 27(1)4. The terms of Councillors Fraser and Gupta on the Discipline Committee are to continue under the Professional Engineers Act, s. 27(1)4. should they no longer be Councillors while serving on the Discipline Committee.

Education Committee (EDU)		
Description	Committee on awareness matters involved in pre-university student and educator outreach and curriculum issues involving math, science and technology. Also administers the Engineer-in-Residence program.	
	<u>EDU Terms of Reference</u>	
Composition	7-10 members; representation from chapter education activities; elementary/secondary/post-secondary schools and private sector companies.	
	EDU Members (appointed to role)	Contributing From / To
Chair	<i>Samer Inchasi (2012/15, re-elected 2017)*</i>	2010 - Dec 2018
Vice Chair	<i>John Hazel (2017)*</i>	2016 - Dec 2018
	Karen Cain	2015 - Dec 2018
	Radomir Grigorov	2015 - Dec 2018
	Richard Hui	2017 - Dec 2018
	Hao Li (Student representative)	2015 - Dec 2018
	Ravi K. Peri	2010 - Dec 2018
	Paymon Sani-Bakhtiari	2016 - Dec 2018
	David Steeves	2017 - Dec 2018
	Priscilla Williams, EIT (EIT representative)	2014 - Dec 2018
Council Liaison	LGA Councillor Olukiyesi	2017
Committee Advisor	Tracey Caruana - Manager, Engineering Intern Programs	2016
Staff Support	Adeilton Ribeiro - EIT/Student Programs Coordinator	2016

*Chair / Vice Chair continue pending election in 2018

Enforcement Committee (ENF)		
Mandate as per Terms of Reference	To advise Council on matters relating to the enforcement of the provisions of the <i>Professional Engineers Act</i> dealing with unlicensed and unauthorized practice.	
	<u>ENF Terms of Reference</u>	
Composition	Up to 10 members; All MUST be P.Eng.; One must be a lawyer as well; representation from a variety of engineering practice.	
	ENF Members (appointed to role)	Contributing From / To
Chair	<i>Roger Barker (2017)*</i>	2010 - Dec 2018
Vice Chair	<i>Stephen Georgas, LL.B. (2017)*</i>	2012 - Dec 2018
	Joe Adams	2015 - Dec 2018
	Peter Broad (Past Chair)	2009 - Dec 2018
	Donald Marston, J.D.	2007 - Dec 2018
	Edward Poon	2008 - Dec 2018
	Ajai Varma	2008 - Dec 2018

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	3 vacancies	
Council Liaison	Councillor Houghton	2016
Committee Advisor	Cliff Knox - Manager, Enforcement	2015
Staff Support	Steven Haddock - Enforcement and Advisory Officer, Regulatory Compliance	2002
	Ashley Gismondi - Enforcement and Outreach Officer, Regulatory Compliance	2016

*Chair / Vice Chair continue pending election in 2018

Equity and Diversity Committee (EDC)		
Mandate as per Terms of Reference	To recommend action plan to integrate equity and diversity values and principles into the general policy and business operations of PEO.	
	<u>EDC Terms of Reference</u>	
Composition	No more than 9 members; represents broad diversity of PEO membership.	
EDC Members (appointed to role)		Contributing From / To
Chair	<i>TBD*</i>	
Vice Chair	<i>Greg Allen (2017)*</i>	2012 - Dec 2018
	Márta Ecsedi (Past Chair)	2004 - Dec 2018
	Nima Eslaminasab	2016 - Dec 2018
	Rakesh Shreewastav	2009 - Dec 2018
	Vera Straka	2011 - Dec 2018
	Bob White	2016 - Dec 2018
	2 vacancies	
Council Liaison	TBD	2009
Committee Advisor	Fern Gonçalves - Director, People Development	2009
Staff Support	Robert Dmochewicz - Recognition Coordinator	2015

*Chair / Vice Chair continue pending election in 2018

Experience Requirements Committee (ERC)		
Mandate as per Terms of Reference	To assess the experience of applicants through file review and by personal interview as may be required: (a) To determine if experience under the Regulations has been met; (b) To recommend to the ARC how experience should be taken into account in assigning of examinations; (c) To interview applicants where there is a question of the ability to communicate effectively in English; and (d) in the case of reinstatement – to assess applicant's knowledge and understanding of the current laws and standards governing the practice of professional engineering.	
	<u>ERC Terms of Reference</u>	
Composition	Currently 164 members; membership is restricted; MUST be P.Eng.; MUST have at least 10 years of engineering work experience.	
ERC Members (appointed to role)		Contributing From / To
Chair	<i>Santosh Gupta (2012/15, 2016)*</i>	2000 - Dec 2018
Vice Chair	<i>David Kiguel (2015, 2016)*</i>	2004 - Dec 2018
	Samuel Abd el Malek	2007 - Dec 2018
	Galal Abdelmessih	2004 - Dec 2018
	Ali Afshar	2006 - Dec 2018

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Shah Alamgir	2012 - Dec 2018
Behzad Alavi	2010 - Dec 2018
George Apostol	2000 - Dec 2018
Nanjappan Ardhanarisamy	2014 - Dec 2018
Behrouz (Bruce) Atrie	2004 - Dec 2018
Magdy Milad Attia	2009 - Dec 2018
Afshin Azadmanesh Samimi	2013 - Dec 2018
Arshad Azhar	2005 - Dec 2018
Naeim Azizi Tavakkoli	2013 - Dec 2018
Devinder Bahra	2004 - Dec 2018
Steven Bailey	2013 - Dec 2018
Adam Balogh	2004/11, 2015-Dec 2018
Predrag Banjanin	2011 - Dec 2018
Christian Bellini (Past Chair)	2005 - Dec 2018
Mark Bendix	2003 - Dec 2018
Md Soharab U. Bhuiyan	2008 - Dec 2018
Duncan Blachford	2012 - Dec 2018
Spiridon Bot	2006 - Dec 2018
Mohamed Boutazakhti	2008 - Dec 2018
Albena Bukurova	2016 - Dec 2018
Ruben Burga	2012 - Dec 2018
Betty Anne Butcher	1996 - Dec 2018
Jeremy Carkner	2012 - Dec 2018
Pellegrino V. Castaldo	2013 - Dec 2018
Raju Chander	2006 - Dec 2018
Jian Ming (Jimmy) Chang	2005 - Dec 2018
Michael Chapman	2006 - Dec 2018
V. George Chelvanayagam	2004 - Dec 2018
Wieslaw M. Chojnacki	2016 - Dec 2018
Andrew Cornel	2015 - Dec 2018
Dan Cosmin	2006 - Dec 2018
Michael Dang	2000 - Dec 2018
Farid Danial	2005 - Dec 2018
Roger De Gannes	2013 - Dec 2018
Charles De la Riviere	2002 - Dec 2018
Savio DeSouza	2015 - Dec 2018
Milorad Dimitrijevic	2006 - Dec 2018
Mircea Dreve	2005 - Dec 2018
Afshin Ebtekar	2004 - Dec 2018
S. Jalal Emami	2005 - Dec 2018
Hassan Erfanirad	2005 - Dec 2018
Zbigniew Ewertowski	2004 - Dec 2018
Reda Fayek	2006 - Dec 2018
Roberto Floh	1996 - Dec 2018
Rabiz Foda	2000 - Dec 2018

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Ketan Gandhi	2013 - Dec 2018
Hazem Gidamy	2016 - Dec 2018
Dalila Giusti	2001 - Dec 2018
Branislav Gojkovic	2004 - Dec 2018
Dragan Grandic	2005 - Dec 2018
Mohinder Grover	1999 - Dec 2018
Liang Guo	2014 - Dec 2018
Ravi Gupta (Past Vice Chair 2012-13)	1992 - Dec 2018
Mohamed Hamed	2016 - Dec 2018
Faiz Hammadi	2005 - Dec 2018
Barry Hitchcock	1997 - Dec 2018
Md Akhtar Hossain	2013 - Dec 2018
Magued Ibrahim	2004 - Dec 2018
Shawky Ibrahim	2004 - Dec 2018
Marios A. Ioannidis	2010 - Dec 2018
Gordon Ip	2016 - Dec 2018
William Jackson	1996 - Dec 2018
Peter Jarrett	1998 - Dec 2018
Ayvun E. Jeganathan	2005 - Dec 2018
Jega Jeganathan	2014 - Dec 2018
Torben Jensen	2016 - Dec 2018
David A. Kahn	2009 - Dec 2018
Witold Kellerman	2016 - Dec 2018
Vyjayanthi Keshavamurthy	2014 - Dec 2018
Mohammad Khalid	2013 - Dec 2018
Nazli Khan	2014 - Dec 2018
Saleemullah Khan	2006 - Dec 2018
Vitali Kovaltchouk	2015 - Dec 2018
Berta Krichker	1998 - Dec 2018
Balaji Kumar	2016 - Dec 2018
Rishi Kumar	2004 - Dec 2018
Desmond Lau	2007 - Dec 2018
C. LeRoy Lees	1999 - Dec 2018
Dexter Lestage	2005 - Dec 2018
Guo Min (Galen) Li	2006 - Dec 2018
John Lill	2010 - Dec 2018
Ramiro Liscano	2007 - Dec 2018
Bosko Madic	2005 - Dec 2018
Yogarane (Ranee) Mahalingam	2006 - Dec 2018
Nazmy Markos	2007 - Dec 2018
Alexei Martchenko	2005 - Dec 2018
Daniel Martis	2016 - Dec 2018
Hugo Maureira	2016 - Dec 2018
James McConnach	2001 - Dec 2018
Florin Merauta	2014 - Dec 2018

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Constantin Mighiu	2004 - Dec 2018
Huirong Min	2013 - Dec 2018
Bahram Mirpourian	2002 - Dec 2018
Cameran Mirza	1998 - Dec 2018
Michael Mladjenovic	2013 - Dec 2018
Jiteshkumar Modi	2004 - Dec 2018
V. Alan Moore	2001 - Dec 2018
Zoran Mrdja	2005 - Dec 2018
Muhammad Mudassar	2008 - Dec 2018
Anis Muhammad	2005 - Dec 2018
Thamir (Tom) Murad	2004 - Dec 2018
Maged Naguib	2009 - Dec 2018
Eric Nejat	2016 - Dec 2018
Franz Newland	2015 - Dec 2018
Catalin Gabriel Onea	2005 - Dec 2018
Gheorghe (George) Oprea	2001 - Dec 2018
Mario A. Orbegozo	2004 - Dec 2018
Daniel R. Ospina	2013 - Dec 2018
Tibor Palinko	2002 - Dec 2018
Efeng (Michael) Pan	2013 - Dec 2018
Anthony Paz	1998 - Dec 2018
Andrew Tadeusz Poray	2009 - Dec 2018
Saverio Pota	2015 - Dec 2018
Eugene J. Puritch	2007 - Dec 2018
Majid Rahimi-Chatri	2008 - Dec 2018
Touraj Rahnammoun	2015 - Dec 2018
Julija Rakocevic	2013 - Dec 2018
Venkatasubramanian Raman	2006 - Dec 2018
Mario R. Ramirez-Roldan	2010 - Dec 2018
Comondore (Ravi) Ravindran	2001 - Dec 2018
Farzad Rayegani	2002 - Dec 2018
Shiraz Yusuf Rehmani	2013 - Dec 2018
Amin Rizkalla	2005 - Dec 2018
Ghaus M. Rizvi	2013 - Dec 2018
Yuliya (Julia) Rozhko	2005 - Dec 2018
Karl Rueb	2016 - Dec 2018
Titus Rusu	2013 - Dec 2018
Changiz Sadr	2003 - Dec 2018
Saeid Safadel	2004 - Dec 2018
Magdy S. Samaan	2008 - Dec 2018
William S. Sanabria Nunez	2010 - Dec 2018
Peter Schmidt	2000 - Dec 2018
Paul Seager	1999 - Dec 2018
George S. Semaan	2005 - Dec 2018
Vladimir (Walter) Serov	2008 - Dec 2018

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	Tahir Shafiq	1995 - Dec 2018
	Urmish Shah	2008 - Dec 2018
	Abdul Waheed Shaikh	2012 - Dec 2018
	Sat Sharma	2015 - Dec 2018
	Duncan Sidey	2006 - Dec 2018
	Frank Sigouin-Allan	2001 - Dec 2018
	Ferdo Simov	2004 - Dec 2018
	John M. Smith	2005 - Dec 2018
	Saleh Tadros	2000 - Dec 2018
	Sasa (Sasha) Tasic	2005 - Dec 2018
	Mihir Thakkar	2009 - Dec 2018
	Uthayakaren Thurairajah	2015 - Dec 2018
	William Van-Heyst	2012 - Dec 2018
	Ivan Vasiljevic	2013 - Dec 2018
	Julio Vilar	2016 - Dec 2018
	Feng Xia (Iris) Wang	2016 - Dec 2018
	Jianguo Wang	2010 - Dec 2018
	Mingchun (David) Wang	2008 - Dec 2018
	Donald Worth	1999 - Dec 2018
	Yu Song (Matthew) Xie	2000 - Dec 2018
	Qi (Sharon) Xue	2010 - Dec 2018
	Shigong (George) Yin	2004 - Dec 2018
	Richard Yoon	2003 - Dec 2018
	Sufang (Sarah) Zhang	2005 - Dec 2018
Council Liaison	Councillor Bellini	2016
Committee Advisor	Pauline Lebel - Manager, Licensure	2011

*Chair / Vice Chair continue pending election in 2018

Fees Mediation Committee (FMC)		
Description	Pursuant to Section 32 of the <i>Professional Engineers Act</i> and Sections 30 and 31 of Regulation 941, the committee is formed as required to mediate or arbitrate fee disputes between engineers and their clients. Council designates members as being eligible to serve on the Fees Mediation Committee.	
	<u>FMC Terms of Reference</u>	
Composition	3 members are currently designated as eligible to serve on the FMC. Committee members are designated by Council. The Complaints Review Councillor and members of Complaints or Discipline Committees are not eligible for membership on the FMC.	
	FMC Members (appointed to role)	Contributing From / To
Chair	<i>Kathryn G. Sutherland (2006)*</i>	2006 - Dec 2018
	Gordon Danson	2006 - Dec 2018
	Peter F. Scott	1989 - Dec 2018
Council Liaison	TBD	
Committee Advisor	Sal Guerriero - Manager, Tribunals	2012
Staff Support	Svitlana Tereshchenko - Tribunals Law Clerk	2012

*Chair continues pending election in 2018

Government Liaison Committee (GLC)		
Mandate as per Terms of Reference	To provide oversight and guidance for the PEO Government Liaison Program (GLP).	
	<u>GLC Terms of Reference</u>	
Composition	Member of the Regional Councillors Committee (RCC), 2 LGA members of Council, Chapter GLP Chair, P.Eng. active in a Riding Association, P.Eng. member of OSPE's Political Action Network, P.Eng. member of Engineers Canada Bridging Engineers and Government Program, Executive Director of the Ontario Centre of Engineering and Public Policy, the President and the President-elect are ex-officio members.	
GLC Members (appointed to role)		Contributing From / To
Chair	<i>TBD*</i>	
Vice Chair	<i>Gabriel Tse (Chapter GLP Chair) (re-elected in 2017)*</i>	2014 - Dec 2018
	LGA Councillor Kirkby	2017 - Council term end
	Jeremy Carkner (CEO representative)	2017 - Dec 2018
	Nick Colucci (ACV representative)	2017 - Dec 2018
	Daniel King, EIT	2015 - Dec 2018
	Angel Serah (student representative)	2014 - Dec 2018
	Rakesh Shreewastav (Engineers Canada BG&E)	2015 - Dec 2018
	Warren Turnbull (RCC representative)	2016 - AGM 2019
	1 vacancy (P.Eng. in a Riding Association)	
	1 vacancy (Chapter GLP Chair)	
	1 vacancy (OSPE PAN)	
Ex-officio members	Gerard McDonald - Registrar	2014
	Howard Brown - GLP Consultant	2010
Council Liaison	Councillor Turnbull	2017
Committee Advisor	Jeannette Chau - Manager, Government Liaison Programs	2011

*Chair continues pending election in 2018

Licensing Committee (LIC)		
Mandate as per Terms of Reference	To coordinate and integrate the ongoing development of PEO's licensing requirements and processes, including the inputs of other PEO committees and external stakeholders involved in the licensing process.	
	<u>LIC Terms of Reference</u>	
Composition	Nine members as follows: two (2) to be nominated by the Academic Requirements Committee (ARC) – one for a 3-year term, and one for a 2-year term; two (2) to be nominated by the Experience Requirements Committee (ERC) – one for a 3-year term, and one for a 2-year term; one(1) to be nominated by the Registration Committee (REC) for a 3-year term; one (1) to be nominated by the Legislation Committee (LEC) for a 1-year term, as liaison with LEC and Council; three (3) other members to be drawn from among PEO volunteers with extensive domain knowledge of licensure – one for a 3-year term, and two for a 2-year term.	
LIC Members (appointed to role)		Contributing From / To
Chair	<i>George Comrie (3-year term) (2015)*</i>	2014 - Dec 2020
Vice Chair	<i>Barna Szabados (ARC, 3-year term) (2015)*</i>	2014 - Dec 2020

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	Roydon Fraser (ARC, 2-year term, re-appointed 2016)	2014 - Dec 2018
	Santosh Gupta (ERC, 3-year term)	2014 - Dec 2020
	Ravi Gupta (ERC, 2-year term)	2014 - Dec 2018
	David Kiguel (member-at-large, 2-year term)	2017 - Dec 2019
	Chee Lee (REC, 3-year term)	2014 - Dec 2020
	Bob Dony (LEC, 1-year term)	2014 - Council term end
	Christian Bellini (NFTF, 2-year term)	2014 - Dec 2018
Council Liaison	TBD	
Committee Advisor	Michael Price - Deputy Registrar, Licensing and Finance	2014

*Chair / Vice Chair continue pending election in 2018

PEO-OAA Joint Liaison Committee (PEO-OAA JLC) - inactive		
Mandate as per Terms of Reference	To coordinate the enforcement of the <i>Professional Engineers Act</i> and the <i>Architects Act</i> with respect to required engineering and architectural qualifications for the design and general review services related to building construction. This committee is also expected to discuss any issues which may arise relating to scope of work. The committee will refer issues as necessary to the Joint Practice Board, Council, Enforcement Committee or other groups.	
	<u>JLC Terms of Reference</u>	
Composition	Committee is administered jointly by PEO and OAA; currently, 5 PEO representatives with extensive Ontario Building Code experience.	
	PEO-OAA JLC Members (appointed to role)	Contributing From / To
Co-Chair	Chris Roney (2008) (PEO)	2008
Co-Chair	TBD (OAA)	
	Mark Bendix	2008
	David Dengler	2008
	David Tipler	2008
Council Liaison	TBD	
Committee Advisor	Bernard Ennis - Director, Policy and Professional Affairs	2008

Professional Standards Committee (PSC)		
Mandate as per Terms of Reference	To fulfill that part of the second of the additional objects of the Act dealing with establishing, maintaining and developing standards of practice: 2(4) For the purpose of carrying out its principal object, the Association has the following additional objects: 2. To establish, maintain and develop standards of qualification and standards of practice for the practice of professional engineering.	
	<u>PSC Terms of Reference</u>	
Composition	Approximately 12 members; MUST be P.Eng.; Volunteers represent a variety of engineering practice; also operates with a number of Guideline sub-groups of non-committee members.	
	PSC Members (appointed to role)	Contributing From / To
Chair	<i>Nicholas Pfeiffer (2016)*</i>	2012 - Dec 2018

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Vice Chair	<i>Wai-Man (Fanny) Wong (2012/15, re-elected in 2016)*</i>	2010 - Dec 2018
	Jamie Catania	2014 - Dec 2018
	Denis Dixon	2007 - Dec 2018
	Roger Jones	2010 - Dec 2018
	Neil Kennedy	2015 - Dec 2018
	Dale Kerr	2015 - Dec 2018
	L. Brian Ross	1999 - Dec 2018
	Heather Swan	2012 - Dec 2018
	1 vacancy	
PSC Subcommittee Members (appointed to role)		Contributing From / To
Coordinating Licensed Professionals Subcommittee	Mark Bendix	2017 - Dec 2018
	Eric Czerniak	2017 - Dec 2018
	Majid Haji-Alikhani	2017 - Dec 2018
Design Evaluations of Demountable Event Structures Subcommittee	Neil Kennedy - Chair	2016 - Dec 2018
	Jeff Archbold	2016 - Dec 2018
	Antonio (Tony) Crimi	2016 - Dec 2018
	Ronald (Ron) Koerth	2016 - Dec 2018
	J. Albert Schepers	2016 - Dec 2018
	James Wilkinson	2016 - Dec 2018
	<i>Mohamed El Semelawy (observer)</i>	<i>Since 2016</i>
Environmental Site Assessment Subcommittee	Andy Lee - Chair	2017 - Dec 2018
	Adrian Bishop	2017 - Dec 2018
	Andrea Bulanda	2017 - Dec 2018
	Dave Flynn	2017 - Dec 2018
	Tom Grimminck	2017 - Dec 2018
	Thomas Jones	2017 - Dec 2018
	Asif Rashid	2017 - Dec 2018
ESDM Reports Subcommittee	Heather Swan - Chair (2017)	2017 - Dec 2018
	Sadie Bachynski	2017 - Dec 2018
	Linda Drisdelle	2017 - Dec 2018
	Al Lightstone	2017 - Dec 2018
	Ravi Mahabir	2017 - Dec 2018
	Nicholas Sylvestre-Williams	2017 - Dec 2018
	Tony Van Der Vooren	2017 - Dec 2018
Guideline for Performance Audits and Reserve Funds Studies for Condominiums Subcommittee	Dale D. Kerr - Chair	2012 - Dec 2018
	Hitesh Doshi	2012 - Dec 2018
	Henry J. Jansen	2012 - Dec 2018
	Sally Thompson	2017 - Dec 2018
	Edgar Beltran Vargas	2012 - Dec 2018
Guideline for Preparing As-Built and Record Documents Guideline Subcommittee	Wai-Man (Fanny) Wong - Chair (2012)	2012 - Dec 2018
	Sen Hu	2013 - Dec 2018
	James R.H. Lowe	2013 - Dec 2018
	Praneeta Moti	2013 - Dec 2018
	Peter Cornelius Rusch	2013 - Dec 2018
Mineral Projects	Jason Cox	2017 - Dec 2018

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

Non-P.Eng. volunteers are identified with blue highlight.

	Mike Hoffman	2017 - Dec 2018
	Eugene Puritch	2017 - Dec 2018
Structural Engineering Assessment Guideline Subcommittee	L. Brian Ross - Chair (2013)	2013 - Dec 2018
	Norm Becker	2013 - Dec 2018
	Jeremy Bishop	2013 - Dec 2018
	Donald R. Ireland	2013 - Dec 2018
	Neil A. Kennedy	2013 - Dec 2018
	Rashmi Nathwani	2014 - Dec 2018
	Will Teron	2013 - Dec 2018
	<i>Roger Jeffreys (observer)</i>	<i>since 2015</i>
	<i>Vanessa Odaimi (observer)</i>	<i>since 2015</i>
The Use of Professional Engineer Seal Subcommittee	L. Brian Ross - Chair (2017)	2017 - Dec 2018
	Dan Gartenburg	2017 - Dec 2018
	Peter Cornelius Rusch	2017 - Dec 2018
	Nasir Qureshi	2017 - Dec 2018
Council Liaison	Councillor Wesa	2017
Committee Advisor	José Vera - Manager, Practice and Standards	2011
Staff Support	Sherin Khalil - Standards and Guidelines Development Coordinator	2015

*Chair / Vice Chair continue pending election in 2018

Registration Committee (REC)		
Description	To hold hearings, when required by the applicant, subsequent to a receipt of a Registrar's Notice of a proposal to refuse to issue a licence, limited licence, temporary licence, provisional licence and Certificate of Authorization. To hold hearings at the request of a licensee or certificate holder in respect of a Registrar's proposals to suspend or revoke a limited licence, temporary licence, provisional licence and Certificate of Authorization.	
	<u>REC Terms of Reference</u>	
Composition	10 members	
	REC Members (appointed to role)	Contributing From / To
Chair	<i>Virendra Sahni (2016)*</i>	2004 - Dec 2018
Vice Chair	<i>Chee Lee (2016)*</i>	2006 - Dec 2018
	LGA Councillor Chan	2017 - Council term end
	Stella Harmantas Ball, LL.B.	2016 - Oct 2018
	Paul Ballantyne	2016 - Dec 2018
	Bogdan Damjanovic	2006 - Dec 2018
	Joseph Khatamay	2004 - Dec 2018
	Charles McDermott	2016 - Dec 2018
	Simon Sukstorf	2014 - Dec 2018
	Anthony C Tam	2000 - Dec 2018
Council Liaison	LGA Councillor Chan	2017
Committee Advisor	Johnny Zuccon - Deputy Registrar, Tribunals & Regulatory Affairs	2008

*Chair / Vice Chair continue pending election in 2018

Volunteer Leadership Conference Planning Committee (VLCPC)		
Mandate as per Terms of Reference	The Volunteer Leadership Conference Planning Committee (VLCPC) is responsible for organizing an annual conference, to be held in conjunction with PEO's Annual General Meeting, that would involve both chapter and committee volunteer leaders and include topics related to PEO policy, governance issues, regulatory process and leadership development with a regulatory focus.	
	<u>VLCPC Terms of Reference</u>	
Composition	The VLCPC membership will consist of: one representative/advisor from the Executive Committee (EXE), to be appointed by the EXE; two representatives/advisors from the Advisory Committee on Volunteers (ACV), to be appointed by the ACV; two representatives/advisors from the Regional Councillors Committee (RCC), to be appointed by the RCC; Director, People Development; and Manager, Chapters.	
	VLCPC Members (appointed to role)	Contributing From / To
Chair	Warren Turnbull (2016/2017) (RCC representative)	2015 - AGM 2018
Vice Chair	Márta Ecsedi (2017) (ACV representative)	2016 - AGM 2018
	Past President Comrie (EXE representative)	2014 - AGM 2018
	Doug Hatfield (ACV representative)	2014/15, 2017 - AGM 2018
	Noubar Takessian (RCC representative)	2016 - AGM 2018
Council Liaison	Past President Comrie	2015
Committee Advisors	Fern Gonçalves - Director, People Development	2014
	Matthew Ng - Manager, Chapters	2014
Staff Support	Viktoria Aleksandrova - Committee Coordinator	2014

Section 3: Regional Committees

East Central Regional Congress Committee		
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
Composition	<i>14 members: two (2) Regional Councillors , two (2) official delegates per each of the six (6) Chapters within the East Central Region.</i>	
	Members (appointed to role)	Contributing From / To
Chair	Councillor Takessian (2017)	2016 - AGM 2018
Vice Chair	Councillor Chong (2017)	2017 - AGM 2019
	East Toronto Chapter delegates (2)	n/a
	Lake Ontario Chapter delegates (2)	n/a
	Scarborough Chapter delegates (2)	n/a
	Simcoe Muskoka Chapter delegates (2)	n/a
	Willowdale Thornhill Chapter delegates (2)	n/a
	York Chapter delegates (2)	n/a
Council Liaison	Councillor Takessian	2017
Committee Advisor	Matthew Ng - Manager, Chapters	2007

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

Non-P.Eng. volunteers are identified with blue highlight.

Eastern Regional Congress Committee		
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
Composition	<i>16 members: two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the Eastern Region.</i>	
Members (appointed to role)		Contributing From / To
Chair	Councillor Boone (2017)	2016 - AGM 2018
Vice Chair	Councillor Bhatia (2017)	2017 - AGM 2019
	Algonquin Chapter delegates (2)	n/a
	Kingston Chapter delegates (2)	n/a
	Ottawa Chapter delegates (2)	n/a
	Peterborough Chapter delegates (2)	n/a
	Quinte Chapter delegates (2)	n/a
	Thousand Island Chapter delegates (2)	n/a
	Upper Canada Chapter delegates (2)	n/a
Council Liaison	Councillor Boone	2017
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Northern Regional Congress Committee		
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
Composition	<i>16 members: two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the Northern Region.</i>	
Members (appointed to role)		Contributing From / To
Chair	Councillor Wesa (2017)	2011/15, 2016 - AGM 2018
Vice Chair	Councillor Preley (2017)	2015 - AGM 2019
	Algoma Chapter delegates (2)	n/a
	Lake of the Woods Chapter delegates (2)	n/a
	Lakehead Chapter delegates (2)	n/a
	North Bay Chapter delegates (2)	n/a
	Porcupine Kapuskasing Chapter delegates (2)	n/a
	Sudbury Chapter delegates (2)	n/a
	Temiskaming Chapter delegates (2)	n/a
Council Liaison	Councillor Wesa	2017
Committee Advisor	Matthew Ng - Manager, Chapters	2007

West Central Regional Congress Committee		
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
Composition	<i>16 members: Two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the West Central Region.</i>	
Members (appointed to role)		Contributing From / To

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

Non-P.Eng. volunteers are identified with blue highlight.

Chair	Councillor Chui (2017)	2012 - AGM 2018
Vice Chair	Councillor Turnbull (2017)	2015 - AGM 2019
	Brampton Chapter delegates (2)	n/a
	Etobicoke Chapter delegates (2)	n/a
	Kingsway Chapter delegates (2)	n/a
	Mississauga Chapter delegates (2)	n/a
	Oakville Chapter delegates (2)	n/a
	Toronto Humber Chapter delegates (2)	n/a
	West Toronto Chapter delegates (2)	n/a
Council Liaison	Councillor Chui	2017
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Western Regional Congress Committee		
Mandate	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
Composition	20 members: Two (2) Regional Councillors, two (2) official delegates per each of the nine (9) chapters within the Western Region.	
	Members (appointed to role)	Contributing From / To
Chair	Councillor Houghton (2017)	2016 - AGM 2018
Vice Chair	Lola Hidalgo Salgado (2017)	2017 - AGM 2019
	Brantford Chapter delegates (2)	n/a
	Chatham Kent Chapter delegates (2)	n/a
	Georgian Bay Chapter delegates (2)	n/a
	Grand River Chapter delegates (2)	n/a
	Hamilton-Burlington Chapter delegates (2)	n/a
	Lambton Chapter delegates (2)	n/a
	London Chapter delegates (2)	n/a
	Niagara Chapter delegates (2)	n/a
	Windsor-Essex Chapter delegates (2)	n/a
Council Liaison	Councillor Houghton	2017
Committee Advisor	Matthew Ng - Manager, Chapters	2007

East Central Regional Election and Search Committee – (RESC)		
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of East Central Region Councillor.	
Composition	7 members: Vice Chair of the East Central Regional Congress Committee (aka junior East Central Regional Councillor), the elected Chapter Chairs from the six (6) Chapters within the East Central Region.	
	Members (appointed to role)	Contributing From / To
Chair	Councillor Chong (2017)	2017 - AGM 2018
	East Toronto Chapter Chair	n/a
	Lake Ontario Chapter Chair	n/a
	Scarborough Chapter Chair	n/a

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

Non-P.Eng. volunteers are identified with blue highlight.

	Simcoe Muskoka Chapter Chair	n/a
	Willowdale Thornhill Chapter Chair	n/a
	York Chapter Chair	n/a
Council Liaison	Councillor Chong	2017
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Eastern Regional Election and Search Committee – (RESC)		
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of Eastern Region Councillor.	
Composition	<i>8 members: Vice Chair of the Eastern Regional Congress Committee (aka junior Eastern Regional Councillor), the elected Chapter Chairs from the seven (7) Chapters within the Eastern Region.</i>	
	Members (appointed to role)	Contributing From / To
Chair	Councillor Bhatia (2017)	2017 - AGM 2018
	Algonquin Chapter Chair	n/a
	Kingston Chapter Chair	n/a
	Ottawa Chapter Chair	n/a
	Peterborough Chapter Chair	n/a
	Quinte Chapter Chair	n/a
	Thousand Island Chapter Chair	n/a
	Upper Canada Chapter Chair	n/a
Council Liaison	Councillor Bhatia	2017
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Northern Regional Election and Search Committee – (RESC)		
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of Northern Region Councillor.	
Composition	<i>8 members: Vice Chair of the Northern Regional Congress Committee (aka junior Northern Regional Councillor), the elected Chapter Chairs from the seven (7) Chapters within the Northern Region.</i>	
	Members (appointed to role)	Contributing From / To
Chair	Councillor Preley (2017)	2015/16, 2017 - AGM 2018
	Algoma Chapter Chair	n/a
	Lake of the Woods Chapter Chair	n/a
	Lakehead Chapter Chair	n/a
	North Bay Chapter Chair	n/a
	Porcupine Kapuskasing Chapter Chair	n/a
	Sudbury Chapter Chair	n/a
	Temiskaming Chapter Chair	n/a
Council Liaison	Councillor Preley	2017
Committee Advisor	Matthew Ng - Manager, Chapters	2007

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

Non-P.Eng. volunteers are identified with blue highlight.

West Central Regional Election and Search Committee – (RESC)		
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of West Central Region Councillor.	
Composition	<i>8 members: Vice Chair of the West Central Regional Congress Committee (aka junior West Central Regional Councillor), the elected Chapter Chairs from the seven (7) Chapters within the West Central Region.</i>	
	Members (appointed to role)	Contributing From / To
Chair	Councillor Turnbull (2017)	2015/16, 2017 - AGM 2018
	Brampton Chapter Chair	n/a
	Etobicoke Chapter Chair	n/a
	Kingsway Chapter Chair	n/a
	Mississauga Chapter Chair	n/a
	Oakville Chapter Chair	n/a
	Toronto Humber Chapter Chair	n/a
	West Toronto Chapter Chair	n/a
Council Liaison	Councillor Turnbull	2017
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Western Regional Election and Search Committee – (RESC)		
Mandate	To find, motivate and act as a resource for suitable potential candidates for the election of East Central Region Councillor.	
Composition	<i>10 members: Vice Chair of the Western Regional Congress Committee (aka junior Western Regional Councillor), the elected Chapter Chairs from the seven (9) Chapters within the Western Region.</i>	
	Members (appointed to role)	Contributing From / To
Chair	Councillor Hidalgo Salgado (2017)	2017 - AGM 2018
	Brantford Chapter Chair	n/a
	Chatham Kent Chapter Chair	n/a
	Georgian Bay Chapter Chair	n/a
	Grand River Chapter Chair	n/a
	Hamilton Burlington Chapter Chair	n/a
	Lambton Chapter Chair	n/a
	London Chapter Chair	n/a
	Niagara Chapter Chair	n/a
	Windsor Essex Chapter Chair	n/a
Council Liaison	Councillor Hidalgo Salgado	2017
Committee Advisor	Matthew Ng - Manager, Chapters	2007

Section 4: Task Forces

Council Composition Task Force (CCTF)	
Mandate as per Terms of Reference	This task force examines Council size and composition. <u>CCTF Terms of Reference</u>

CCTF Members (appointed to role)		Contributing From / To
Chair	Wayne Kershaw (2016)	2016 - TBD
Vice Chair	Roger Jones (2016)	2016 - TBD
	LGA Councillor Kirkby	2016 - TBD
	LGA Councillor Lederman	2016 - TBD
	Annette Bergeron	2016 - TBD
	Sabrina Dias	2016 - TBD
Council Liaison	LGA Councillor Kirkby	2017
Committee Advisor	Scott Clark - Chief Administrative Officer	2016
Staff Support	Ralph Martin - Manager, Secretariat	2016

Emerging Disciplines Task Force (EDTF)		
Mandate as per Terms of Reference	To develop a clear understanding of emerging engineering practices (Established by Council Motion, March 28, 2008)	
	<u>EDTF Terms of Reference</u>	
EDTF Members (appointed to role)		Contributing From / To
Chair	Peter DeVita (2008)	2008 - Dec 2018
Vice Chairs	George Comrie (2010)	2008 - Dec 2018
	Argyrios (Gerry) Margaritis (2010)	2008 - Dec 2018
	Laura Deakin	2010 - Dec 2018
	James Finch	2008 - Dec 2018
	Brian Haydon (Canadian Standards Association)	2012 - Dec 2018
	Roger Jones	2010 - Dec 2018
	Yuri Kuzyk	2008 - Dec 2018
	Tyson Macaulay	2009 - Dec 2018
	Ian Marsland	2011 - Dec 2018
Observers	<i>Corneliu Chisu (member 2010-2012)</i>	<i>since 2012</i>
	<i>Alana Lavoie (Engineers Canada)</i>	<i>since 2010</i>
	<i>Tze-Wei (John) Yeow (member 2009-2012)</i>	<i>since 2012</i>
Council Liaison	TBD	
Committee Advisor	Jordan Max - Manager, Policy	2008

PEO National Framework Task Force (NFTF)		
Mandate as per Terms of Reference	1. To explore the potential value to the public and profession of a national framework; 2. To participate in the development of PEO's position on a national framework for licensure; and 3. To support the active participation of the CEO/Registrar or designate and the two PEO National Framework Task Force members as representatives of PEO on the Canadian National Framework Task Force.	
	<u>NFTF Terms of Reference</u>	
PEO NFTF Members (appointed to role)		Contributing From / To
Chair	Diane Freeman* (2010)	2009 - Dec 2018

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

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Vice Chair	Christian Bellini (2010) (ERC)	2010 - Dec 2018
	Roydon Fraser (ARC, LEC & DIC)	2010 - Dec 2018
	Ross L. Judd (ARC)	2009 - Dec 2018
	Brian Ross (PSC)	2017 - Dec 2018
	Virendra Sahnii (REC)	2017 - Dec 2018
	TBD (COC)	
	Kathryn Sutherland* (ex-officio member)	2009 - Dec 2018
Council Liaison	Councillor Bellini	2016
Committee Advisor	Johnny Zuccon - Deputy Registrar, Tribunals & Regulatory Affairs	2012

* PEO's designated representatives on the Canadian National Framework Task Force.

Public Information Campaign (PIC) Task Force		
Mandate as per Terms of Reference	"To examine a potential public information campaign based on a value proposition of professional engineering." [APPROVED BY COUNCIL - September 23, 2016]	
	PIC TF Terms of Reference	
	PIC TF Members (appointed to role)	Contributing From / To
Chair	Vice-president (appointed) Spink	2017 - Council term end
Vice Chair	Karen Chan	2017 - Dec 2018
	LGA Councillor Kirkby	2017 - Council term end
	Valerie Davidson	2017 - Dec 2018
	Sean Ferenci	2017 - Dec 2018
	Roger Jones	2017 - Dec 2018
	Nancy Schepers	2017 - Dec 2018
Council Liaison	TBD	
Committee Advisor	David Smith - Director, Communications	2017

Section 5: External Appointments

Building Code Technical Advisory Committee (BC TAC)		Term End
Randal Brown	(re-appointed September 2010)	No term
Vincent Chu	(re-appointed September 2010)	No term

Canadian Engineering Accreditation Board (CEAB) - PEO's representative		Term
Bob Dony	(appointed Nov 2013, re-appointed in 2017)	July 1, 2017 - June 30, 2020

Canadian Engineering Accreditation Board (CEAB) - General visitors		Visit date
Santosh Gupta	Carleton University	November 2017
Lawrence Frankum	University of Guelph	November 2017
Alfred Inacio	University of Guelph	November 2017
Kirsten Sorensen	University of Ottawa	October 2017
Nancy Hill	Queen's University	December 2017
Charles McDermott	Queen's University	December 2017
Nazmy Markos	Ryerson University	November 2017

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Orijit Pandit	Ryerson University	November 2017
Galal Abdelmessih	University of Ontario Institute of Technology	January 2018
Roger Jones	York University	February 2018

Canadian Engineering Qualifications Board (CEQB) - PEO's representative		Term
Roydon Fraser	(appointed Feb 2014, re-appointed in April 2017)	July 1, 2017 - June 30, 2020
Canadian National Exhibition Association (CNEA)		Term End
Kathryn Woodcock (appointed as of Oct 2017)		Oct 2018

Engineers, Architects and Building Officials (EABO) Committee		Term End
Mark Bendix	(appointed September 2011)	TBD
David Dengler	(re-appointed September 2011)	TBD
Chris Roney	(appointed September 2011)	TBD

Engineers Canada - Board of Directors		Term End
Annette Bergeron	(appointed as of March 2014, re-appointed as of AGM 2017)	AGM 2020
Chris Roney	(appointed as of May 2011)	May 2018
Rakesh Shreewastav	(appointed as of June 2013, re-appointed as of AGM 2016)	AGM 2019
David Brown	(appointed as of AGM 2016)	AGM 2019
Dannu Chui	(appointed as of AGM 2017)	AGM 2020

Engineers Canada - Competency-Based Project Steering Committee		Term End
Michael Price	(appointed as of March 2011)	TBD

Engineers Canada - Engineering Instruction & Accreditation Consultation Group		Term End
Gerard McDonald	(appointed as of October 2015)	TBD

Greater Toronto Airports Authority (GTAA)		Term End
Kathy Milsom	(appointed as of May 2013, re-appointed in 2016)	May 2019

National Engineering Month Ontario Steering Committee (NEMOSC)		Term End
George Comrie		TBD
Tibor Turi (OSPE rep)		TBD

National Women and Aboriginal Committee - Association of Professional Engineers and Geoscientists of Alberta (APEGA)		Term End
Valerie Davidson	(appointed July 2012)	TBD

Ontario Association of Certified Engineering Technicians and Technologists (OACETT) Board		Term End
David Brown, CET, P.Eng.	(appointed as of June 2017)	June 2019

New appointments are in **bold**.

OSPE representatives are identified with beige highlight.

Non-P.Eng. volunteers are identified with blue highlight.

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New appointments are in **bold**.

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Briefing Note – Decision

C-515-2.14

COMMITTEE / TASK FORCE ANNUAL 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 committee / task force work plans and human resources plans as presented to the meeting at C-515-2.14, Appendices A to O.

Prepared by: Viktoria Aleksandrova, Committee Coordinator

Moved by: Councillor Bellini, P.Eng.

1. Need for PEO Action

Under the Committees and Task Forces Policy (Committees/Task Forces Operations, Item 3), each committee/task force is to prepare an annual work plan and human resources plan for the following year by September 30 each year.

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 human resources plans and work plans for Council approval:

Committee	HR Plan	Work Plan
Academic Requirements Committee (ARC)	✓	✓
Advisory Committee on Volunteers (ACV)	✓	✓
Audit Committee (AUC)		✓
Awards Committee (AWC)		✓
Central Election and Search Committee (CESC)	✓	✓
Complaints Committee (COC)		✓
Consulting Engineer Designation Committee (CEDC)	✓	✓
Education Committee (EDU)	✓	✓
Enforcement Committee (ENF)	✓	✓
Experience Requirements Committee (ERC)	✓	✓
Fees Mediation Committee (FMC)	✓	✓
Finance Committee (FIC)		✓
Government Liaison Committee (GLC)	✓	✓
Professional Standards Committee (PSC)	✓	✓
Registration Committee (REC)	✓	✓

Note: Changes in HR plans are identified with grey highlight.

2. Proposed Action / Recommendation

That Council approve the submitted human resources plans and work plans for the respective committees.

3. Next Steps (if motion approved)

The approved documents will be posted on the PEO website and the committees will implement their plans

4. Peer Review & Process Followed

Process Followed	Committees and Task Forces Policy – <i>Reference Guide</i> , Section 3 - Committee and Task Force Operations <ul style="list-style-type: none"> Item 3.3 - By September 30 each year, each committee/task force shall prepare an annual Work and Human Resources Plan for the following year.
Council Identified Review	N/a
Actual Motion Review	N/a

5. Appendices

- Appendix A – Academic Requirements Committee (ARC)
 - i) 2018 Human Resources Plan
 - ii) 2018 Work Plan
- Appendix B – Advisory Committee on Volunteers (ACV)
 - i) 2018 Human Resources Plan
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- Appendix H – Education Committee (EDU)
 - i) 2018 Human Resources Plan
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- Appendix I – Enforcement Committee (ENF)
 - i) 2018 Human Resources Plan
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- Appendix J – Experience Requirements Committee (ERC)
 - i) 2018 Human Resources Plan
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- Appendix K – Fees Mediation Committee (FMC)
 - i) 2018 Human Resources Plan
 - ii) 2018 Work Plan
- Appendix L – Finance Committee (FIC)
 - i) 2017/2018 Work Plan
- Appendix M – Government Liaison Committee (GLC)
 - i) 2018 Human Resources Plan
 - ii) 2018 Work Plan
- Appendix N – Professional Standards Committee (PSC)
 - i) 2018 Human Resources Plan
 - ii) 2018 Work Plan
- Appendix O – Registration Committee (REC)
 - i) 2018 Human Resources Plan
 - ii) 2018 Work Plan

HUMAN RESOURCES PLAN - 2018
ACADEMIC REQUIREMENTS COMMITTEE (ARC)

C-515-2.14
Appendix A(i)

Committee: Academic Requirements Committee	Date Developed:
Committee Review Date:	Date Council Approved:

Categories	Currently in Place	Required in 12 months (Identified "Gap" for each Core Competency)	Required in 2 to 5 years
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge 	<i>List key objectives and core competencies.</i> Professional Engineers (P. Eng.) normally with a minimum of ten years of engineering experience	None.	Any emerging discipline, with expected sufficient number of applications, will be considered as the need arises.
Volunteer Development Plans <ul style="list-style-type: none"> • List potential development opportunities 	List advancement and development opportunities. <ul style="list-style-type: none"> • Ongoing operation discussion as part of monthly meetings • Ongoing collaboration with ERC and other PEO committees as noted in the ARC Work Plan • Expert speakers as needed • Reports from ARC members serving on PEO committees and national boards on issues raised at the committees/boards (including the current President of 	None	None at this point.

HUMAN RESOURCES PLAN - 2018
ACADEMIC REQUIREMENTS COMMITTEE (ARC)

	PEO who is an ARC member		
Committee Membership	<p><i>List total number of committee members.</i></p> <p>26 members</p>		
<p>Broad Engagement</p> <ul style="list-style-type: none"> • Career Stage • Disciplines • Experience Level • Gender / Diversity • Geographic Representation • CEAB Grads / Non-CEAB Grads • Licensed /Non-licensed 	<p>List</p> <ul style="list-style-type: none"> • <i>Career stage (i.e.early/mid/late/retired)</i> • <i>Disciplines</i> • <i>Experience level (ie. Class A – F)</i> • <i>Gender/diversity</i> • <i>Regions (i.e. Eastern)</i> • <i>Total CEAB & non-CEAB</i> • <i>Licensing requirements</i> <ul style="list-style-type: none"> • 26 members with expertise covering 34 disciplines • Career stages: associate professor, professor or professor emeritus • 5 (out of 26) female members • About 9 (out of 26) CEAB and 17 non-CEAB graduates • From 5 regions of Ontario • All 26 members are PEng 		

HUMAN RESOURCES PLAN - 2018
ACADEMIC REQUIREMENTS COMMITTEE (ARC)

Succession Planning <ul style="list-style-type: none"> • List the members 	Length of service to the committee	Search/appoint new members as needed	Search/appoint new members as needed
Leila Notash - Chair R. Subramanian Vice-Chair Sanjeev Bhole Judith Dimitriu Bob Dony Waguhi ElMaraghy Amir Fam Roydon Fraser Stelian George-Cosh Ross Judd Meilan Liu Joe Lostracco Michael Hulley Ian Marsland Magdi Mohareb George Nakhala Remon Pop-Lliev Amin Rizkalla Medhat Shehata Shamim Sheikh Juri Silmberg Jacqueline Stagner Allen Stewart Barna Szabados Seimer Tsang John Yeow Gosha Zywno	2003, Vice-Chair (2015) 2013 2004 1992 1998 1989-1994, 1998 2010 1998 2004 1978 2010 2017 2014 2016 2010 2003 2005 2010 2014 2002 1982 2013 2014 2000 2000 2010 1993		
Term of Office <ul style="list-style-type: none"> • Chair • Committee members 	<ul style="list-style-type: none"> • Chair: Maximum of 3 cumulative years, subject to annual renewal. • Vice Chair: Maximum of 3 cumulative years, subject to annual renewal. • Members: No term limits for Committee members 		

WORK PLAN - 2018

ACADEMIC REQUIREMENTS COMMITTEE (ARC)

<p>Approved by Committee: <i>September 22, 2017</i></p>	<p>Review Date: <i>September 2018</i></p>
<p>Approved by Council:</p>	<p>Approved Budget: <i>[AMOUNT] [DATE]</i></p>
<p>Mandate [as approved by Council] April 2010:</p>	<p>To</p> <ul style="list-style-type: none"> • assess the academic qualifications of applicants referred to the Academic Requirements Committee (ARC) by the Registrar or as requested by applicant to review their qualifications, • advise Professional Engineers Ontario (PEO) on academic matters relating to PEO Admission procedures and policies, and • oversee the Professional Practice Examination (PPE). <p>Legislative References:</p> <p>Professional Engineers Act, Section 14 (3), 14 (4), 14 (5), 18 (3)</p> <p>Referral to committee</p> <p>(3) The Registrar may refer the application of the applicant for the issuance of a licence,</p> <p>(a) to the Academic Requirements Committee for a determination as to whether or not the applicant has met the academic requirements prescribed by the regulations for the issuance of the licence;</p> <p>(b) to the Experience Requirements Committee for a determination as to whether or not the applicant has met the experience requirements prescribed by the regulations for the issuance of the licence; or</p> <p>(c) first to the Academic Requirements Committee and then to the Experience Requirements Committee for determinations under clauses (a) and (b).</p> <p>Same</p> <p>(4) The Registrar shall refer an application to a committee under subsection (3) for a determination referred to in that subsection,</p> <p>(a) if the applicant requests the referral; or</p> <p>(b) in the circumstances specified by the regulations.</p> <p>Hearing</p> <p>(5) A committee shall receive written representations from an applicant but is not required to hold or to afford to any person a hearing or an opportunity to make oral submissions before making a determination under subsection (3).</p> <p>Referral to committee</p> <p>(3) Subsections 14 (3) to (6) (which relate to the Academic Requirements Committee and the Experience Requirements Committee) apply with necessary modifications in respect of an applicant for a temporary licence or a limited licence.</p> <p>Note: On a day to be named by proclamation of the Lieutenant Governor, subsection (3) is amended by striking out "a temporary licence or a limited licence" at the end and substituting "a temporary licence, a provisional licence or a limited licence".</p> <p>R.R.O. 1990, Reg. 941, Section 34</p> <p>Examinations required by the Academic Requirements Committee shall be held prior to the 1st day of June in each year and at such other times, if any, and at such place or places, as the Council may from time to time determine.</p> <p>R.R.O. 1990, Reg. 941, Section 36</p> <p>(7) Where an applicant who is required by the Academic Requirements Committee to take and pass more than one examination fails to take at least one examination in each academic year after taking the first of such examinations, the Registrar shall withdraw the applicant's application for a licence unless the applicant submits to the Registrar reasonable justification in writing for the failure to take the examination.</p>

WORK PLAN - 2018

ACADEMIC REQUIREMENTS COMMITTEE (ARC)

	<p>R.R.O. 1990, Reg. 941, Section 40 (1)</p> <p>(1) The Academic Requirements Committee is continued and shall be composed of a chair appointed by Council, the immediate past chair, if any, and such other Members as are appointed by the Council and three members of the Committee constitute a quorum.</p> <p>R.R.O. 1990, Reg. 941, Section 40 (2)</p> <p>(2) Where an application for the issuance of a licence, temporary licence or limited licence is referred to the Academic Requirements Committee pursuant to the Act, the Committee shall,</p> <p>(a) assess the academic qualifications of the applicant;</p> <p>(b) determine whether the applicant meets the academic qualifications prescribed by this Regulation and so advise the Registrar; and</p> <p>(c) if the Committee determines that the applicant does not meet the academic requirements, specify the academic requirements that the applicant must meet, for the purposes of the notice referred to in subsection 14 (6) of the Act.</p> <p>R.R.O. 1990, Reg. 941, Section 40 (3)</p> <p>(3) For the purpose of carrying out its duties in subsection (2), the Academic Requirements Committee,</p> <p>(a) shall review the education, experience and other qualifications of the applicant in the light of the academic standards established for the issuance of licences, temporary licences or limited licences, as the case requires, at the time of such review;</p> <p>(b) may, in the discretion of the Committee and on its own initiative, interview the applicant;</p> <p>(c) may refer the experience of an applicant to the Experience Requirements Committee for an assessment and recommendation as to how such experience should be taken into account in assigning examinations to the applicant; and</p> <p>(d) shall consider and decide upon the form and content of examinations recommended and the results of such examinations.</p> <p>R.R.O. 1990, Reg. 941, Section 40 (4)</p> <p>(4) For the purposes of clause 14 (4) (b) of the Act, the Registrar shall refer to the Academic Requirements Committee every application for a limited licence made on or after the day</p>
<p>Terms of Reference [Key duties]:</p>	<ul style="list-style-type: none"> - Review and evaluate the academic qualifications of applicants - Review, evaluate, recommend, and make policies and procedures pertaining to ARC's mandate. - Review and advise on PPE issues. - Interact with the Experience Requirements Committee (ERC) on issues of commonality and interest. - Equity and Diversity Module to be reviewed by each member (required of new members). <p>For a representative list of specific activities see Appendix A.</p>
<p>Equity and Diversity Awareness</p>	<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? YES</i> 2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups? YES, also in 2017 ARC expanded the guidelines on the Conflict of Interest and Bias in its Manual</i>

WORK PLAN - 2018

ACADEMIC REQUIREMENTS COMMITTEE (ARC)

	3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? ARC related documents, such as the Engineering Report Preparation and Guideline documents should be online and accessible to public		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	Evaluate applicant academics.	Number of applications processed by category (e.g., confirmatory, ERC interviews, specific exams)	Ongoing
	Monitor PPE Results	Identify any major shift in pass/fail rates	Ongoing
	<i>Persons with special needs are appropriately accommodated.</i>		
Inter-committee collaboration:	Known or Expected Collaborations (September 2017 – September 2018) <ul style="list-style-type: none"> - Experience Requirements Committee - Advisory Committee on Volunteers - Registration Committee - Legislative Committee - Licensing Committee - National Framework Task Force 		
Stakeholders:	<ul style="list-style-type: none"> • Engineers Canada • Ryerson University with respect to IEEQB – Internationally Educated Engineers Qualification Bridging Program • McMaster University with respect to their B.Tech programs 		

APPENDIX A REPRESENTATIVE ARC ACTIVITIES

1. Review and assess the academic qualifications of applicants not possessing a Canadian Engineering Accreditation Board (CEAB) accredited engineering degree, and to recommend a course of action to the Registrar.
2. Recommend new or amended admissions-related policies or procedures. For example, the establishment of policies, guidelines, procedures and standards pertaining to the Admissions Policy Manual, to emerging disciplines, to scopes of practice, to memoranda of agreement, etc.
3. Develop and review examination syllabi and the PEO board sheets.
4. Update the Admissions Policy and Procedures Manual (a.k.a. Red Book).
5. Review and approve Experience Requirements Committee (ERC) recommendations with respect to files referred by the ARC.
6. Assign, review and approve technical examinations, e.g., for content and quality assurance.
7. Review and approve the Professional Practice Examination (PPE) also referred to as the Ethics and Law examination. Review and approve the results of the PPE and make recommendations on actions to be taken by applicants failing the PPE.
8. Receive information and provide advice to the Registrar or Council on current academic requirements initiatives and issues (including Canadian Engineering Qualifications Board (CEQB), Canadian Engineering Accreditation Board (CEAB), Engineers Canada, emerging disciplines) that affect the processing and assessment of applications for licensure.

HUMAN RESOURCES PLAN - 2018

ADVISORY COMMITTEE ON VOLUNTEERS (ACV)

Committee: <i>Advisory Committee on Volunteers (ACV)</i>	Plan Year: 2018
Committee Review Date: <i>September 2017</i>	Date Council Approved:

Categories	Target / Ideal (To meet the needs of the Committee)	Current in Place	Gap [ST = Short-term Goal LT = Long-term Goal]
Core Competencies <i>[See Appendix A]</i> <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge 	<ul style="list-style-type: none"> • Key objectives and core competencies are listed in Appendix A 	<ul style="list-style-type: none"> • See Appendix A 	No gaps
Committee Membership	7 to 10 Members	9 Members	No gap
Broad Engagement Career Stage	At least 1 from every career stage	6 mid-level/late, 3 retired	LT- 1 early career stage
Disciplines	5 to 6 diverse disciplines	Electrical/Mechanical/ Civil/Mining/Structural/Cons truction/Environmental/ Transportation	No gap
Experience Level	A minimum of 1 member in C-Level	All D-Level or greater	LT – 1 in C-Level; otherwise no gap
Gender / Diversity	At least 1 female member	7 males and 2 females	No gap
Geographic Representation	Full geographic representation	4 out of 5 regions represented	No gap
CEAB Graduates –vs– IEG	Equal distribution	8 CEAB grads, 1 interna- tionally-trained grads	No gap
Licensed –vs– Non-licensed	All P.Engs.	All P.Engs.	No gap
Volunteer Development Plans <ul style="list-style-type: none"> • List potential development opportunities 	<ul style="list-style-type: none"> • Advancement to Chair/Vice Chair • Lateral moves to other committee/task force • Election to Council • Appointment to external agencies/boards 	<ul style="list-style-type: none"> • Member self-identified future plans 	N/a
Succession Planning <ul style="list-style-type: none"> • Time on Committee 	<ul style="list-style-type: none"> • At least 2 members with 0 to 5 years on committee • At least 2 members with 5 to 10 years 	<ul style="list-style-type: none"> • 0 to 5 years = 4 • 5 to 10 years = 3 • Over 10 years = 2 	ST- No gap LT- No gap
Terms of Office: <ul style="list-style-type: none"> • Chair/Vice Chair • Committee members 	<ul style="list-style-type: none"> • Chair: Maximum of 3 cumulative years, subject to annual renewal. • Vice Chair: Maximum of 3 cumulative years, subject to annual renewal. • Members: Appointed annually for a one-year term, from January to December. May be re-appointed to a maximum of 10 years. • At least every two (2) years a new member joins the committee. 		

HUMAN RESOURCES PLAN - 2018
ADVISORY COMMITTEE ON VOLUNTEERS (ACV)

APPENDIX A

A. Key objectives and core competencies (as per the Work Plan)

<u>List top 3–5 Committee Work Plan Outcomes:</u>	<u>List core competencies for each Work Plan outcome:</u>
1. Develop Guidelines and Templates (ToR, Work plans, HR Plans, etc.)	<ul style="list-style-type: none"> - Possess a good knowledge of PEO and Committee structure - Prior PEO Committee experience preferred - Explain the role of a committee member in supporting committee’s activities - Initiate recommendations for change
2. Assist PEO staff with Volunteer Leadership and training programs	<ul style="list-style-type: none"> - Conduct volunteer needs assessment, understand training and development concepts - Provide training resources and advise on methodologies - Project management skills and ability to implement training plans
3. Establish criteria for recognition programs	<ul style="list-style-type: none"> - Develop relationships with stakeholders to identify recognition trends - Conduct research , collect and interpret data - Provide recommendations on criteria for recognition
4. Conduct Vital Signs Survey of committee members	<ul style="list-style-type: none"> - Promote the need for survey as a method of collecting feedback from committee members - Work collaboratively to prepare a survey questionnaire - Conduct analysis, summarize results and follow up with recommendations
5. Host Annual Committee Chairs Workshop	<ul style="list-style-type: none"> - Be familiar with current issues of PEO Committees - Identify goals and set up priorities - Facilitate meetings and workshops

B. Action plan for volunteer recruitment

List top 2 – 3 preferred core competencies (knowledge, skills, abilities)	List specific attributes for each core competency	Briefly state how you will meet your needs [ie: development plans for current member(s); request additional volunteer resources]	Resources Needed	Target Date for completion
Knowledge of available resources	Familiarity with training & recognition programs, etc.	Provide training and access to resources	Staff assistance	Ongoing
Ability to implement programs/plans	Ability to prioritize and good organization skills	Recruit new members with organizational skills	New volunteers	Ongoing
Skills to provide advice/ recommendations/ assistance	Good communication and problem resolution skills	Develop communication skills, attend workshop on problem resolution	External services (3 rd party)	Ongoing

C. Comments

WORK PLAN - 2018

C-515-2.14
Appendix B(ii)

ADVISORY COMMITTEE ON VOLUNTEERS (ACV)

Approved by Committee: September 2017		Review Date: September 2018	
Approved by Council:		Approved Budget [2017]: \$13,775	
Mandate [as approved by Council]:	<ul style="list-style-type: none"> To assist and advise committees in fulfilling their operational requirements under the Committees and Task Forces Policy. To assist Council by reviewing proposed revisions to Committee and Task Force - Mandates, Terms of Reference, Work Plans and Human Resource Plans. 		
Equity and Diversity Awareness	<ol style="list-style-type: none"> Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? YES Is each task/activity being done in an equitable manner and engaging diverse groups? YES, the multi-cultural calendar was considered when scheduling the workshop date. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? NO, persons with disabilities and food allergies were appropriately accommodated. 		
Tasks, Outcomes and Success Measures:	Part 1: Activities – ACV Terms of Reference	Current status (Date):	Due date:
	1. Assist committees/task forces in the preparation of Mandates, Terms of Reference, annual Work Plans and Human Resources (HR) Plans. <i>[Refer to Responsibility 1]</i>	Ongoing	As requested
	2. Identify volunteer training programs. Facilitate implementation of training programs for volunteers. <i>[Refer to Responsibility 2]</i>	Ongoing	As requested
	3. Host Annual workshop of Chairs and Committee Advisors. <i>[Refer to Responsibility 4]</i>	Ongoing	November 3, 2017
	4. Review and refine, if required, guidelines and templates for Committee Work and HR plans. <i>[Refer to Responsibility 5]</i>	Ongoing	As requested
Tasks, Outcomes and Success Measures:	Part 2: Activities – General Operations	Current status (Date):	Due date:
	1. Elect ACV Chair and Vice-Chair for 2018.	In progress	January 2018
	2. Prepare an Annual Report for 2017 to be presented at 2018 PEO AGM.	In progress	Feb-March 2018
	3. Follow up on recommendations from the 2017 Vital Signs Survey of committee members.	In progress	April 2018
	5. Monitor and ensure ACV webpage is up-to-date.	Ongoing	As requested
	6. Prepare, approve and submit for approval to November Council an ACV Work & HR Plan for 2019.	In progress	September 2018
	7. Prepare, approve and submit for approval to November Council for approval an ACV Roster for 2019.	In progress	September 2018

WORK PLAN - 2018

ADVISORY COMMITTEE ON VOLUNTEERS (ACV)

	8. <i>Develop draft committee volunteer self-evaluation policy and procedures.</i>	<i>In progress</i>	<i>June 2018</i>
	9. <i>Develop ACV Succession Plan.</i>	<i>In progress</i>	<i>November 2018</i>
	Part 3: Activities Supporting Committees and Task Forces Policy and Reference Guide:	Current status (Date):	Due date:
	1. <i>Make recommendations to Council on Mandates, Terms of Reference, Work Plans and HR Plans.</i> <i>[Responsibility 5]</i>	<i>Ongoing</i>	<i>As requested</i>
	2. <i>Assist committee/task forces with preparation of the Annual Roster of committee members.</i> <i>[Responsibility 6]</i>	<i>Ongoing</i>	<i>As requested</i>
	3. <i>At the request of Council, review new Committee and Task Force Policy & Procedures.</i>	<i>Ongoing</i>	<i>As requested</i>
	4. <i>Appoint one representative to the Government Liaison Committee (GLC).</i>	<i>Ongoing</i>	<i>Jan 2018</i>
	5. <i>Appoint two representatives to the Volunteer Leadership Conference (VLC) Planning Committee.</i>	<i>Ongoing</i>	<i>June 2018</i>
Inter-committee collaboration:	Equity and Diversity Committee (EDC) Regional Councillors Committee (RCC) Human Resources Committee (HRC) Other committees and task forces reporting to Council		
Stakeholders:	PEO Council / Committees and Task Forces / Chapters Engineers Canada Other agencies and organizations		

**2017/2018 WORK PLAN
AUDIT COMMITTEE (AUC)**

C-515-2.14
Appendix C(i)

Approved by Committee: July 13, 2017
Approved by Council: Nov 17, 2017

Review Date: Annually

MEETING DATE	TASK/ACTIVITY	OUTCOMES, PURPOSE SUCCESS MEASURES
May	Elect Chair, Vice-Chair of Audit Committee and appointment of Volunteer Expenses Appeals Sub-committee.	Establish effective leadership.
Aug	Review and approve bi-annually the Committee Terms of Reference and annually the Committee work plan. Submit to Council for approval.	Review scope of work performed by Committee and communicate to Council.
Nov	Review with the auditors the Audit service plan including the scope of the audit, areas of risk, the materiality levels proposed, audit staffing, timetable and other items. Draft engagement letter should be included and reviewed.	Ensure a quality audit that adequately addresses risks.
Nov	Receive a report annually from the auditors with respect to their independence.	Canadian Audit Standard confirms independence of auditors.
Only as required	Review any changes to Accounting policies and/or GAAP and impact to PEO (and, if necessary, report to Council).	Determine impact of changes to PEO and manage the risk. Communicate to Council, where necessary.
Only as required	Review and obtain reasonable assurance that the internal control and information systems are operating effectively.	Ensure existing controls and IS perform appropriately and detect and prevent fraud.
Only as required	Review and evaluate the accounting and financial reporting processes and systems of internal control.	Ensure management and financial information used by financial and senior management is accurate and timely.
Only as required	Review, evaluate and approve internal control and financial policies.	Ensure the development and implementation of high quality policies that manage risk effectively and protect stakeholder value.
Mar (need to change date in Invest S/C TOR)	Receive report annually by Investment Sub-committee regarding pension plan/investments.	Effective management of audit.

**2017/2018 WORK PLAN
AUDIT COMMITTEE (AUC)**

**AUDIT COMMITTEE
WORK PLAN – ANNUAL TASKS**

Mar	Review PEO's annual financial statements with Management and the auditors.	To gain reasonable assurance that the statements are accurate, complete and represent fairly PEO's financial position and performance in accordance with GAAP.
Mar	Receive/review the auditors' reports on their audit of the Financial Statements.	To gain reasonable assurance that the statements are accurate, complete and represent fairly PEO's financial position and performance in accordance with GAAP.
Mar	Confirm with auditors that PEO is in compliance with laws and regulations which materially impact the financial statements (tax (statutory, etc.), legal, financial reporting, etc.)	
Mar	Oversee and review the performance of the auditors.	Accountability of auditors, performance and quality of the work.
Mar	Recommend to Council the appointment and remuneration of the auditors, subject to the tendering process every five years.	Helps fulfill mandate of PEO By-law #1, section 51.
TBD	Consider any matters relating to the financial management/audit of PEO referred to the Committee by Council	Ensure that Council is able to fulfill its mandate.

Work Plan – 2018 Awards Committee (AWC)

C-515-2.14
Appendix D(i)

Approved by Committee:		Review Date: September 2018	
Approved by Council: TBD		Approved Budget: [\$15,025.00 – AWC] [\$4,000 – Sterling Award]	
Mandate [as approved by Council]:	To coordinate, manage, promote and monitor the Professional Engineers Ontario (PEO) Ontario Professional Engineers Awards (OPEA) Program, Order of Honour (OOH), Sterling Engineering Intern Award, and External Honours activities to support achievement of the additional object of the Act, which states, "To promote public awareness of the role of the association". (Section 2(4) 4)		
Terms of Reference [Key duties]:	<ol style="list-style-type: none"> 1. Encourage the nomination and celebration of deserving colleagues for recognition through Professional Engineers Awards Programs (OOH, OPEA and Sterling) and External Honours. 2. Promote and raise awareness of the Awards program through: <ol style="list-style-type: none"> (a) representation at Committee and Chapter events, and (b) communications with employers of engineers, learned societies, associations, and others. 3. Monitor and review past award recipients and other award programs to identify persons deserving further recognition through upgrades or other awards. 4. Review and assess eligible nominations for the Ontario Professional Engineers Awards (OPEA), Order of Honour (OOH), Sterling Award and External Awards programs and make recommendations for potential awardees for approval by PEO Council, and by the OSPE Board regarding the OPEA awardees only. 5. Participate in establishing parameters for the award ceremonies to recognize recipients of the OOH and OPEA. Participate in the ceremonies. 6. Monitor the awards program strategies. 7. Review and consider / recommend to Council awards program changes and/or new awards where appropriate. 8. Oversight of the nomination for the Engineers Canada Fellowship program and for the Ontario Volunteer Service Award. 		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes and Success Measures:	Due date:
	1.1 Assess eligible nominations for the association's Order of Honour (OOH).	List of recommended nominees for the OOH, Sterling and OPEA Award submitted to Council (and in the case of OPEA, OSPE board) for approval	Nov 2018
	1.2 Assess applications for the Sterling Award.		Nov 2018
	1.3 Assess eligible nominations for the Ontario Professional Engineers Awards (OPEA).		Apr 2018
	1.4 Identify and facilitate eligible nominations for the various External Honours Programs.		Ongoing

Work Plan – 2018 Awards Committee (AWC)

	<p>2.1 Facilitate nominations for potential candidates for all awards programs, including keeping track of high calibre candidates for the OPEA awards, OOH upgrades.</p> <p>2.2 Review and update the OPEA and OOH nomination forms and process.</p> <p>2.3 Facilitate nominations of potential candidates for External Honours awards programs.</p>	<p>A balanced and high calibre pool of nominees for all Awards Programs</p>	<p>Ongoing</p> <p>Ongoing</p> <p>Ongoing</p>
	<p>3.1 Contribute and provide input into the development of PEO website as it pertains to the Awards Program. Utilize web-based video-telecom communication and other tools for AWC business.</p> <p>4.1 Implement new online survey for the OPEA Gala</p> <p>4.2 PEO/OSPE GAC Subcommittee</p> <ul style="list-style-type: none"> • develop protocol for use of vignettes post award ceremony • develop protocol for dealing with pictures from the award ceremonies 	<p>Promotion of Awards Program on PEO website. User-friendly online nomination process.</p>	<p>Ongoing</p> <p>November 2017</p> <p>Ongoing</p>
<p>Inter-committee collaboration:</p>	<p>Regional Councillors Committee (RCC) – Volunteer recognition</p>		
<p>External Stakeholders:</p>	<p>OSPE Staff and OSPE Board of Directors Engineers Canada Provincial and Federal Government</p>		

2017-2018 HR Plan for

CENTRAL ELECTION AND SEARCH COMMITTEE (CESC)

Committee: Central Election and Search Committee	Date Developed: October 2017
Committee Review Date: October 2017	Date Council Approved:

	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge 	<ul style="list-style-type: none"> • Good understanding of the function of a policy governance board of directors • Inspirational • Highly regarded • Vast networks of fellow engineers 	<ul style="list-style-type: none"> • Understanding of competencies to serve on Council and/or president-elect, including <ul style="list-style-type: none"> – Demonstrate decision-making skills – Conflict resolution skills – Change management skills – Committee members with backgrounds in major issues affecting PEO – Experience chairing a meeting an asset • Understanding of a self-regulatory authority (i.e. self-governing a profession in the public interest) • Good understanding of the function of a policy governance board of directors • Inspirational • Highly regarded • Vast and diverse networks of fellow engineers • Association governance experience an asset 	
Committee Membership	<ul style="list-style-type: none"> • mandated by s.12(1) of Regulation 941; • Two or more additional well recognized members to be selected from the membership at large 	<ul style="list-style-type: none"> • mandated by s.12(1) of Regulation 941; • Two or more additional members drawn from the membership at large 	<ul style="list-style-type: none"> • broader membership

**2017-2018 HR Plan for
CENTRAL ELECTION AND SEARCH COMMITTEE (CESC)**

	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
Broad Engagement Career Stage	<ul style="list-style-type: none"> not applicable, appointments made in accordance with Council's policy direction 	<ul style="list-style-type: none"> determined by members holding the offices for mandated positions; two or more additional members drawn from the membership at large, career stages to be considered 	<ul style="list-style-type: none"> not applicable; mandated by s.12(1) of Regulation 941
Disciplines	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> not applicable 	<ul style="list-style-type: none"> not applicable
Experience Level	<ul style="list-style-type: none"> determined by members holding the offices for mandated positions; two or more additional members, senior level 	<ul style="list-style-type: none"> determined by members holding the offices for mandated positions; two or more senior level members 	<ul style="list-style-type: none"> not applicable; mandated by s.12(1) of Regulation 941
Gender/Diversity	<ul style="list-style-type: none"> determined by members holding the offices for mandated positions; two or more additional members to represent all members of society 	<ul style="list-style-type: none"> determined by members holding the office for mandated positions; one male and two female members selected from the membership at large 	<ul style="list-style-type: none"> not applicable
Geographic Representation	<ul style="list-style-type: none"> members who understand issues facing the organization in the immediate future 	<ul style="list-style-type: none"> 3 – Western Central Region 1 – Western Region 2 - Eastern Central Region 	<ul style="list-style-type: none"> 1 – Northern Region 1 – Eastern Region
CEAB Grads/ Foreign-trained	<ul style="list-style-type: none"> Not applicable 	<ul style="list-style-type: none"> not applicable 	<ul style="list-style-type: none"> not applicable
Licensed –vs– Non-licensed	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941
Volunteer Development Plans	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941
Succession Planning • Time on Committee	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 by position 	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 by position 	<ul style="list-style-type: none"> mandated by S. 12(1) of Regulation 941 by position
	<ul style="list-style-type: none"> for those not mandated by S. 12(1) of Regulation 941 by position, succession planning is dictated by recruitment process and staggered departure from committee to ensure some continuity and new membership. 		
Terms of Office: • Chair/Vice Chair • Committee members	<ul style="list-style-type: none"> Chair and committee members mandated by S. 12(1) of Regulation 941 by position <ul style="list-style-type: none"> <i>Chair:</i> One year per section 12, Regulation 941. Committee member: <ul style="list-style-type: none"> Immediate Past President - One year per section 12, Regulation 941. President - One year per section 12, Regulation 941. Two or more other Members – maximum 3 consecutive one year terms subject to approval by Council. 		

WORK PLAN FOR 2017-2018
CENTRAL ELECTION AND SEARCH COMMITTEE (CESC)

Approved by Committee: September 2017		Review Date: October 2017	
Approved by Council:		Approved Budget: \$6650	
Mandate – As prescribed in Regulation 941	<p>12. (1) The Council shall appoint a Central Election and Search Committee each year composed of,</p> <ul style="list-style-type: none"> (a) the penultimate past-president; (b) the immediate past-president; (c) the president; and (d) two other Members. R.R.O. 1990, Reg. 941, s. 12 (1); O. Reg. 157/07, s. 3 (1). 		
Terms of Reference – As prescribed in Regulation 941	<p>12. (3) The Central Election and Search Committee shall,</p> <ul style="list-style-type: none"> (a) encourage Members to seek nomination for election to the Council as president-elect, vice-president or a councillor-at-large; (b) assist the Chief Elections Officer as may be required by him or her; and (c) receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council in accordance with this Regulation. O. Reg. 157/07, s. 3 (3). 		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	Encourage Members to seek nomination for election to the Council as president-elect, vice-president or a councillor-at-large	More than two candidates have agreed to run for each of the at-large positions	Closing date for receipt of nominations as determined by Council
	Receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council	Complaints/issues resolved	As required
	Annually review the types of issues received during the election and incorporate, where appropriate, into the voting and publicity procedures and engagement for next year's election	Voting and publicity procedures are approved by Council Issues Report recommendations approved by Council Active Communications and co-ordination with the Regional Election and Search Committees (RESCs)	June 2016
	Develop a broader election communication plan	Increase in voter participation	
	Review the Ipsos Reid survey to determine why members are not engaged in the election process.(Eg. Why members don't put their names forward in the election)	Greater understanding of why members are not engaged in the election process.	

WORK PLAN FOR 2017-2018
CENTRAL ELECTION AND SEARCH COMMITTEE (CESC)

Council Liaison	TBD
Committee Advisor:	Manager, Secretariat
Inter-committee collaboration:	none
Stakeholders:	members at large

WORK PLAN FOR 2018
COMPLAINTS COMMITTEE (COC)

C-515-2.14
Appendix F(i)

Approved by Committee September 29, 2017	Review Date:
Approved by Council: [DATE]	Approved Budget:
Mandate [as approved by Council]:	<p>Duties of Complaints Committee</p> <p><u>24. (1)</u> The Complaints Committee shall consider and investigate complaints made by members of the public or members of the Association regarding the conduct or actions of a member of the Association or holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence, but no action shall be taken by the Committee under subsection (2) unless,</p> <p style="margin-left: 40px;">(a) a written complaint in a form that shall be provided by the Association has been filed with the Registrar and the member or holder whose conduct or actions are being investigated has been notified of the complaint and given at least two weeks in which to submit in writing to the Committee any explanations or representations the member or holder may wish to make concerning the matter; and</p> <p style="margin-left: 40px;">(b) the Committee has examined or has made every reasonable effort to examine all records and other documents relating to the complaint. R.S.O. 1990, c. P.28, s. 24 (1); 2001, c. 9, Sched. B, s. 11 (30).</p> <p>Idem</p> <p><u>(2)</u> The Committee in accordance with the information it receives may,</p> <p style="margin-left: 40px;">(a) direct that the matter be referred, in whole or in part, to the Discipline Committee;</p> <p style="margin-left: 40px;">(b) direct that the matter not be referred under clause (a); or</p> <p style="margin-left: 40px;">(c) take such action as it considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. R.S.O. 1990, c. P.28, s. 24 (2).</p> <p>Decision and reasons</p> <p><u>(3)</u> The Committee shall give its decision in writing to the Registrar for the purposes of subsection (4) and, where the decision is made under clause (2) (b), its reasons therefor. R.S.O. 1990, c. P.28, s. 24 (3).</p> <p>Notice</p> <p><u>(4)</u> The Registrar shall mail to the complainant and to the person complained against a copy of the written decision made by the Complaints Committee and its reasons therefor, if any, together with notice advising the complainant of the right to apply to the Complaints Review Councillor under section 26. R.S.O. 1990, c. P.28, s. 24 (4); 2006, c. 19, Sched. B, s. 14.</p> <p>Hearing</p> <p><u>(5)</u> The Committee is not required to hold a hearing or to afford to any person an opportunity for a hearing or an opportunity to make oral submissions before making a decision or giving a direction under this section. R.S.O. 1990, c. P.28, s. 24 (5).</p>
Terms of Reference [Key duties]:	<p>To investigate and consider complaints made by the public or members of the association regarding the conduct or actions of PEO licence and Certificate of Authorization holders.</p> <p>To determine the appropriate course of action with respect to those complaints, in accordance with Section 24(2) of the Act.</p> <p>To refer matters for the Discipline Committee to hear and determine allegations of professional misconduct or incompetence against licence holders or Certificate of Authorization holders, as deemed necessary.</p> <p>To advise Council on matters relating to incompetence, professional misconduct and the Code of Ethics.</p>

WORK PLAN FOR 2018
COMPLAINTS COMMITTEE (COC)

Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	Review, consider, and issue a written decision for every complaint filed with the Registrar.	Dispose of complaints in accordance with Section 24(2) of the Act. Average number of complaints filed per year remains consistent at approximately 70.	Ongoing
	Review the <i>PEA</i> vis a vis the complaints process and identify and recommend Act changes in the public interest.	Identify potential Act changes with policy rationale and jurisdictional scans, as appropriate.	Ongoing
	Review committee membership against the Committee HR Plan, confirm the HR Plan, and undertake recruitment as required.	No more than two vacancies on COC at any time.	Ongoing
	Continually review committee processes to ensure adherence to best practices, including review of structure and format of completed complaint investigation files ready for committee review.	Processes continually refined and adapted, Complaints Process and Procedure Manual continually updated.	Ongoing
	Provide feedback to Council and the Practice Standards Committee based on COC's observations wrt trends, and use of PEO Guidelines and Standards in industry.	Feedback provided as appropriate, to either Council or PSC.	Ongoing
	Develop framework/tool for when the respondent's response to a complaint should be provided to the complainant for comment.	Develop framework / guide.	Ongoing
Inter-committee collaboration:	Invite annual meeting to be held with Chair DIC and PEO senior staff. Communication through council wrt CRC reports and recommendations. Presentations to Council and other committees wrt complaints process as required/invited.		
Stakeholders:	Complainants (public and PEO licence holders), complained-against engineers and C of A holders.		

Human Resources Plan – 2018

Consulting Engineer Designation Committee (CEDC)

Committee: Consulting Engineer Designation Committee (CEDC)	Date Developed: July 2010 (Updated October 2017)
Committee Review Date: October 19, 2017	Approved by Council:

Categories	Currently in Place	Required in 12 months (Identified “Gap” for each Core Competency)	Required in 2 to 5 years
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge <i>[See Appendix A]</i>	Key objectives & core competencies are listed in Appendix A	No gap	No gap
Committee Membership	9 Members	No gap	No gap
Broad Engagement Career Stage	At least 15 years of Canadian experience as CED.	No gap	No gap
Disciplines	Need as broad a coverage as possible (there are potentially 30 disciplines, but only about 9 Members)	Most disciplines now represented, but possibility may arise that CEDC will require additional reps. from emerging engineering disciplines.	Minimum one member from emerging engineering disciplines. Search continues.
Experience Level	All E level or greater	No gap	No gap
Gender / Diversity	All committee members are male.	All males	At least 1 female member. Search is ongoing.
Geographic Representation	Western, Toronto, Eastern, Southern, Northern (5 Regional Subcommittees)	No gap in CEDC.	Search is ongoing.
Licensed -vs- Non-licensed	All P. Engs, Majority CEDs	No gap	No gap

Human Resources Plan – 2018
Consulting Engineer Designation Committee (CEDC)

Categories	Currently in Place	Required in 12 months (Identified “Gap” for each Core Competency)	Required in 2 to 5 years
Volunteer Development Plans List Potential development opportunities	<ul style="list-style-type: none"> • Advancement to Chair/Vice Chair • Lateral moves to other committee/task force • Election to Council • Appointment to external agencies or boards • Equity and diversity training 	Several members are active in other PEO committees and on external agencies.	Members are encouraged to participate and provide outreach to external agencies and associations.
Volunteer Training	New members are trained for necessary skills to perform their duties.	Two new members were trained for Western Subcommittee in 2017.	To train new members to committee and subcommittee upon appointment.
Succession Planning Time on Committee	<ul style="list-style-type: none"> • At least 2 members with 0 to 5 years on committee • At least 2 members with 5 or more years on committee 	<ul style="list-style-type: none"> • 0 to 5 years = 2 • 5 to 10 years = 0 • 10 to 15 years = 1 • Over 15 years = 6 	
Terms of Office <ul style="list-style-type: none"> • Chair/Vice Chair • Committee members 	<ul style="list-style-type: none"> • Chair: Maximum of 3 cumulative years, subject to annual renewal. • Vice Chair: Maximum of 3 cumulative years, subject to annual renewal. • Members: Appointed annually for a one-year term, from January to December. May be re-appointed to a maximum of 10 years. * • <p>* - <i>Committee has indicated it will make a case to appeal this provision to Council</i></p>		

Human Resources Plan – 2018
Consulting Engineer Designation Committee (CEDC)

HR Plan APPENDIX A

A. Key objectives and core competencies (as per the Work Plan)

<u>List top 3-5 Committee Work Plan</u>	<u>List core competencies for each Work Plan outcome:</u>
<p>Outcomes:</p> <p>1. Review and recommend to Council 4 times each year that Council approve selected applications for Designation, Re-designation and Permission to Use the title “Consulting Engineers”</p>	<ul style="list-style-type: none"> - Possess a good knowledge of the role of the Consulting Engineering practice as defined by the PE Act and Regulation 941 - Be knowledgeable of the nature of the practice of consulting engineering - Be knowledgeable of PEO and Committee structure - Secure expertise from new members in areas of emerging engineering disciplines as needed
<p>2. Measure success in increased recognition of CED by governments, client groups and the public and through increased number of new engineers entering the profession</p>	<ul style="list-style-type: none"> - Be familiar with the issues affecting consulting engineers in the marketplace. - Conduct research, collect and interpret data, summarize results and initiate recommendations where indicated
<p>3. Introduce appropriate means to measure success in the 3 areas specified in the Work Plan, i.e.:</p> <p>Measure A: Number of CEDs expressed as a percentage of the number of P.Engs. on C of As.</p> <p>Measure B: Number of proven discipline and complaints cases per CED expressed as a percentage of the number of proven discipline and complaints cases per all P.Engs.</p>	<ul style="list-style-type: none"> - Provide training resources and advise on methodologies to enable fulfillment of this Work Plan outcome.
<p>4. Maintain the Interpretive Guideline to ensure it remains current and relevant</p>	<ul style="list-style-type: none"> - Possess a good knowledge of the role of the Consulting Engineering practice as defined by the PE Act and Regulation 941 - Be knowledgeable of the nature of a consulting engineering practice.

Work Plan - 2018
CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

Approved by Committee:	Review Date: October 2017
Approved by Council:	Approved Budget:
Mandate [as approved by Council]:	<p>To make recommendations to Council respecting all matters relating to applications for designation and re-designation as a consulting engineer, and applications from Certificate of Authorization Holders for permission to use the title "Consulting Engineer" as specified in Regulation 941. The legislated mandate is as follows:</p> <p>56. (1) The Council shall designate as a consulting engineer every applicant for the designation who,</p> <ul style="list-style-type: none"> (a) is a Member; (b) is currently engaged, and has been continuously engaged, for not less than two years or such lesser period as may be approved by the Council, in the independent practice of professional engineering in Canada; (c) has, since becoming a Member, had five or more years of professional engineering experience that is satisfactory to the Council; (d) has passed the examinations prescribed by the Council or has been exempted therefrom, pursuant to subsection (2). R.R.O. 1990, Reg. 941, s. 56 (1); O. Reg. 402/07, s. 1. <p>(2) The Council may exempt an applicant from any of the examinations mentioned in clause (1) (d) where the Council is of the opinion that the applicant has appropriate qualifications. R.R.O. 1990, Reg. 941, s. 56 (2).</p> <p>57. (1) Designation as a consulting engineer expires five years from the date of issuance of notice of the designation. R.R.O. 1990, Reg. 941, s. 57 (1).</p> <p>(2) The Council shall redesignate as a consulting engineer every applicant who,</p> <ul style="list-style-type: none"> (a) is a Member; (b) is currently engaged in the independent practice of professional engineering in Canada; and (c) has during the five years since the date of issue of the applicant's most recent designation as a consulting engineer had professional engineering experience satisfactory to the Council. R.R.O. 1990, Reg. 941, s. 57 (2); O. Reg. 402/07, s. 2. <p>58. The Registrar, upon the granting or refusing of an application for a designation or redesignation shall mail forthwith to the applicant a notice stating,</p> <ul style="list-style-type: none"> (a) that the applicant has or has not been granted a designation or redesignation as a consulting engineer, as the case may be; and (b) in the case of a refusal to grant the designation or redesignation, the reasons therefor. R.R.O. 1990, Reg. 941, s. 58. <p>59. A Member who has been designated or redesignated as a consulting engineer may use the title "consulting engineer" or a variation thereof approved by Council from time to time so long as the Member is in the independent practice of professional engineering and the designation or redesignation is valid. R.R.O. 1990, Reg. 941, s. 59.</p>

Work Plan - 2018

CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

60. For the purpose of this Regulation, a Member shall be deemed to be in the independent practice of professional engineering if the Member,

- (a) holds a certificate of authorization and is primarily engaged in offering or providing services within the practice of professional engineering to the public; or
- (b) is a partner in or employee of a holder of a certificate of authorization, is designated in the application for the certificate as a person who will assume responsibility for and supervise the services of the holder that are within the practice of professional engineering and is primarily engaged in offering or providing, on behalf of the holder, services within the practice of professional engineering to the public. R.R.O. 1990, Reg. 941, s. 60.

61. (1) The Consulting Engineer Designation Committee is continued. R.R.O. 1990, Reg. 941, s. 61 (1).

(2) The Consulting Engineer Designation Committee may make recommendations to the Council in respect of all matters relating to applications for designation as a consulting engineer including, without limitation,

- (a) the standards to be applied;
- (b) procedures for and the form and content of examinations;
- (c) the qualifications of applicants;
- (d) the exemption of applicants from examinations; and
- (e) the length of time engaged in independent practice required. R.R.O. 1990, Reg. 941, s. 61 (2).

62. (1) The Consulting Engineer Designation Committee shall consist of a chair, vice-chair and such other Members as are appointed by the Council. R.R.O. 1990, Reg. 941, s. 62 (1).

(2) A majority of the members of the Consulting Engineer Designation Committee must be designated consulting engineers. R.R.O. 1990, Reg. 941, s. 62 (2).

(3) The Consulting Engineer Designation Committee may, from time to time, appoint one or more subcommittees to assist it in carrying out any of its functions and to make recommendations to it with respect thereto. R.R.O. 1990, Reg. 941, s. 62 (3).

(4) The majority of the members of a subcommittee of the Consulting Engineer Designation Committee must be designated consulting engineers. R.R.O. 1990, Reg. 941, s. 62 (4).

(5) The chair of a subcommittee of the Consulting Engineer Designation Committee must be a member of the Consulting Engineer Designation Committee. R.R.O. 1990, Reg. 941, s. 62 (5).

63. An applicant for designation as a consulting engineer shall, if requested, appear personally before the Council or the Consulting Engineer Designation Committee or a subcommittee thereof. R.R.O. 1990, Reg. 941, s. 63.

64. (1) Where the Council has refused an application for designation as a consulting engineer, the applicant may, within thirty days of the date of receipt of notice of the refusal, request that the Council reconsider the application together with such additional information as is submitted by the applicant. R.R.O. 1990, Reg. 941, s. 64 (1).

Work Plan - 2018

CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

	<p>(2) Upon receipt of a request from an applicant pursuant to subsection (1), the Council shall reconsider the application, taking into account the additional information, if any, submitted by the applicant with the request. R.R.O. 1990, Reg. 941, s. 64 (2).</p> <p>(3) Upon the reconsideration, the Council may make findings of fact by such standards of proof as are commonly relied upon by reasonable and prudent persons in the conduct of their own affairs and may refer the matter to and accept recommendations from such holders of licences or committee of holders of licences as it considers appropriate in the circumstances. R.R.O. 1990, Reg. 941, s. 64 (3).</p> <p>65. The Registrar upon the granting or refusing of an application for reconsideration of an application for designation or redesignation shall mail forthwith to the applicant a notice stating,</p> <p>(a) that the prior refusal of designation or redesignation as a consulting engineer has been confirmed or that the application for designation or redesignation as a consulting engineer has been granted, as the case may be; and</p> <p>(b) in the case of a confirmation of a refusal to grant the designation or redesignation, the reasons therefor. R.R.O. 1990, Reg. 941, s. 65.</p> <p>66. An applicant for designation or redesignation as a consulting engineer who has been refused the designation by Council is not entitled to reapply therefor for a period of twelve months after,</p> <p>(a) the date of receipt of notice of the refusal of the Council; or</p> <p>(b) in the case of a reconsideration by the Council, the date of receipt of notice of the refusal of the Council upon the reconsideration. R.R.O. 1990, Reg. 941, s. 66.</p> <p>67. Only a Member designated by the Council may use the title "consulting engineer" or a variation thereof approved by the Council from time to time. R.R.O. 1990, Reg. 941, s. 67.</p>
<p>Terms of Reference [Key duties]:</p>	<p>CEDC is appointed by Council.</p> <p>CEDC reports to Council through the CEO/Registrar and/or Council Liaison.</p> <p>CEDC reports regularly (four times each year) regarding mandate to Council as per Regulation.</p> <p>Type of Committee:</p> <ol style="list-style-type: none"> 1. Policy committee on regulatory matters. 2. Operational committee on regulatory matters (legislated). <p>Key Duties and Responsibilities:</p> <ol style="list-style-type: none"> 1. Make recommendations to Council respecting all matters relating to applications for designation and re-designation as a consulting engineer, and applications from Certificate of Authorization Holders for permission to use the title "Consulting Engineer" as specified in Regulation 941 (particularly s. 56, 57 and 58). 2. May make recommendations to the Council in respect of all matters relating to applications for designation as a consulting engineer including, without limitation,

Work Plan - 2018

CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

	<p>(a) the standards to be applied;</p> <p>(b) procedures for and the form and content of examinations;</p> <p>(c) the qualifications of applicants;</p> <p>(d) the exemption of applicants from examinations; and</p> <p>(e) the length of time engaged in independent practice required (s. 61).</p> <p>3. Peer review of applicants by subcommittee with overview by Committee consensus.</p> <p>4. Reference report on applicant's performance by referees, including a designated Consulting Engineer.</p> <p>5. When required, a special examination of the candidate by comprehensive interview and candidate follow-up response.</p> <p>6. Provide Council information on the role of CEDC and newly implemented voluntary PEAK program.</p> <p>Success Measurements of Key Duties and Responsibilities:</p> <ol style="list-style-type: none"> 1. Increased recognition of CED by governments, client groups and the public. 2. Interpretative guideline is current and relevant. 3. Re-structure committee to meet demand for recognition of emerging engineering disciplines. <p>The Chair shall submit an annual report, not later than January 15th of each year to the CEO/Registrar of the activities of the Committee.</p> <p>By September 30th of each year, CEDC shall prepare an annual work plan for the following year. The work plan will include anticipated outcomes, deliverables, and a continuous improvement component. This will be presented to Council at the following January meeting.</p>
<p>Equity and Diversity Awareness</p>	<p>CEDC chair attended an Equity and Diversity Committee presentation & CEDC members were all emailed the committee's report.</p> <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? YES.</i> 2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups? YES.</i> 3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences? NO.</i>

Work Plan - 2018

CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	<p>Consulting Engineer Designation Applications:</p> <p>Under Section 61(2) of Regulation 941 under the <i>Professional Engineers Act</i>, 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 may recommend that Council approve the following typical motions:</p> <ul style="list-style-type: none"> • Exemption from examinations and the applications for designation as Consulting Engineer. • Applications for re-designation as Consulting Engineer. • Permission to use the title “Consulting Engineers” to specific firms. 	<p>Outcomes:</p> <p><u>Legal Implications/Authority</u></p> <ol style="list-style-type: none"> 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. 2. Pursuant to Section 56(1) Council shall designate as a Consulting Engineer every applicant for the Designation who meet 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. 3. 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. 4. Pursuant to section 67, Council has the authority to approve a 	<p>CEDC reports regularly (four times each year) regarding mandate to Council as per Regulation.</p>

Work Plan - 2018
CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

		<p>firm's use of the title "consulting engineers" approved by Council provided the applicant meets the requirements set out in section 67.</p> <p>Success measures: General: Increased recognition of CED by governments, client groups and the public through increased liaison with PEO's Government Liaison Committee (GLC) and Consulting Engineers of Ontario.</p> <p>Measure A (refined):</p> <ul style="list-style-type: none"> Number of CEDs expressed as a percentage of the number of P.Engs. listed in section F on the applications for C of As. <p>.....</p> <p>Related Measure:</p> <ul style="list-style-type: none"> Number of CEDs expressed as a percentage of the 	<ul style="list-style-type: none"> Was 6.14% on Aug 23, 2017 Was 6.7% on Aug 3, 2016 Was 7% on Aug 19, 2015 Was 8.6% on Aug. 19, 2014. Was 8.4% on Aug. 29, 2013. (Corresponding data not available for Jul. 29, 2011.) <p>.....</p> <ul style="list-style-type: none"> Was 1.2% on Aug 23, 2017
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Work Plan - 2018
CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

		TOTAL number of P.Engs.	<ul style="list-style-type: none"> • Was 1.3% on Aug 3, 2016 • Was 1.4% on Aug 19, 2015 • Was 1.7% on Aug. 19, 2014. • Was 1.5% on Aug. 29, 2013. • Was 1.6% on July 19, 2011.
	Maintain the Interpretive Guideline	Interpretative Guideline is current and relevant. Last updated on October 2014.	As needed.
Inter-committee collaboration:	Will be established when necessary.		
Stakeholders:	Consulting Engineers Ontario (CEO)		CEO is represented with an appointed member.

2018 HR Plan for Education Committee (EDU)

C-515-2.14
Appendix H(i)

Committee: Education Committee (EDU)	Date Developed: October 2017
Committee Review Date: 27 October 2017	Date Council Approved:

	Currently in Place	Required in 12 months (Identified "Gap" for each Core Competency)	Required in 2 to 5 years
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge 	EDU has a strong, diverse and talented volunteer membership	N/A	Representative from the Board of Education
Committee Membership	10 Members, each a representative according to the EDU Terms of Reference	No gap	Dependent upon renewal of committee membership and Succession Planning
Broad Engagement			
• Career Stage	At least 1 from every career stage.	No gap	1 Student Member
• Experience Level	No gap	No gap	1 EIT
• Gender/Diversity	2 female, 8 males	Gender balance	Gender balance
• Geographic Representation	No full geographic representation Eastern: 11% Western: 22% Northern: 0% East/West Central: 67% (or east central = 45%, west central = 22%)	4 out of 5 regions represented	4 out of 5 regions represented
• CEAB Graduates –vs– IEG	N/A	N/A	N/A
• Licensed –vs– Non-licensed	2 non-licensed members: 1 EIT, 1 Other	No gap	1 EIT, 1 Other
Volunteer Development Plans	N/A	Hold a one-day workshop where EDU committee members can attend to receive training in education-related matters and EDU Long-term strategy development. The workshop will explore and identify core competencies pertaining to EDU sub-committee work.	Reviewed Annually
Succession Planning <ul style="list-style-type: none"> • List the members 	Succession Plan as identified in revised Terms of Reference in accordance with new Council directive.	Reviewed Annually.	Reviewed Annually
Term of Office <ul style="list-style-type: none"> • Chair • Committee members 	Term limits as identified in revised Terms of Reference in accordance with new Council directive.	Reviewed Annually	Reviewed Annually

WORK PLAN FOR 2018
EDUCATION COMMITTEE (EDU)

C-515-2.14
Appendix H(ii)

Approved by Committee: 27 October 2017	Review Date: [DATE]
Approved by Council: [DATE]	Approved Budget: [DATE]
Mandate [as approved by Council]:	<p>Whereas, there has been a recent declining interest among students in STEM-related careers, and whereas, identified root causes for this decline include image of science, perception of careers, curriculum, teacher experience and gender-based perceptions, therefore, the Education Committee (EDU) commits:</p> <ul style="list-style-type: none"> • To be a leader and value-added influence in the development of education policy, curriculum, and outreach such that high school graduates will have the necessary knowledge, skill, and motivation to succeed in an engineering program. • To support PEO’s Envisioned Future (Source: “PEO Envisioned Future”, C-459-6.6, Appendix A, approved by Council Sept. 2009) as it relates to “Public awareness of the role of the Association” (PEA Sect 2 (4)4 – <i>Additional Object</i>). • To "support and encourage public information and interest in the past and present role of professional engineering in society" in PEA Sect 8(20). <i>[Approved by Council: 22 March 2013]</i>
Terms of Reference [Key duties]:	<p>The EDU Key Duties and Responsibilities are to support the PEO Envisioned Future and are an important portion of the EDU Terms of Reference. EDU addresses science, math and technology literacy and other educational issues of relevance to PEO leading up to (but not including) the University / College educational level. The key duties of the Education Committee are:</p> <ol style="list-style-type: none"> 1.0 Chapters: Provide support for PEO Chapters to achieve their education outreach goals. The PEO Education committee plans and helps PEO chapters implement valuable learning activities for aspiring engineers, which aids the long-term health of the profession. 2.0 Equity and Diversity: Ensure that principles of equity and diversity are reflected in key activities (i.e. French translations of booklets and brochures) supported by the committee. 3.0 Guidance to PEO Council on education-related policy: Research and articulate proposed positions on elementary and secondary school education - mathematics, sciences and technology in particular and recommend same to Council. 4.0 Strategic Relationships: Establish productive relationships with other organizations whose objects are complimentary. 5.0 Program Development: <ul style="list-style-type: none"> • To increase public awareness of the engineering profession by educating Ontarians on the important roles and valuable contributions of professional engineers and of the self-regulating engineering profession in society. <ul style="list-style-type: none"> ➤ <i>One key input to the overall PEO “regulatory” process is elementary and secondary education (with particular emphasis on STEM education in the academic preparation for aspiring engineers).</i> • To encourage STEM education from an early age as a matter of sound public policy. <ul style="list-style-type: none"> ➤ <i>Elementary and secondary engineering education is very important to PEO in the overall context of public safety and protecting the public interest.</i>

WORK PLAN FOR 2018
EDUCATION COMMITTEE (EDU)

	<ul style="list-style-type: none"> • To encourage and assist young people in making informed career choices related to science, technology, and engineering. <ul style="list-style-type: none"> ➤ <i>PEO needs to be certain that there remains a steady flow of talented and skilled individuals into the regulatory framework for engineers. This will ensure the continued existence of a self-regulating engineering profession which strives to keep society safe and also to promote a viable economy in Ontario.</i> • To advise government and the public on educational requirements (e.g. curriculum) for the knowledge economy in general and for engineering in particular. <p>This may include (but is not limited to) the following:</p> <p>5.1 Reaching out to the public - Support holding public events that promote awareness of and the importance of science, technology, engineering and math education (STEM).</p> <p>5.2 Reaching out to the teachers - Support holding information sessions for teachers (as required).</p> <p>5.3 Hard skills development – Focus on “Thinking Skills” and “Lifelong Learning” as the key essential skills for our future engineers.</p> <p>5.4 Soft skills development - Focus on Integrity, Work Ethic, Teamwork and Accountability as crucial work habits for our future engineers.</p>												
Equity and Diversity Awareness	<p>Q1. <i>Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? Yes.</i></p> <p>Q2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups? Yes.</i></p> <p>Q3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences? No.</i></p>												
Tasks, Outcomes and Success Measures:	<table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 45%;">Task/Activities:</th> <th style="width: 35%;">Outcomes Success measures</th> <th style="width: 20%;">Due date:</th> </tr> </thead> <tbody> <tr> <td> CD -- Culture and Diversity <ul style="list-style-type: none"> • <i>Ensure that principles of equity and diversity are reflected in key activities supported by EDU.</i> </td> <td>- Develop learning activities for the under-represented groups in engineering in collaboration with the different participating associations and institutions.</td> <td style="text-align: center;">2018</td> </tr> <tr> <td> CL -- Chapter Liaison <ul style="list-style-type: none"> • <i>Provide enhanced support for the chapter system as recently generally requested by Council.</i> </td> <td>- Liaise with the Chapters on a regular basis through circulation of an interactive website / discussion forum.</td> <td style="text-align: center;">2018</td> </tr> <tr> <td> EC -- Education Conference <ul style="list-style-type: none"> • <i>Organize a conference which will provide the chapters with resources and information to develop innovative education outreach programs</i> </td> <td> - Execute an Education Conference with the active participation of PEO Chapters. - Enable Chapters to develop educational outreach programs that engage students, educators, and the </td> <td style="text-align: center;">2018</td> </tr> </tbody> </table>	Task/Activities:	Outcomes Success measures	Due date:	CD -- Culture and Diversity <ul style="list-style-type: none"> • <i>Ensure that principles of equity and diversity are reflected in key activities supported by EDU.</i> 	- Develop learning activities for the under-represented groups in engineering in collaboration with the different participating associations and institutions.	2018	CL -- Chapter Liaison <ul style="list-style-type: none"> • <i>Provide enhanced support for the chapter system as recently generally requested by Council.</i> 	- Liaise with the Chapters on a regular basis through circulation of an interactive website / discussion forum.	2018	EC -- Education Conference <ul style="list-style-type: none"> • <i>Organize a conference which will provide the chapters with resources and information to develop innovative education outreach programs</i> 	- Execute an Education Conference with the active participation of PEO Chapters. - Enable Chapters to develop educational outreach programs that engage students, educators, and the	2018
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WORK PLAN FOR 2018
EDUCATION COMMITTEE (EDU)

C-515-2.14
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	<p>public at large in understanding the diversity of the engineering profession.</p> <ul style="list-style-type: none"> - Develop a strong partnership between the Chapters and the Education Committee to work together to enhance the promotion of the engineering profession. <p>Q2: <i>The multi-cultural calendar was considered when scheduling the workshop date.</i></p> <p>Q3: <i>Persons with disabilities and food allergies were appropriately accommodated.</i></p>	
<p>EIF -- Engineering Innovations Forum Liaison</p> <ul style="list-style-type: none"> • <i>To raise public awareness of engineering innovations and their impacts on Ontario elementary and secondary school students.</i> 	<ul style="list-style-type: none"> - Liaise with Engineering Innovations Forum by attending multiple meetings for the purposes of ensuring that some future forums are more teenager-friendly. 	2018
<p>EIR -- Engineer-in-Residence</p> <ul style="list-style-type: none"> • <i>Oversee the execution of the Engineer in Residence (EIR) program for the 2018 / 2019 School Year.</i> 	<ul style="list-style-type: none"> - Review and report on the EIR program and activities. - Execute the EIR program for the 2018 / 2019 school year. - Look to report on EIR outreach updates to Chapters so that we can leverage additional volunteers and partnerships with new school boards. 	2018
<p>ER -- Educator Resources</p> <ul style="list-style-type: none"> • <i>Contribute to science, math and technology curriculum development.</i> 	<ul style="list-style-type: none"> - Research and review information relating to what society needs from an education system, including creating and distributing relevant communications through applicable media. - Review of EDU website, make recommendations and draft new content. - Collaborate with engineering faculties, and partner with others (i.e. Let's Talk Science) with respect to outreach events and programs. 	2018
<p>LTP -- Long-Term Planning</p>	<ul style="list-style-type: none"> - Monitor EDU committee activities and prepare a 	2018

WORK PLAN FOR 2018
EDUCATION COMMITTEE (EDU)

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	<ul style="list-style-type: none"> To formulate a long-term strategy to increase Ontario Secondary School student awareness and interest in Engineering as a rewarding profession; to identify the competencies required for success in an Engineering program at University; to focus on development of the “essential” skills through self-directed learning beyond the Ontario education curriculum; and, to provide access and support to a variety of external educational resources available at PEO. 	<p>summary report to identify how the committee has achieved the goal of increased awareness.</p> <ul style="list-style-type: none"> Maintain strong partnerships with stakeholders (both internal and external to PEO) and as pertaining to elementary /secondary school education and development of “essential skills”. Complete the Terms of Reference / Human Resources Plan / Work Plan for 2018 in collaboration with EDU Committee members. 	
POS -- Articulate PEO Positions	<ul style="list-style-type: none"> Research and articulate proposed PEO positions on elementary and secondary school education, relating to mathematics, sciences and technology in particular. 	<ul style="list-style-type: none"> Statements / positions relating to Physics education (in collaboration with OSPE) to be considered for proposals to PEO Council. Follow-up on Math Position paper submitted in 2017 and the recommendations made to the Ministry of Education. 	2018
PWC -- Province Wide Challenge	<ul style="list-style-type: none"> Coordinate Development of a Province-Wide Engineering Challenge. 	<ul style="list-style-type: none"> Coordinate the Development of a potential Province-Wide Engineering Challenge in collaboration with Chapters targeted at elementary or junior high school students. 	2018
Prepare and submit Annual EDU report to council		Submitted.	2018
Develop and submit 2019 Work Plans and HR Plans for Council’s approval		Submitted.	September, 2018
Hold regular EDU meetings		<p>At least 6 meetings per year.</p> <p>Q2: The multi-cultural calendar was considered when scheduling the workshop date. Q3: Persons with disabilities and food allergies were appropriately accommodated.</p>	2018
Stakeholders:	PEO Council, PEO Chapters , GLC, OSPE		

2018 HUMAN RESOURCES PLAN

ENFORCEMENT COMMITTEE (ENF)

C-515-2.14
Appendix I(i)

Committee: Enforcement Committee	Date Developed: September 2017
Committee Review Date: September 29, 2017	Date Council Approved:

	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
Core Competencies <ul style="list-style-type: none"> Skills Abilities Expertise Knowledge 	<ul style="list-style-type: none"> Key objectives & core competencies are listed in Appendix A 	<ul style="list-style-type: none"> - Industry experience - Legal understanding - Understanding of public protection and role of a regulator - Experience with standards bodies 	[ST] - Visioning/Strategic Thinking
Committee Membership	<ul style="list-style-type: none"> 10 	9	1 vacancy
Broad Engagement Career Stage	<ul style="list-style-type: none"> A minimum of 5 practising engineers A blend of early/mid/late career stages 	<ul style="list-style-type: none"> - 5 members declared as practicing (PEAK) - Late career to retired (median 33yr Licensed) 	- Early-Mid career [ST]
Disciplines	<ul style="list-style-type: none"> A cross-section of emerging disciplines 	Electrical [1], Civil [1], Metallurgical [2], Mechanical [4], Computer [1]	[ST] - Structural, Biomedical
Experience Level	<ul style="list-style-type: none"> A mix of Class A – F 	C-F (median D)	A-B [LT]
Gender / Diversity	<ul style="list-style-type: none"> At least 30% women Diversity in all areas 	All men; median age 69. Good mix of ethnicity.	- Women [ST] - Younger members [LT]
Geographic Representation	<ul style="list-style-type: none"> Cross-section of industry types with regional balance to where engineers work 	Western [3], West Central [1], East Central [4], Eastern [1]	Northern [LT] Chapter Diversity [LT]
CEAB Grads/ Foreign-trained	<ul style="list-style-type: none"> 50 / 50 split of CEAB and internationally trained graduates 	44% CEAB / 56% foreign trained	None
Licensed –vs– Non-licensed	<ul style="list-style-type: none"> All licence holders 1 member is a lawyer 	<ul style="list-style-type: none"> - All members licensed - 2 members are lawyers 	None
Volunteer Development Plans	<ul style="list-style-type: none"> To learn legal enforcement process 	None at present. Most members have served on other PEO committees.	- Have members attend enforcement case hearing in superior court [ST]

2018 HUMAN RESOURCES PLAN
ENFORCEMENT COMMITTEE (ENF)

<ul style="list-style-type: none"> List potential development opportunities 			<ul style="list-style-type: none"> Could provide good background for Complaints, Discipline and Registration committees [LT]
<p>Succession Planning</p> <ul style="list-style-type: none"> Time on Committee 	<ul style="list-style-type: none"> 3-5 year term for members (maximum of 10 yrs on ENF) 2 year term for Chair and Vice Chair 	<ul style="list-style-type: none"> median 10 yrs on ENF 1 yr terms for Chair and Vice Chair 	<ul style="list-style-type: none"> 3-5 year term membership [LT] 2 yr term Chair and Vice Chair [ST]
<p>Terms of Office:</p> <ul style="list-style-type: none"> Chair/Vice Chair Committee members 	<ul style="list-style-type: none"> Committee members have a 1-year term with a request for re-appointment up to 10 years. Ideally the Chair would serve for 2 years; the Vice Chair 2 years, and the Vice Chair would transition into the role of Chair. Chair and Vice Chair have a 1-year term of office with a possible re-election for up to three consecutive terms. 		

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WORK PLAN FOR 2018

ENFORCEMENT COMMITTEE (ENF)

Approved by Committee: September 29, 2017		Review Date: September 29, 2017	
Approved by Council:		Approved Budget:	
Mandate [as approved by Council]:	Mandate is to advise Council on matters relating to the enforcement of the provisions of the Professional Engineers Act dealing with unlicensed and unauthorized practice. Standing committee of Council established by Council on September 24, 1999.		
Terms of Reference [Key duties]:	<ol style="list-style-type: none"> To prepare and present policy proposals to Council on issues relating to PEO's enforcement activity. To act as an advisory body to the Registrar, Council and PEO committee and task forces on policy matters relating to enforcement. 		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	Subcommittee F: Examine feasibility of changing legislative schemes regarding the restriction on use of engineering terms in company names, e.g., mimic parking/speeding offences with fixed fines for clear infractions.	Such an arrangement would shift the burden from PEO having to prove an infraction to the offender having to appeal a fine.	Late 2017 or early 2018
	Subcommittee 2017-A: Provide guidance for Outreach objectives and content; identify specific audiences and key messages to convey; develop a short term and long term strategy.	Create a sustainable program of key topics and a preliminary schedule for delivery to stakeholders.	Ongoing
	Subcommittee 2017-B: Identify activities to achieve enhanced enforcement within manufacturing and industry in general.	Identify areas of concern and propose activities to address or mitigate those concerns.	Late 2017 or early 2018
	Subcommittee 2017-C: Prepare policy development materials and rationale to migrate Pre-Start Health and Safety Review guideline to a performance standard.	Proposal to be submitted to Council and PSC for consideration.	Late 2017 or early 2018
	New Activities for 2018: Identify new activities based on strategic objectives expressed in 2018 Strategic Plan.	Develop two to three new tasks or activities for subcommittee work	Early 2018
Inter-committee collaboration:	Emerging Disciplines Task Force; Professional Standards Committee; Licensing Committee		
Stakeholders:	Ministry of the Attorney General of Ontario		
Equity and Diversity Awareness	<ol style="list-style-type: none"> Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? YES Is each task/activity being done in an equitable manner and engaging diverse groups? YES Are there any barriers to information dissemination, human resources, physical space, and cultural differences? NO 		

Experience Requirements Committee (ERC)

Committee: Experience Requirements Committee	Date Developed: October 2, 2017
Committee Review Date: October 20., 2017	Date Council Approved:

	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge 	<ol style="list-style-type: none"> 1. Practical experience in an engineering discipline. 2. Knowledge of the requirements of licensure with respect to experience (as expressed in the 5 criteria for licensure). 3. Experienced in the different types of interviews that the ERC performs and the required outcomes of the interviews. 4. Knowledge in the various academic requirements for their discipline and familiarity with the syllabus. 	All in place in existing active members. Less active members may need additional training.	On going training to existing members.
Committee Membership	<ul style="list-style-type: none"> • 165 active participating members with expertise in a wide range of disciplines. • New committee members should be vetted by the committee chair. 	Over 165 members who participate in interviews.	Need individuals in all disciplines (immediate need for petroleum engineering, engineering physics, biomedical engineering, chemical engineering, mining nano?, CIE?).
Broad Engagement	<ul style="list-style-type: none"> • Mid/late 	Mid/late/retired	Need more mid career stage with practical work experience.
Career Stage			
Disciplines	<ul style="list-style-type: none"> • varied 	varied	Need individuals in all disciplines (immediate need for petroleum engineering, engineering physics, biomedical engineering, chemical engineering, mining, CIE?, nano?).
Experience Level	<ul style="list-style-type: none"> • practical engineering experience >10 years 	practical engineering experience >10 years	Need more disciplines represented
Gender / Diversity	<ul style="list-style-type: none"> • Representative of industry 	Below industry levels with respect to gender	Recruit more women
Geographic Representation	<ul style="list-style-type: none"> • <i>Ontario</i> 		

Experience Requirements Committee (ERC)

Licensed –vs– Non-licensed	<ul style="list-style-type: none"> Licensed 	Licensed	
Volunteer Development Plans <ul style="list-style-type: none"> List potential development opportunities 	<ul style="list-style-type: none"> On going training as required by committee members Training on interview techniques/ best practices 	Ongoing training as required by committee members	Look into training courses related to interviewing techniques.
Succession Planning <ul style="list-style-type: none"> Time on Committee 	As required	As required	
Terms of Office: <ul style="list-style-type: none"> Chair/Vice Chair Committee members 	<ul style="list-style-type: none"> Chair: Maximum of 3 cumulative years, subject to annual renewal. Vice Chair: Maximum of 3 cumulative years, subject to annual renewal. Members: No term limits for Committee members 		

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WORK PLAN FOR 2018
EXPERIENCE REQUIREMENTS COMMITTEE (ERC)

C-515-2.14 Appendix J(ii)

Approved by Committee: <i>October 20, 2017</i>	Review Date: <i>October 2, 2017</i>
Approved by Council: <i>[DATE]</i>	Approved Budget: <i>[AMOUNT] [DATE]</i>
Mandate [as approved by Council]	<p>1) The Experience Requirements Committee is continued and shall be composed of a chair appointed by Council, the immediate past chair, if any, and such other Members as are appointed by the Council and three members of the Committee constitute a quorum. R.R.O. 1990, Reg. 941, s. 41 (1).</p> <p>(2) Where an application for the issuance of a licence, temporary licence or limited licence is referred to the Experience Requirements Committee pursuant to the Act, the Committee shall,</p> <ul style="list-style-type: none"> (a) assess the experience qualifications of the applicant; and (b) determine whether the applicant meets the experience requirements prescribed by this Regulation and so advise the Registrar. R.R.O. 1990, Reg. 941, s. 41 (2). (c) if the Committee determines that the applicant does not meet the experience requirements, specify the experience requirements that the applicant must meet, for the purposes of the notice referred to in subsection 14(6) of the Act R.R.O. 1990 Reg. 941 s. 41(2); O.Reg 71/15, s. 13. <p>(2.1) If the Experience Requirements Committee is requested to assess, for the purposes of section 51.1, an applicant for the reinstatement of a licence or limited licence, the Committee shall,</p> <ul style="list-style-type: none"> (a) assess the applicant's knowledge and understanding of the current laws and standards governing the practice of professional engineering; and (b) determine whether the applicant's knowledge and understanding is sufficient to warrant the reinstatement of his or her licence or limited licence and so advise the Registrar. O. Reg. 143/08, s. 6. <p>(3) For the purpose of carrying out its duties, the Experience Requirements Committee may, in the discretion of the Committee and on its own initiative, interview the applicant. R.R.O. 1990, Reg. 941, s. 41 (3).</p> <p>(4) The Committee shall interview the applicant if there is a question raised with respect to the ability of the applicant to communicate adequately in the English language. R.R.O. 1990, Reg. 941, s. 41 (4).</p>
Terms of Reference [Key duties]	<p>To assess the experience of applicants through file review and by personal interview as may be required :</p> <ul style="list-style-type: none"> (a) To determine if experience requirements under the Regulations has been met; (b) To recommend to the Academic Requirements Committee (ARC) how experience can be taken into account in assigning of examinations; (c) To interview applicants where there is a question of the ability to communicate effectively in English; (d) In the case of reinstatement – to assess applicant's knowledge and understanding of the current laws and standards governing the practice of professional engineering as per ERC guidelines. <p>To advise the Registrar with respect to the foregoing. (Mandate approved in principle by Council).</p>
Equity and Diversity Awareness	<p>The Equity and Diversity Module was made available to the ERC members for training and resource purposes. The majority of the committee members are themselves foreign educated professional engineers who were themselves interviewed prior to licensure.</p>

WORK PLAN FOR 2018
EXPERIENCE REQUIREMENTS COMMITTEE (ERC)

C-515-2.14
Appendix J(ii)

Tasks, Outcomes and Success Measures	Task/Activities	Outcomes Success measures	Due date
	Timely and appropriate advice to the Registrar or Deputy Registrar and to applicants with respect to the appropriateness of experience.	Monthly approval of ERC interview recommendations	ongoing
	Timely and appropriate advice to the ARC with respect to recommendations on exam programs and academic qualifications of applicants.	Monthly recommendations for ARC approval	ongoing
	Modifications and improvements to ERC Operating Policies and Procedures Manual for the purpose of documenting the current ERC interview processes.	Approved manual to be used as a resource for current ERC members and as a training tool for new members	ongoing
	Implementation of Consultant's recommendations for the interview process.	Development of procedures enhancements and subsequent training of ERC members	Mid 2018
	Members should engage in training as required to ensure they are up-to-date in types of interviews, ERC procedure, etc.	Training is provided to current and new ERC members.	Ongoing
	Provide timely input to the development of a process to handle complaints against volunteers	Development of a process in conjunction with Complaints Department	Mid 2018
	Provide timely input to Licensing Committee (LIC), Academic Requirements Committee and other committees as requested	Recommendations to various committees with respect to experience assessments and requirements for licensure.	Ongoing
	<p>Persons with disabilities and food allergies are appropriately accommodated.</p> <p>Special religious and multi-cultural requirements are accommodated.</p>	<p>Individual preferences for food are accommodated</p> <p>Scheduling of interviews provides flexibility to applicants in consideration of these special requirements.</p>	Ongoing
Inter-committee collaboration	<p>The ERC will provide recommendations to the ARC with respect to applicants' exam programs and academic qualifications.</p> <p>The ERC will provide recommendations to the Legislation Committee, the Licensing Committee and other PEO committees as requested.</p> <p>The ERC members may be requested to provide evidence in Registration Hearings.</p>		

2018 HR Plan for FEES MEDIATION COMMITTEE (FMC)

C-515-2.14
Appendix K(i)

Committee: Fees Mediation	Date Developed:
Committee Review Date: October 6, 2017	Date Council Approved:

	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
Core Competencies <ul style="list-style-type: none"> • Skills • Abilities • Expertise • Knowledge 	[See Appendix A]		
Committee Membership	6	3	ST: Recruit additional 3 members for the FMC
Broad Engagement Career Stage	Mid/Late/Retired Stage	Late/Retired Stage	ST: Mid Stage
Disciplines	N/A	N/A	N/A
Experience Level	Senior Level Practitioner	Senior Level Practitioner/ Other Relevant Experience	ST: Recruit Senior Level Practitioner with Relevant Experience
Gender / Diversity	High Diversity	Low Diversity	LT: High diversity level (reflecting PEO's overall diversity)
Geographic Representation	North/ East/ Central/Western	East/ Central / Western Representation	ST/ LT: Northern Region Representation
CEAB Grads/ Foreign-trained	1 Foreign Trained Member	1 Foreign Trained Member	ST: Recruit a Foreign Trained Member
Volunteer Development Plans <ul style="list-style-type: none"> • List potential development opportunities 	[See Appendix B]		
Succession Planning <ul style="list-style-type: none"> • Time on Committee 	No term limits	No term limits	ST: Member recruitment to expand on the existing number of members
Terms of Office:	Chair: To be further reviewed Vice Chair: To be further reviewed Members: No term limits for Committee members		

APPENDIX A

A. Key objectives and core competencies (as per the Work Plan)

<p><u>List top 3–5 Committee Work Plan</u></p> <p><u>Outcomes:</u></p> <p>Conduct Mediation / Arbitrate a Dispute (Panel Members)</p>	<p><u>List core competencies</u> for each Work Plan outcome:</p> <ol style="list-style-type: none"> 1) Knowledge of the applicable sections of the Act, Regulations, and the SPPA. <ol style="list-style-type: none"> i. Panel Chair – Comprehensive Knowledge ii. Experienced Members – Detailed Knowledge iii. New Members – Basic Knowledge 2) Ability to conduct a Mediation / Arbitration. 3) Ability to contribute to deliberations by understanding and identifying facts, weigh differing views, and to make fair, logical decisions. 4) Be committed and enthusiastic.
<p>Develop Volunteers (Chair, Tribunal Staff)</p>	<ol style="list-style-type: none"> 1) Identify training requirements and resources. 2) Organize training sessions. 3) Conduct training sessions.
<p>Schedule Mediation / Arbitration Sessions (Chair, FMC)</p>	<p>Ability to set a date for a Mediation / Arbitration session, selecting a panel, or assigning a single member when the parties are available.</p>
<p>Develop Policy and Plans (Chair, FMC)</p>	<ol style="list-style-type: none"> 1) Develop and analyze policy alternatives. 2) Develop Rules of Procedure for Fees Mediation Committee. (Mediation / Arbitration)
<p>Perform Administrative Functions (Chair, FMC)</p>	<ol style="list-style-type: none"> a. Respond to information requests from PEO and Council. b. Draft and provide administrative reports. c. Communicate with Council.

B. Competency gaps and action plan

List top 2 – 3 core competencies missing from the current committee (knowledge, skills, abilities)	List <u>specific gaps</u> for each core competency	Briefly state <u>how you will close each gap</u> [ie: development plan for current member(s); request for additional volunteer resources]	Resources Needed	Target Date for completion
Ability to hold a successful Mediation / Arbitration	Ability to understand and identify relevant facts, weigh differing views, and to make fair and logical decisions.	Training and experience (including holding Mediations/ Arbitrations).	FMC Members Guest Speakers/ Trainers	Annually
Development of Skills	Ability to successfully mediate/ active listening	Training and experience (including holding Mediations/ Arbitrations).		
Comprehensive Knowledge	Of the applicable sections of the Act, Regulations.	Training and experience.	FMC Members	Annually

C. Comments

WORK PLAN FOR 2018
FEES MEDIATION COMMITTEE (FMC)

C-515-2.14
Appendix K(ii)

Approved by Committee: October 2017	Review Date:
Approved by Council:	Approved Budget: \$4,700 *subject to the approval of the overall PEO budget by Council
Mandate [as approved by Council]:	<p>Fees Mediation Committee</p> <p><u>32. (1)</u> No person who is a member of the Complaints Committee or the Discipline Committee shall be a member of the Fees Mediation Committee. R.S.O. 1990, c. P.28, s. 32 (1).</p> <p>Duties of Fees Mediation Committee</p> <p><u>(2)</u> The Fees Mediation Committee,</p> <p>(a) shall, unless the Committee considers it inappropriate to do so, mediate any written complaint by a client of a member of the Association or of a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence in respect of a fee charged for professional engineering services provided to the client; and</p> <p>(b) shall perform such other duties as are assigned to it by the Council. R.S.O. 1990, c. P.28, s. 32 (2); 2001, c. 9, Sched. B, s. 11 (48).</p> <p>Arbitration by Fees Mediation Committee</p> <p><u>(3)</u> The Fees Mediation Committee, with the written consent of all parties to the dispute, may arbitrate a dispute in respect of a fee between a client and a member of the Association or a holder of a certificate of authorization, temporary licence, provisional licence or limited licence and in that case the decision of the Fees Mediation Committee is final and binding on all parties to the dispute. R.S.O. 1990, c. P.28, s. 32 (3); 2001, c. 9, Sched. B, s. 11 (49).</p> <p>Procedure</p> <p><u>(4)</u> Where the Fees Mediation Committee acts as arbitrator under subsection (3), the <i>Arbitration Act, 1991</i> does not apply. R.S.O. 1990, c. P.28, s. 32 (4); 2010, c. 16, Sched. 2, s. 5 (63).</p> <p>Enforcement</p> <p><u>(5)</u> A decision by the Fees Mediation Committee under subsection (3), exclusive of the reasons therefor, certified by the Registrar, may be filed with the Superior Court of Justice and when filed the decision may be enforced in the same manner as a judgment of the court. R.S.O. 1990, c. P.28, s. 32 (5); 2001, c. 9, Sched. B, s. 11 (66).</p>
Terms of Reference [Key duties]:	To review and mediate or arbitrate fee disputes between engineers, engineering companies and their clients in accordance with the Act and Regulations.
Equity and Diversity Awareness	<p>Equity and Diversity Awareness</p> <ol style="list-style-type: none"> 1. Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? YES 2. Is each task/activity being done in an equitable manner and engaging diverse groups?- YES 3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? - NO

WORK PLAN FOR 2018
FEEs MEDIATION COMMITTEE (FMC)

C-515-2.14 Appendix K(ii)

Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	Review Applications for Mediation / Arbitration:	100%	Ongoing
	Convene Mediation/ Arbitration:	100%	Ongoing
	Issue Mediator's / Arbitrator's Report:	100%	Ongoing
	<i>Q1: The multi-cultural calendar was considered when scheduling the meeting dates – YES</i> <i>Q2: Persons with disabilities and food allergies were appropriately accommodates - YES</i>		

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2017-2018 WORK PLAN
FINANCE COMMITTEE (FIC)

C-515-2.14 Appendix L(i)

Approved by Committee: July 25, 2017

Review date: Annually

Approved by Council: November 17, 2017

TARGETED MEETING DATE	ACTIVITY	PURPOSE AND SUCCESS MEASUREMENT
May	Elect Chair, Vice-Chair and Investment subcommittee representative.	Establish effective leadership.
May	Review and pass annual workplan. Submit to Council for approval.	Workplan approved by Council.
May	Review Expense Policy and recommendation changes, if any, to Council for approval.	Expense policy reflects PEO financial/auditing policies and incorporates needs of PEO volunteers as much as possible.
May	Review risk management policies and recommend changes, if any, to Council for approval.	Effective risk management strategies are maintained, to the approval of Council.
May	Review annual budget assumptions. Recommend to Council for approval.	Establish prudent assumptions and have these accepted by Council.
September	Present to Council for review and feedback.	Provide staff with advice on the estimated costs to ensure realistic budgets. Provide Council with rationale for budget amounts. Council accepts draft budget, releasing staff to finalize final budget.
August	Review 5-year financial plan in preparation for discussions with Council. Ensure these meet PEO's long term objectives with stable funding.	Council is apprised of informative and meaningful 5 year financial projections of revenues and expenses.
August	Review of all membership fees and related policies.	Ensure that fees are kept current and fair in comparison with other similar organizations and in accordance with PEO's cost structure.
November	Review final annual operating and capital budgets prepared by staff and adjust as required. Recommend to Council for approval.	Provide final input to proposed final annual budget. Provide Council with rationale for any adjustments. Council approves annual budget.
October	Annual review of the operating reserve policy. Recommend	Ensure minimum level of reserves are maintained to deal with uncertainties, future liabilities, etc.

2017-2018 WORK PLAN

C-515-2.14 Appendix L(i)

FINANCE COMMITTEE (FIC)

	changes, if any, for Council approval.	
October	Approve renewal of operating credit facilities and forward to Council for approval.	PEO can borrow money to operate on an ongoing basis and maintain credit cards.
February	Review of audited annual financial statements.	Ensure actual performance meet budget objectives. (Note that this is in support of the Audit Committee.)
February	Review report of Investment Sub-committee, outlining strategies for PEO's reserve fund and pension plan portfolios. Accept report and forward to Council for information.	Investment strategies meet established criteria.
April	Joint meeting with Audit committee. Agenda to be determined, but should include review of two control systems.	Coordinate activities of the two finance related committees.
May, August, October and February	Quarterly review of PEO's financial performance based on quarterly financial statements and variance analysis.	Ensure actual financial performance tracks budgets and highlight variances for action by staff and, if necessary, recommend changes to Council for approval.

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2018 HR Plan for GOVERNMENT LIAISON COMMITTEE (GLC)

Committee: Government Liaison Committee (GLC)	Date Developed: September 2017
Committee Review Date: September 19, 2017	Date Council Approved:

	Currently in Place	Required in 12 months (Identified "Gap" for each Core Competency)	Required in 2 to 5 years
Core Competencies <ul style="list-style-type: none"> Skills Abilities Expertise Knowledge 	Key objectives and core competencies are listed in Appendix A	<ul style="list-style-type: none"> See Appendix A 	No gap
Committee Membership	11 Members, each a representative according to the GLC Terms of Reference		Dependent upon renewal of committee membership
Broad Engagement			
<ul style="list-style-type: none"> Career Stage 	At least 1 from every career stage	At least 1 from every career stage	No gap
<ul style="list-style-type: none"> Diversities of Sources 	At least 1 representative from key stakeholders for information and cooperation related to Provincial Government interaction	<ul style="list-style-type: none"> See Appendix B 	No gap
<ul style="list-style-type: none"> Experience Level 	A minimum of 1 member in C-Level, 2 in A-Level	A Level or greater	No gap
<ul style="list-style-type: none"> Gender Diversity 	To achieve gender balance consistent with PEO's goals. Currently 2 female, 9 male	2 female, 9 male	Dependent upon members selected to committee
<ul style="list-style-type: none"> Geographic Representation 	Full geographic representation	4 out of 5 regions represented	No gap
<ul style="list-style-type: none"> CEAB Graduates –vs– IEG 	N/A	N/A	N/A
<ul style="list-style-type: none"> Licensed –vs– Non-licensed 	2 non-licensed members (1 EIT, 1 student member)		No gap
Volunteer Development Plans	See Appendix C	See Appendix C	See Appendix C
Succession Planning <ul style="list-style-type: none"> List the members 	When a member's term expires or a member resigns, Council (or the recommending party) will be asked to appoint a replacement(s)	<ul style="list-style-type: none"> In 2018 replace "P.Eng. active in a Riding Association" 	<ul style="list-style-type: none"> In 2019 replace "student rep" In 2019 replace "EIT rep" In 2020 replace "active chapter member"
Term of Office	<ul style="list-style-type: none"> Chair: Maximum of 3 cumulative years, subject to annual renewal. Vice Chair: Maximum of 3 cumulative years, subject to annual renewal. 		

2018 HR Plan for GOVERNMENT LIAISON COMMITTEE (GLC)

	<ul style="list-style-type: none"> • Members: Appointed annually for a one-year term, from January to December. May be re-appointed to a maximum of 6 years. 	
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APPENDIX A Key objectives and core competencies (as per the Work Plan)

<u>List top 3–5 Committee Work Plan Outcomes:</u>	<u>List core competencies for each Work Plan outcome:</u>
<ul style="list-style-type: none"> ○ Monitor & evaluate regulatory issues requiring liaison with the government and advise council on strategic initiatives to effect such liaison (Key Responsibilities # 1) 	<ul style="list-style-type: none"> - Possess a good knowledge of PEO and Committees related goals, objectives and information available related to government liaison - Possess strategic thinking abilities - Initiate recommendations for change
<ul style="list-style-type: none"> ○ Coordinate the activities of the GLP (Key Responsibilities # 2) 	<ul style="list-style-type: none"> - Key persons must be good communicators, knowledgeable and willing to work with others - Ability to organize functions and ensure objectives of this function are achieved - Be familiar with current PEO Government Liaison issues
<ul style="list-style-type: none"> ○ Coordinate with other government relations initiatives within the engineering profession (Key Responsibilities # 3) 	<ul style="list-style-type: none"> - Ability to develop relationships with stakeholders to advance cooperation efforts (ref. item 2 of Work plan) - Willingness to work with stakeholders within the confines of PEO guidelines and accepting differences while working to achieve common objectives - Conflict resolution skills - Possess effective meeting & action implementation skills
<ul style="list-style-type: none"> ○ Enhance Government Outreach (Key Responsibilities # 7) 	<ul style="list-style-type: none"> - Ability to establish and clarify goals, expectations, obligations, roles and responsibilities of GLC. - Ability to evaluate effectiveness of government liaison program once per year. - Ability to conduct analysis, summarize results and follow up with recommendations for continuous improvement
<ul style="list-style-type: none"> ○ Host Annual Queen's Park MPP reception and/or GLC conference 	<ul style="list-style-type: none"> - Key persons must be good communicators, knowledgeable and willing to work with others - Ability to organize functions and ensure objectives of this function are achieved - Be familiar with current PEO Government Liaison issues

APPENDIX B Diversities of Sources (see List of Committee Membership)

Constituency & Qualifications of	The committee will be composed of the following 11 members.
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2018 HR Plan for GOVERNMENT LIAISON COMMITTEE (GLC)

Committee/Task Force Members	<ul style="list-style-type: none"> • Member of the Regional Councillors Committee (recommended by Regional Councillors Committee) • Members of Council • Two (2) active members of a chapter who have experience with GLP or government relations or public policy. • A member of the Advisory Committee on Volunteers (recommended by the Advisory Committee on Volunteers) • P.Eng. active in a Riding Association (recommended by GLP Consultant) • P.Eng. member of the Ontario Society of Professional Engineers (OSPE) (recommended by OSPE) • P.Eng. representative of Engineers Canada (recommended by Engineers Canada) • P.Eng. member of the Consulting Engineers of Ontario (recommended by CEO) • Student representative • EIT representative <p>The President and the President-elect are ex-officio members, as required by section 30(3) of By-Law No.1. In addition the CEO/Registrar and the GLP consultant shall be ex-officio members.</p>
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APPENDIX C Volunteer Development Plans

List top 2 – 3 preferred core competencies (knowledge, skills, abilities)	List <u>specific attributes</u> for each core competency	Briefly state <u>how you will meet your needs</u> [i.e.: development plans for current member(s); request additional volunteer resources]	Resources Needed	Target Date for completion
Knowledge of PEO policy and positions and available resources	Familiarity with available resources regarding government related issues, etc.	Provide training and access to resources	Staff assistance, Committee Members	ongoing
Skills to provide advice/recommendations/assistance	Good communication and problem resolution skills; negotiation skills	Opportunities to interact and communicate, seek feedback	Feedback Form	ongoing
Effective Meeting Skills	Familiarity with rules of order, engagement strategies	Select chair with these skills (becomes a role model for others), seek feedback	Meeting Evaluation Form	ongoing

WORK PLAN FOR 2018
GOVERNMENT LIAISON COMMITTEE (GLC)

C-515-2.14
Appendix M(ii)

Approved by Committee: <i>September 19, 2017</i>		Review Date: <i>September 19, 2017</i>	
Approved by Council: <i>[DATE]</i>		Approved Budget: <i>[AMOUNT] [DATE]</i>	
Mandate [as approved by Council]:	<i>To provide oversight and guidance for the PEO Government Liaison Program (GLP). [APPROVED BY COUNCIL June 2011]</i>		
Equity and Diversity Awareness	<ol style="list-style-type: none"> 1. Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? YES 2. Is each task/activity being done in an equitable manner and engaging diverse groups? 3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? 		
Tasks, Outcomes and Success Measures:	Task/Activities [as per Terms of Reference – Key Duties]:	Outcomes Success measures	Due date:
	1. MONITOR REGULATORY ISSUES		
	<i>Monitor and evaluate regulatory issues requiring liaison with the government and advise Council of strategic initiatives to effect such liaison.</i>	<i>a. Subcommittee meets 10 times per year.</i>	2018
	<i>a. Monitor regulatory issues and emerging issues.</i>	<i>b. GLP Info Notes developed, reviewed and shared with Council and GLP chairs.</i>	As required
	<i>b. Develop, review and revise GLP Info Notes.</i>		
	2. COORDINATE ACTIVITES OF GOVERNMENT LIAISON PROGRAM		
	<i>Implement “Measuring GLP Engagement in the Chapters” initiative</i>	<i>Chapters submit self-assessment reports. Chapters use the template to develop a plan of GLP activities in the chapter.</i>	Sept 2018
	<i>Coordinate GLP training including overseeing the:</i>	<i>a. 1 per region per year or one central conference</i>	2018
	<i>a. planning of GLP Academy (training) or GLC conference</i>	<i>b. certification program launched</i>	Sept 2018
	<i>• The multi-cultural calendar was considered when scheduling the workshop dates.</i>		
<i>• Persons with disabilities and food allergies were appropriately accommodated.</i>			
<i>b. consultant (learning and development) developing the certification program for GLP Reps.</i>			
<i>Monitor progress on the GLP Audit Implementation plan</i>	<i>Quarterly reports</i>	2018	
3. COORDINATE Government Relations with ENGINEERING PROFESSION			
<i>Hold regular GLC meetings</i>	<i>a. At least 6 meetings per year</i>	2018	
	<i>b. regular reports from CEO, OSPE, Engineers Canada and ESCCO</i>		
<i>Liaise regularly with OSPE/PAN and share best practices for joint meetings with MPPs.</i>	<i>connect local PAN reps with GLP reps</i>	Ongoing	
4. MATTERS DELEGATED BY COUNCIL			

WORK PLAN FOR 2018
GOVERNMENT LIAISON COMMITTEE (GLC)

	<i>Consider any other matter related to the Government Liaison Program delegated to the committee by the Council. Consider matters at regular GLC meetings. Strike subcommittee, if required, to focus on the matter.</i>	<i>Respond to Council's request</i>	As required
5. CONSULT TO ADVANCE SUPPORT OF PEO FROM GOVERNMENT			
	<i>Consult as required with Council, chapters, members, staff, with respect to opportunities to advance support of PEO from government.</i>	<i>Promote availability to consult.</i>	ongoing
6. RECEIVE AND REVIEW REPORTS FROM PEO COMMITTEES			
	<i>Establish, receive and review reports from PEO committees as it considers appropriate. Liaise with Legislation Committee (LEC), Regional Councillors Committee (RCC), Joint Relations Committee (JRC)</i>	<i>a. Invite speaker to present to GLC, receive reports or attend meetings of other committees as observer. b. develop protocol for LEC to engage GLP</i>	2018 April 2018
7. ENHANCE GOVERNMENT OUTREACH			
	<i>Maintain manual MPP Interaction Database</i>	<i>Maintain for GLP chairs to report on their interactions.</i>	2018
	<i>Expand "Take Your MPP to Work Day": Consider a window (Constituency Week in November?) when all chapters arrange initiative in their local community.</i>	<i>Number of MPP's participating: 18 from all parties</i>	December 2018
	<i>Organize Queen's Park Day</i> <ul style="list-style-type: none"> • The multi-cultural calendar was considered when scheduling the workshop date. • Persons with disabilities and food allergies were appropriately accommodated. 	<i>Event delivered.</i>	4 th Qtr 2018
8. WORK PLAN			
	<i>Prepare and update GLC Operational Plan</i>	<i>Update at least quarterly</i>	End of each quarter
	<i>Develop and submit 2018 Work Plans and HR Plans for Council's approval</i>	<i>Submitted by due date</i>	Sept 2018
	<i>Prepare and submit Annual GLC report to Council</i>	<i>Submitted by due date</i>	Feb 2018
Inter-committee collaboration:	<i>Participation in Chairs Meetings, consult with Legislation Committee (LEC), liaise with Regional Councillors Committee (RCC) and Joint Relations Committee (JRC)</i>		
Stakeholders:	<i>PEO Council, PEO Chapters, OSPE, CEO, Engineers Canada, ESSCO, Government (MPPs of all parties, civil servants)</i>		

2018 HR Plan for PROFESSIONAL STANDARDS COMMITTEE (PSC)

Committee: Professional Standards Committee	Date Developed: September 7, 2017
Committee Review Date: September 12, 2017	Date Council Approved:

	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
Core Competencies • Skills • Abilities • Expertise • Knowledge	<ul style="list-style-type: none"> Understanding of the <i>Professional Engineers Act</i> and PEO processes Extensive experience in providing engineering services to clients and employers 	All members have these core competencies	None
Committee Membership	<ul style="list-style-type: none"> Approximately 10-12 members including at least one councillor. 	11 including one councilor who serves as council liaison, and past president Denis Dixon	None
Broad Engagement Career Stage	<ul style="list-style-type: none"> Split of late and mid career; none in early career 	5 late career 6 mid career	None
Disciplines	<ul style="list-style-type: none"> Members should be from a wide range of disciplines and work environments 	Practitioners from specific disciplines required for guidelines and standards are recruited on as needed basis for subcommittees (LT)	None
Experience Level Refer to Appendix B	<ul style="list-style-type: none"> Levels D – F only 	Level F: 2 Level E: 10 Level D:	None
Gender / Diversity	<ul style="list-style-type: none"> Percentages of male and female should reflect the percentage of each in membership 	Male: 7 70% Female: 3 30%	More female representation may be considered (LT)
Geographic Representation	<ul style="list-style-type: none"> Standards of practice do not vary across the province; greatest variation of practice areas is present in the GTA so majority of the membership will be from the GTA 	GTA: 6 Other areas: 4	None
CEAB Grads/ Foreign-trained	<ul style="list-style-type: none"> No preferences 	CEAB: 7 IEG: 3	None
Licensed –vs– Non-licensed	<ul style="list-style-type: none"> All members of PSC must be licensed 	All members of PSC are licensed	None
Volunteer Development Plans	<ul style="list-style-type: none"> None 		None

PROFESSIONAL STANDARDS COMMITTEE (PSC)

<ul style="list-style-type: none"> List potential development opportunities 			
<p>Succession Planning</p> <ul style="list-style-type: none"> Time on Committee 		<ul style="list-style-type: none"> Average Time: 8 years Median Time: 6 years Maximum: 20 years Minimum: <1 year 	None
<p>Terms of Office:</p> <ul style="list-style-type: none"> Chair/Vice Chair Committee members 	<ul style="list-style-type: none"> Chair: Maximum of 3 cumulative years, subject to annual renewal. Vice Chair: Maximum of 3 cumulative years, subject to annual renewal. Members: Appointed annually for a one-year term, from January to December. May be re-appointed to a maximum of 10 years. 		

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WORK PLAN FOR 2018
PROFESSIONAL STANDARDS COMMITTEE (PSC)

C-515-2.14
Appendix N(ii)

Approved by Committee: <i>September 12, 2017</i>		Review Date:	
Approved by Council:		Approved Budget:	
Mandate [as approved by Council]:	<p><i>There are no specific powers assigned to this committee by the Professional Engineers Act, Regulation 941/90 or By-Law 1.</i></p> <p><i>The mandate of the committee is to fulfill the second of the additional objects of the Act: 2(4) For the purpose of carrying out its principal object, the Association has the following additional objects:</i></p> <p><i>2. To establish, maintain and develop standards of qualification and standards of practice for the practice of professional engineering.</i></p> <p><i>[from PSC Terms of Reference, Approved April 2010]</i></p>		
Equity and Diversity Awareness	<p>1. Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? No</p> <p>2. Is each task/activity being done in an equitable manner and engaging diverse groups? Yes</p> <p>3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? No</p>		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	<p>Complete drafts of the following guidelines:</p> <ul style="list-style-type: none"> a) Technical Audits of Condominiums b) Record Documents c) Demountable Event Structures d) Assuming Responsibility e) Mineral Projects f) Environmental Site Assessments g) Regulatory Studies h) Coordinating Professionals i) Use of Seal 	Draft approved by Council	<p>November 2018</p> <p>November 2018</p> <p>November 2018</p> <p>November 2017</p> <p>November 2018</p> <p>November 2018</p> <p>November 2018</p> <p>November 2018</p> <p>November 2018</p>
	<p>Collaborate regarding engineering practice issues with:</p> <ul style="list-style-type: none"> a) Ministry of the Attorney General (MAG) - Mandatory Assessments b) Ministry of Municipal Affairs (MMA) - Mandatory Assessments; c) Ministry of Transportation (MTO) - Quality Verification Engineer (QVE) and Use of Seal; d) Ministry of Environmental and Climate Change (MOECC) – Environmental Compliance Approval (ECA); e) Ministry of Labour (MOL) – Pre-Start Health and Safety Review Repots (PSHSRs). 	Co-regulator collaboration	Ongoing
Inter-committee collaboration:	<p>PSC may consult and/or collaborate with the following PEO committees/task forces over the next year: Discipline Committee, Complaints Committee, Enforcement Committee, Education Committee, Government Liaison Committee, Chapter Chairs and various task forces.</p>		
Stakeholders:	<p>PSC may engage in dialogue with or seek consultations from the following during the next year: PEO Council, MOL, Ministry of Municipal Affairs and Housing, MOECC, MTO, Office of the Fire Marshal and Emergency Management, Electrical Safety Authority, Ontario Society for Professional Engineers, Consulting Engineers Ontario, OACETT, Engineers Canada, other provincial engineering associations, Ontario Association of Architects and others.</p>		

HUMAN RESOURCES PLAN - 2018

REGISTRATION COMMITTEE (REC)

C-515-2.14 Appendix O(i)

Committee: Registration Committee	Date Developed:
Committee Review Date: October 16, 2017	Date Council Approved:

Categories	Currently in Place	Required in 12 Months <i>(Identified "Gap" for each Core Competency)</i>	Required in 2 to 5 Years
Core Competencies	See Appendix A	See Appendix A	
Committee Membership	10 members	Require additional LGA or AG appointee (1 additional member)	
Broad Engagement	Section 19(1) Elected Councillor: N/A LGA (P. Eng.) Councillor: 1 LGA (Lay) Councillor: N/A Attorney General (AG) appointee (LL.B): 1 General Member: 8	Proclamation of the amendments to the <i>Professional Engineers Act</i> would create an opportunity to increase the diversity, women and geographic representation on REC.	Replace retiring members and provide necessary training for new members. (quantity to be determined by Council).
Volunteer Development Plans	a. New members attend a basic orientation session conducted by members of the REC and Tribunal Staff b. All members attend training provided four times per year during REC meetings. c. Attend outside training sessions (SOAR Conference, etc.) d. Provide resources (handbook, legal reference books, etc.)	a. New members attend a basic orientation session conducted by members of the REC and Tribunal Staff b. All members attend training provided four times per year during REC meetings. c. Attend outside training sessions (SOAR Conference, etc.) d. Provide resources (handbook, legal reference books, etc.) e. New members to attend a hearing and deliberations as observers.	a. New members attend a basic orientation session conducted by members of the REC and Tribunal Staff b. All members attend training provided four times per year during REC meetings. c. Attend outside training sessions (SOAR Conference, etc.) d. Provide resources (handbook, legal reference books, etc.) e. New members to attend a hearing and deliberations as observers. See Appendix A
Term of Office	<ul style="list-style-type: none"> • Chair: Maximum of 3 cumulative years, subject to annual renewal. 		Next change of Chairs planned for October 2018.

HUMAN RESOURCES PLAN - 2018

REGISTRATION COMMITTEE (REC)

	<ul style="list-style-type: none"> • Vice Chair: Maximum of 3 cumulative years, subject to annual renewal. • Members: No term limits for Committee members 	
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APPENDIX A

1. Key Objectives and Core Competencies (as per the Work Plan)

List Top 3-5 Committee Work Plan Outcomes:	List Core Competencies for Each Work Plan Outcome:
Hear and Decide Matters (Panel Members)	<ul style="list-style-type: none"> a. Knowledge of the applicable sections of the Act, Regulations, SPPA, Registration Committees' Rules and the Handbook : <ul style="list-style-type: none"> i. Panel Chair – Comprehensive Knowledge ii. Experienced Members – Detailed Knowledge iii. New Members – Basic Knowledge b. Ability to contribute to the panel's deliberations by understanding the legal arguments presented, identifying facts, weigh differing views, and to make fair, logical decisions (all panel members). c. Be committed and enthusiastic (all panel members). d. Ability to write Decisions and Reasons (scribe). e. Ability to conduct a hearing; understand role of panel members, parties and ILC. f. Have the time required to sit on panels (all panel members). g. Familiarity with Decisions and Reasons in previous matters, judicial reviews of administrative decisions (panel chair and experienced members).
Set Hearings (Chair, REC)	<ul style="list-style-type: none"> a. Ability to set a date when the panel and the parties are available. b. Broad experience conducting a pre-hearing conference.
Develop Volunteers (Chair, REC)	<ul style="list-style-type: none"> a. Identify training requirements and resources. b. Organize training sessions. c. Conduct training sessions.
Develop Policy and Plans (Chair, REC)	<ul style="list-style-type: none"> a. Develop and analyze policy alternatives. b. Appoint Subcommittee(s), as required. c. Draft proposals to amend the Handbook, Work Plan, and H.R. Plan.

HUMAN RESOURCES PLAN - 2018

REGISTRATION COMMITTEE (REC)

List Top 3-5 Committee Work Plan Outcomes:	List Core Competencies for Each Work Plan Outcome:
Perform Administrative Functions (Chair, REC)	a. Respond to information requests from PEO and Council. b. Draft and provide administrative reports. c. Communicate with Council.

2. Competency Gaps and Action Plan

List top 2 - 3 core competencies missing from the current Committee (knowledge, skills, abilities)	List <u>specific gaps</u> for each core competency	Briefly state <u>how you will close each gap</u> [ie: development plan for current member(s); request for additional volunteer resources]	Resources Needed	Target Date for Completion
Ability to write effective Decisions and Reasons	Understanding the legal requirements for a sound decision	Training and experience	Training	Ongoing
Comprehensive knowledge	Of the applicable sections of the Act, Regulations and the REC's Rules, and a detailed knowledge of the Handbook.	Training and experience	Training	Ongoing

3. Comments

<ol style="list-style-type: none"> 1. The objective of this plan is to establish and maintain REC adjudicators who can fulfill the requirements of the Act effectively and efficiently. 2. During 2016, two P.Eng. members of the Registration Committee were replaced with two new members. One LGA (Lay) Councillor left and was replaced by one Attorney General Appointee (LL.B). Another LGA (Lay) Councillor resigned effective end of April 2017. Council approved the appointment of a Council Liaison in July 2017.
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REGISTRATION COMMITTEE (REC)

Approved by Committee: October 16, 2017	Review Date:
Approved by Council:	Approved Budget: \$34,050 (pending Council approval of 2018 budget)
Mandate [as approved by Council]:	<p>Notice of proposal to revoke or refuse to renew</p> <p><u>19.(1)</u> Where the Registrar proposes,</p> <p style="padding-left: 40px;">(a) to refuse to issue a licence; or</p> <p style="padding-left: 40px;">(b) to refuse to issue, to suspend or to revoke a temporary licence, a provisional licence, a limited licence or a certificate of authorization,</p> <p>The Registrar shall serve notice of the proposal, together with written reasons therefore, on the applicant. R.S.O. 1990, c. P.28, s. 19 (1); 2001, c. 9, Sched. B, s. 11 (22).</p> <p>Exception</p> <p><u>(2)</u> Subsection (1) does not apply in respect of a proposal to refuse to issue a licence, a temporary licence, a provisional licence or a limited licence where the applicant previously held a licence, a certificate of authorization, a temporary licence, a provisional licence or a limited licence that was suspended or revoked as a result of a decision of the Discipline Committee. 2001, c. 9, Sched. B, s. 11 (23).</p> <p>Notice</p> <p><u>(3)</u> A notice under subsection (1) shall state that the applicant is entitled to a hearing by the Registration Committee if the applicant mails or delivers, within thirty days after the notice under subsection (1) is served on the applicant, notice in writing requiring a hearing by the Registration Committee and the applicant may so require such a hearing. R.S.O. 1990, c. P.28, s. 19 (3).</p> <p>Power of Registrar where no hearing</p> <p><u>(4)</u> Where the applicant does not require a hearing by the Registration Committee in accordance with subsection (3), the Registrar may carry out the proposal stated in the notice under subsection (1). R.S.O. 1990, c. P.28, s. 19 (4).</p> <p>Hearing by Registration Committee</p> <p><u>(5)</u> Where an applicant requires a hearing by the Registration Committee in accordance with subsection (3), the Registration Committee shall appoint a time for, give notice of and shall hold the hearing. R.S.O. 1990, c. P.28, s. 19 (5).</p> <p>Continuation on expiry of committee membership</p> <p><u>(6)</u> Where a proceeding is commenced before the Registration Committee and the term of office on the Council or on the committee of a member sitting for the hearing expires or is terminated other than for cause before the proceeding is disposed of but after evidence is heard, the member shall be deemed to remain a member of the Registration Committee for the purpose of completing the disposition of the proceeding in the same manner as if the member's term of office had not expired or been terminated. R.S.O. 1990, c. P.28, s. 19 (6).</p> <p>Powers of Registration Committee</p> <p><u>(7)</u> Following upon a hearing under this section in respect of a proposal by the Registrar, the Registration Committee may, by order,</p> <p style="padding-left: 40px;">(a) where the committee is of the opinion upon reasonable grounds that the applicant meets the requirements and qualifications of this Act and the regulations and will engage in the practice of professional engineering or in the business of providing services that are within</p>

REGISTRATION COMMITTEE (REC)

the practice of professional engineering with competence and integrity, direct the Registrar to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, as the case may be, to the applicant;

(b) where the committee is of the opinion upon reasonable grounds that the applicant does not meet the requirements and qualifications of this Act and the regulations,

(i) direct the Registrar to refuse to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, or to suspend or revoke the certificate of authorization issued to the applicant, as the case may be, or

(ii) where the committee is of the opinion upon reasonable grounds that the applicant will engage in the practice of professional engineering with competence and integrity, exempt the applicant from any of the requirements of this Act and the regulations and direct the Registrar to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, as the case may be; or

(c) where the committee is of the opinion upon reasonable grounds that it is necessary in order to ensure that the applicant will engage in the practice of professional engineering or in the business of providing services that are within the practice of professional engineering with competence and integrity, direct the Registrar to issue a licence, certificate of authorization, temporary licence, provisional licence or limited licence, as the case may be, subject to such terms, conditions or limitations as the Registration Committee specifies. R.S.O. 1990, c. P.28, s. 19 (7); 2001, c. 9, Sched. B, s. 11 (24).

Extension of time for requiring hearing

(8) The Registration Committee may extend the time for the giving of notice requiring a hearing by an applicant under this section before or after the expiration of such time where it is satisfied that there are apparent grounds for granting relief to the applicant following upon a hearing and that there are reasonable grounds for applying for the extension, and the Registration Committee may give such directions as it considers proper consequent upon the extension. R.S.O. 1990, c. P.28, s. 19 (8).

Parties

(9) The Registrar and the applicant who has required the hearing are parties to proceedings before the Registration Committee under this section. R.S.O. 1990, c. P.28, s. 19 (9).

Opportunity to show compliance

(10) The applicant shall be given a reasonable opportunity to show or to achieve compliance before the hearing with all lawful requirements for the issue of the licence, the certificate of authorization, the temporary licence, the provisional licence or the limited licence. R.S.O. 1990, c. P.28, s. 19 (10); 2001, c. 9, Sched. B, s. 11 (25).

Examination of documentary evidence

(11) A party to proceedings under this section shall be afforded an opportunity to examine before the hearing any written or documentary evidence that will be produced or any report the contents of which will be given in evidence at the hearing. R.S.O. 1990, c. P.28, s. 19 (11).

Members holding hearing not to have taken part in investigation, etc.

(12) Members of the Registration Committee holding a hearing shall not have taken part before the hearing in any investigation or consideration of the subject-matter of the hearing and shall not communicate directly or indirectly in relation to the subject-matter of the hearing with any person or with any party or representative of a party except upon notice to and opportunity for all parties to participate, but the Registration Committee may seek legal

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advice from an adviser independent from the parties and, in such case, the nature of the advice shall be made known to the parties in order that they may make submissions as to the law. R.S.O. 1990, c. P.28, s. 19 (12).

Recording of evidence

(13) The oral evidence taken before the Registration Committee at a hearing shall be recorded and, if so required, copies of a transcript thereof shall be furnished upon the same terms as in the Superior Court of Justice. R.S.O. 1990, c. P.28, s. 19 (13); 2001, c. 9, Sched. B, s. 11 (66).

Only members at hearing to participate in decision

(14) No member of the Registration Committee shall participate in a decision of the Registration Committee following upon a hearing unless he or she was present throughout the hearing and heard the evidence and argument of the parties. R.S.O. 1990, c. P.28, s. 19 (14).

Release of documentary evidence

(15) Documents and things put in evidence at a hearing shall, upon the request of the person who produced them, be released to the person by the Registration Committee within a reasonable time after the matter in issue has been finally determined. R.S.O. 1990, c. P.28, s. 19 (15).

Applicant

(16) In this section,

“Applicant” means applicant for a licence or applicant for or holder of a temporary licence, a provisional licence, a limited licence or a certificate of authorization. R.S.O. 1990, c. P.28, s. 19 (16); 2001, c. 9, Sched. B, s. 11 (26).

Fiduciary, etc., relationship between corporation and client

20. A corporation that holds a certificate of authorization has the same rights and is subject to the same obligations in respect of fiduciary, confidential and ethical relationships with each client of the corporation that exist at law between a member of the Association and his client. R.S.O. 1990, c. P.28, s. 20.

Appeal to court

31.(1) A party to proceedings before the Registration Committee or the Discipline Committee may appeal to the Divisional Court, in accordance with the rules of court, from the decision or order of the committee.

Certified copy of record

(2) Upon the request of a party desiring to appeal to the Divisional Court and upon payment of the fee therefore, the Registrar shall furnish the party with a certified copy of the record of the proceedings, including the documents received in evidence and the decision or order appealed from.

Powers of court on appeal

(3) An appeal under this section may be made on questions of law or fact or both and the court may affirm or may rescind the decision of the committee appealed from and may exercise all powers of the committee and may direct the committee to take any action which the committee may take and as the court considers proper, and for such purposes the court may substitute its opinion for that of the committee or the court may refer the matter back to

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	the committee for rehearing, in whole or in part, in accordance with such directions as the court considers proper. R.S.O. 1990, c. P.28, s. 31.		
Terms of Reference [Key duties]:	Hearing by Registration Committee 19(5) Where an applicant requires a hearing by the Registration Committee in accordance with subsection (3), the Registration Committee shall appoint a time for, give notice of and shall hold the hearing. R.S.O. 1990, c. P.28, s. 19 (5).		
Equity and Diversity Awareness	Equity and Diversity Awareness 1. Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies? YES 2. Is each task/activity being done in an equitable manner and engaging diverse groups? - YES 3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? - NO		
Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes success measures:	Due date:
	Attend at hearings (4-6 a year)	100%	Ongoing
	Decision-Writing (4-6 a year)		
	- Decisions issued within 6 weeks:	70%	Ongoing
	- Decisions issued within 6 months:	95%	
	Attend 3 REC meetings	70%	Ongoing
	Attend external training sessions (4-5 members)	70%	Ongoing
	Participate on subcommittees (5 meetings per year; 5 members on the Subcommittee)	100%	Ongoing
	RFP for Independent Legal Counsel	N/A	N/A
	Review and update Rules of Procedure as required	100%	Ongoing
	Review and update Registration Committee Handbook as required	100%	Ongoing
New member orientation sessions (approximately 1-2)	100%	Ongoing	
	Host Annual workshop of Chairs and Committee Advisors. Q2: The multi-cultural calendar was considered when scheduling the workshop date. - YES Q3: Persons with disabilities and food allergies were appropriately accommodated. - YES		
Inter-Committee Collaboration:	N/A		
Stakeholders:	N/A		

HIRING LICENSURE STAFF

Purpose: To expedite the licensure review process and issuing of P.Eng. licences, by hiring an additional contract licensure staff.

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

That Council

- a. Authorize the immediate hiring of an additional contract licensure staff for a one year period. This will require a \$100,000 budget increase during 2018.

Prepared by: Dan Preley, P.Eng., Northern Regional Councillor

Moved by: Dan Preley, P.Eng., Northern Regional Councillor

1. Need for PEO Action

Reviewing licensure applications and the issuing of P.Eng. licences are essential PEO services that should be completed in a timely manner.

The reasons for the licensure backlog are:

- Lack of staff since they were directed to prioritize Aptify April 1, 2016 Go-Live software
- A 15% increase from 2,333 applications ready for Initial Experience Assessment in 2015 to 2,683 ready in 2016
- Staff resourcing issues September 2016 to April 2017

Currently approximately 1,100 files are awaiting Initial Experience Assessment, in January 2016 before the backlog, approximately 200 files were waiting review.

The backlog has and is causing irreparable damage to PEO's reputation. The Attorney General may question PEO's ability to be a regulator, the media may expose PEO's situation and applicants may sue the PEO due to damages.

Due to the licensure backlog, many EIT's are losing their jobs, cannot apply for P.Eng. positions and are losing \$2,500 of wages per month.

A contract Experience Assessment Officer was hired in May 2017 to replace the regular Experience Assessment Officer that went on Long Term Disability in April 2017. This brought the staff complement to normal levels.

The only additional staff hired after May was a one year contract Experience Assessment Officer who started with PEO on September 20, 2017. A contract Experience Assessment Officer typically earns about \$70,000 to \$80,000 plus benefits per annum. The cost for additional staff is significantly less than the wages lost by applicants.

Implementing the on-line licencing software will utilize a large amount of licensure staff time. PEO should have enough licensure staff to prevent backlogs associated with unexpected increases in applications and staff resource issues.

The need for hiring additional full-time staff should be assessed.

Hiring more staff will fulfill PEO's 2018-2020 Strategic Plan by addressing the following three strategic objectives:

1. 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.
2. 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.
3. 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.

2. Proposed Action / Recommendation

- To hire additional contract licensure staff.

3. Next Steps (if motion approved)

- Registrar to direct the Deputy Registrar, of Licensing and Registration to immediately hire a contract staff
- Advertise positions
- Interview candidates
- Hire staff
- Train staff

4. Peer Review & Process Followed

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

ONLINE LICENSING PORTAL TASK FORCE

Purpose: To create a task force of Regional Councillors Committee (RCC) and other members to operate in parallel to the online licensing portal project execution to address and improve upon specific customer service licensing issues experienced currently by applicants.

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

That Council approves:

- a. The creation of a licensing task force to operate in parallel to the online licence portal project execution to address and improve upon specific customer service licensing issues.
- b. The Registrar to initiate the formation of this task force including but not limited to drafting the terms of reference and proposed work plan.
- c. A budget of \$20,000 for the task force to complete their work and deliver a report to Council before the 2019 AGM, if not earlier.

Prepared by: Matthew Ng, P.Eng., Manager Chapters, revised by Dan Preley, P.Eng. Northern Regional Councillor

Moved by: Dan Preley, P.Eng. Northern Regional Councillor

1. Need for PEO Action

- At the July 29, 2017 RCC, the councillors were reviewing the chapter open issues and noticed an unusual number of open issues (either newly opened or existing) that is pertaining to PEO licensing process.
- Licensing professional engineers is one of the regulatory functions that PEO must do well on. RCC is very concerned with the number of open issues raised by the different chapters from different regions as a result.
- While the RCC understands this is outside of the scope of the RCC terms of reference, the issues were nevertheless raised by the chapters during regional congresses. Thus RCC needs to provide response to the chapters.
- The online licensing portal project can probably address most of the issues raised as they are experienced by existing EITs seeking licensure, and even covered off some of the improvement suggestions to the overall PEO licensing process, RCC still feel that the perceived poor customer service aspect of our licensing process still requires improvement or it could undermine the potential for success for the online licensing portal project.
- To ensure the online licensing portal project has the best chance of success, and that RCC's concern is addressed, RCC felt that it is necessary to create a task force to oversee the Online Licensing Portal Project.
- RCC, during its discussion on this matter, are in agreement on the following:
 - This task force is NOT to interfere with the execution of the online licensing portal project.
 - The role of this task force is to work in parallel with the Online Licensing Portal project team to make sure that we improve customer service in all steps of the portal so that the online application for licensure is conducive to a fair, timely, professional and customer centric process.

- As such, RCC motioned its chair and staff advisor to draft a briefing note to Council to asking for the creation of this task force.

2. Proposed Action / Recommendation

- To approve the creation of the online licensing portal task force.

3. Next Steps (if motion approved)

- Terms of reference for the online licensing task force will be drafted.
- Work plan of the online licensing task force will be drafted.
- Committee advisor be assigned.
- While this task force is Council’s creation, as the idea for the task force and the issues about customer service came from the chapters, RCC is willing to be the responsible authority acting on behalf of Council to oversee the work of this task force.
- Terms of reference and work plan will be reviewed and approved by Regional Councillors Committee on behalf of Council.

4. Peer Review & Process Followed

<p>Process Followed</p>	<ul style="list-style-type: none"> • June Regional congresses <ul style="list-style-type: none"> ○ Issues regarding licensure were brought up by chapter delegates during regional congresses. ○ These issues were accepted by majority vote at the congress to be added as open issues for the region. • RCC meeting, July 29, 2017 <ul style="list-style-type: none"> ○ Discussion at the RCC meeting by regional councillors on the open issues raised have collectively led this briefing note. • Northern Regional Congress, September 9, 2017 <ul style="list-style-type: none"> ○ Northern region was the region that has the most concerns regarding licensure. ○ During the discussion of regional open issues, the congress is happy with the way RCC is going about address their concerns. • RCC meeting, October 28, 2017 <ul style="list-style-type: none"> ○ All Regional Councillors were extremely concerned with the number of significant open-issues regarding licensure that have not been adequately addressed by Council.
<p>Council Identified Review</p>	<p>N/A</p>
<p>Actual Motion Review</p>	<p>RCC reviewed the actual motion and briefing note.</p>

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 – 249th Executive Committee meeting – August 15, 2017
- 3.2 Minutes – 514th Council meeting – September 29, 2017
- 3.3 Approval of CEDC Applications

MINUTES – 249th Executive Committee – August 15, 2017

Purpose – To ratify the minutes of the 249^h Executive Committee meeting

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

That the minutes of the 249th meeting of the Executive Committee, held on August 15, 2017, as presented to the meeting at C-515-3.1, 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 October 30, 2017, confirmed that the attached minutes from the 249th meeting of the Executive Committee, held August 15, 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 249th Meeting of the Executive Committee



Minutes

C-515-3.1
Appendix A

The 249th Meeting of the EXECUTIVE COMMITTEE of PROFESSIONAL ENGINEERS ONTARIO was held on Tuesday, August 15, 2017 at 3:00 p.m.

Present: B. Dony, P.Eng., President and Chair
G. Comrie, P.Eng., Past President
D. Brown, P.Eng., President-elect
N. Hill, P.Eng., Vice-President (elected) [via teleconference]
M. Spink, P.Eng., Vice-President (appointed)
C. Bellini, P.Eng.
W. Turnbull, P.Eng.

Staff: G. McDonald, P.Eng., Registrar
S. W. Clark, LL.B.
F. Goncalves
L. Latham, P.Eng.
M. Price, P.Eng.
D. Smith
M. Wehrle
J. Zuccon, P.Eng.
R. Martin
D. Power

CALL TO ORDER

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

14-95

APPROVAL OF AGENDA

Moved by Vice-President Spink, seconded by Councillor Bellini:

That:

- a) the agenda, as presented to the meeting at E-249-1.1, Appendix A, be approved, and
- b) the Chair be authorized to suspend the regular order of business.

CARRIED

14-96

MINUTES – 247th EXECUTIVE COMMITTEE MEETING – JANUARY 17, 2017

The Executive Committee reviewed the minutes of the 247th EXE Committee meeting held January 17, 2017.

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

That the minutes of the 247th open session meeting of the Executive Committee, held on January 17, 2017, as presented to the meeting at E-249-2.1, Appendix A, and amended, accurately reflect the business transacted at that meeting.

CARRIED

**14-97
MINUTES – 248th EXECUTIVE COMMITTEE
MEETING – FEBRUARY 23, 2017**

The Executive Committee reviewed the minutes of the 248th EXE Committee meeting held February 23, 2017.

Moved by Past President Comrie, seconded by Vice President Spink:

That the minutes of the 248th open session meeting of the Executive Committee, held on February 23, 2017, as presented to the meeting at E-249-2.2, Appendix A, accurately reflect the business transacted at that meeting.

CARRIED

**14-98
PEER REVIEW – 2018 – 2020 STRATEGIC
PLAN**

Registrar McDonald advised that the 2017-2020 Strategic Plan was developed based on recommendations from the 2017 Council Workshop. There are three focus areas in the Strategic Plan which are Protecting the Public Interest, Engaging Stakeholders and Advancing PEO's Mission. The Strategic Plan also includes the nine strategic objectives there were agreed to at the Workshop. There will be a number of specific strategies under each of the nine strategic objectives, some of which are already underway, i.e. the PEAK Program, the Public Information Campaign and the online licensing project. Other items will be developed through Council and the committees.

Registrar McDonald noted that the Strategic Plan sets broad based objectives for the association. He confirmed that new projects must align with the Strategic Plan and that associated budget costs would be presented to Council for approval. In response to a query regarding measurement of the strategic directives Registrar McDonald explained that Council would determine the metrics.

Following review the following changes were recommended:

- Strategic Planning Process – present the emergent themes in priority order
- Revise core values to read “PEO’s core values are intended to inform the behaviors of its members, staff, and volunteer leaders
- Strategic Priorities
 - remove the word “education” from item 4. Engage chapters as a valuable regulatory resource
 - replace “remove” with “address” under item 6. Augment the applicant and licence holder experience

**14-99
PEER REVIEW – UNIQUE EMAIL ADDRESS
POLICY**

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 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.

It was suggested that all licence holders be required to provide a unique email address. This may require legislative and/or regulation changes. PEO staff will investigate and provide suggestions at a future Executive Committee meeting.

There were no suggested changes to the Briefing Note that will be presented to Council at its September meeting.

**15-00
PEER REVIEW – WITHHOLDING
INFORMATION FROM DISCLOSURE ON
PEO’S PUBLIC DIRECTORIES POLICY**

Currently, requests to withhold information from PEO’s public directories is made through the submission of a Request to Withhold Information from the Public Form.

There are 202 individual PEO directory profiles withheld at the present time.

The Form appears to have been introduced following the approval of the PEO Privacy Policy in 2004. However, its development and criteria used to grant a request to withhold information from PEO’s public directories is unclear. As a result, the Registrar requested a review of the current practice and development of a supporting policy.

To support development of the policy, an environmental scan was conducted of Ontario regulators. The regulators indicated that removal of information is done through a formal request to a party within their organization. The criteria applied to grant the request is whether on reasonable grounds there is a belief that disclosure may jeopardize the safety of an individual. The party making the request must provide supporting documentation.

There were no suggested changes to the Briefing Note that will be presented to Council at its September meeting.

**15-01
PEER REVIEW – 30 BY 30 INITIATIVE**

PEO did not initially endorse the 30 by 30 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 constituent association of Engineers Canada, must also formally sanction the initiative.

Engineers Canada has confirmed that all provincial and territorial 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. As such, PEO has become conspicuous in its absence by not endorsing the initiative and not actively encouraging more women to pursue licensure in Ontario.

A small caucus of engineer volunteer leaders recognized this omission and 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.

A draft briefing note, including a draft joint action plan, prepared for the September Council meeting, requests PEO's formal endorsement of the 30 by 30 initiative while still delegating the champion role to OSPE will be discussed at this Executive Committee meeting for feedback and support

Currently, only 12% of professional engineers in Canada and 14.7% of newly licensed engineers in Ontario are women.

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.

For this initiative to be successful, however, it is imperative that it be owned by the entire engineering profession, both regulatory and advocacy, and by both women and men engineers.

It was the consensus of the Executive Committee that motion three being presented to Council at its September meeting be revised so that it includes the following words after membership "in accordance with Section 3, Proposed Action/Recommendation of Briefing Note C-514-2.5".

15-02 GLP REVIEW IMPLEMENTATION PLAN

Recently both CEO and OSPE have expressed serious concerns with the report "Enhancing PEO's Government Liaison Program (GLP): Implementation Plan for the GLP Audit Recommendations" which was approved by PEO Council at its June meeting.

At its June meeting, PEO Council considered the response of the Government Liaison Committee to the recommendations of the GLP Audit report that had been presented to Council in November 2016.

After a plenary presentation and consideration of the issue in the Council meeting, Council passed the following motion.

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

Shortly after news of this decision was made public, both OSPE and CEO expressed serious concern with the perceived tone of the document, which they felt was promoting the expansion of the scope of the GLP into their respective areas of responsibility (i.e. non-regulatory policy). The concerns of these two organization were provided in the agenda package for the meeting.

It was noted that both OSPE and CEO representatives on the Government Liaison Committee had the opportunity to provide input to the GLP Audit Implementation Plan that was presented to Council at its September 2017 meeting.

It was agreed that the recommendations submitted by OSPE and CEO be forwarded and reviewed by the Government Liaison Committee (GLC) and that following this, any proposed changes be discussed with the Ontario Society of Professional Engineers (OSPE) and Consulting Engineers of Ontario (CEO) prior to re-consideration by Council.

Moved by Past President Comrie, seconded by Councillor Bellini:

That the Executive Committee move in-camera.

CARRIED

**15-03
IN-CAMERA SESSION**

While in-camera, the Executive Committee:

- a) Verified the in-camera minutes of the 247th Executive Committee meeting held January 17, 2017.
- b) Discussed Government Relation Services.

**15-04
EXECUTIVE COMMITTEE ITEMS**

a) McRuer Report Clarification and Messaging

The committee discussed the Royal Commission Inquiry into Civil Right (McRuer Report) which has been referred to at recent Council meetings.

b) Clarification of Purpose of Executive Committee meetings and Executive Committee Processes

Vice-President Spink requested that all members of the Executive Committee be consulted whenever there are changes to the meeting schedule.

Registrar McDonald confirmed that the process for submitting agenda

items for inclusion on the EXE agenda is the same as that for Council.

c) Response to McKinsey Report Regarding Women in Engineering (30by30 Action Plan)

Vice-President Spink referred to the McKinsey Report – The Power of Parity: Advancing Women’s Equality in Canada (June 2017) and that given the negative content regarding women in engineering whether PEO should respond by providing information regarding the 30by30 Action Plan.

It was noted that this should be an OSPE initiative as an advocating body but that PEO would consider a collaborative response to this report.

d) Low License Uptake by Ontario’s Engineering Graduates

Registrar McDonald advised that this concern is being addressed in the Strategic Plan.

e) Consider Opportunities for Council Governance Education

This matter is being discussed by the HRC.

f) Education Committee

Vice-President Spink referred to the Education Terms of Reference as it relates to education-related policy and whether or not this should be part of the Education Committee’s mandate. President Dony suggested that a representative from the Education Committee attend an upcoming plenary session to update Council on its activities, etc.

g) Engineers Canada Affinity Program Update

Registrar McDonald advised that Engineers Canada is in the process of re-negotiating its affinity programs and the relationship it has with TD Meloche Monnex. While almost all of the other engineering regulators in the province receive revenues from this program, PEO does not. Engineers Canada will be making a presentation at the September plenary session to inform Council what options are available so that Council can decide on its position at the November Council meeting.

There being no further business, the meeting concluded.

These minutes consist of minutes 14-95 to 15-04 inclusive and seven pages.

B. Dony, P.Eng., President and Chair

G. McDonald, P.Eng., Registrar

OPEN SESSION MINUTES – 514^h Council Meeting – September 29, 2017

Purpose: To record that the minutes of the open session of the 514th 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 514th meeting of Council, held September 29, 2017, as presented to the meeting at C-515-3.2, 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 – 514th Council open session meeting – September 29, 2017



Minutes

C-515-3.2
Appendix A

The 514th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held at PEO Offices, 40 Sheppard Avenue West, Toronto, Ontario on Friday, September 29, 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
 - I. Bhatia, P.Eng., Eastern Regional Councillor
 - G. Boone, P.Eng., Eastern Regional Councillor
 - M. Chan, P.Eng., Lieutenant Governor-In-Council Appointee
 - T. Chong, P.Eng., East Central Regional Councillor
 - L. Cutler, P.Eng., Lieutenant Governor-In-Council Appointee [minutes 11838 to 11845 only]
 - R.A. Fraser, P.Eng., Councillor at Large [via teleconference]
 - L. Hidalgo, P.Eng., Western Regional Councillor
 - G. Houghton, P.Eng., Western Regional Councillor
 - Q. C. Jackson, Barrister & Solicitor, Lieutenant Governor-In-Council Appointee [minutes 11838 to 11870 e) only]
 - 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
 - K. Reid, P.Eng., Councillor at Large
 - N. Rush, C.E.T., Lieutenant Governor-In-Council Appointee [minutes 11838 to 11855 only]
 - N. Takessian, P.Eng., East Central Regional Councillor
 - W. Turnbull, P.Eng., Western Regional Councillor
 - M. Wesa, P.Eng., Northern Regional Councillor
- Regrets:
- D. Chui, P.Eng., West Central Regional Councillor
- Staff:
- G. McDonald, P.Eng., Registrar
 - L. Latham, P.Eng., Deputy Registrar, Regulatory Compliance
 - C. Mehta, Director, Finance
 - M. Price, P.Eng., Deputy Registrar, Licensing and Registration
 - D. Smith, Director, Communications
 - M. Wehrle, Director, Information Technology
 - F. Goncalves, Director, People Development
 - R. Martin, Manager, Secretariat
 - D. Power, Secretariat Administrator
 - N. Axworthy [minutes 11838 to 11869 only]
 - J. Chau, Manager, Government Liaison [minutes 11838 to 11869 only]
 - A. Heerah, PEAK Program Coordinator [minutes 11838 to 11869 only]

M. Ng., Manager, Chapters [minutes 11838 to 11869 only]
B. St. Jean, Executive Assistant [minutes 11838 to 11869 only]

Guests:

- A. Bergeron, PEO Director, Engineers Canada [minutes 11838 to 11869 only]
- H. Brown, Brown & Cohen [minutes 11838 to 11869 only]
- D. Campbell, Chair, Government Liaison Committee [minutes 11838 to 11869 only]
- S. Inchasi, EDU Chair [minutes 11838 to 11846 only]
- L. MacCumber, PEO Member [minutes 11838 to 11849 only]
- P. Marcucci, OSPE Board Director [minutes 11838 to 11869 only]
- A. Pererolsova, PEO Member [minutes 11838 to 11844 only]
- S. Price, Interim CEO, Engineers Canada [minutes 11838 to 11869 only]
- C. Roney, President, Engineers Canada [minutes 11838 to 11869 only]
- R. Shreewastav, PEO Director, Engineers Canada [minutes 11838 to 11869 only]
- B. Shukla, OSPE [minutes 11838 to 11869 only]
- H. Wojcinski, PEO Member [minutes 11838 to 11869 only]
- G. Yohannes, PEO Member [minutes 11838 to 11844 only]

On Thursday evening, Council held a plenary session to receive and discuss Engineers Canada Affinity Program, CEDC Presentation and Engineers Canada 30 by 30 Initiative.

Council convened at 9:00 a.m. Friday, September 29, 2017.

CALL TO ORDER

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

President Dony welcomed L. Cutler, P., Eng., Lieutenant Governor-In-Council Appointee.

11838 APPROVAL OF AGENDA

Moved by Councillor Takessian, seconded by Councillor Turnbull:

That:

- a. the agenda, as presented to the meeting at C-514-1.1, Appendix A be approved as amended; and**
- b. the Chair be authorized to suspend the regular order of business.**

Councillor Lederman submitted the following request noting that he provided notice:

Whereas the current version of the draft Agenda for the September 29th Meeting – as yet unapproved by Council – puts review (and proposed approval) of the draft Minutes of the prior June 23rd Meeting very late in the day. Very late in what seems (from the voluminous materials provided) likely to be a very long and tiring day and that he considered the rights of members to be at stake.

And Whereas this is unusual in normal corporate practice, and in any event, inappropriate in this case.

The review of the draft Minutes should, accordingly, be the first item on the draft Agenda.

President Dony advised that the motion currently on the floor to approve the agenda took precedence and that Councillor Lederman's objection was duly noted.

CARRIED
Councillors Lederman and Reid opposed

11839
PRESIDENT/REGISTRAR'S REPORT

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

- Army Operations Course in Kingston and Canadian Forces Reservist Program in Toronto hosted by the Canadian Army Command & Staff College and the Canadian Forces Liaison Council
- Kingston Chapter summer dinner and event
- York University's Annual Celebration of supporters at Rogers Cup
- Met with local MPP Catherine Fife who was very helpful during the Industrial Exception hearing and who spoke on behalf of PEO's position on this matter
- Engineers Nova Scotia's AGM
- Gave a talk to the Provincial Engineering Student Society Presidents
- Engineer Canada Board meeting in Ottawa. One of the issues being looked at is the governance structure, including Board size which is currently 23.
- Upcoming events include Queen's Park Day on October 4 and the Committee Chairs Workshop on November 3
- President Dony will be representing Ontario at the Global Engineers Deans Conference in Niagara Falls and will be attending the National Deans meeting at the end of September

President Dony referred to a handout that was distributed regarding PEO's Equity and Diversity Policy adopted by PEO in 2012. He reminded all Councillors who have not already done so to complete the web module on "Engineers make a difference for equity and diversity" which is very informative and well produced. He noted that this is just one of the modules available to all members at <https://peo.its-online.net/home/>

Registrar McDonald advised that his Registrar's Update was recently sent. Councillor Turnbull submitted a number of questions as follows:

Q - Where are we in terms of the on-line licensing module project? When do we expect to put out the RFP and get the responses back so a proposal can be put before council? What are our expectations

in terms of the timeline and costs for the project?

Response

- Staff have been working diligently since March on doing the business analysis and defining the scope of the project. PEO has engaged a Business Analyst to assist.
- The specifications for the future online licensing process should be completed by the end of October
- The review of the integration of the online licensing system into the three component systems of Aptify, the new Applicant Portal and the Document Management system will be completed during November
- All documentation for the RFP will be approved during December and the RFP will be issued in early January
- Vendor meetings and RFP evaluation will be conducted.
- The recommended vendor proposal will be presented to the February 2018 Council meeting
- While it is difficult to say what the cost will be it would be realistic to expect something in the seven figure range since it significantly changes PEO's licensing process

Q - What is being done to deal with the backlog of license applications? How quickly do we expect to be able to eliminate the backlog and get back to reasonable wait times?

Response

The backlog originated with staff focused on the launch of Aptify for April 2016 which took a great deal of staff time in moving to that system but it was felt at that time that the backlog could be managed. There was a 15 per cent increase in applications ready for initial assessment of experience for licensing in 2016.

At the end of 2015 there were 260 applicants awaiting initial experience assessment. At the beginning of January 2016, the backlog was where it was considered to be normal which was just over 200 applications which can be dealt with in the monthly period, making it possible to meet a six week turnaround for the experience requirement section of the application processing.

The backlog then began to decrease until September 2016 when one of the two Experience Assessment Officers went on Short Term Disability which took her out of the rotation for processing applications and then returned to Modified Work from October to December. The second Experience Assessment Officer went on Short Term Disability in September. These two events led to the backlog further climbing to 720 by the end of December 2016. It was noted that the Experience Assessment Officer position is not the type of job where someone can be

brought in as a temporary replacement.

In addition, at the end of December, the staff support for the Experience Assessment Officers transferred to a non-licensing position at PEO. In February 2017, a replacement was hired for this staff support position. By the time the replacement was fully trained, at the end of March, the backlog had increased to 989.

In April 2017, PEO was advised that the Experience Assessment Officer who was on Short Term Disability would now be on Long Term Disability. A contract Experience Assessment Officer then started in mid-May to backfill this position. By the time the replacement was fully trained at the end of June the backlog had reached 1146 applicants. In August, the number started to come back down.

Staff resource complement was back to full level by mid-May 2017 with training completed by end of June. As of the end of August 2017 the backlog was reduced to 1085 from a high of 1146.

Registrar McDonald decided to take further action by authorizing the Licensing Department to hire another Experience Assessment Officer.

An additional contract Experience Assessment Officer started on September 20. This person will focus on the initial assessment of applicants. It is expected that it will take 6 to 8 weeks to get this person trained and up to speed. By April 2018 the number of applicants should be reduced to acceptable levels which would be 100 applicants. A second additional contract person would improve the reduction of the backlog slightly (one month only).

Q - How do we plan to ensure that our written or verbal responses to applicants are done in a manner that reflects good customer service? Can we draft standard written and verbal responses to the most common situations and have these vetted by our communications people so our applicants are not angry when trying to get information? Whatever the answers are RCC will want assurances that we can start doing this immediately.

Response

Registrar McDonald stated that it is recognized that in some of the communications that were sent out that staff were trying to temper the expectations of applicants given the knowledge that there was a backlog; however the communications with applicants was not done in the best manner. Registrar McDonald sat down with the Deputy Registrar of Licensing to craft all new messaging for applicants for every step of the applicant process which have been vetting through Communications and the revised letters and emails will become operational effective Monday, October 2nd.

Registrar McDonald advised that moving forward a status update

regarding the licensing application backlog will be provided as a standing item on the Council agenda.

There were concerns expressed regarding the ability to act quickly in the event of a similar staffing situation arising and the importance of allocating funds for additional staffing when necessary. Past President Comrie advised that this would be discussed with the Licensing Committee with a report back to Council.

11840
2018 OPERATING BUDGET

In accordance with the Council approved PEO business planning cycle, the draft operating budget was provided to Council for review.

Councillor Wesa advised that Council's feedback would be incorporated into the final 2018 operating budget to be presented at the November 2017 Council 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 major contributors to 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 were identified by management after seeking inputs from the Finance Committee. Council discussed cost saving opportunities.

Councillor Wesa noted that there are four additional items that will

impact the 2018 operating budget if approved which are the Eastern Regional Office at \$30,000; an external governance expert at \$120,000, the 30 by 30 initiative and including foreign applicants to the engineering intern financial credit program which will have an impact on PEO's revenue. Registrar McDonald added that there will also be upcoming expenses such as the Public Information Campaign and the online licensing project.

Council discussed some potential cost savings such as a review of funding to chapters; Engineering Dimensions (making it more value added) and monitoring ad revenue; the PEAK Program; additional staff in Licensing and selling the building.

Other sources of revenue were discussed such as the EC Affinity program and increasing the rate of return for the financial assets. Registrar McDonald pointed out that PEO's Investment Sub-Committee monitors the rate of return on a regular basis.

**11841
2018 CAPITAL BUDGET**

In accordance with the Council approved PEO business planning cycle, the draft capital budget was 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 Council meeting.

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

**11842
ENGAGING AN EXTERNAL GOVERNANCE
EXPERT**

L. MacCumber, proponent of the motion that was presented at the 2017 Annual General Meeting, was invited to address Council. She advised that the main purpose of the motion was to engage an external consultant to look at processes, procedures, gaps in legislation and to look at the work done or will be done by various task forces (Council Term Limits Task Force, Council Composition Task Force and the Succession Planning Task Force).

Moved by Councillor Houghton, seconded by Councillor Hidalgo:

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.

Concern was expressed regarding the requested budget amount and the need for additional information.

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

That the motion to undertake an RFP for an external governance expert be tabled to the November meeting.

CARRIED

**11843
ENGINEERING INTERN FINANCIAL CREDIT
PROGRAM**

G. Yohannes and A. Pererolsova, proponents of the motion that was presented at the 2017 Annual General meeting were invited to address Council. G. Yohannes advised that he is involved with his local church where there is a mentorship program focussed on supporting recent refugees and immigrants (regardless of status) in obtaining employment in their chosen professional area. He has met with a number of individuals who are looking for entry into either engineering, engineering technology, computers and information technology, accounting, health and other various fields of employment. He noted the difficulty of many refugees and immigrants to pay the \$300.00 registration fee and sought to have this fee waived.

Moved by Past President Comrie, seconded by Q. Jackson:

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.

CARRIED

**11844
30 BY 30 INITIATIVE – PEO'S FORMAL
ENDORSEMENT**

A presentation by H. Wojcinski, author of the briefing note and 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, was provided to Council at the September 28, 2017 Plenary Session.

President Dony passed the gavel to President-elect Brown:

President Dony noted that PEO should be reflective of the society on whose behalf it regulates. He added that it has been an historic anomaly that PEO is the only engineering regulator in Canada that has not endorsed the 30 by 30 initiative.

Moved by President Dony, seconded by Councillor Hidalgo:

- 1. That Council formally endorses the Engineers Canada's 30 by 30 initiative, while still delegating the champion role to OSPE.**
- 2. That the Executive Committee work with OSPE to develop a joint action plan using as a basis the draft plan presented to the meeting at C-514-2.5, Appendix A, for approval by Council at the February 2018 meeting.**

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.**

CARRIED

President-elect Brown returned the gavel to President Dony.

S. Price, interim CEO, Engineers Canada advised that Engineers Canada would cover the costs to bring the champions together to exchange best practices to go back to their own jurisdictions and implement those best practices.

Councillor Jackson noted that liaising with schools is one way to involve women at an early age.

**11845
AMENDED 2018 ELECTION PUBLICITY
PROCEDURES**

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:

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. The CESC recommended that staff develop a more structured template for candidate bio and platform material which would assist voters in comparing candidates before voting.

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.

Moved by Councillor Hidalgo, seconded by Councillor Kirkby:

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

Moved by Councillor Fraser, seconded by Councillor Takessian:

That the motion be amended by adding “with the change that the template be a suggested template.” after Appendix A

AMENDMENT CARRIED

That Council approve the amended 2018 Election Publicity Procedures as presented to the meeting at C-514-2.6 Appendix A with the change that the template be a suggested template.

MAIN MOTION AS AMENDED CARRIED

Councillor Spink suggested that the template include such things as Council and Committee attendance, Diversity training, participation in the PEAK program, member of OSPE, etc.

**11846
UNIQUE EMAIL ADDRESS POLICY**

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 license 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. A draft policy was provided for Council consideration.

Moved by Councillor Bellini, seconded by Past President Comrie:

- 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.**

CARRIED

**11847
COUNCIL COMPOSITION TASK FORCE**

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

REQUEST FOR ADDITIONAL FUNDING

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 approximately \$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.

Moved by Councillor Kirkby, seconded by Councillor Lederman:

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

CARRIED

11848 EASTERN REGION OFFICE

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's 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 are 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.

Moved by Councillor Turnbull, seconded by Councillor Boone:

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.

Moved by Past President Comrie, seconded by Vice-President Hill:

That the approval of recommendations from the Regional Councillors Committee (RCC) to establish a chapter regional office be tabled with direction for RCC to provide a cost benefit analysis.

CARRIED

**11849
RCC POLICY INTENT**

The 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 July 29, 2017 where the committee reviewed the policy intent document. RCC confirmed the policy intent document via a carried motion.

Moved by Councillor Turnbull, seconded by Councillor Hidalgo:

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.**

CARRIED

**11850
PEO-OSPE JOINT POSITION PAPER ON
MATHEMATICS EDUCATION QUALITY IN
ONTARIO**

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 draft Paper was presented to Council for approval.

S. Inchasi, Chair of the Education Committee, responded to questions.

Moved by Past President Comrie, seconded by Councillor Fraser:

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.

CARRIED

Councillor Fraser suggested that the Engineering Residency Program be Included as part of the PEO-OSPE Joint position paper on Mathematics Education Quality in Ontario. Vice President Spink suggested consultation with the Canadian Academy of Engineering Educators. Past President Comrie suggested that this be referred to the GLC to look at.

**11851
CHANGES TO THE 2017 PEO COMMITTEES
AND TASK FORCES MEMBERSHIP 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.

Council was provided with changes to the Sections 1 (Board Committees), 2 (Other Committees reporting to Council) and 5 (External Appointments) of the approved Roster that required Council approval.

Moved by Councillor Bellini, seconded by Past President Comrie:

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.

CARRIED

**11852
COMMITTEE WORK PLANS**

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

Moved by Councillor Bellini, seconded by Councillor Chong:

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.

Moved by Councillor Fraser, seconded by Councillor Chan:

That the Human Resources Committee (HRC) workplan as presented to the meeting at C-514-2.13, Appendix A be tabled.

CARRIED

It was the direction of Council that the Human Resources Committee (HRC) submit a revised work plan to include a Decision Matrix related to the evaluation of recommendations for membership on the Board committees for presentation to Council.

That Council approve the Legislation Committee (LEC) Work Plan as presented to the meeting at C-514-2.13, Appendix B.

MAIN MOTION AS AMENDED CARRIED

**11853
APPOINTMENT OF PEO REPRESENTATIVE
TO THE CANADIAN NATIONAL EXHIBITION
ASSOCIATION (CNEA) MEMBERSHIP**

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 was provided.

Moved by Councillor Chong, seconded by President-elect Brown:

That Kathryn Woodcock, P.Eng. be appointed as a PEO representative on the Canadian National Exhibition Association, from October 2017 to October 2018.

CARRIED

11854

A strategic objective of the approved 2015-2017 Strategic Plan is that

COMMITTEE TERM LIMITS

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.

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.

President-elect Brown advised that there are no term limits on members (excluding Chair and Vice-Chair) of the Complaints, Academic Requirements, Discipline, Experience Requirements and Registration Committees.

Past President Comrie responded to a query regarding equity and diversity by explaining that there is already an equity and diversity item in the template for the work plan and staffing plan.

Moved by President-elect Brown, seconded by Councillor Turnbull:

- 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.

Moved by Councillor Fraser, seconded by Councillor Reid:

That C-514-2.15, Appendix A be amended by removing the sentence “Such relief to be not more than one (1) term in duration” from the “Term Limits for Committee Chair and Vice Chair” and “Term Limits for Committee Members” sections.

AMENDMENT DEFEATED

Council then voted on the main motion.

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.

CARRIED

R. Fraser opposed

**11855
2018 – 2020 STRATEGIC PLAN**

Registrar McDonald advised that the draft 2018 – 2020 Strategic Plan was developed using the nine strategic objectives chosen by Council at the June 2017 Council workshop. He provided a summary of the proposed plan.

Councillor Lederman advised that he would like to see the plan drafted to align the budget to the plan. He would also like the strategic plan aligned in such a way so that it can be used for the performance review of the Registrar.

Input from Council will be incorporated in the final production of the plan for approval at the November Council meeting.

Councillor Fraser requested a list of all the Strategic Objectives that were posted at the Council Work Shop in June.

**11856
CONSENT AGENDA**

Moved by Councillor Turnbull, seconded by Councillor Taskessian:

That the Consent Agenda be approved as presented.

CARRIED

Included on the consent agenda:

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

Items removed from the consent agenda are:

- 3.3 Minutes – 513th Council meeting – June 23, 2017

[Note: minutes 11857 to 11860 reflect the motions provided in the briefing notes presented to the meeting.]

**11857
MINUTES – 247TH EXECUTIVE COMMITTEE
MEETING**

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.

CARRIED

**11858
MINUTES – 248TH EXECUTIVE COMMITTEE
MEETING**

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.

CARRIED

**11859
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-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.**

CARRIED

**11860
MINUTES – 513TH COUNCIL MEETING –
JUNE 23, 2017**

Councillor Lederman referred to the June 23, 2017 Council minutes advising that:

Whereas

- (i) Minutes are important.
- (ii) They record what happened.

- (iii) They are fundamental Council Records and the anchor for Council Decision-Making.

And Whereas Minutes must be accurate. And to be accurate: They must include all Material Facts.

And Whereas the draft Minutes for the June 23rd Meeting – unfortunately and seriously omitted three Material Facts.

Accordingly, these three Material Facts are to be included (in the appropriate places) in the final version of the Minutes to be presented for approval by Council:

1. The Chair Ruled that the two Discipline motions – even though they overlapped and called for different dealing with the same situation – not be considered together.
2. The Chair Ruled that the 2nd motion (following immediately on the 1st) required a 2/3 majority to carry.
3. The Chair Declined the offer of the Chair of the Discipline Committee to speak to the Discipline issue.

President Dony advised that he brought to Council's attention the policy requiring a two thirds majority for issues that speak to PEO's foundational documents. It was not in his power to rule on that because he does not have the power to override the procedures, therefore there was no ruling.

Moved by Councillor Lederman, seconded by Past President Comrie:

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, and as amended, accurately reflect the business transacted at the meeting.

CARRIED

Councillor Lederman referred to the fundamentals of corporate governance. It is something that is considered by all the basic documents in Canada, Britain and the United States that the Board must be independent of management. Councillor Lederman suggested that the responsibilities of the Chief Administrative Officer position be divided, one being the Corporate Secretary elements, while the other function handles everything else and that By-law 1, s.24 which deals with signing authority be amended. Having the Registrar signing the minutes implies that there are two corporate secretaries.

R. Martin replied that By-Law No. 1, Section 24 states that minutes of

meetings are signed by the Registrar while Wainberg's, Rule 27.3 says the minutes are to be signed by the secretary. There is a conflict between these two documents and Council, if it chooses to can take action to resolve this issue.

Councillor Preley requested that in addition to names, staff positions be included under the attendance as well.

Councillor Lederman advised that he has reviewed the Regulations and statute and cannot find any reference to why Council ratifies Executive Committee minutes. R. Martin advised that he would conduct some research and come back to Council with information.

**11861
PUBLIC INFORMATION CAMPAIGN (PIC)
TASK FORCE UPDATE**

Vice President Spink advised that Public Information Campaign Task Force has met three times since the June Council meeting. She noted that the Registrar's Update provides regular updates on the task force. She advised that the task force conducted one hour interviews with all potential vendors and then produced a short list. The task force considered the success of the agencies in implementing province wide campaigns, their overall track record, experience working with volunteers, etc. when doing the evaluation. Following the selection of the vendor there was a kick off meeting on July 18 to determine project objectives and expected outcomes as well as project management and planning to manage expectations on key milestones. The vendor conducted one hour telephone interviews with 20 or more external stakeholders who represented a cross section of the engineering community. Focus groups were also conducted. Geographical diversity, gender, culture and engineer disciplines were part of the selection criteria for the focus group participants. The task force received the discovery report of the first phase of the project's research on September 18th. Councillor Spink advised that she would be happy to share the results of this report.

**11862
LEGISLATION COMMITTEE UPDATE**

Councillor Bellini advised that the Legislation Committee met on July 14 and September 8. The committee is working on finalizing Act changes pertaining to the Belanger Inquiry, the Proclamation of a section of the Act as well as three sets of regulation changes. He advised that Attorney General staff attended the September 8th meeting to present the draft changes to the Professional Engineers Act stemming from policy intents that Council approved in February, June and September 2016.

The Legislation Committee is also looking at what changes would have to be incorporated into the Regulation to incorporate the term limits passed by Council.

**11863
REGIONAL COUNCILLORS COMMITTEE**

Councillor Turnbull advised that all of the open issues were included in the agenda package. RCC will be monitoring progress related to the

UPDATE

11864 OSPE-PEO JOINT RELATIONS COMMITTEE (JRC) UPDATE

licensing application backlog.

President Dony advised that the committee met on September 20th and discussed the Engineers Canada Affinity Program. OSPE will be apprised of any conversations that are taking place in this regard so that they have the opportunity to respond.

11865 ENGINEERS CANADA UPDATE

C. Roney advised that one of the main areas of concentration at Engineers Canada has been to focus more on what its various member regulators are looking for Engineers Canada to provide. Two of the most highly valued services delivered by Engineers Canada to its member regulators are the Canadian Engineering Accreditation Board (CEAB) and the Canadian Engineering Qualifications Board (CEQB). The CEQB supports regulatory excellence which includes the development and maintenance of national model guidelines and examination syllabi. The CEQB has 22 national guidelines or model guides and 24 examination syllabi. They also organize and facilitate a cross country networking and information sharing opportunities and initiatives for Engineer Canada regulators as well as conducting research and monitoring trends. Two current project in this year's workplan for the Qualifications Board workplan is a request from member regulators to develop a model guide on the use of the syllabi when assessing foreign graduates. The second project is a higher level guideline on the assessment of non-CEAB applicants.

The main CEAB mandate is to grant accreditation on behalf of member regulators, including PEO, to Canadian undergraduate engineering programs that meet and exceed educational standards acceptable for professional engineering registration in Canada. CEAB also provides information to help the Engineers Canada Board make decisions on matters such as engineering education and accreditation in Canada and other countries. A significant process is currently underway made to adapt the accreditation system to the ever changing and rapidly evolving methods of delivery of engineering education.

C. Roney discussed two significant initiatives, one being the Accreditation Improvement Project which is comprised of four aspects which include technological and communication improvements. The third aspect of the project is better training focussing in two areas, that being the visiting teams to universities in order to provide consistency and training for higher education institutions to help them prepare for accreditation visits. The fourth aspect is continual improvement. The second significant initiative is the Accreditation Unit Task Force, led by President Dony who will be working together with the Deans and Regulations Admissions Officials to deal with academic units which are a measure of accreditation of an engineering program to account for the delivery of engineering education.

A review of the Engineers Canada board structure is underway as well as

the CEO search.

R. Shreewastav advised that there were some significant activities and achievements related to Bridging Government and Engineers and that as a Vice Chair of this national committee, he was pleased to provide an update.

After a very successful year of Parliament Hill Engagement this year, Engineers Canada is in the process of preparing for the next parliament hill session in March 2018.

Staff met with the **Employment, Workforce Development and Labour** Minister's Office to discuss diversity in the engineering profession, specifically Indigenous peoples' access to engineering. Tied directly into the government's announcement to support initiatives that will help First Nations students pursue and complete their studies. Currently planning for a follow-up meeting with Indigenous and Northern Affairs Canada.

Engineers Canada has submitted its pre-budget recommendations to the **House of Commons Standing Committee on Finance** for its consideration in developing the 2018 federal budget. Six recommendations. [The full pre-budget submission is available on the Engineers Canada website](#). Since the submission of our pre-budget submission, staff have met with many federal ministries regarding our recommendations.

Engineers Canada submitted its recommendations to the **House of Commons Standing Committee on Transport, Infrastructure and Communities** to be considered in amending Bill C-49. The submission includes three targeted recommendations to Canada's Railway Safety Act

Engineers Canada was invited to provide verbal testimony to the HoC Standing Committee on Transport, Infrastructure and Communities on September 11, 2017. Testimony was taken positively by the committee.

Engineers Canada to participate in expert panel on adapting to climate change. The Government of Canada announced last week that it is convening the Expert Panel on Climate Change Adaptation and Resilience Results to advise the government on measuring Canada's progress in building its resilience to climate change.

Vice President Hill asked if Engineers Canada had been involved in the North American Free Trade Agreement (NAFTA). C. Roney advised that Engineers Canada was invited by the federal government to participate and provide advice to guide them in the NAFTA negotiations. Registrar McDonald advised that he would provide the specifics to Council.

11866
2015 – 2017 STRATEGIC PLAN UPDATE

Registrar McDonald advised that 95 of the 130 planned strategies identified in the report are complete. Everything is on track to substantially complete the plan by year end. Projects not completed will be carried into the new plan assuming they fit into the 2018 – 2020 Strategic Plan.

11867
**STATISTICS – COMPLAINTS, DISCIPLINE,
LICENSING AND REGISTRATION UPDATE**

There were no questions or comments.

11868
**STATUS UPDATE FOR REGULATORY
STUDIES AND ASSESSMENTS UNDER O.
REG. 1/17 SUBCOMMITTEE**

Information was provided to inform Council of the revised Terms of Reference for the Regulatory Studies and Assessments under O.Reg 1/17 Subcommittee. The Terms of Reference were revised 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.

11869
COUNCILLOR ITEMS

- a) Notice of Item – President-elect Brown received support from Council to present some recommendations to reduce the 2018 operating budget at the November Council meeting.
- b) Fairness Commissioners Report – Vice President Hill requested a review of the Fairness Commissioners Report at the November Council meeting. Registrar McDonald advised that a presentation on the report, its content and PEO's Action Plan for responses to recommendations would be done at the November Council meeting.

Moved by Past President Chong, seconded by Councillor Takessian:

That Council move in-camera.

CARRIED

11870
IN-CAMERA SESSION

While in-camera, Council:

- a) Ratified the in-camera minutes from the 247th Executive Committee meeting held January 17, 2017 as presented;
- b) verified the in-camera minutes from the 513TH meeting of Council held June 23, 2017 as presented;
- c) approved an Act change for the proclamation of by-law-making powers for fees;
- d) reviewed the Engineers Canada Director Evaluation Survey
- e) approved the appointment of the Official Election Agent
- f) approved the appointment of the Chief Elections Officer
- g) received information regarding legal risks of PEO Practice Guidelines and Performance Standards

- h) received the HRC Update
- i) received decisions and reasons of the Discipline Committee;
- j) received a legal update on legal actions in which PEO is involved;
- k) Noted there were no issues reported regarding PEO's Anti-Workplace Violence and Harassment Policy.

**11871
APPOINTMENT OF THE OFFICIAL
ELECTION AGENT**

The following item was moved from the in-camera agenda into open session:

Moved by Councillor Wesa, seconded by Councillor Turnbull:

That Council appoint ClearPicture as the Official Elections Agent for the 2018, 2019 and 2020 Council elections.

CARRIED

**11872
APPROVAL OF CHIEF ELECTIONS OFFICER**

The following item was moved from the in-camera agenda into open session:

Moved by Councillor Chong, seconded by Councillor Takessian:

That Council approve the appointment of Allison Elliot as Chief Elections Officer.

CARRIED

There being no further business, the meeting concluded.

These minutes consist of twenty-four pages and minutes 11838 to 11872 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-515-3.3, Appendix A, Section 1.
2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-515-3.3, 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-515-3.3, 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 October 19, 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 515th 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 3 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	Jones, Lee Anne	CH2M Hill Canada	400-245 Consumers Rd, Toronto ON, M2J 1R3	90356734
1.2	Pitre, Pascal	CH2M Hill Canada	1101 Prince of Wales Dr, Ottawa ON, K2C 3W7	100012758
1.3	Tudor, Vasile	Vanderwesten & Rutherford Associates Inc.	7242 Colonel Talbot Rd, London ON, N6L 1H8	100078464

- 2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 18 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	Ahmed, Helal	Terraprobe Inc.	11 Indell Lane, Brampton ON, L6T 3Y3	90425745
2.2	Chiu, Michael	WSP	100 Commerce Valley Dr W, Thornhill ON, L3T 0A1	90337692
2.3	Crosthwaite, Daniel	IBI Group	100-175 Galaxy Blvd, Etobicoke ON, M9W 0C9	9972506
2.4	Della Ventura, Danny	G.L. Tiley & Associates Ltd.	46 Dundas St E, Flamborough ON, L9H 7K6	90412693
2.5	Dupuis, Claude	Dupuis, Claude	818 Miriam Cres, Burlington ON, L7S 2B9	90364027

2.6	Gibson, Walter	Walt Gibson Engineering	3141 Gibson Rd, New Castle ON, L1B 1L9	16008013
2.7	Halpenny, Thomas	H.H. Angus and Associates Ltd.	1127 Leslie St, Toronto ON, M3C 2J6	17985508
2.8	Ibrahim, Shawky	Can. Structural Consultants Group Ltd.	33-5004 Timberlea Blvd, Mississauga ON, L4W 5C5	90447145
2.9	Martens, Josef	MTE Consultants Inc.	520 Bingemans Centre Dr, Kitchener ON, N2B 3X9	29280203
2.10	Matei, Dinu	Origin and Cause	1336 Sandhill Dr, Ancaster ON, L9G 4V5	100111128
2.11	Milligan, Grant	Quinn Dressel Associates	300-890 Yonge St, Toronto ON, M42 3P4	31846207
2.12	Sedore, Terry	Racon Engineering Inc.	5747 Coopers Ave, Mississauga ON, L4Z 1R9	100008863
2.13	Shelestynsky, Eugene	Procon Engineering Inspections Inc.	54 Delamere Ave, Stratford ON, N5A 4Z5	41979014
2.14	Song, Xiaoju	United Engineering Inc.	105-3645 Keele St, Toronto ON, M3J 1M6	100081411
2.15	Spacek, David	WSP Canada Inc.	185 East St, Sault Ste Marie ON, P6A 3C8	90545328
2.16	Staffen, Robert Scott	Planview Utility Services Ltd.	201-7270 Woodbine Ave, Markham ON, L3R 4B9	90240763
2.17	Wolstenholme, Thomas	JP2G Consultants Inc.	410-1150 Morrison Dr, Ottawa ON, K2H 8S9	50741016
2.18	Zand, Hossein	Globotech Inc.	275 Byng Ave, North York ON, M2N 4L4	100024689

3. The Committee recommends to Council that the following 7 FIRMS be granted PERMISSION TO USE THE TITLE “CONSULTING ENGINEERS” (or variations thereof), having met the requirements pursuant to Section 68 of O.Reg.941:

#	Company Name	Address	Designated Consulting Engineer (s)
3.1	JW Engineers Inc.	9 Cottonwood Dr, Toronto ON, M3C 2B3	Jun Wang, P.Eng.
3.2	Morrison Hershfield Limited	300-125 Commerce Valley Dr W, Markham ON, L3T 7W4	Farooq Arshad, P.Eng.
3.3	R.J. Shirer & Associates Inc.	31-2601 Matheson Blvd E, Mississauga ON, L4W 5A8	Robert Shirer, P.Eng.
3.4	Rubidium Environmental Inc.	208-3228 South Service Rd, Burlington ON, L7N 3H8	Robin Brown, P.Eng.
3.5	Tarra Engineering & Structural Consultants Inc.	8977 Woodbine Ave, Markham ON, L3R 0J9	Shahram Heidari, P.Eng.
3.6	Telecon Design Inc.	200 Town Centre Blvd, Markham ON, L3R 8G5	Wamid Shamon, P.Eng.
3.7	Thompson, James Arthur Variation: Consulting Engineer	686 Peterborough Ave, Bridgenorth ON, K0L 1H0	James Thompson, 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

Vice President 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-515-5.2

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

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Second</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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Western

57	Sep/2017	Whereas the chapters are finding the PEO's interpretation of the Canadian Anti-Spam Legislation (CASL) policy is too restrictive. WRC supports WCRC open issue 40 and requests RCC to have the current policy reviewed and provide direction that meets the minimum requirements to accept a more reasonable level of risk associated with the CASL requirements.	W Kershaw, G Tse	RCC Update: Discussions tabled until the CASL survey report is ready. RCC plans to have a dedicated teleconference on this subject.	RCC	28-Oct-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>
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West Central

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	RCC Update:This issues continues in progress. Chapter office to re-send the "Welcome Package" for RCC to review and provide feedback on the contents of the three pages dedicated to chapters.	RCC	28-Oct-17	Remain Open	<input type="checkbox"/>	M Ng: Welcome package to resend to RCC with reply deadline by Nov 30, 2017
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	RCC Update: RCC recommends to close, Jim Chisholm has left the OSPE Board. No action required	RCC	28-Oct-17	Recommend Close	<input type="checkbox"/>	
40	Jun/2017	WCRC motions RCC to direct a CASL compliance plan review in December 2017.	G. Ayer, D. Gomes	RCC Update: Discussions tabled until the CASL survey report is ready. RCC plans to have a dedicated teleconference on this subject.	RCC	28-Oct-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>
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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 Update: Deputy Registrar provided answers to this issue: effective immediately, all standard communications with applicants has been vetted through the Communications dept. for positive language. Service standard is being improved as the backlog is being reduced.	RCC	28-Oct-17	Remain Open	<input type="checkbox"/>	
45	Sep/2017	NRC requests the RCC to provide a time table of completions for the portal 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, D. Jackowski	RCC Update: PEO Licencing and Registration Dept is currently establishing the details to the on-line licencing project. The expected time-frame of completion is yet to be determined.	RCC	28-Oct-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>
46	Sep/2017	NRC requests RCC to investigate express consent from members to collect expressed consent to receive commercial emails.	D Jackowski, R Thiess	RCC Update: Discussions tabled until the CASL survey report is ready. RCC plans to have a dedicated teleconference on this subject.	RCC	28-Oct-17	Remain Open	<input type="checkbox"/>	
47	Sep/2017	NRC requests the RCC that pre-submission reviews of experience records to PEO shall only be conducted by licensed engineers familiar with the licensure submittal requirements.	M. Pilon, L. Keats	RCC Update: Pre-reviews do not require a P.Eng., However, only a P.Eng can sign-off on final review. Suggestions, such as using P.Eng. Volunteers to review pre-licensing experience, or other options should be forwarded to Michael Price, Deputy Registrar, Licencing and Registration.	RCC	28-Oct-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>
Eastern									
114	Sep/2017	ERC motions RCC to investigate opportunities to develop a mechanism to assist anyone (applying for their P.Eng. licence) unable to produce appropriate documentations (for instance refugees with foreign based engineering training) to achieve engineering licensure in Ontario, while ensuring PEO's mandate of ensuring public safety.	G Houze, R Radenovic	RCC Update: PEO has a process in place on this issue. The Regional Councillors will obtain the letter from Michael Price, Deputy Registrar, Licencing, and will provide a copy at the February Congress.	RCC	28-Oct-17	Remain Open	<input type="checkbox"/>	M Ng will distribute the letter from the Licencing and Registration department regarding the process of un-documented persons applying for licence with PEO.

<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 Update: As part of the on-line licencing project, which has not started, this open issue will remain open. Correction, only one person was hired to help with the backlog reduction.	RCC	28-Oct-17	Remain Open	<input type="checkbox"/>	
53	Sep/2017	ECRC motion RCC to prepare a change to the allotment model that a chapter regulatory event be a requirement as part of the Core Activity for the chapter.	A Sinclair, G Ip	RCC Update: RCC agrees with this issue but suggests to revisit following the November 2017 Chapter Leaders Conference for a list of regulatory framework type activities.	RCC	28-Oct-17	Remain Open	<input type="checkbox"/>	

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-515-5.5

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.

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 (Oct. 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	53
Total Caseload in the Year	167	150	128
Total Filed Complaints Disposed of by COC in the Year (for details see <i>COC's Disposition of Complaints</i> below)	81	75	53
Total Filed Complaints Pending for COC Disposition (for details see <i>Status of Active Filed Complaints</i> below)	86	75	75
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	5
Direct that the matter not be referred. (<i>PEAct s. 24. 2(b)</i>)	56	48	33
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	15
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	47
COC Processing Time – Days from Complaint Filed to COC Disposition (12 mo rolling avg.)			
Average # Days	571	456	536
Minimum # Days	91	120	97
Median # Days	308	285	311
Maximum # Days	1686	1901	2327

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		75
<i>Complaints filed more than 180 days ago</i>	34	34
Pending Approval and Reason regarding COC Decision	11	
Complaints under active consideration by COC	9	
Completed Investigation ready for COC consideration	4	
Regulatory Compliance Investigation	10	
<i>Complaints filed between 91-180 days ago</i>	27	27
Pending Approval and Reason regarding COC Decision	1	
Complaints under active consideration by COC	1	
Completed Investigation ready for COC consideration	4	
Regulatory Compliance Investigation	21	
<i>Complaints filed within the past 90 days</i>	14	14
Pending Approval and Reason regarding COC Decision	0	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	1	
Regulatory Compliance Investigation	13	

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 – November 2017 Council Meeting Report

Discipline Phase

	2014	2015	2016	2017
				(as of Oct 31, 2017)
Matters Referred to Discipline	7	8	6	5
Matters Pending (Caseload)	12*	17	17	14
Written Final Decisions Issued	6	5**	8	9
<i>DIC Activity</i>				
Pre-Hearing Conferences Held	4	6	5	5
Hearings Phase commenced (but not completed)	1	2	2	1
Hearings Phase completed (but no D&R issued)	3	5	6	2

*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
L06 14-08	July 24, 2017	September 13, 2017	1.5 months
L05 15-60	September 20, 2017	October 24, 2017	1 months
L05 05-26	Via written submissions (June 2013)	Decision on Cost October 31, 2017	4 years and 4 months
L05 11-22	N/A (member deceased; company defunct)	October 31, 2017 (DIC order – loss of jurisdiction; closed via DIC Chair order)	

**PROFESSIONAL ENGINEERS ONTARIO
P. ENG. STATISTICS
2017**

C-515-5.6- 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	81,314				80,565
New Members	277	217	242	172	219	317	255	278	194				2,171
Reinstatements	81	86	75	62	55	32	36	50	39				516
Resignation - Regular	(63)	(23)	(46)	(32)	(34)	(50)	(44)	(50)	(42)				(384)
- Retirees	(32)	(12)	(18)	(15)	(17)	(33)	(28)	(20)	(57)				(232)
Deceased	(46)	(26)	(42)	(24)	(22)	(33)	(13)	(38)	(32)				(276)
Deletions - Regular	(130)	(102)	(73)	(104)	(52)	(53)	(98)	(57)	(47)				(716)
- Retirees	(87)	(3)	(4)	(103)	0	(5)	(67)	(6)	(4)				(279)
Total Ending	80,565	80,702	80,836	80,792	80,941	81,116	81,157	81,314	81,365	0	0	0	81,365
Members on Register Summary													
Full Fee Members	66,373	66,369	66,396	66,398	66,544	66,614	66,560	66,644	66,438				66,438
Partial Fee Remission - Retired	12,479	12,513	12,570	12,496	12,544	12,629	12,605	12,617	12,687				12,687
Partial Fee Remission - Health	216	218	221	225	226	225	349	351	359				359
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	1,881				1,881
Total Membership	80,565	80,702	80,836	80,792	80,941	81,116	81,157	81,314	81,365	0	0	0	81,365
Membership Licence													
Net Applications Received	325	325	372	317	338	340	273	288	303				2,881
Applications Rec'd FCP	240	78	63	66	78	145	240	178	21				1,109
Female Members on													
Register - Beginning	8,598	8,624	8,647	8,679	8,704	8,726	8,771	8,793	8,844				8,598
New Female Engineers	26	23	32	25	22	45	22	51	19				265
Total Female Engineers	8,624	8,647	8,679	8,704	8,726	8,771	8,793	8,844	8,863	0	0	0	8,863

**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	13,439				13,097
New Recordings	358	466	236	219	252	190	292	340	493				2,846
Reinstatements	40	49	34	30	30	52	35	54	23				347
P. Eng. Approvals	(83)	(60)	(82)	(62)	(63)	(103)	(110)	(83)	(75)				(721)
Resignations/Deletions	(29)	(83)	(19)	(89)	(154)	(40)	(13)	(121)	(269)				(817)
Lapse/Non Payment	(127)	(120)	(151)	(162)	(142)	(250)	(96)	(93)	(52)				(1,193)
Deceased	0	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	13,559	0	0	0	13,559
Female Recording on Register													
Beginning	2,690	2,734	2,787	2,797	2,783	2,768	2,745	2,782	2,782				2,690
New Female Recordings	44	53	10	(14)	(15)	(23)	37	0	61				153
Total Female Recordings	2,734	2,787	2,797	2,783	2,768	2,745	2,782	2,782	2,843	0	0	0	2,843

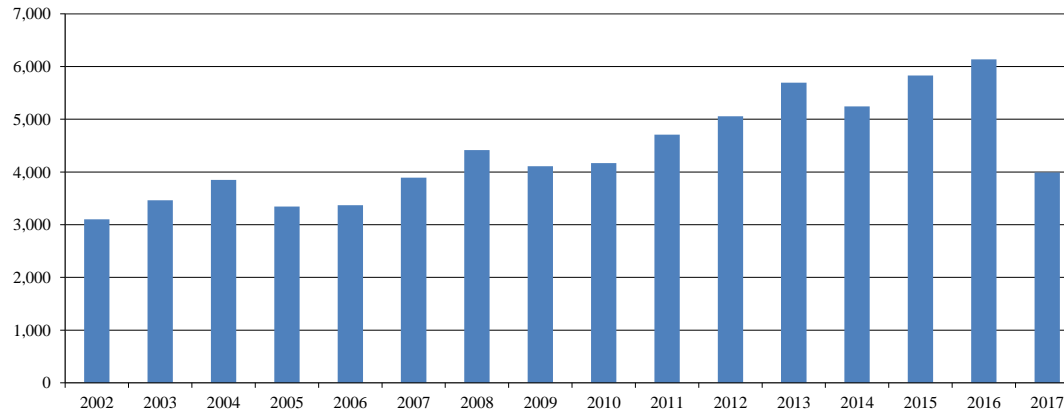
**PROFESSIONAL ENGINEERS ONTARIO
CERTIFICATE OF AUTHORIZATION - STATISTICS
2017**

	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	5,546	5,579	5,612				5,460
Temporary	25	25	24	25	24	24	24	27	26				25
Sub Total	5,485	5,504	5,493	5,504	5,531	5,540	5,570	5,606	5,638	0	0	0	5,485
New Certificates Issued													
Regular	50	68	46	45	34	51	47	46	30				417
Temporary	0	1	1	0	0	1	3	1	1				8
Sub Total	50	69	47	45	34	52	50	47	31	0	0	0	425
Reinstatements													
Regular	2	1	0	1	2	0	0	1	0				7
Temporary	0	0	0	0	0	0	0	0	0				0
Sub Total	2	1	0	1	2	0	0	1	0	0	0	0	7
Deletions													
Closed	(31)	(79)	(36)	(18)	(27)	(20)	(13)	(14)	(26)				(264)
Suspended, Revoked and other	(2)	0	0	0	0	(1)	(1)	0	0				(4)
Temporary	0	(2)	0	(1)	0	(1)	0	(2)	0				(6)
Sub Total	(33)	(81)	(36)	(19)	(27)	(22)	(14)	(16)	(26)	0	0	0	(274)
Total Ending													
Regular	5,479	5,469	5,479	5,507	5,516	5,546	5,579	5,612	5,616	0	0	0	5,616
Temporary	25	24	25	24	24	24	27	26	27				27
	5,504	5,493	5,504	5,531	5,540	5,570	5,606	5,638	5,643	0	0	0	5,643

**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	466
SEPTEMBER	352	455	382	254	251	333	415	402	383	451	388	512	542	466	567	324
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	3,990
MONTHLY AVERAGE	258	288	321	279	281	324	368	342	347	392	421	475	437	486	511	443
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	3,990

Applications Received - Year To Date



REGISTRATION STATISTICS – November 2017 Council Meeting Report

Registration Phase

2014 **2015** **2016** **2017**
 (as of Oct 31, 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	2
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.

RISK REGISTER

Purpose: To provide Council with an opportunity to review and comment on the risk register.

No motion required

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

1. Status Update

As part of the Registrar's annual objectives for the current year, Council tasked the Registrar with developing a risk register.

A risk register is a listing of identified risks that an organization may face and encompasses not only the identified risk and its description, but also includes an assessment of the likelihood and impact of such a risk occurring, when action may be required to address the risk, who or what aspects of the organization are accountable as well as the response and/or mitigation strategy to address the risk.

The purpose of a risk register is to provide Council and management with a structured approach to managing risks. Its benefits are numerous. Referred to as Enterprise Risk Management (ERM), ERM provides an enterprise-wide view of risks, particularly emerging risks, as well as provides an holistic enterprise-wide approach to addressing risks rather than an ad hoc or reactionary response framework. ERM aligns the management of risk to the objectives of the organization and provides an enhanced tool for decision-making. In addition, ERM allows an organization to identify and explore opportunities as well as a methodology to assess trends and risk appetite. ERM also strengthens organizational governance for Council and management through the identification and assignment of risk management accountability. Finally, ERM enhances the communication of risk across an organization and thus broadens the understanding throughout the organization of current and emerging risks.

A draft risk register was developed over the course of Q2 and Q3, 2017 with input from the senior management team (SMT) and is attached at Appendix A.

The Executive Committee reviewed the risk register at its meeting on October 30, 2017 and requested that the risk register be circulated to Council.

Also attached is a Heat Map which identifies the number of risks associated with each likelihood and impact sector (Appendix B) and the Risk Assessment Scales used to develop the overall risk score (Appendix C).

Appendices

- Appendix A – Risk Register
- Appendix B – Heat Maps
- Appendix C – Risk Assessment Scales

Professional Engineers Ontario
Risk Register

C-515-5.7
Appendix A

Risk #	Risk Factor / Description of Risk	Likelihood (1 - 5)	Impact (1 - 5)	Overall Risk Score (1 - 25)	Risk Category	When Action Required	Accountable	Risk Response/Mitigation Strategy
1	Vision or Strategy A lack of vision, strategy or direction could result in the public interest not being protected, diminished public confidence and diminished engagement with licence holders.	1	4	4	Strategic	action not required	Council	Strategic plan in place. Strategic plan progress reviewed by Council quarterly.
2	Conflict of Interest Councillors guided by self-interest could result in liability for Councillors and the organization. Public interest may not be protected, sacrificed for self-interest.	1	4	4	Strategic	annually	Council	Training for new Councillors.
3	Disaster Recovery / Business Continuity Plans Lack of clear protocols in the event of an emergency, IT systems not available for extended period, offices closed or inaccessible for an extended period.	2	4	8	Strategic	1 - 2 years	Registrar	Creation of protocols to deal with emergencies, business interruptions. Health and Safety Committee established. First-aid training provided for staff. Fire wardens appointed and trained. Create emergency communication plan.
4	Succession planning for Registrar and senior management A lack of succession planning for the positions of Registrar and SMT could result in delays in decision-making and loss of knowledge.	3	3	9	Operational Human Resources	6 - 12 months	Council	Succession planning in place for Registrar and SMT. Job descriptions kept up-to-date.
5	High staff turnover Operations suffers, projects delayed.	2	3	6	Operational Human Resources	3 - 6 months	Registrar	Employer of choice strategy. Succession planning strategy to engage P.Eng staff.

Professional Engineers Ontario
Risk Register

C-515-5.7
Appendix A

6	Ineffective recruitment processes Poor staff hires/volunteer engagement, high turnover may result in loss of productivity	1	3	3	Operational Human Resources	action not required	Registrar	Procedures established for recruiting and on-boarding new staff and volunteers.
7	Human Resources Information System (HRIS) and Payroll System HRIS system and payroll system are unsupported by 3rd party provider, may be vulnerable to security breach, systems become unavailable, staff information may be compromised, staff could experience delays in getting paid.	4	4	16	Operational Human Resources	12 - 18 months	Registrar	RFP to be conducted; new HRIS system identified; and system to be implemented in 2019
8	Information Security / Cyber Attack Unintentional breach of data. Hacking compromises data integrity or threatens reputational damage to organization or staff.	3	5	15	Operational Information Technology	immediately	Registrar	Data sharing agreements are monitored for compliance. Development and implementation of Cyber Risk Response Plan. IT security systems (e.g. firewalls) in place.
9	Out of date and unsupported IT software, operating systems and equipment Out of date and unsupported IT software, operating systems and equipment leaves PEO vulnerable to: no warranty support; increased costs and repair time; no replacement parts; diminished compatibility with new technologies; exposure to security breaches.	4	4	16	Operational Information Technology	1 - 2 years	Registrar	Out of date and unsupported IT software, operating systems and equipment are upgraded/replaced.
10	Inadequate Financial and Operational Controls Inability to deter or detect misappropriation of assets, financial statement fraud, or corruption. Management override of internal controls. Inability to get a "clean" audit report. Poor financial planning and management.	1	3	3	Operational Financial	annually	Registrar	Financial and operational controls/policies in place. External auditor reviews financial controls annually. Monthly financial reports reviewed. FIC/AUC quarterly and annual review.

Professional Engineers Ontario
Risk Register

C-515-5.7
Appendix A

11	Income Sources Income source not keeping pace with expenses.	3	5	15	Operational Financial	annually	Registrar	Review Reserve Fund Policy periodically. Ensure adequate reserve fund. Monitoring by Finance. FIC/AUC.
12	Reserve and investment funds performance Exposure to market risk and fluctuations in market conditions. Pension liability - underfunding.	3	4	12	Operational Financial	annually	Registrar	Investment management firm in place. Annual disclosure in financial statements. Investment Sub-committee in place. Ongoing review of cash flow status and projections undertaken. Reserve Policy in place. Reserve fund sufficient to cover liability exposure.
13	Loss of not-for-profit tax status. Excess profits cause PEO to pay corporate taxes	1	3	3	Operational Financial	annually	Registrar	CRA communications monitored. Regular, ongoing discussions with auditor.
14	Contract Management Onerous terms and conditions. Liabilities for non-performance.	2	3	6	Operational Legal	action not required	Registrar	Project management framework in place. Contracts reviewed by project manager, subject matter experts, finance, legal counsel. Procurement Policy in place.
15	Compliance with Legislation Legal requirements not be met, government remittances not made.	1	3	3	Operational Legal	12 - 18 months	Registrar	Register of applicable legislation and compliance requirements in place.
16	Corporate reporting requirements not met Failure to file corporate annual returns.	1	3	3	Operational Legal	annually	Registrar	Control system in place with functions allocated.
17	40 Sheppard - Security Assets may be stolen, damaged or otherwise compromised. Health and safety of people may be compromised.	3	2	6	Operational Facilities	9 - 12 months	Registrar	3rd party security firm consulted and in place, security equipment and measures installed.
18	40 Sheppard - Vacancies Loss of tenants, vacancies.	3	3	9	Operational Facilities	immediately	Registrar	Property management firm and leasing broker in place.

Professional Engineers Ontario
Risk Register

C-515-5.7
Appendix A

19	40 Sheppard - Property Physical Condition Condition of property sub-optimal may result in reduced leasing opportunities. Lack of condition oversight may result in increased capital expenditures and repair costs.	2	3	6	Operational Facilities	action not required	Registrar	Building condition reports. Retention of qualified service contractors and other professionals. Preventative maintenance programs. Reserve funds sufficient to cover repairs.
20	Backlog in complaints investigations Influx of files prevents timely processing.	1	3	3	Operational Regulatory	annually	Registrar	Trend analysis. Reserve fund available for contingencies.
21	Backlog in academic requirement assessments. Influx of files prevents timely processing.	1	4	4	Operational Regulatory	annually	Registrar	Trend analysis. Reserve fund available for contingencies.
22	Backlog in experience requirements assessments. Influx of files prevents timely processing.	5	4	20	Operational Regulatory	immediately	Registrar	Trend analysis; Reserve fund available for contingencies; Additional staff hired; Council watching brief
23	Backlog of enforcement investigations Influx of files prevents timely processing.	1	3	3	Operational Regulatory	annually	Registrar	Trend analysis. Reserve fund available for contingencies.
24	Registration Committee untimely decisions Loss of public confidence. Risk to public.	2	3	6	Operational Regulatory	annually	Council	Training provided to REC members and Council meeting updates.
25	Discipline Committee untimely decisions Loss of public confidence. Risk to public.	3	3	9	Operational Regulatory	immediately	Council	Training provided to DIC members; Council meeting updates; Executive Leadership intervention

Heat Maps

The following maps risk likelihood and impact. Chart 1 indicates the number of risks associated with each sector. Chart 2 indicates specific risks in each sector.

Chart 1

		Impact				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	Almost Certain 5				1	
	Likely 4				2	
	Possible 3		1	3	1	2
	Unlikely 2			4	1	
	Rare 1			7	3	

Chart 2

		Impact				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	Almost Certain 5				22	
	Likely 4				7 9	
	Possible 3		17	4 18 25	12	8 11
	Unlikely 2			5 14 19 24	3	
	Rare 1			6 10 13 15 16 20 23	1 2 21	

Risk Assessment Scales

C-515-5.7
Appendix C

Likelihood

1	Rare (0-30%)	The event is unlikely to occur. A risk that is relatively unknown and has not been experienced to date.
2	Unlikely (30-50%)	The event is likely to occur only once in every 11-50 years
3	Possible (50-70%)	The event is likely to occur only once in every 1-10 years
4	Likely (70-90%)	The event is likely to occur once per year
5	Almost Certain (>90%)	The event is likely to occur more than once per year

Severity of Impact Benchmarks

1	Insignificant	<p>The consequences can be dealt with by routine operations.</p> <ul style="list-style-type: none"> • Low financial Impact <\$10,000 • No publicity • Compliance breaches administrative only
2	Minor	<p>A threat to the efficiency or effectiveness of some aspects of the business operations, but at a level that can be dealt with internally.</p> <ul style="list-style-type: none"> • Medium financial impact \$10,000-\$99,000 • Local media attention creating awareness of the situation • Safety - low potential for injury to an individual or several individuals • Compliance breach requiring rectification
3	Moderate	<p>Functions of the business could be subject to significant review or changes to operations.</p> <ul style="list-style-type: none"> • High financial impact \$100,000 - \$1,999,999 • Local media attention creating adverse publicity • Safety - moderate potential for Injury to an individual or several individuals • Fines or penalties for non-compliance, systemic compliance breaches
4	Major	<p>Would produce a threat to the survival or effective performance of the business.</p> <ul style="list-style-type: none"> • Major financial impact \$2,000,000 - \$9,999,999 • National publicised reputational event (e.g. Privacy, WSIB, Workplace death) • Safety - high potential for an Injury to an Individual or several Individuals • Regulatory action involving penalty imposition and/or requirement for remediation leading to a restriction of activity
5	Catastrophic	<p>The consequences may threaten the business survival.</p> <ul style="list-style-type: none"> • Financial impact \$10,000,000 or more • Safety - high potential for severe injury to an individual or several individuals • Reputational impact resulting in key stakeholders withdrawing services or business (e.g. government, banks) • Business activity limitation or cessation through regulatory intervention

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-515- 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.