



**Professional Engineers**  
Ontario

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# Council Meeting

508th Meeting of Council  
of Professional Engineers Ontario

to be held on  
Thursday, September 22, 2016  
5:30 p.m. – reception  
6:00 p.m. – dinner  
7:00 – plenary session

Friday, September 23, 2016  
7:45 – 8:45 a.m. – breakfast  
9:00 a.m. – 4:00 p.m.

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

## Thursday, September 22, 2016

1. Reception – 5:30 p.m. to 6:00 p.m.  
Dinner – 6:00 p.m. to 7:00 p.m.  
(8<sup>th</sup> Floor Dining Room)
  
2. Plenary Session – 7:00 p.m. to 9:00 p.m.  
(8<sup>th</sup> Floor Council Chambers)
  1. Board Committee and Council Liaison Appointment Processes
  2. Accreditation Update
  3. Potential Act Changes (In-Camera)

# Briefing Note - Decision

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C-508-1.1

## 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-508-1.1, 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 – 508<sup>th</sup> Council meeting agenda

C-508-1.1  
Appendix A

# Agenda

## 508<sup>th</sup> Meeting of the Council Professional Engineers Ontario

**Date:** Thursday, September 22 and Friday, September 23, 2016  
**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 – 8<sup>th</sup> Floor Council Chambers **OR** Dial-in: 1-888-866-3653  
 40 Sheppard Avenue West Participant Code: 9394319#  
 Toronto, Ontario

### Thursday, September 22<sup>nd</sup> – 7:00 p.m. – 9:00 p.m.

	Spokesperson
<b>PLENARY SESSION</b>	
1. Board Committee and Council Liaison Appointments Processes - (30 MIN)	President Comrie
2. Accreditation Update – (45MIN)	President-Elect Dony
3. Potential Act Changes – (45MIN) (in-camera)	Leah Price

### Friday, September 23<sup>rd</sup> – 9:00 a.m. – 4:00 p.m.

<b>CALL TO ORDER</b>			
<b>1. APPROVAL OF AGENDA AND LEADERSHIP REPORTS</b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>
1.1	APPROVAL OF AGENDA	Chair	Decision
1.2	PRESIDENT/REGISTRAR'S REPORT	Chair/Registrar	Information
<b>2. PRIORITY ITEMS</b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>
2.1	2017 OPERATING BUDGET	Councillor Jones	Information
2.2	2017 CAPITAL BUDGET	Councillor Jones	Information
2.3	PROPOSAL TO CREATE: USE OF THE PROFESSIONAL ENGINEER'S SEAL SUBCOMMITTEE	Councillor Jones	Decision
2.4	PROPOSAL TO CREATE: EMISSION SUMMARY AND DISPERSION MODEL (ESDM) SUBCOMMITTEE	Councillor Jones	Decision
2.5	COUNCIL RETREAT FOLLOW-UP: STRATEGIC PLAN –	Registrar McDonald	Decision

	PROCESS REVIEW		
2.6	COUNCIL RETREAT FOLLOW-UP: COUNCIL EVALUATION SURVEY	Councillor Spink	Decision
2.7	COUNCIL RETREAT FOLLOW-UP: PUBLIC INFORMATION CAMPAIGN	Councillor Spink	Decision
2.8	COMMITTEE VOLUNTEER TERM LIMITS	Vice President Brown	Decision
2.9	BOARD COMMITTEE AND COUNCIL LIAISON – APPOINTMENT PROCESS	Councillor Spink	Decision
2.10	REVISIONS TO COMMITTEES AND TASK FORCE POLICY REFERENCE GUIDE	Councillor Bellini	Decision
2.11	RESCINDING MEMBER IN GOOD STANDING DEFINITION REGULATION CHANGE	Councillor Kuczera	Decision
<b>3.</b>	<b><u>CONSENT AGENDA</u></b>	<b>Spokesperson/ Moved by</b>	<b>Type</b>
3.1	OPEN SESSION MINUTES – 244 <sup>th</sup> EXECUTIVE COMMITTEE MEETING – APRIL 5, 2016	Chair	Decision
3.2	OPEN SESSION MINUTES – 507 <sup>TH</sup> COUNCIL MEETING – JUNE 23, 2016	Chair	Decision
3.3	APPROVAL OF CEDC APPLICATIONS	Councillor Bellini	Decision
3.4	CHANGES TO COMMITTEES/TASK FORCES ROSTER	Councillor Bellini	Decision
3.5	COMMITTEE WORK PLANS – LEGISLATIVE COMMITTEE (LEC) AND HUMAN RESOURCES COMMITTEE (HRC)	Councillor Bellini	Decision
3.6	VOLUNTEER LEADERSHIP CONFERENCE PLANNING COMMITTEE (VLCPC) TERMS OF REFERENCE	Councillor Bellini	Decision
<b>4.</b>	<b><u>IN-CAMERA</u></b>	<b>Spokesperson/ Moved by</b>	<b>Type</b>
4.1	IN-CAMERA MINUTES – 244 <sup>th</sup> EXECUTIVE COMMITTEE MEETING –April 5, 2016	Chair	Decision
4.2	IN-CAMERA MINUTES – 507 <sup>TH</sup> COUNCIL MEETING – JUNE 23, 2016	Chair	Decision
4.3	APPOINTMENT OF THREE ADDITIONAL MEMBERS TO THE CENTRAL SEARCH AND ELECTION COMMITTEE	Past President Chong	Decision
4.4	PROPOSED ADDITIONAL ELLIOT LAKE RELATED ACT CHANGES	Linda Latham	Decision
4.5	TERMS OF REFERENCE - COUNCIL COMPOSITION TASK FORCE	Councillor Jones	Decision
4.6	COMPLAINTS REVIEW COUNCILLOR REPORT	Councillor Long-Irwin	Information

4.7	HRC UPDATE	President Comrie	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 ANTI-WORKPLACE VIOLENCE POLICIES – COUNCILLOR VIOLATIONS, IF ANY	Chair	Information
<b>5. <u>INFORMATION ITEMS</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>
<b>ONGOING ITEMS</b>			
5.1	LEGISLATION COMMITTEE UPDATE	Councillor Kuczera	Information
5.2	STRATEGIC PLAN UPDATE	Registrar McDonald	Information
5.3	RCC UPDATE	Councillor Sadr	Information
5.4	(CP) <sup>2</sup> UPDATE	Councillor Turnbull	Information
5.5	ENGINEERS CANADA UPDATE	Annette Bergeron	Information
5.6	STATISTICS - COMPLAINTS, DISCIPLINE, LICENSING AND REGISTRATION UPDATE	Latham/Price/ Zuccon	Information
5.7	COUNCILLOR ITEMS	Chair	Information
<b>CONCLUSION</b>			

## **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]

**Upcoming Events**

Saturday, November 19, 2016 – Chapter Leaders Conference, Toronto, Ontario

Saturday, November 19, 2016 – OPEA Gala, Toronto

**2016 Council Committee Meeting/Mailing Schedule**

**2016 Council Mailing Schedule**

<b>Meeting Date</b>	<b>Meeting Type</b>	<b>Initial BN Due Date – Members at Large</b>	<b>Initial BN Due Date – Councillors/Staff</b>	<b>Initial Agenda Mailing Date</b>	<b>Supp. Agenda<sup>1</sup> Due Date</b>	<b>Supp. Agenda Mailing Date</b>
Sept. 22-23	<b>Council</b>	Sept. 2	Sept. 6	Sept. 9	Sept. 13	Sept. 16
Oct. 18	<b>Executive</b>	Sept. 27	Sept. 30	Oct. 4	Oct. 6	Oct. 11
Nov 17-18	<b>Council</b>	Oct. 27	Nov. 1	Nov. 4	Nov. 8	Nov. 11

<sup>1</sup> - requires the approval of the Chair or Registrar

# Briefing Note – Information

C-508-1.2

## **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 Comrie and Registrar McDonald will provide a verbal report on their recent PEO activities.



## 2017 DRAFT OPERATING BUDGET

**Purpose:** To review the draft 2017 operating budget.

**No motion required**

**Prepared by:** Chetan Mehta – Director, Finance

**Moved by:** Roger Jones, P.Eng. – Chair, Finance Committee

### 1. Need for PEO Action

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

Council's feedback will be incorporated into the final 2017 operating budget to be presented at the November 2016 meeting.

The budget assumptions submitted by the Finance Committee and received by Council (Appendix C) have been met and PEO management have reduced or controlled costs wherever possible in 2017 and 2016. As a result, a net surplus of \$607.10k is budgeted for 2017 resulting in a projected cash and investments level of \$7.66m – which is \$3.16m above the minimum cash balance requirement of \$4.5m.

The key highlights of the 2017 draft operating budget are summarized below and compared to the 2016 forecast.

Total revenues in 2017 are budgeted at \$25.99m and total expenses are budgeted at \$25.38m resulting in an excess of revenues over expenses of \$607.10k. 2017 Budget Assumptions approved by Finance Committee and received by Council in June 2016 called for a balanced budget.

### Revenue

The 2017 budgeted revenue is planned to be \$25.99m representing an increase of \$1.22m or 4.9% over the 2016 forecasted revenue. The increase is largely due to:

- An increase in 40 Sheppard revenues of \$481.82k or 23.4% due to the leasing in 2017 of vacant space on fourth and eighth floors.
- An increase in application, registration, examination and other fees of \$422.43k or 6.5% due to an increase in examinations written, and CofA applications and registrations;
- An increase in P. Eng revenue dues of \$264.05k or 1.7% due to natural growth in P.Eng membership based on the historical trend; and

P.Eng licence fees are the lowest in Canada and will remain frozen for the ninth consecutive year. All other fees remain frozen for the seventh consecutive year. The 2017 budget assumes that all fees remain unchanged.

## Expenses

The 2017 budgeted expenses are planned to be \$25.38 which represents an increase of \$861.09k or 3.5% over 2016 forecasted expenses. The increase is largely due to:

- An increase in employee salaries and benefits and retiree and future benefits of \$453.02k or 3.8 % due to several factors: an approved 3% increase in staff salary for merit increases and CPI adjustment. This increase is per the recommendations of an external consultant who was hired (per the instructions of the FIC) to provide an independent salary increase assessment. The remaining increase is largely due to two new positions in 2017. The new positions are for an IT manager and an assistant manager for registrations in the Licensing dept. Both of these new positions are to ensure better succession planning and to help in dealing with the workload in these depts.
- An increase of \$120k for Chapters due to an increase in allotments per RCC directive and higher travel budget for attendance at various meetings;
- An increase of \$113.63k for Volunteer Business Expenses due to higher costs for travel to Thunder Bay for the AGM and related events. In addition, there is an increase in costs for meals, mileage, accommodation and travel expenses for attending various committees, conferences and meetings.
- An increase of \$93.88k in Amortization due largely to the completion of Phase 1 of Aptify in early 2016;
- An increase of \$83.58k in Purchased Services largely due to higher costs for event meals and related expenses for AGM and OOH at Thunder Bay; costs for attending the regulatory professions conference; higher costs for marking and setting exams due; higher costs for producing and printing Dimensions and costs for a survey for policy development.

The above were partially offset by:

- Reduction of \$160.50k in Consultants due to the conclusion of the membership database project (Aptify);
- Reduction of \$54.71k in Contract staff since no contractors are expected to be hired in 2017 for IT and one contract position in Licensing is to be converted to a full-time position in 2017.
- Reduction of \$16.93k in Legal costs due to a decrease in requirements for independent legal counsel for compliant reviews; lower expenses for hearing related activities and the elimination of costs for investigations related to the repeal of the industrial exception task force.

## 2. Background

Council approved the following motions in the Jun 24, 2016 meeting:

That Council:

- a) That the 2017 Budget Assumptions, as presented in C-507-2.1, Appendix A and as recommended by the Finance Committee, be approved.
- b) That the Registrar be directed to initiate the budgeting process, per PEO's Budgeting Cycle, and provide the 2017 operating budget and capital budget at the September 2016 Council meeting based on the approved assumptions.

As per Council direction, the senior management team and staff began work on the 2017 operating budget and 2016 forecast in July. A draft copy of the 2017 operating budget and the 2016 forecast was completed in August and distributed to the Finance Committee prior to its meeting on September 7, 2016.

During this meeting on September 7, 2016, the Finance committee met with members of the senior management team to review the first draft of the 2017 operating budget. Key highlights of the operating budget were reviewed and questions put forward by the Finance Committee members were answered. The Finance Committee agreed that the draft version of the 2017 operating budget be presented to Council for information and feedback.

### **3. Appendices**

- **Appendix A** - 2017 Draft Operating Budget and Variance Analysis  
Projected Financial Statements 2017 to 2021
- **Appendix B** - Highlights of Significant Changes in 2017 Budget Program Expenses as compared to the 2016 Forecast
- **Appendix C** – 2017 Budget Assumptions

## Professional Engineers Ontario - DRAFT 2017 OPERATING BUDGET

C-508-2.1  
Appendix - A

## Variance Analysis - 2017 Budget Vs 2016 Forecast

Sept 7, 2016

REF. NO	DESCRIPTION	2017 Bud Vs 2016 Fcst				2017 Bud Vs 2016 Bud			
		2017 Budget	2016 Forecast	Var \$	Var %	2016 Budget	Var \$	Var %	2015 Act
	REVENUE	A	B	(A-B)	(A-B)/B	C	(A-C)	(A-C)/C	D
1	P. Eng Revenue	\$ 15,823,705	\$ 15,559,654	\$ 264,051	1.7%	\$ 15,494,884	\$ 328,821	2.1%	\$ 15,134,271
2	Appln, regn, exam and other fees	6,928,708	6,506,273	422,435	6.5%	6,933,243	(4,535)	(0.1)%	6,064,234
3	Building operations	2,542,260	2,060,432	481,828	23.4%	2,403,544	138,716	5.8%	2,127,016
4	Advertising income	420,000	415,000	5,000	1.2%	375,000	45,000	12.0%	292,679
5	Investment income	275,000	225,000	50,000	22.2%	315,000	(40,000)	(12.7)%	97,219
	<b>TOTAL REVENUE</b>	<b>25,989,673</b>	<b>24,766,359</b>	<b>1,223,314</b>	<b>4.9%</b>	<b>25,521,671</b>	<b>468,002</b>	<b>1.8%</b>	<b>23,715,419</b>
	<b>EXPENSES</b>								
6	Salaries and benefits / Retiree and future benefits	12,231,188	11,778,173	453,015	3.8%	11,876,370	354,818	3.0%	10,708,685
7	Building operations	2,506,869	2,496,420	10,449	0.4%	2,500,585	6,284	0.3%	2,444,678
8	Purchased services	1,646,762	1,563,182	83,580	5.3%	1,576,340	70,422	4.5%	1,352,825
9	Amortization	1,364,462	1,270,575	93,887	7.4%	1,401,753	(37,291)	(2.7)%	924,528
10	Chapters	997,450	877,450	120,000	13.7%	902,095	95,355	10.6%	793,066
11	Engineers Canada	966,243	945,160	21,083	2.2%	928,426	37,817	4.1%	938,579
12	Volunteer expenses	953,375	839,736	113,639	13.5%	929,290	24,085	2.6%	786,767
13	Occupancy costs	908,266	834,545	73,721	8.8%	860,341	47,925	5.6%	765,874
14	Computers and telephone	764,770	727,722	37,048	5.1%	731,315	33,455	4.6%	715,813
15	Postage and courier	629,775	638,549	(8,774)	(1.4)%	639,465	(9,690)	(1.5)%	475,676
16	Legal (Corporate, Prosecution & Tribunal)	580,495	597,428	(16,933)	(2.8)%	606,120	(25,625)	(4.2)%	567,744
17	Transaction fees	548,635	523,587	25,048	4.8%	520,000	28,635	5.5%	508,253
18	Consultants	250,300	410,800	(160,500)	(39.1)%	278,300	(28,000)	(10.1)%	362,605
19	Professional development	242,300	242,300	-	0.0%	250,000	(7,700)	(3.1)%	155,251
20	Recognition, grants and awards	187,850	180,017	7,833	4.4%	187,560	290	0.2%	162,239
21	Staff expenses	156,820	124,299	32,521	26.2%	153,695	3,125	2.0%	104,307
22	Printing	118,600	100,600	18,000	17.9%	119,592	(992)	(0.8)%	128,446
23	Insurance	115,987	110,858	5,129	4.6%	103,212	12,775	12.4%	105,784
24	Office supplies	104,330	100,771	3,559	3.5%	104,975	(645)	(0.6)%	131,955
25	Advertising	99,600	96,100	3,500	3.6%	104,000	(4,400)	(4.2)%	83,942
26	Contract staff	8,500	63,211	(54,711)	(86.6)%	431,318	(422,818)	(98.0)%	496,237
	<b>TOTAL EXPENSES</b>	<b>25,382,577</b>	<b>24,521,483</b>	<b>861,094</b>	<b>3.5%</b>	<b>25,204,752</b>	<b>177,825</b>	<b>0.7%</b>	<b>22,713,254</b>
	<b>EXCESS OF REVENUE OVER EXPENSES BEFORE UNDERNOTED</b>	<b>607,096</b>	<b>244,876</b>	<b>362,220</b>	<b>147.9%</b>	<b>316,919</b>	<b>290,177</b>	<b>91.6%</b>	<b>1,002,165</b>
	Council Discretionary Reserve Expenses	-	10,000	(10,000)	-	-	-	-	70,989
	<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>607,096</b>	<b>234,876</b>	<b>372,220</b>	<b>158.5%</b>	<b>316,919</b>	<b>290,177</b>	<b>91.6%</b>	<b>931,176</b>

# Professional Engineers Ontario

## 2017 DRAFT - Operating Budget

C-508-2.1  
Appendix - A

### Variance Analysis - 2017 Budget Vs 2016 Forecast

Ref. No.	Variance Explanation
1	Natural growth in P.Eng membership based on historical trend. There have been no membership fee increases for the last eight years and none has been budgeted for 2017.
2	Increase largely due to an increase in exams written along with an increase in the number of expected P.Eng applications, registrations and CofA applicants in 2017.
3	Increase in rent revenues and recoverable cost revenues due to leasing of vacant units on the 4th and 8th floors.
4	Slight growth expected in advertising revenues over 2016 with return to paper edition of Eng. Dimensions.
5	Income expected from investments based on average holdings during the year.
6	Increase largely due to CPI and merit increases in 2017 of 3% supported by compensation survey conducted by external consultant plus increase in staffing levels.
7	40 Sheppard expenses holding steady with increase in higher recoverable expenses offset by reduction in non-recoverable expenses, including mortgage interest.
8	Increase largely due to higher costs for event meals and related expenses for AGM, OOH at Thunder Bay and costs for attending regulatory prof conference. In addition, higher costs for marking and setting exams due to an increase in fees, higher costs for producing and printing Dimensions and survey for policy development.
9	Increase in amortization of IT software including new membership database management system (Aptify) that went live on Apr 1, 2016.
10	Increase in Chapter allotments per RCC directive and higher travel budget for meetings.
11	This amount represents the allocation to Engineers Canada. The rate per member remains the same and the increase is due to the budgeted increase in members.
12	Higher costs for travel to Thunder Bay for AGM and related events. In addition, volunteer expenses for meals, mileage, accommodation and travel expenses for attending various committees, conferences and meetings.
13	Occupancy costs expected to increase due to increase in the 40 Sheppard building's recoverable common area costs.
14	Increase due to higher software support contracts for new IT services.
15	Postage and courier costs are largely in line with prior year. A slight decrease is expected as members are being currently encouraged to received PEO correspondence via email or online through the portal.
16	Decrease due to lower requirement for independent legal counsel for discipline motions and complaints reviews, plus lower expenses for hearing related activities for discipline appeals and investigations for the repeal of the industrial exception TF.
17	Increase largely due to higher credit card commissions and transaction fees as an increasing number of members and applicants pay dues online.
18	Lower spend for IT consultants with conclusion of membership database project (i.e. Aptify).
19	Professional development to remain consistent with 2016 forecast.
20	Increase in spending for travel including airfare to Thunder Bay and accommodation for Order of Honour presentation.
21	Increase due to expenses related to staff travel including airfare to PEO AGM in Thunder Bay.
22	Slight increase in printing and photocopying costs.
23	Increase due to increase higher insurance premiums.
24	Slight increase in costs for consumables such as paper towels, etc.
25	Slight increase expected in advertising costs.
26	Significant decrease in contractors and temporary staff since with the go-live of Aptify phase 1, no additional contractors are expected to be hired.

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

**C-508-2.1**  
**Appendix - A**

**Sept 7, 2016**

	2015 ACTUAL	2016 FORECAST	2017 BUDGET	2018 PROJECTION	2019 PROJECTION	2020 PROJECTION	2021 PROJECTION
<b>REVENUE</b>							
P.Eng Revenue	\$15,134,271	\$15,559,654	\$15,823,705	\$16,045,237	\$16,269,870	\$16,497,648	\$16,728,615
Application, registration, examination and other fees	6,064,234	6,506,273	6,928,708	7,025,710	7,124,070	7,223,807	7,324,940
Building operations	2,127,016	2,060,432	2,542,260	2,966,502	2,878,802	2,843,967	2,867,801
Advertising income	292,679	415,000	420,000	423,150	426,324	429,521	432,742
Investment Income	97,219	225,000	275,000	275,000	337,180	399,881	464,048
	<b>\$23,715,419</b>	<b>\$24,766,359</b>	<b>\$25,989,673</b>	<b>\$26,735,599</b>	<b>\$27,036,246</b>	<b>\$27,394,824</b>	<b>\$27,818,147</b>
<b>EXPENSES</b>							
Salaries and benefits/Retiree and future benefits	10,708,685	11,778,173	12,231,188	12,475,812	12,725,328	12,979,835	13,239,431
Building operations	2,444,678	2,496,420	2,506,869	2,527,083	2,533,798	2,541,925	2,552,662
Purchased services	1,352,825	1,563,182	1,646,762	1,679,697	1,713,291	1,747,557	1,782,508
Amortization	924,528	1,270,575	1,364,462	1,453,739	1,412,785	1,262,128	1,052,013
Chapters	793,066	877,450	997,450	1,017,399	1,037,747	1,058,502	1,079,672
Engineers Canada	938,579	945,160	966,243	985,568	1,005,279	1,025,385	1,045,892
Volunteer expenses	786,767	839,736	953,375	972,443	991,891	1,011,729	1,031,964
Occupancy costs	765,874	834,545	908,266	926,431	944,960	963,859	983,136
Computers and telephone	715,813	727,722	764,770	780,065	795,667	811,580	827,812
Postage and courier	475,676	638,549	629,775	642,371	655,218	668,322	681,689
Legal (Corporate, Prosecution & Tribunal)	567,744	597,428	580,495	592,105	603,947	616,026	628,346
Transaction fees	508,253	523,587	548,635	559,608	570,800	582,216	593,860
Consultants	362,605	410,800	250,300	255,306	260,412	265,620	270,933
Professional development	155,251	242,300	242,300	247,146	252,089	257,131	262,273
Recognition, grants and awards	162,239	180,017	187,850	191,607	195,439	199,348	203,335
Staff expenses	104,307	124,299	156,820	159,956	163,156	166,419	169,747
Printing	128,446	100,600	118,600	120,972	123,391	125,859	128,376
Insurance	105,784	110,858	115,987	118,307	120,673	123,086	125,548
Office supplies	131,955	100,771	104,330	106,417	108,545	110,716	112,930
Advertising	83,942	96,100	99,600	101,592	103,624	105,696	107,810
Contract staff	496,237	63,211	8,500	8,670	8,843	9,020	9,201
	<b>22,713,254</b>	<b>24,521,483</b>	<b>25,382,577</b>	<b>25,922,292</b>	<b>26,326,884</b>	<b>26,631,959</b>	<b>26,889,140</b>
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>							
<b>before undernoted</b>	<b>\$1,002,165</b>	<b>\$244,876</b>	<b>\$607,096</b>	<b>\$813,306</b>	<b>\$709,362</b>	<b>\$762,865</b>	<b>\$929,007</b>
<b>Council Discretionary Reserve</b>	70,989	10,000	0	0	0	0	0
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>	<b>\$931,176</b>	<b>\$234,876</b>	<b>\$607,096</b>	<b>\$813,306</b>	<b>\$709,362</b>	<b>\$762,865</b>	<b>\$929,007</b>

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

<b>C-508-2.1</b>
<b>Appendix - A</b>

**Sept 7, 2016**

	2015 ACTUAL	2016 FORECAST	2017 BUDGET	2018 PROJECTION	2019 PROJECTION	2020 PROJECTION	2021 PROJECTION
<b>ASSETS</b>							
CURRENT							
Cash	1,851,432	1,625,188	1,253,213	3,356,478	5,292,050	6,903,686	8,804,567
Marketable securities at fair value	6,403,767	6,403,767	6,403,767	6,403,767	6,403,767	6,403,767	6,403,767
Cash & marketable securities	8,255,199	8,028,955	7,656,980	9,760,245	11,695,817	13,307,453	15,208,334
Accounts receivable	527,314	527,314	527,314	527,314	527,314	527,314	527,314
Prepaid expenses, deposits & other assets	616,057	544,387	459,477	366,076	263,334	150,318	26,001
	9,398,570	9,100,656	8,643,771	10,653,635	12,486,465	13,985,085	15,761,649
Capital assets	37,711,302	37,316,092	37,428,073	35,251,516	33,122,048	31,351,293	29,439,736
	<b>47,109,872</b>	<b>46,416,748</b>	<b>46,071,844</b>	<b>45,905,150</b>	<b>45,608,513</b>	<b>45,336,378</b>	<b>45,201,385</b>
<b>LIABILITIES</b>							
CURRENT							
Accounts payable and accrued liabilities	2,174,710	2,174,710	2,174,710	2,174,710	2,174,710	2,174,710	2,174,710
Fees in advance and deposits	9,067,119	9,067,119	9,067,119	9,067,119	9,067,119	9,067,119	9,067,119
Current portion of long term debt	928,000	952,000	980,000	1,006,000	1,035,000	1,064,000	1,093,000
	12,169,829	12,193,829	12,221,829	12,247,829	12,276,829	12,305,829	12,334,829
LONG TERM							
Long term debt	7,539,000	6,587,000	5,607,000	4,601,000	3,566,000	2,502,000	1,409,000
Employee future benefits	13,074,900	13,074,900	13,074,900	13,074,900	13,074,900	13,074,900	13,074,900
	20,613,900	19,661,900	18,681,900	17,675,900	16,640,900	15,576,900	14,483,900
Net Assets	14,326,143	14,561,019	15,168,115	15,981,421	16,690,784	17,453,649	18,382,656
	<b>47,109,872</b>	<b>46,416,748</b>	<b>46,071,844</b>	<b>45,905,150</b>	<b>45,608,513</b>	<b>45,336,378</b>	<b>45,201,385</b>

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

<b>C-508-2.1</b>
<b>Appendix - A</b>

Sept 7, 2016

	2016	2017	2018	2019	2020	2021
<u>Operating</u>	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
Excess of revenue over expenses - operations	234,876	607,096	813,306	709,362	762,865	929,007
Add (deduct) items not affecting cash						
Amortization	2,208,935	2,334,723	2,482,251	2,439,975	2,281,262	2,147,519
Amortization - other assets (leasing)	71,670	84,910	93,401	102,742	113,016	124,317
<b>Total Operating</b>	<b>2,515,481</b>	<b>3,026,729</b>	<b>3,388,958</b>	<b>3,252,079</b>	<b>3,157,143</b>	<b>3,200,843</b>
<u>Financing</u>						
Repayment of mortgage	(928,000)	(952,000)	(980,000)	(1,006,000)	(1,035,000)	(1,064,000)
<b>Total Financing</b>	<b>(928,000)</b>	<b>(952,000)</b>	<b>(980,000)</b>	<b>(1,006,000)</b>	<b>(1,035,000)</b>	<b>(1,064,000)</b>
<u>Investing</u>						
Additions to Building (Recoverable)	(1,004,966)	(817,714)	(155,694)	(160,507)	(360,507)	(85,962)
Additions to PEO office space	-	(561,990)	-	-	-	-
Additions related to APTIFY	(326,759)	-	-	-	-	-
Additions to other Capital Assets (F&F, IT, Phone, AV)	(482,000)	(1,067,000)	(150,000)	(150,000)	(150,000)	(150,000)
	<b>(1,813,725)</b>	<b>(2,446,704)</b>	<b>(305,694)</b>	<b>(310,507)</b>	<b>(510,507)</b>	<b>(235,962)</b>
<b>Total Investing</b>	<b>(1,813,725)</b>	<b>(2,446,704)</b>	<b>(305,694)</b>	<b>(310,507)</b>	<b>(510,507)</b>	<b>(235,962)</b>
<b>Net Cash Increase/(Decrease) during the year</b>	<b>(226,244)</b>	<b>(371,975)</b>	<b>2,103,264</b>	<b>1,935,572</b>	<b>1,611,636</b>	<b>1,900,881</b>
<b>Cash, beginning of year</b>	<b>1,851,432</b>	<b>1,625,188</b>	<b>1,253,213</b>	<b>3,356,478</b>	<b>5,292,050</b>	<b>6,903,686</b>
<b>Cash, end of year</b>	<b>1,625,188</b>	<b>1,253,213</b>	<b>3,356,478</b>	<b>5,292,050</b>	<b>6,903,686</b>	<b>8,804,567</b>
<b>Cash/Investments, end of year</b>	<b>8,028,955</b>	<b>7,656,980</b>	<b>9,760,245</b>	<b>11,695,817</b>	<b>13,307,453</b>	<b>15,208,334</b>
<b>Comprised of:</b>						
Cash	1,625,188	1,253,213	3,356,478	5,292,050	6,903,686	8,804,567
Investments	6,403,767	6,403,767	6,403,767	6,403,767	6,403,767	6,403,767
	<b>8,028,955</b>	<b>7,656,980</b>	<b>9,760,245</b>	<b>11,695,817</b>	<b>13,307,453</b>	<b>15,208,334</b>



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

<b>C-508-2.1</b>
<b>Appendix - A</b>

**Sept 7, 2016**

<b>Description</b>	<b>2016 FORECAST</b>	<b>2017 BUDGET</b>	<b>2018 PROJECTION</b>	<b>2019 PROJECTION</b>	<b>2020 PROJECTION</b>	<b>2021 PROJECTION</b>
Rental income	738,611	838,851	1,053,676	935,843	910,259	878,884
Operating cost	1,491,699	1,879,937	2,086,184	2,146,937	2,209,857	2,275,034
Property tax	315,657	427,097	475,427	484,935	494,634	504,527
Parking income	136,650	99,300	100,170	105,179	110,437	115,959
Other space rent	111,180	102,661	87,656	66,222	3,620	3,620
<b>TOTAL REVENUE</b>	<b>2,793,797</b>	<b>3,347,846</b>	<b>3,803,113</b>	<b>3,739,116</b>	<b>3,728,807</b>	<b>3,778,024</b>
Less PEO Share of CAM & Tax	733,365	805,586	836,611	860,314	884,840	910,223
<b>TOTAL REVENUE excluding PEO share of CAM &amp; Tax</b>	<b>2,060,432</b>	<b>2,542,260</b>	<b>2,966,502</b>	<b>2,878,802</b>	<b>2,843,967</b>	<b>2,867,801</b>
Utilities	548,646	559,559	570,750	582,165	593,808	605,684
Property taxes	446,086	466,105	475,427	484,935	494,634	504,527
Amortization	550,067	581,967	634,314	666,030	699,331	734,298
Payroll	246,931	253,104	258,166	263,329	268,596	273,968
Janitorial	206,411	221,986	226,426	230,955	235,574	240,285
Repairs and maintenance	168,652	203,743	207,818	211,974	216,214	220,538
Property management and advisory fees	84,856	86,976	88,717	90,491	92,301	94,147
Road and ground	16,040	12,940	13,199	13,463	13,732	14,007
Administration	29,151	30,020	30,620	31,233	31,857	32,495
Security	31,930	36,900	37,638	38,391	39,159	39,942
Insurance	18,101	18,173	18,536	18,907	19,285	19,671
<b>TOTAL RECOVERABLE EXPENSES</b>	<b>2,346,871</b>	<b>2,471,473</b>	<b>2,561,611</b>	<b>2,631,873</b>	<b>2,704,491</b>	<b>2,779,562</b>
Interest expense on note and loan payable	396,398	348,659	301,269	252,084	201,845	151,593
Amortization of building	388,293	388,293	388,293	388,293	388,293	388,293
Other and other non-recoverable expenses	98,223	104,030	112,521	121,862	132,136	143,437
<b>TOTAL OTHER EXPENSES</b>	<b>882,914</b>	<b>840,982</b>	<b>802,083</b>	<b>762,239</b>	<b>722,274</b>	<b>683,323</b>
<b>TOTAL EXPENSES</b>	<b>3,229,785</b>	<b>3,312,455</b>	<b>3,363,694</b>	<b>3,394,112</b>	<b>3,426,765</b>	<b>3,462,885</b>
Less PEO Share of CAM & Tax	733,365	805,586	836,611	860,314	884,840	910,223
<b>TOTAL EXPENSES excluding PEO share of CAM</b>	<b>2,496,420</b>	<b>2,506,869</b>	<b>2,527,083</b>	<b>2,533,798</b>	<b>2,541,925</b>	<b>2,552,662</b>
<b>NET INCOME</b>	<b>(435,988)</b>	<b>35,391</b>	<b>439,419</b>	<b>345,004</b>	<b>302,042</b>	<b>315,139</b>

**Professional Engineers Ontario  
2017 Budget - Consolidated**  
**Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast**

**C-508-2.1  
Appendix - B**

**DRAFT - Sept 7, 2016**

**Overview:**

Total program expenses in 2017 are expected to increase by \$408k or 3.2% over the 2016 forecast. The increase is largely due to the decision to hold the 2017 Annual General Meeting, Order of Honour Awards Gala and Volunteer Leadership Conference in Thunder Bay and also due an additional night's stay in Thunder Bay. In addition, per RCC directive here is an increase in Chapter allotments and scholarships together with a higher travel budget for regional councillors. There is an increase in amortization costs as well due to the go-live of the new LHMS Aptify on April 1, 2016. and costs for the Practitioner Centred Research project which includes a phase for surveying clients and employers of engineers in 2017.

Department	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation of significant variances
				2017 Budget Vs 2016 Fcst		
				\$	%	
Corporate Services	\$ 4,862,002	\$ 4,555,047	\$ 4,737,194	\$ 306,955	6.7%	Higher costs for AGM, Order of Honour and VLC due to decision to hold event(s) in Thunder Bay and for staying an additional night, increase in Chapter allotments and higher travel budget for RCC, and higher facility maintenance costs.
Corporate Services - Building	2,506,869	2,496,420	2,500,585	10,449	0.4%	Increase due to increase in recoverable expenses.
Information and Technology Services	1,464,727	1,428,674	1,736,655	36,053	2.5%	Higher amortization costs due to full effect of Aptify phase 1 go-live taking effect, software support costs for Aptify LHMS, new online expense solution, and other productivity improvement IT tools, higher costs due to centralization of mobile and photocopying budgets in IT.
Executive Office	1,166,918	1,159,635	1,121,171	7,283	0.6%	Increase largely due to Engineers Canada allocation.
Licensing	911,650	915,210	977,845	(3,560)	-0.4%	A minor decrease in the budget due to reallocation of postage costs.
Communications	830,525	817,433	809,855	13,092	1.6%	A minor increase due to higher commissions for advertising, increase in costs for additional printing for updated "newcomers" brochures and unfulfilled advertising for newcomer campaign/Strategic Plan that will be implemented in 2017 and higher postage costs for mailing Engineering Dimensions.
Finance	600,058	581,382	599,857	18,676	3.2%	Increase largely to higher credit card transaction costs.
Tribunals & Regulatory Affairs	437,925	405,338	524,820	32,587	8.0%	Increase largely due to Practitioner Centred Research project which includes a phase for surveying clients and employers of engineers in 2017.
Regulatory Compliance	370,715	384,172	320,400	(13,457)	-3.5%	Decrease largely due to no enforcement related public survey in 2017 (conducted bi-annually) and no repeal research report in 2017.
<b>Total - Program expenses</b>	<b>\$ 13,151,389</b>	<b>\$ 12,743,311</b>	<b>\$ 13,328,382</b>	<b>\$ 408,078</b>	<b>3.2%</b>	

**Professional Engineers Ontario  
2017 Budget - Corporate Services**

**C-508-2.1  
Appendix - B**

**Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast**

**DRAFT - Sept 7, 2016**

**Overview:**

The 2017 Corporate Services budget is increasing by 6.7% compared to the 2016 forecast. This variance is due to the following: (a) decision to hold the 2017 Annual General Meeting, Order of Honour Awards Gala and Volunteer Leadership Conference in Thunder Bay as well as the decision to extend the stay an additional night in Thunder Bay (\$251,035); (b) RCC decision to increase the Chapter allotment (\$38,150); (c) RCC decision to increase scholarship funding and travel for regional business (\$14,700); and (d) increase in operating costs for 40 Sheppard (\$27,145).

Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation of significant variances
					2017 Bud Vs 2016 Fcst		
					\$	%	
100	Align Activities	14,425	18,350	30,575	(3,925)	-21.4%	
104	Govt. Liaison Committee	6,850	6,850	6,850	-	0.0%	
105	National Eng Month	40,000	40,000	40,000	-	0.0%	
210	Committee staff advisors group	250	250	750	-	0.0%	
211	Student Memb-General	60,000	60,000	70,600	-	0.0%	
265	Internship	115,000	115,000	140,730	-	0.0%	
410	Annual General Meeting	258,400	122,250	137,695	136,150	111.4%	Higher costs for AGM (travel and extra night's stay allocated across AGM and VLC) in Thunder Bay.
412	Govt. Liaison Program	221,000	216,500	221,000	4,500	2.1%	
420	Order of Honour	134,960	91,425	123,950	43,535	47.6%	Higher costs for OOH Gala (travel, mileage, accommodation etc for awardees and AWC) in Thunder Bay.
470	Ontario P.Eng. Awards	153,000	153,000	153,260	-	0.0%	
475	Volunteer Leadership Conference	134,350	63,000	72,600	71,350	113.3%	Higher costs for VLC (travel and extra night's stay allocated across AGM and VLC) in Thunder Bay.
477	Chapters	831,150	793,000	793,150	38,150	4.8%	Higher costs due to RCC decision to increase the Chapter allotment.
478	Regional Congress	60,000	60,000	60,125	-	0.0%	
479	Regional Councilors Committee	96,400	81,700	81,700	14,700	18.0%	Higher costs due to RCC decision to increase scholarship funding and travel for regional business.
480	Education Committee	64,000	64,000	72,250	-	0.0%	
485	EIR	68,700	68,700	69,000	-	0.0%	
510	Facility	1,664,426	1,637,281	1,603,259	27,145	1.7%	Higher costs due to an increase in property taxes, facility maintenance costs and costs for consumables (drinks, tea, coffee, etc.)
515	Printing & Mail Services	75,900	95,900	140,900	(20,000)	-20.9%	Lower costs due to reallocation of photocopy charges to ITS.
545	Telephone Services	51,416	51,416	51,555	-	0.0%	
550	Customer Service Management	8,500	10,000	5,500	(1,500)	-15%	

**Professional Engineers Ontario  
2017 Budget - Corporate Services**

**C-508-2.1  
Appendix - B**

**Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast**

**DRAFT - Sept 7, 2016**

**Overview:**

The 2017 Corporate Services budget is increasing by 6.7% compared to the 2016 forecast. This variance is due to the following: (a) decision to hold the 2017 Annual General Meeting, Order of Honour Awards Gala and Volunteer Leadership Conference in Thunder Bay as well as the decision to extend the stay an additional night in Thunder Bay (\$251,035); (b) RCC decision to increase the Chapter allotment (\$38,150); (c) RCC decision to increase scholarship funding and travel for regional business (\$14,700); and (d) increase in operating costs for 40 Sheppard (\$27,145).

Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation of significant variances
					2017 Bud Vs 2016 Fcst \$	%	
610	HR Planning S-General	36,500	36,500	36,500	-	0%	
620	Recruitment Staff-General	5,250	5,250	5,000	-	0%	
630	Development - Staff & Volunteers	238,000	238,000	246,000	-	0%	
640	Compensation	16,000	16,000	16,000	-	0%	
645	Benefit Administration-General	90,550	93,550	103,550	(3,000)	-3%	
660	Recognition Volunteer-General	18,500	18,500	18,500	-	0%	
680	Equity & Diversity	10,000	10,000	10,075	-	0%	
685	Advisory Comm. on Volunteers	13,700	13,700	13,775	-	0%	
686	Awards Selection Committee	15,000	15,000	15,025	-	0%	
687	Human Resources & Comp. Committee	6,250	6,250	26,250	-	0%	
817	Secretariat Services	3,000	5,000	5,000	(2,000)	-40%	
835	Council Elections	192,000	192,000	196,000	-	0%	
845	Executive Committee	5,500	5,500	8,500	-	0%	
850	Council Meetings	66,000	66,000	68,150	-	0%	
860	Council Workshop	73,875	71,000	79,275	2,875	4%	
865	Council Orientation	2,500	2,500	1,000	-	0%	
870	Search Committee	6,650	7,675	6,650	(1,025)	-13%	
918	GG Sterling Award	4,000	4,000	4,000	-	0%	
923	Province-Wide Mentoring Program	-	-	2,495	-	-	
<b>Corporate Services Total</b>		<b>\$4,862,002</b>	<b>\$4,555,047</b>	<b>4,737,194</b>	<b>\$306,955</b>	<b>6.7%</b>	



Professional Engineers Ontario

2017 Budget - Building

Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast

DRAFT - Sept 7, 2016

C-508-2.1  
Appendix - B

**Overview:**

Building expenses are expected to increase by \$10.4k or 0.4% due to higher recoverable costs.

Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation of Significant Variances
					2017 Bud Vs 2016 Fcst		
					\$	%	
511	40 Sheppard Ave West	2,506,869	2,496,420	2,500,585	\$ 10,449	0.4%	Largely due to an increase in recoverable expenses.
<b>Building Total</b>		<b>\$2,506,869</b>	<b>\$2,496,420</b>	<b>\$2,500,585</b>	<b>\$10,449</b>	<b>0.4%</b>	

Professional Engineers Ontario

2017 Budget - ITS

C-508-2.1  
Appendix - B

Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast

DRAFT - Sept 7, 2016

**Overview:**

Information Technology expenses are budgeted to increase by \$36k or 2.5% over 2016 forecast due largely to a full year of Aptify support costs and the addition of new services such as the online expense system, increased email volume for the eBlasting (Campaigner) system, infrastructure monitoring tools and the new Video Conferencing system. In addition, mobile and photocopying budgets across other departments will be centralized in IT from 2017 onwards.

Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation for variances	
					2017 Bud Vs 2016 Fcst			
					\$	%		
100	Align Activities	170	170	5,850	-	0.0%		
710	InfoSys Dev-General	511,314	579,229	904,571	(67,915)	-11.7%	Lower costs as budget for IT consultant eliminated in 2017. These are partially offset by higher amortization costs due to completion of Aptify phase 1 project in Mar 2016.	
715	Information System Operation	812,043	759,739	750,134	52,304	6.9%	Increase in costs for hardware amortization and software support costs for Aptify LHMS, online expense solution, email management solution, enhance audio-visual services (internal and external), web site monitoring tool, etc. These costs are partially offset by a reduction in outsourcing costs for PEO's IT infrastructure and other network maintenance costs.	
720	Data Security-General	20,000	4,600	20,000	15,400	334.8%	Higher costs for security scans biannually and for PCI compliance.	
725	Desktop-General	57,200	40,336	9,500	16,864	41.8%	Higher costs due to centralization of mobile phone budget from other depts. into IT and subscription costs for MS Office.	
730	Web Portal	24,000	24,600	24,600	(600)	-2.4%	Reduction in website maintenance costs.	
735	Printing Systems	40,000	20,000	22,000	20,000	100.0%	Reallocation of photocopying costs from Corp Services to ITS.	
<b>ITS Total</b>		<b>\$1,464,727</b>	<b>\$1,428,674</b>	<b>\$1,736,655</b>	<b>\$36,053</b>	<b>2.5%</b>		

**Professional Engineers Ontario**  
**2017 Budget - Executive Office**  
**Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast**

**C-508-2.1**  
**Appendix - B**

**DRAFT - Sept 7, 2016**

**Overview:**

Executive office expenses are expected to be line with the 2016 forecast. An increase of \$7.3k or 0.6% is expected largely due to an increase in allocations to Engineers Canada. This increase has been partially off-set by lower audit expenses in 2017.

Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation for variances
					2017 Budget Vs 2016 Fcst		
					\$	%	
100	Align Activities	1,675	1,675	4,775	-	-	
805	Executive Operations	1,200	1,200	1,200	-	0.0%	
810	Engineers Canada-General	990,143	969,060	949,741	21,083	2.2%	Increase in allocation to Engineers Canada.
815	President's Office	32,450	29,240	14,855	3,210	11.0%	Higher travel and related costs for representing PEO at various events.
825	Represent PEO	36,850	39,160	51,900	(2,310)	-5.9%	Lower costs for attending various events.
830	OSPE-General	6,650	6,650	6,150	-	0.0%	
875	Audit Committee	50,250	64,950	44,850	(14,700)	-22.6%	Audit costs in FY 2016 are expected to be higher by approx \$15k due an additional one time IT audit in relation to the Aptify go-live on April 1, 2016.
907	Legal Reserve	44,750	44,750	44,750	-	0.0%	
928	National Framework Task Force	2,950	2,950	2,950	-	0.0%	
<b>Executive Office Total</b>		<b>\$1,166,918</b>	<b>\$1,159,635</b>	<b>\$1,121,171</b>	<b>\$7,283</b>	<b>0.6%</b>	

**Professional Engineers Ontario**  
**2017 Budget - Licensing**  
**Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast**

**C-508-2.1**  
**Appendix - B**

**DRAFT - Sept 7, 2016**

**Overview:**

A minor decrease due to the reallocation of postage costs offset by an increase in fees for the setting and marking of exams.

Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation for variances
					2017 Bud vs 2016 Fcst		
					\$	%	
100	General	9,750	9,750	13,350	-	0.0%	
215	CofA Renewal-General	6,000	7,000	7,000	(1,000)	-14.3%	
225	Support Univ-General	500	500	4,000	-	0.0%	
230	Reinstatement-General	1,700	1,700	1,750	-	0.0%	
235	IAMA Transfers	4,250	6,250	7,250	(2,000)	-32.0%	
240	Temporary Licensing	5,950	5,950	6,050	-	0.0%	
245	P.Eng. Licensing	632,100	625,610	688,245	6,490	1.0%	Increase in fees for the setting and marking of exams.
246	Licensing Enhancements	33,000	33,000	42,350	-	0.0%	
248	Licensing committee	9,250	9,250	11,250	-	0.0%	
250	Provisional Licence	500	11,300	1,700	(10,800)	-95.6%	Reallocation of postage costs to P. Eng. Licence.
255	Limited Licensing	1,550	1,550	1,250	-	0.0%	
262	Institute Accreditation	3,700	3,700	3,700	-	0.0%	
270	CofA-General	3,000	3,000	5,000	-	0.0%	
275	Consulting Engr. Designation	800	800	1,050	-	0.0%	
277	Exam Development	1,700	1,700	1,700	-	0.0%	
280	Academic Requirements Com	42,800	42,800	42,800	-	0.0%	
285	Experience Requirements Com	34,800	34,800	37,050	-	0.0%	
290	Consulting Engineers Des	12,800	12,350	11,900	450	3.6%	
525	Document Management Center	107,500	104,200	90,450	3,300	3.2%	
<b>Licensing Total</b>		<b>\$911,650</b>	<b>\$915,210</b>	<b>\$977,845</b>	<b>-\$3,560</b>	<b>-0.4%</b>	



Professional Engineers Ontario

2017 Budget - Communications

Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast

DRAFT - Sept 7, 2016

C-508-2.1  
Appendix - B

**Overview:**

Additional \$4,000 in Branding budget (\$4,600) relates to an anticipated increase in commissions for 2017 AGM weekend sponsorships, as well as printing costs for AGM-related materials. Increase to Communications budget of \$4000 reflects printing costs for revised newcomers brochure and related initiatives stemming from the Strategic Plan that weren't implemented in 2016. The variance in the budget for Dimensions is attributed to a modest increase in postage costs since the 2016 forecast is quite conservative.

Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation for variances
					2017 Bud Vs 2016 Fcst		
					\$	%	
100	Align Activities	-	-	780	-	-	
415	Branding-General	41,725	37,690	32,525	4,035	10.7%	Additional \$2K for anticipated increase in commissions for AGM weekend sponsorship. Additional \$2K for printing costs related to AGM weekend.
425	Comm.-General	108,000	104,020	102,500	3,980	3.8%	Additional printing for updated "newcomers" brochures and unfulfilled advertising for newcomer campaign/Strategic Plan that will be implemented in 2017.
430	Dimensions	679,450	674,873	673,450	4,577	0.7%	Conservative postage forecast for 2016. A slight increase in 2017 is anticipated.
435	Extra Dimensions-General	1,350	850	600	500	58.8%	
<b>Communications Total</b>		<b>\$830,525</b>	<b>\$817,433</b>	<b>\$809,855</b>	<b>\$13,092</b>	<b>1.6%</b>	

**Professional Engineers Ontario**  
**2017 Budget - Finance**  
**Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast**  
**DRAFT - Sept 7, 2016**

**C-508-2.1**  
**Appendix - B**

**Overview:**

Finance expenses are expected to increase by \$18.7k over 2016 forecast largely due to higher service charges for credit transactions and higher insurance premiums.

Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation for variances
					2017 Bud Vs 2016 Fcst		
					\$	%	
100	General	-	-	1,000	-	-	
520	Fees & Accounts Administration	489,900	476,911	498,050	12,989	2.7%	Increase due to higher service charges for credit card transactions.
530	Financial Management	100,108	96,000	91,512	4,108	4.3%	Increase due to higher insurance premiums.
555	Accounts Payable	1,850	1,850	1,995	-	0.0%	
575	Finance Committee	8,200	6,621	7,300	1,579	23.8%	Higher costs for meals, mileage, accommodation and related costs for finance committee meetings.
<b>Finance Total</b>		<b>\$600,058</b>	<b>\$581,382</b>	<b>\$599,857</b>	<b>\$18,676</b>	<b>3.2%</b>	

**Professional Engineers Ontario**  
**2017 Budget - Tribunals & Regulatory Affairs**  
**Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast**

**C-508-2.1**  
**Appendix - B**

**DRAFT - Sept 7, 2016**

**Overview:**

The aggregate variance between the 2017 budget and the 2016 forecast is approximately \$33k or 8%, which includes a \$36k increase for policy development to complete an additional survey. Both the Registration and Discipline Committees are anticipating an increase in volunteer costs. The year over year budget is approximately \$87k or 17% lower for 2017.

Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation for variances
					2017 Bud Vs 2016 Fcst		
					\$	%	
100	Align Activities	1,050	1,050	2,620	-	0.0%	
104	Journal of Policy Engagement	-	5,331	-	(5,331)	-100.0%	Carryover charges for articles that were still in the pipeline from OCEPP that carried forward into 2016.
109	Advisory Board	-	4,238	-	(4,238)	-100.0%	Carryover charges for OCEPP work that was still in the pipeline from OCEPP that carried forward into 2016.
110	Legislation Committee	10,100	10,100	8,600	-	0.0%	
111	Practice Advisory	10,500	4,175	9,250	6,325	151.5%	Anticipate added staff costs for external presentations to practitioner's work places.
123	Qualification Standards	-	-	2,500	-	-	
125	GOV Relations-General	800	225	800	575	255.6%	Reflects a better estimate of staff expenses for work involving government meetings.
140	Legal Affair-General	-	-	1,000	-	-	
153	Tribunal Operations-Regn.	27,100	31,550	64,900	(4,450)	-14.1%	Anticipate fewer registration hearing days.
154	Tribunal Operation-Discipline	143,475	147,717	195,200	(4,242)	-2.9%	Anticipate a reduction in discipline hearing days.
155	Joint Practice Board	3,850	-	3,850	3,850	-	
157	Registration Committee	34,050	31,050	34,300	3,000	9.7%	Anticipate more volunteer meeting costs for Registration Committee.
158	Discipline Committee	54,850	50,450	43,650	4,400	8.7%	Tracking of meeting costs are higher.
160	Professional Standards (PSC)	41,400	30,850	42,450	10,550	34.2%	Reflects higher volunteer costs for additional sub-committees under PSC.
167	Complaints Review Councillor	20,450	26,200	48,950	(5,750)	-21.9%	Anticipate work distribution to newly appointed Complaints Review Councillor from the list of lawyers approved by the AG.
180	EABO	1,800	1,800	1,100	-	0.0%	
185	Stakeholder Relations	-	-	6,500	-	-	Closing this Cost Object and added this activity under CO T-827.
190	CPDCQA Task Force	-	8,000	-	(8,000)	-100.0%	Council approved \$10k for CP <sup>2</sup> TF in February 2016 after PEO budget approval in 2015.

**Professional Engineers Ontario**  
**2017 Budget - Tribunals & Regulatory Affairs**  
**Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast**  
**DRAFT - Sept 7, 2016**

**C-508-2.1**  
**Appendix - B**

**Overview:**

The aggregate variance between the 2017 budget and the 2016 forecast is approximately \$33k or 8%, which includes a \$36k increase for policy development to complete an additional survey. Both the Registration and Discipline Committees are anticipating an increase in volunteer costs. The year over year budget is approximately \$87k or 17% lower for 2017.

Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation for variances
					2017 Bud Vs 2016 Fcst		
					\$	%	
375	Fees Mediation Committee	4,700	4,700	13,900	-	0.0%	
827	Policy Development	83,800	47,902	45,250	35,898	74.9%	Practitioner Centred Research project spans multi year work. 2017 includes a phase for surveying clients and employers of engineers.
<b>Tribunals &amp; Regulatory Affairs Total</b>		<b>\$437,925</b>	<b>\$405,338</b>	<b>\$524,820</b>	<b>\$32,587</b>	<b>8.0%</b>	

**Professional Engineers Ontario**  
**2017 Budget - Regulatory Compliance**  
**Highlights of significant changes in 2017 budget program expenses as compared to 2016 forecast**  
**DRAFT - Sept 7, 2016**

**C-508-2.1**  
**Appendix - B**

**Overview:**

The 2017 Regulatory Compliance budget is \$13.5k or 3.5% lower than the 2016 forecast. This budget reflects the assumption that the volume and nature of complaint and discipline files will match 2016 activity. Minor individual variances account for a somewhat reduced 2017 budget vs. 2016 forecast.

Cost Object No.	Cost Object Description	2017 Budget	2016 Forecast	2016 Budget	Variance		Explanation for variances
					2017 Bud Vs 2016 Fcst		
					\$	%	
100	Align Activities	5,160	5,865	6,735	(705)	-12.0%	
310	Registration Investigation	5,780	1,887	16,175	3,893	206.3%	Allowance for one file to be handled externally. Volume of registration files in any given year cannot be accurately predicted.
320	Enforcement	39,025	31,235	30,800	7,790	24.9%	Increase in budget to account for additional expenses associated with newly staffed outreach officer position.
325	Discipline Prosecution	52,250	52,250	111,910	-	0.0%	Number of DIC prosecution files assumed to remain at 2016 levels.
340	Complaints Investigation	208,800	205,657	88,520	3,143	1.5%	Volume and nature of complaint investigations assumed to be consistent with 2016.
360	Complaints Committee	44,000	45,578	40,800	(1,578)	-3.5%	
380	Enforcement Committee	10,700	25,700	25,460	(15,000)	-58.4%	Negative variance due to bi-annual enforcement related public survey carried out in even numbered years.
410	Human Rights Challenges	5,000	1,000	-	4,000	400.0%	Allowance for one human rights file to be handled externally. Volume of human rights challenges in any given year cannot be accurately predicted.
929	Repeal Industrial Exception TF	-	15,000	-	(15,000)	-100.0%	Negative variance due to repeal research report having been prepared in 2016, no such effort planned for 2017.
<b>Regulatory Compliance Total</b>		<b>\$370,715</b>	<b>\$384,172</b>	<b>\$320,400</b>	<b>-\$13,457</b>	<b>-3.5%</b>	

**Professional Engineers Ontario**  
**2017 Budget - Headcount, Salary and Benefits By Department**

<b>C-508-2.1</b>
<b>Appendix - B</b>

**DRAFT - Sept 7, 2016**

Department	2017 Headcount	2016 Headcount	2017 Salary & Benefits Budget
Communications	8	8	\$ 863,818
Corporate Services & Executive Office	25	25	\$ 3,019,910
Finance	9	9	\$ 852,879
Information Technology	8	7	\$ 956,129
Licensing & Registration	32	30	\$ 3,276,092
Regulatory Compliance	15	16	\$ 1,773,152
Tribunals & Reg Affairs	11	11	\$ 1,489,208
<b>TOTALS:</b>	<b>108</b>	<b>106</b>	<b>\$ 12,231,188</b>



**Professional Engineers  
Ontario**

**Professional Engineers Ontario  
2017 Operating and Capital Budget  
Assumptions**

May 27, 2016

## 2017 Operating and Capital Budget Assumptions

This document presents key assumptions for revenues, operating expenses and capital expenses related to PEO's 2017 operating and capital budgets.

### A. General Assumptions

- The 2017 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 2017 are expected mainly to be for:

#### IT – Projects originally budgeted for 2016 but deferred to 2017:

- \$100,000 for PEO's public website refresh. Move the PEO website technology to a new common technology stack and refresh the website look and feel, as well as content.
- \$175,000 for the implementation of an online licensing system to enable applicants and PEO to process and transact with digital documents.
- \$200,000 for Aptify enhancements, focusing on gaining efficiencies and rolling out the system to more functional areas within PEO

#### IT – Projects other

- \$200,000 for mitigating IT risks, auditing IT services, and replacing/upgrading outdated systems and providing more functionality

#### Building improvements – recoverable

- Repairs/upgrades to common areas of the building costing approximately \$1,090,000 as recommended by Brookfield Global Integrated Solutions (BGIS) in the Asset Funding Needs Report updated in March 2016, including the following repairs in excess of \$100,000:
  - \$720,000 – elevator (three upgrades - recoverable over 20 years);
  - \$150,000 – common-area corridors on fourth floor – recoverable over 20 years; and
  - \$120,000 – two demising walls for new tenants on fourth floor.

#### Facilities

Furniture/filing cabinet additions and/or replacements - \$20,000.

### C. Revenue Assumptions

Based on member statistics and trend analysis, the estimated budget assumptions for the 2017 budget are:

#### **1. Membership levels, fees and dues**

- 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 eighth 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 3.5 per cent to 4 per cent.
- Miscellaneous revenue from enforcement-related activities, regulatory recoveries, and



## 2017 Operating and Capital Budget Assumptions

administrative fees will be factored in the 2017 budget.

### **2. Investment income**

Investment income in 2017 is expected to be in the range of 2 per cent to 3 per cent and may be revised based on additional inputs from the investment manager. The return for the year ended December 31, 2015 was 1.42 per cent. The return for the period ending Apr 30, 2016 is 0.7 per cent.

### **3. Advertising income**

Advertising revenue in 2017 is expected to be in the range of \$375,000-\$400,000. Revenue for the first three issues in 2016 is expected to be around \$215,000. Revenue for the year ended December 31, 2015 was \$292,679.

### **4. Rental income from 40 Sheppard**

The fourth floor, which was fully renovated by December 2014, is vacant and no lease negotiations are in progress. Given current economic conditions and availability of comparable units in the area, we anticipate the space will be leased by the second quarter of 2017. Inducements would include six months' free rent and a \$25 psf allowance for leasehold improvements.

A budget of \$150,000 may be required to put in common-area corridors and an elevator lobby to subdivide the fourth floor for multiple tenants. Additional costs would also be required, depending on how many tenants lease space on the floor. On average, demising walls and related electrical and mechanical work would be an additional \$50,000-\$60,000 for each wall. The number of walls would depend on the number of tenants. To provide a contingency, at least two demising walls would be required were only two tenants to lease the entire floor, at a cost of \$120,000.

The eighth floor, which was fully renovated by July 2015, is also vacant. We are in negotiations with a tenant to lease approximately 5,000 sf for a term of 10 years, starting in November 2016, with three, five-year extensions at market rate. We anticipate the remainder of the eighth floor will be leased in the first quarter of 2017. Inducements would include three months' free rent and a \$25 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 2017 are budgeted to increase by 3 per cent as recommended by an external consultant. The increase comprises:

- 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

## 2017 Operating and Capital Budget Assumptions

2.5 per cent has been assumed. This figure may be revised based on the information received from the provider.

### **3. PEO pension plan**

The pension plan contribution for 2017 will be based on the three-year mandatory funding valuation conducted by PEO's actuary, Buck Consultants. Based on the previous three years, employer costs are projected to be 18.6 per cent of gross salary for employees in the plan. As 2017 is an evaluation year, this figure may be revised based on information from the actuaries.

### **4. Statutory deductions**

These include Employer Health Tax (EHT), Canada Pension Plan (CPP) and Employment Insurance (EI). It is anticipated that statutory deductions will not increase substantially in the 2017 calendar year. For 2016 the rates were: EHT–1.95 per cent, CPP–4.95 per cent and EI–1.75 per cent. Both EHT and CPP rates have been at the same level for more than ten years, although maximum contributory earnings have increased for CPP. For 2017, we will assume statutory deductions will remain the same for EHT and CPP and the EI rate will be 2.45 per cent.

### **5. Other assumptions**

- 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 2017, chapter bank balances and regional business demands.
- The Engineers Canada assessment rate is expected to remain unchanged.

### **6. 40 Sheppard**

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 mostly broker and legal fees, will increase in 2017 as leases are renewed. The financing costs are at a fixed rate of 4.95 per cent.

## 2017 DRAFT CAPITAL BUDGET

**Purpose:** To review the 2017 draft capital budget.

**No motion required**

**Prepared by:** Chetan Mehta, Director – Finance

**Moved by:** Roger Jones, P.Eng. – Chair, Finance Committee

### 1. Status Update

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

Council's feedback will be incorporated into the final 2017 capital budget to be presented at the November 2016 meeting.

The key highlights of the 2017 draft capital budget are summarized below.

The total capital budget for 2017 is \$2.45m and is comprised of the following parts:

- 1) Capital improvements to 40 Sheppard - \$1.38m
- 2) Information Technology - \$1.05m; and
- 3) Facilities - \$20k

#### 1) Capital improvements to 40 Sheppard

An amount of \$561.99k has been budgeted for leasehold improvements (or inducements). These are incentives by way of cost for renovations that are provided to potential tenants for signing leases for the vacant space on the 2<sup>nd</sup>, 4<sup>th</sup> and 8<sup>th</sup> floors.

An amount \$817.71k has been budgeted for capital improvements that are considered to be Common Area Maintenance costs (CAM) and are therefore, recoverable from tenants and were recommended by BGIS in the Asset Funding Needs Report prepared in August, 2016. These planned improvements in 2017 include:

- \$713.86k for the upgrade of the three elevators in the lobby;
- \$63.75k for the replacement of insulated glazing units of exterior windows;
- \$22.22k for a heat pump replacement; and
- \$17.90k for 5<sup>th</sup> floor wall finishes (painting)

#### 2) Information Technology Services (ITS)

Significant IT projects planned for 2017 include:

- \$500k to build an online licensing system;
- \$150k to upgrade the PEO website;
- \$130k to upgrade the internal facing intranet;
- \$104k for Aptify enhancements; and

- \$82k for various hardware upgrades

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

### **3) Facilities**

The only planned outlay for 2017 is the purchase of needed office furniture for \$20k.

## **2. Background**

Council approved the following motions in the June 24, 2016 meeting:

That Council:

- a) That the 2017 Budget Assumptions, as presented in C-507-2.1, Appendix A and as recommended by the Finance Committee, be approved.
- b) That the Registrar be directed to initiate the budgeting process, per PEO's Budgeting Cycle, and provide the 2017 operating budget and capital budget at the September 2016 Council meeting based on the approved assumptions.

As per Council direction, the senior management team and staff began work on the 2017 capital budget and 2016 forecast in July. A draft copy of the 2017 capital budget was completed in August and distributed to the Finance committee prior to its meeting on September 7, 2016.

During this meeting, the Finance Committee met with the members of the senior management team to review the first draft of the 2017 capital budget. The Finance Committee agreed that the draft version of the 2017 capital budget be presented to Council for information and feedback.

## **2. Appendices**

- **Appendix A – 2017 Draft Capital Budget**

## 2017 Capital Budget - DRAFT

C-508-2.2  
Appendix - A

Sept 7, 2016

S. No	Project	2016		2017
		Budget	Forecast	2017 Budget
	<b>Leasehold Improvements</b>			
1	PEO Leasehold 4th floor (Inducements)	-	-	362,000
2	PEO Leasehold 8th floor (Inducements)	-	-	62,500
3	PEO Leasehold 2th floor (Inducements)	-	-	137,490
	<b>TOTAL Leasehold Improvements</b>	-	-	<b>\$561,990</b>
	<b>40 Sheppard Ave - Recoverable</b>			
4	Heat Pump Replacement			22,216
5	Exterior Windows			63,746
6	Elevator upgrades			713,856
7	5th Floor Wall Finishes - Common Area painting			17,896
8	C-O 2015-06 Window Replacement	93,897	59,598	-
9	C-O 2015-08 Pedestrian Paving	238,797	238,797	-
10	C-O 2015-11 Emergency generator	229,691	224,741	-
11	C-O 2015-15 Gate Arm	5,039	5,039	-
12	2016-01 - Heat Pump Replacement	21,206	21,206	-
13	2016-02 - Windows – Insulated Glazing Units	56,650	56,650	-
14	2016-03 - Custodial/Utility Sinks Renewal	3,122	3,122	-
15	2016-04 - Pavement – Unit Pavers North Renewal	24,734	24,734	-
16	2016-05 - Garage Overhead & Loading Dock Door Renewal	51,332	51,332	-
17	2016-06 - Elevators – Mechanical Upgrade Parking Garage	188,496	188,496	-
18	2016-07 - Paint Underground Garage Walls	58,467	58,467	-
19	2016-08 - Paint Penthouse Floors with Epoxy finish	11,192	11,192	-
20	2016-09 - Exterior Building Restoration	24,457	24,457	-
21	2016-10 - Stairwell Vinyl Baseboard Replacement	3,729	3,729	-
22	2016-11 - Hot Water Tank Replacement	10,232	10,232	-
23	2016-12 - Replace Three (3) Ground Floor Exterior Doors	16,488	16,488	-
24	2016-13 - Repaint Loading Dock Floors and Walls	6,686	6,686	-
	<b>TOTAL 40 Sheppard Recoverable</b>	<b>\$1,044,215</b>	<b>\$1,004,966</b>	<b>\$817,714</b>
	<b>Hardware</b>			
25	Upgrade PC's	-	-	20,000
26	New cabinet switch	-	-	10,000
27	Virtual Server HW	-	-	20,000
28	Colour printer	-	-	1,000
29	Vmware backup	-	-	5,000
30	WIFI upgrade	-	-	20,000
31	Replace aging graphics laptops	-	-	6,000
32	Update aging hardware in LAN room	215,000	215,000	-
33	Update PC's & Laptops	30,000	30,000	-
34	Replace Graphics printer	5,000	5,000	-
	<b>Total Computer Hardware</b>	<b>\$250,000</b>	<b>\$250,000</b>	<b>\$82,000</b>
	<b>Software</b>			
35	C-O 2015 APTIFY Phase 1	352,252	326,759	-
36	APTIFY Phase 2 (Case Management)	30,000	-	-
37	APTIFY Phase 2 (Searchable Database)	30,000	-	-
38	Update the Internal Facing Intranet	75,000	-	-
39	Update the Public Facing Website	50,000	-	-
40	Create an online expense form integrated with Dynamics	30,000	-	-
41	Create online attendance records / vacation scheduling	10,000	-	-
42	Create an online meeting calendar	10,000	-	-
43	Create online budget / actual KPI reporting	30,000	-	-
44	Create online requisition for Purchase Orders	7,500	-	-
45	Create an online expense appeals form	7,500	-	-
46	Update PO system in Solomon	5,000	5,000	-

## 2017 Capital Budget - DRAFT

C-508-2.2  
Appendix - A

Sept 7, 2016

S. No	Project	2016		2017
		Budget	Forecast	2017 Budget
47	Replace ABM	60,000	-	-
48	Assess PEO for Payment Card Industry (PCI) Compliance	35,000	-	-
49	Council Automation Application (CAA)	30,000	-	-
50	Canadian Anti SPAM Law (CASL)	15,000	5,000	-
51	Aptify enhancements	-	-	104,000
52	Upgrade website	-	-	150,000
53	Upgrade PEO intranet	-	-	130,000
54	Migrate Edu	-	-	1,000
55	Build Online licensing	-	-	500,000
56	Virtual Server SW	-	-	30,000
57	ERC Interview Tagging Software	-	-	50,000
	<b>Total Software (18600)</b>	<b>\$777,252</b>	<b>\$336,759</b>	<b>\$965,000</b>
	<b>Total Furniture (18200)</b>			
58	Replacement of Office furniture	20,000	20,000	20,000
	<b>Tot Furn+Phone</b>	<b>\$20,000</b>	<b>\$20,000</b>	<b>\$20,000</b>
59	Replace Audio / Visual (A/V) provider	250,000	200,000	-
60	Wireless A/V display in meeting rooms	2,000	2,000	-
	<b>Total Audio Visual (18300)</b>	<b>252,000</b>	<b>202,000</b>	<b>-</b>
	<b>TOTAL Additions to Cap Assets</b>	<b>\$2,343,467</b>	<b>\$1,813,725</b>	<b>\$2,446,704</b>

## **Proposal to Create: Use of the Professional Engineer’s Seal Subcommittee**

### **Purpose:**

Professional Standards Committee (PSC) requests authorization to form a “Use of the Professional Engineer’s Seal” Subcommittee to revise the existing “*Use of the Professional Engineers Seal*” practice guideline describing the best practices for the use of seal.

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

**That Council direct the Professional Standards Committee to form a Use of the Professional Engineer’s Seal Subcommittee to revise the existing “*Use of the Professional Engineer’s Seal*” guideline as described in the Terms of Reference as presented to the meeting at C-508-2.3, Appendix A.**

**Prepared by:** Sherin Khalil, P.Eng. – *Standards and Guidelines Development Coordinator* and José Vera, P. Eng. – *Manager Standards and Practice* on behalf of Nicholas Pfeiffer, Ph. D., P. Eng. – *Chair of the Professional Standards Committee (PSC)*

**Moved by:** Councillor-at-Large, Roger Jones, P.Eng, MBA, SMIEEE

### **1. Need for PEO Action**

- The current guideline for the “*Use of the Professional Engineer’s Seal*” was revised in November 2008 and has not been revised since.
- Furthermore, in the intervening 8 years there have been numerous changes to:
  - The engineering design, modeling, simulation and analysis tools;
  - Current engineering practices and the trend towards the elimination of drawings, and
  - The adoption of three dimensional models for design, manufacturing and inspection purposes.
- Finally, the Use of the Professional Engineer’s Seal Subcommittee will also identify all activities found in the practice guideline that should be considered mandatory and revise the standard for Use of the Professional Engineer’s Seal that is currently located in Section 53, O. Reg. 941

### **2. Proposed Action / Recommendation**

- PSC, per its mandate, proposes to form a Subcommittee to carry out the work identified on the attached Terms of Reference in Appendix A.
- In accordance with Council policy, PSC requires a Council decision in order to proceed.

### **3. Next Steps (if motion approved)**

- PSC will direct staff to find volunteers for the Subcommittee and to begin work on the documents.
- During the development of this guideline PEO staff and Subcommittee members will consult with practitioners and other parties. When the draft documents are completed they will be posted on the PEO website for public consultation with the members and stakeholders.

#### 4. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"><li>• The PSC reviewed the previous Public Consultation comments on the proposed performance standard;</li><li>• After reviewing the public consultation comments, the PSC determined that there was a need to revise the existing practice guideline;</li><li>• PSC members decided that, according to PSC's assessment criteria, the development of a Practice Guideline was appropriate. The criteria PSC uses for assessment of the need for guidelines and standards are:<ul style="list-style-type: none"><li>a) Number of members affected by the practice</li><li>b) Impact on the public</li><li>c) Number of inquiries made to PEO about the practice</li><li>d) Required by creation or amendment of legislation</li><li>e) Change in the <i>Professional Engineers Act</i> or its Regulations</li><li>f) Demonstration through the existence of disciplinary cases indication common misconceptions of engineers' responsibilities that a coherent, consistent standard of practice is required</li><li>g) Direction of Council</li></ul></li></ul>
<b>Council Identified Review</b>	<ul style="list-style-type: none"><li>• Not Applicable</li></ul>
<b>Actual Motion Review</b>	<ul style="list-style-type: none"><li>• Pending development of the draft guideline.</li><li>• Completed draft guideline will be posted on the PEO website for public consultation.</li></ul>

#### 5. Appendices

- Appendix A – *Terms of Reference*





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## Terms of Reference

### Use of the Professional Engineer's Seal Subcommittee

(June 7, 2016)

#### OBJECTIVES

The Use of the Professional Engineer's Seal Subcommittee is directed by the Professional Standards Committee to review the existing "*Use of the Professional Engineer's Seal*" guideline and, in consideration of changes to the industry and professional engineering, revise that document to consider current practices.

Furthermore, the Use of the Professional Engineer's Seal Subcommittee is directed by the Professional Standards Committee to revise existing Section 53, O. Reg. 941 of the *Professional Engineers Act* as proposed to capture policies in the "*Use of the Professional Engineer's Seal*" guideline and to make provisions for moving this standard from O. Reg. 941 to Regulation 260/08.

#### BACKGROUND

The current guideline for the "*Use of the Professional Engineer's Seal*" was revised in November 2008 and has not been revised since. In the intervening 8 years there have been numerous changes to:

- The engineering design, modeling, simulation and analysis tools;
- The adoption of three dimensional models for design, manufacturing and inspection purposes; and
- Current engineering practices and the trend towards the elimination of drawings.

Furthermore, the Use of the Professional Engineer's Seal Subcommittee will also identify all activities in the practice guideline that should be considered mandatory and revise the standard for Use of the Professional Engineer's Seal that is currently located in Section 53, O. Reg. 941 for the following reasons:

1. The current regulation states that the seal is applied only on documents provided as part of a service to the public. There is confusion about who the public is and what constitutes a service to the public. This requirement also means that many engineers in Ontario never seal the drawings they produce even though the work involves the practice of professional engineering. There is no compelling reason to distinguish between engineering work provided to the public and work done for one's employer. For instance, an engineer in a factory providing drawings for a new power distribution system to machinery in the plant would not need to seal the drawings whereas a consulting engineer providing the same drawings would be required to seal. Ontario is the only province that makes this distinction. It is suggested that this limitation on sealing be removed. Instead, all engineers should be required to seal their work.

2. The phrase “checked by” refers to engineers sealing work that was done by non-engineers when an engineer assumes responsibility for these services. It is suggested that the regulation be revised to reflect this process.
3. The regulation has many terms such as “final” that are interpreted in various ways. The guideline has sought to clarify the meaning of these terms; however, it would be much better to have these terms defined in the regulation.
4. The regulation does not deal with use of digital seals. As PEO policy has been revised to allow these the regulation should reflect this practice.
5. Currently the use of the professional engineer’s seal is prescribed by Section 53, O. Reg. 941. As this is a practice standard it would be appropriate to move it to O. Reg. 260/08 with all other standards.

### **MANDATE (Specific Tasks)**

The Use of the Professional Engineer’s Seal Subcommittee is expected to obtain and provide information that will aid engineers to perform their engineering role in accordance with best practices defined by the *Professional Engineers Act* and its regulations. Furthermore, the Subcommittee shall prepare a policy statement outlining the appropriate revisions Section 53, O. Reg. 941 and proposing that this standard be moved to O. Reg. 260/08. Finally, the current practice guideline will be revised and a performance standard will be developed.

### **MEMBERSHIP**

The Subcommittee should be comprised of 3-5 members engaged in the practice of professional engineering and 1-2 engineers representing municipalities or other clients retaining engineering services.

### **DELIVERABLES**

The Subcommittee will present the completed guideline and the policy statement outlining the appropriate revisions Section 53, O. Reg. 941 to the Professional Standards Committee no later than February 2018. The Subcommittee will provide quarterly progress reports to Professional Standards Committee.

Meeting Schedule: At discretion of the Chair  
Completion Date: February 2018

## **Proposal to Create: Emission Summary and Dispersion Model (ESDM) Subcommittee**

### **Purpose:**

Professional Standards Committee (PSC) requests authorization to form an Emission Summary and Dispersion Model (ESDM) Subcommittee to prepare a practice guideline describing the best practices for engineers involved in this line of work and a performance standard once the Ministry of Environment and Climate Change (MOECC) announces changes to their Regulation to mandate engineers as qualified persons to prepare Emission Summary and Dispersion Model Reports (ESDM).

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

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

**Prepared by:** José Vera, P. Eng. – *Manager Standards and Practice*, and Sherin Khalil, P. Eng. – *Standards and Guidelines Development Coordinator* on behalf of Nicholas Pfeiffer, Ph. D., P. Eng. – *Chair of the Professional Standards Committee (PSC)*

**Moved by:** Councillor-at-Large, Roger Jones, P.Eng, MBA, SMIEEE

### **1. Need for PEO Action**

- PEO staff received a request from MOECC to develop a practice guideline with best practices and potentially a performance standard prescribing the manner in which these assessments are to be carried out due to concerns about the quality of ESDM reports.
- Furthermore, PEO staff received a letter from MOECC (attached in Appendix C) in response to a Memorandum from PSC Chair (attached in Appendix B) that requested further information regarding the ESDM reports requirements.

### **2. Proposed Action / Recommendation**

- PSC, per its mandate, proposes to form a subcommittee to carry out the work identified in the attached Terms of Reference in Appendix A.
- In accordance with Council policy, PSC requires a Council decision in order to proceed.

### **3. Next Steps (if motion approved)**

- PSC will direct staff to find volunteers for the subcommittee and to begin work on the documents.
- During the development of this guideline PEO staff and subcommittee members will consult with practitioners and stakeholders. When the draft documents are completed, they will be posted on the PEO website for public consultation with the license holders and stakeholders.

#### 4. Peer Review & Process Followed

<p><b>Process Followed</b></p>	<p>a) Staff reported the PSC received a request for a practice guideline and performance standard for ESDM report requirements from MOECC.</p> <p>b) PSC members reviewed three legal cases provided by MOECC dealing with ESDM reports.</p> <p>c) PSC members reviewed the provided information and decided that, according to PSC's assessment criteria, the development of a practice guideline was appropriate. The criteria PSC uses for assessment of the need for guidelines and standards are:</p> <ul style="list-style-type: none"> <li>a. Number of members affected by the practice</li> <li>b. Impact on the public</li> <li>c. Number of inquiries made to PEO about the practice</li> <li>d. Required by creation or amendment of legislation</li> <li>e. Change in the Professional Engineers Act or its Regulations</li> <li>f. Demonstration through the existence of disciplinary cases indication common misconceptions of engineers' responsibilities that a coherent, consistent standard of practice is required</li> <li>g. Direction of Council</li> </ul>
<p><b>Council Identified Review</b></p>	<ul style="list-style-type: none"> <li>• Not Applicable</li> </ul>
<p><b>Actual Motion Review</b></p>	<ul style="list-style-type: none"> <li>• Pending development of the draft guideline.</li> <li>• Completed draft guideline will be posted on the PEO website for public consultation.</li> <li>• Completed performance standard will be posted on the PEO website for public consultation.</li> </ul>

#### 5. Appendices

- Appendix A – Terms of Reference - Emission Summary and Dispersion Model (ESDM) Reports Subcommittee.
- Appendix B – Memorandum to MOECC from the Chair of PSC.
- Appendix C – Letter to PEO from Lisa MacCumber, P. Eng, Senior Engineer, Registry Development, MOECC.
- Appendix D – PSC Evaluation Process.



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## **Terms of Reference**

### **Subcommittee – Emission Summary and Dispersion Model (ESDM)**

#### **Reports**

(June 7, 2016)

#### **OBJECTIVES**

The subcommittee is directed by the Professional Standards Committee to create a new practice guideline, and a performance standard once the Ministry of Environment and Climate Change (MOECC) announces changes to their Regulation to mandate engineers as qualified persons to prepare an Emission Summary and Dispersion Model Reports (ESDM). The practice guideline will describe best practices for engineers carrying out assessments of atmospheric contaminants from industrial facilities through the preparation of an (ESDM) as required by O. Reg. 419/05 and the *Environmental Protection Act*. And the performance standard will provide mandatory requirements.

#### **BACKGROUND**

Currently the *Environmental Protection Act* requires an Environmental Compliance Approval (ECA) under Part II.1 and section 9 before operating, constructing, altering, extending or replacing anything in a facility that may discharge a contaminant into the air, unless otherwise exempt or prescribed.

O. Reg. 419/05 requires that an ESDM report in respect of the contaminants discharged by the facility be included in an application for an ECA for the facility, or for other obligations to prepare an ESDM report. The ministry has also produced guidance documents titled “*Air Dispersion Modelling Guideline for Ontario*” and “*Procedure for Preparing an Emission Summary and Dispersion Modelling Report*” to assist in meeting these requirements.

Currently, ESDM reports are reviewed by engineers at the ministry. The MOECC is also looking to develop regulations that will require the preparation of an ESDM report be completed by an engineer. Due to concerns about the quality of ESDM reports and the potential for no regulatory review process prior to operation, the MOECC has turned to PEO to develop a guideline with best practices and potentially a performance standard prescribing the manner in which these assessments are to be carried out.

### **MANDATE (Specific Tasks)**

The central task of this subcommittee is to define best practices for the manner in which engineers prepare ESDM reports and conduct air dispersion modelling.

Among the topics to address are the following:

- a) Identify best practices for specifying scope of work with clients or employers;
- b) potentially identify mandatory components for ensuring accuracy and good engineering practice for modeling and preparation of ESDM reports;
- c) determine how engineers can best accomplish each component of this work e.g. by review of drawings and other documents, on-site inspections, review of modelling done by others, observation of work done by others (including non-engineers);
- d) provide best practices for content and format of reports and a detailed list of the tasks required to be carried out for the various aspects of review to ensure accurate reports;
- e) prepare a practice guideline for the preparation of ESDM reports; and
- f) receive from the MOECC statistically representative data of the most common mistakes in ESDM reports.

### **MEMBERSHIP**

The subcommittee shall consist of a member of PSC who will act as chair and a minimum of 4 engineers currently submitting ECA applications to the MOECC and 1 observer from the MOECC. The engineers should be from consulting firms, and have experience preparing ESDM reports. Draft documents will be circulated for comments to the MOECC, consulting engineers, manufacturing facilities and contractors who hire engineers to carry out these reviews.

### **DELIVERABLES**

The Subcommittee will present the draft guideline and a policy statement for the proposed standard to the Professional Standards Committee no later than June 2017.

Meeting Schedule: At discretion of the Chair

Completion Date: September 2017



# Memorandum

C-508-2.4  
Appendix B

**To:** Lisa MacCumber, P.Eng. Senior Engineer, Modernization of Approvals- Ministry of Environment and Climate Change (MOECC)

**From:** Nicholas Pfeiffer, P.Eng., Ph.D., Chair - Professional Standards Committee

**Date:** April 15, 2016

Dear Lisa:

Thank you for submitting the Terms of Reference for the proposed Performance Standard on *Emission Summary and Dispersion Modelling* (ESDM) report requirements to the Professional Standards Committee (PSC).

As you already know, the PSC has criteria for evaluating such requests where the outcome can be the development of a Practice Guideline or Performance Standard. This evaluation is based on Council-approved policy reflected in the Guideline Development and Maintenance Process document.

The PSC is requesting more detailed information for evaluating this request:

## **How many unacceptable reports have been prepared by engineers?**

Based on the information that was provided by the MOECC:

MOECC does not collect specific data on how many engineers prepare an ESDM report. However, it is estimated that hundreds of engineers and other practitioners prepare ESDM reports.

Specifically, there was no information on exactly how many engineers are preparing ESDM reports and how many of the reports are unacceptable. This information is critical for the PSC to arrive to a decision.

## **Recommendation**

The *Professional Engineering Practice* guideline covers "Report Writing" issues in page 13:  
[http://peo.on.ca/index.php/ci\\_id/22127/la\\_id/1.htm](http://peo.on.ca/index.php/ci_id/22127/la_id/1.htm)

Consequently, MOECC may consider filing complaints regarding unacceptable engineering reports which do not comply with this practice guideline. For more information on the Complaints process at PEO, please visit the following section of the PEO website:  
[http://www.peo.on.ca/index.php?ci\\_id=1829&la\\_id=1](http://www.peo.on.ca/index.php?ci_id=1829&la_id=1)

**Conclusion**

In brief, the PSC will not make a decision regarding the Terms of Reference for the performance standard on the (ESDM) report requirements until more information on the ESDM reports is provided by the MOECC.

Furthermore, please clarify when will legislation be passed that mandate's engineers as qualified persons for preparing ESDM reports?

Yours truly,

A handwritten signature in blue ink, appearing to read 'Nick Pfeiffer', with a stylized flourish at the end.

Nick Pfeiffer, P.Eng., Ph.D.  
Chair - Professional Standards Committee



Ministry of the Environment and  
Climate Change  
Environmental Programs Division  
Modernization of Approvals Branch  
135 St. Clair Ave., W., 12<sup>th</sup> Floor  
Toronto ON M4V 1P5

Ministère de l'Environnement et de l'Action  
en matière de changement climatique  
Division des programmes environnementaux  
Modernisation des processus d'autorisation  
135 avenue St. Clair Ouest, 12<sup>e</sup> étage Toronto  
ON M4V 1P5



May 4, 2016

To: Professional Standards Committee, Professional Engineers Ontario

Re: Memorandum requesting further information from MOECC regarding Emission Summary and Dispersion Modelling Reports.

Thank you for considering our Terms of Reference for the proposed Performance Standard on Emission Summary and Dispersion Modelling (ESDM) report requirements.

In response to your further questions, the ministry is looking to put forward regulations for cabinet approval that would mandate a P. Eng. as qualified persons for the purposes of completing an ESDM report in a new Environmental and Activity Sector Registry (EASR) for designated sectors currently requiring an Environmental Compliance Approval (ECA). The proposed regulations are tracking for implementation, if approved, in early 2017. Based on feedback from multiple stakeholder groups that have been consulted on the revised regulatory framework for air and noise approvals, the ministry believes that having a Professional Engineer designated as a qualified person will be an important aspect of potential regulation changes to ensure protection of the environment and human health.

The ministry reviewed over 16500 records for Environmental Compliance Approvals that required an approval under section 9 of the Environmental Protection Act. The years of review ranged from 2006 to 2015.

Of the 16500 applications, 7156 were completed by engineers that were verified in the PEO Licence Directory. There were 500 different engineers listed as the technical contact person for all of the applications. The remaining reports were completed by non-engineers or engineers that could not be verified in the Licence Directory. More than half of the reports were completed by 36 different engineering consulting firms. Since 2006, there were 1070 applications returned after the minimum requirements screening process was completed by the Application Processing Unit. These applications did not meet the ministry's mandatory information requirements and no technical review by a ministry engineer was completed. For applications that were at the technical review stage, a further 90 applications were refused and 275 were returned. A non-mandatory data entry field was also analysed to review the scores of the ESDM reports. Out of 13900 reports, there were an additional 950 applications that received a below average score that were completed by engineers and required several clarifications with the

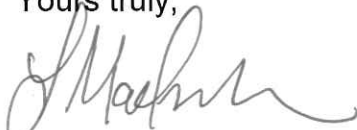
technical contact in order to approve the application. Of all of these unacceptable applications, the ministry verified 88 different engineers that completed these applications and ESDM reports with the PEO licence holder directory. To note, many of the applications that were not returned or refused would have numerous information requests sent to the technical contact based on incomplete or missing information that is not documented in a reportable data field. These applications would not be acceptable as submitted, however, ministry review engineers work with the technical contact to provide the required information necessary to approve the application. The information is summarized below.

Total number of ECA applications received by the ministry requiring an ESDM report (2006 to 2015)	16500
Total number of ECA applications received by the ministry requiring an ESDM report and completed by an engineer verified in the PEO licence directory	7156
Total number of unacceptable reports received by the ministry	2385
Number of different engineers completing ESDM reports	500
Number of engineers completing unacceptable ESDM reports	88

The remaining applications had a technical contact from the applicant, or were completed by smaller firms; some that hold a certificate of authorization, and some that do not have any engineers on staff or no verified certificate of authorization. Many of the large industrial facilities would use their internal engineers as the technical contact for their applications.

Please do not hesitate to contact me if you require any further information or clarifications.

Yours truly,



Lisa MacCumber, P. Eng.  
Senior Engineer, Registry Development

# Performance Standard- Emission Summary and Dispersion Modelling (ESDM) Report Requirements

- Evaluation Process to determine whether a Performance Standard and Practice Guideline are needed.

Professional Standards Committee  
April 12, 2016

# First test - Within PEO jurisdiction?

Does the Emission Summary and Dispersion Modelling (ESDM) Report Requirements fall within PEO's jurisdiction?

Yes, since:

1. Professional Engineers preparing these reports can be disciplined by PEO;
2. Use of Seal requirements apply to the ESDM reports;
3. ESDM Reports likely falls under the definition of Practice of Professional Engineering; and
4. Professional requirements and Ethical obligations under the *Professional Engineers Act* apply to the ESDM reports.



## Second test - What number of members are affected by this area of practise?

- Currently, the Ministry of the Environment and Climate Change (MOECC) does not collect specific data on how many engineers prepare ESDM reports.
- It is estimated that currently there are hundreds of engineers and other practitioners preparing ESDM reports.



## Third test - What is the impact on the public by this area of practise?

- What are the potential consequences of an unacceptable ESDM report?
- The ESDM Report is used to predict potential concentrations of contaminants at the nearest point of impingement to a sensitive receptor to ensure that it is within MOECC requirements.

# Fourth test - Are there any legal cases which point towards the need for clear benchmarks and best practices for engineers preparing ESDM reports?

## Legal case #1

- Bogan v. Ontario (2007 ERT) - Waste Management Canada landfill gas to energy facility in Ottawa.
- **Facts**
  - Certificate of Approval (CofA) (Air) issued to Waste Management of Canada Corporation for the operation of an **enclosed flare system, a landfill gas-to-energy facility**, and a soil remediation bioremediation process at its Ottawa landfill.
- **Decision**
  - The Tribunal finds that it appears there is good reason to believe that no reasonable person, having regard to relevant law and government policies, could have made the decision in question, with and the decision in respect of which an Appeal is sought could result in significant harm to the environment in the meaning of section 41 of the *Environmental Bill of Rights (EBR)*.
- A review engineer from MOECC was involved.

# Legal case #2 - New Sabby Concrete and Supplies Inc. V. director MOECC

- **Facts**
  - New Sabby **Concrete and Supplies** was initially refused Certificate of Approval(C of A) (now Environmental Compliance Approval ECA) but was later issued one.
- **Grounds for leave to appeal**
  - The ESDM report was incomplete among other considerations regarding noise, particulate matter control plan and operating hour restrictions.
- **Findings**
  - Tribunal grants leave to appeal in regards to whether the CofA is compliant with the requirements of the MOE's publication NPC 205 entitled Sound Level Limits for Stationary Sources.
- There were no engineers involved.



# Legal case #3 - Sunrise Metals V. Director MOECC

- **Facts**
  - Environment Hamilton seeks leave to appeal the decision to issue an Environmental Compliance Approval (ECA) to Sunrise Metals, permitting it to operate oxy-propane metal cutting equipment within a partially enclosed space at its facility in Hamilton.
    - **Metal recycling facility**
- **Issues**
  - Applicant raised concerns about visible air emissions from Sunrise Metals' metal cutting activity and the fact that the ECA was granted without a condition that source testing be required in order to verify contaminant emissions rates.
  - Furthermore, concerns about the health effects of the cumulative impact of metal cutting and fugitive emissions from the Facility, which is located in a geographic area with a compromised air shed. They also expressed a fundamental concern with the MOE's approach to controlling emissions from this activity and asserted that torch metal cutting should be performed indoors with proper and effective pollution controls.
- **Findings**
  - The Applicant has not met the test set out in the *Environmental Bill of Rights (EBR)*.
  - Application for leave to appeal is dismissed.
- A Professional Engineer was retained by Sunrise Metals, prepared an ESDM Report which she included in the ECA application.
- The Director assigned a Senior Air Review Engineer, to assess Sunrise Metals' ECA application.

## Fifth test – Evidence of a problem involving engineering practise?

- The scope is not consistent for practitioners preparing ESDM reports. For example, some practitioners will complete a model, but not compile the results to ensure that the MOECC limits are met.
- The quality of existing submitted reports is not consistent among practitioners, and since there is a regulatory review, the practitioners rely on the ministry to inform them that the report does not meet the minimum requirements.

## Sixth test – Number of inquiries made to PEO about practice?

- Practice Standards did not receive any specific practice issues from engineers on the ESDM reports.
- Most likely, the practice issues tend to be about the Use of Seal and professional requirements for preparing any reports.

# Seventh test –Are the ESDM Guideline and the performance standard required by creation or amendment of legislation?

- MOECC is requesting an ESDM performance standard because:
  - Scope of a project is beyond the requirements in the MOECC guidelines.
  - Review of reports and quality assurance is also beyond the scope of MOECC guidance.
  - There is currently no requirement that an engineer must prepare an ESDM report or that any type of internal review/quality assurance steps should occur before the reports are submitted to the MOECC.

## COUNCIL RETREAT FOLLOW UP: STRATEGIC PLAN PROCESS REVIEW

**Purpose:** To approve the process to be followed in the development of PEO's next Strategic Plan

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

That Council direct the Registrar to undertake a Strategic Planning process as presented to the meeting at C-508-2.5, Appendix A.

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

**Moved by:** President-elect Bob Dony, P.Eng.

### 1. Need for PEO Action

PEO's Current Strategic Plan will terminate at the end of 2017. A new plan is required for the 2018-2020 period and a process to develop and achieve this Plan should be approved by Council.

At the Council Retreat on June 3, 2016, Registrar McDonald facilitated a discussion on the process which could be followed to guide the implementation of PEO's next Strategic Plan.

### 2. Proposed Action / Recommendation

That Council direct the Registrar to undertake a Strategic Planning process substantially in accordance with that described in C-508-2.5, Appendix A .

### 3. Next Steps (if motion approved)

- The Registrar will initiate the strategic planning process described

### 4. Peer Review & Process Followed

<b>Process Followed</b>	The briefing note was peer reviewed by the Executive Committee held on July 21, 2016
<b>Council Identified Review</b>	Council received a presentation from Registrar McDonald at the 2016 Council Retreat and identified a desire to initiate a strategic planning process for the 2018-2020 period
<b>Actual Motion Review</b>	N/A

### 5. Appendices

- Appendix A – Development of PEO's Strategic Plan

## Development of PEO's Strategic Plan

Planning is a critical component of good management and governance. Planning helps assure that an organization remains relevant and responsive to the needs of its community (members, public, stakeholders) and contributes to organizational stability. It provides a basis for monitoring progress, and for assessing results and impact. It facilitates new program development. It enables an organization to look into the future in an orderly and systematic way.

From a governance perspective, it enables the Council to set policies and goals to guide the organization, and provides a clear focus to the Registrar and staff for program implementation and management.

Developing PEO's Strategic Plan should be a process that provides for the following:

1. Balanced input,
2. Thoughtful consideration and prioritization,
3. Selection of a course of action that will transform the organization as desired, and
4. Highly focused action on a few strategic initiatives in support of that course and direction.

### BALANCED INPUT

The input stage of the process should be inclusive of all elements of PEO including Council, staff, committees, chapters, members, the government and our partners. This is the lengthiest part of the process and involves consultation with all of these groups. Participants should be briefed on the existing plan and be given an opportunity to provide input on suggested elements on the next iteration of the plan. Where possible, existing meetings should be used such as, inter alia, Regional Congresses, Chapter meetings, the Chapter Leaders Conference, the Committee Chairs Workshop and the Volunteer Leadership Conference.

A SWOT analysis in this stage of the process will be crucial in assessing our strategic position within the organization. SWOT is an acronym that stand for strengths, weaknesses, opportunities, and threats. These elements are crucial. We want to build on PEO's strengths; shore up the weaknesses; capitalize on the opportunities; and recognize the threats.

Through this process we should be able to ascertain where alignment exists in the organization and hopefully identify areas of divergence which will need to be addressed through the development of appropriate strategic initiatives.

## THOUGHTFUL CONSIDERATION AND PRIORITIZATION

After the consultation phase, the foundation upon which a plan can be built must be developed.

Some of the key factors that could be focused on are regulatory focus, fiscal sustainability, organizational health, as well as any other major concerns that may be pertinent given the preceding consultations. This phase would culminate at the Council workshop in June 2017 where Council will be encouraged to coalesce around the major elements of the plan and reach agreement on their relative priority.

## RIGHT DIRECTION

Over the course of the Summer of 2017, the Strategic Plan will be crafted based upon the deliberations and direction agreed upon at the Council Workshop. The initial draft of the plan will be considered by Council at its September 2017 meeting. Comments received will be incorporated into the Plan which will be resubmitted to Council at its November 2017 meeting for final ratification.

## FOCUSED ACTIONS

The final and continuing phase of the Plan is the articulation of specific Strategies that will be pursued to achieve the Strategic Objectives that have been developed as part of the Plan. The Strategies are not part of the Strategic Plan document, per se, but are agreed to by Council on a continuing basis as part of the Strategic Planning process. It is the progress on these strategies that are tracked to determine the ultimate achievement of the Plan's Strategic Objectives.

The first round of Strategies for the approved Plan should receive Council approval no later than February 2018

## STRATEGIC PLAN GOVERNANCE

As was agreed to at the Council Workshop, the Registrar will assume responsibility for the development of the Strategic Plan. He will report regularly to and receive guidance from the Executive Committee on Plan progress and development. The progress on Plan development will also be a standing item on the Council agenda until the Plan receives final approval. The Registrar will utilize his senior management team (SMT) as the staff steering committee for this project.

## COUNCIL RETREAT FOLLOW UP: COUNCIL EVALUATION SURVEY

**Purpose:** To approve follow-up action for Council Retreat – Session 3 - Council Evaluation Survey

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

That Council direct the Human Resources Committee to undertake a Council evaluation survey in 2016 and provide a report with recommendations to Council based on the results of that survey.

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

**Moved by:** Marilyn Spink, P.Eng

### 1. Need for PEO Action

A Council self-evaluation survey was undertaken by the Human Resources Committee (HRC) as a method to measure Council effectiveness. The survey was conducted between November 30, 2015 and December 18, 2015 using SurveyMonkey. Such a survey is an organized process by which the governing body of PEO regularly re-examines its collective and individual performance and then reaffirms its commitment by identifying areas for improvement.

At the Council Retreat on June 3, 2016, Councillor Spink presented the results of the survey and Council discussed the implication of those results as well as what follow-up action should be undertaken. It was the general consensus that the survey provided valuable data for Council to review and that a follow-up survey be undertaken in 2016.

### 2. Proposed Action / Recommendation

That Council direct the HRC to undertake a follow-up Council evaluation survey in 2016 and to provide Council with a report with recommendations.

### 3. Next Steps (if motion approved)

- HRC will undertake a review of the 2015 Council evaluation survey and the feedback received at the June 2016 Council Retreat
- HRC will develop and administer a Council evaluation survey for 2016
- HRC will develop recommendations for Council consideration based on the 2016 Council evaluation survey results.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	The briefing note was peer reviewed by the Executive Committee held on July 21, 2016.
<b>Council Identified Review</b>	Council received a presentation from Councillor Spink at the 2016 Council Retreat and identified a desire to conduct a follow-up survey in 2016
<b>Actual Motion Review</b>	N/A



## COUNCIL RETREAT FOLLOW UP: PUBLIC INFORMATION CAMPAIGN

**Purpose:** To approve the initiation of an investigation to develop a public information campaign based on the value proposition of professional engineering.

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

That Council direct the Registrar to develop terms of reference and propose members for a task force to examine a potential public information campaign based on the value proposition of professional engineering, and amend the 2017 draft budget accordingly (by \$100,000) to engage an agency to assist with plan development.

**Prepared by:** David Smith, Director, Communications

**Moved by:** Marilyn Spink, P.Eng.

### 1. Need for PEO Action

At the Council Retreat on June 3, 2016, Council discussed the possibility of initiating a public information campaign based on the value proposition of professional engineering. Such an initiative would support the fourth additional object under the *Professional Engineers Act*, "To promote public awareness of the role of the Association."

In 1996, Council approved PEO undertaking an image marketing campaign, which lasted until 1998. PEO also participated with the other constituent associations in Engineers Canada campaigns in 2001-2002 and 2008-2009. These campaigns are discussed briefly in Appendix A.

### 2. Proposed Action / Recommendation

- That Council direct the Registrar to develop terms of reference and propose members for a task force to examine a potential public information campaign based on the value proposition of professional engineering that promotes public awareness of the role of the PEO.
- Additional cost over 2017 draft budget to engage an agency to assist with messaging and plan development is estimated to be \$100,000.

### 3. Next Steps (if motion approved)

- The Registrar will develop terms of reference and propose members for a task force for the consideration of Council at its February 2017 meeting.
- Communications draft budget for 2017 would be amended to include the anticipated cost of soliciting an agency to help develop messaging along with various delivery options and associated costs for campaign rollout.

#### 4. Peer Review & Process Followed

<b>Process Followed</b>	The briefing note was peer reviewed by the Executive Committee held on July 21, 2016
<b>Council Identified Review</b>	Council identified a desire to investigate initiating a public information campaign at the June 2016 Council Retreat
<b>Actual Motion Review</b>	N/A

#### 5. Appendices

- Appendix A – Past PEO/Engineers Canada Advertising Campaigns

## Past PEO/Engineers Canada Advertising Campaigns

### PEO Image Marketing Campaign (1996-1998)

#### Goals

- Establish a clearly-defined identity for professional engineers;
- Build understanding of what professional engineers do and of how they contribute to public safety and to the health of the economy;
- Increase awareness of the leadership role professional engineers play in society.

**Target audiences:** public (including business and industry); government; professional engineers, engineering interns and engineering students; educators; allied professional groups; media.

**Approach:** 30-second TV commercial to be broadcast in waves over campaign life, supported by an information booklet, poster, print advertising. Ad concepts to be built into PEO's student and business outreach materials and website.

Pre- and post-ad flight testing undertaken to develop advertising and determine its effectiveness.

#### Results

- Over three flights of the commercial, 75 per cent of respondents continued to believe that engineering is important to society.
- Unaided recall of advertising for the engineering profession increased from 5 per cent to 9 per cent.
- Aided recall of advertising for the engineering profession increased from 12 per cent to 20 per cent.
- Agreement with the statement: "Engineers need skills today that go beyond the design and application of technology" rose from 51 per cent to 65 per cent.

#### Budget

**1996:** \$350,000, comprising pre- and post-flight research (\$60,000 approx.); production of TV commercial (\$115,000 approx.); one flight of broadcast and talent residuals (\$150,000 approx.); printing and distribution of booklet, poster (\$25,000 approx.)

**1997:** \$510,000, comprising two, six-week flights of advertising (\$480,000 approx.); limited print ad placement in special engineering supplements (\$30,000 approx.)

**1998:** \$230,000, comprising one flight of advertising. Campaign abandoned.

**Total:** \$1.9 million

Targeted print advertising to reinforce TV commercial messages never undertaken.

## **Engineers Canada Campaign (2001-2002)**

### **Short-term Goals**

- To achieve greater recognition, value and respect for the role of the P.Eng./ing. in Canadian society.
- To connect the P.Eng./ing. licence to societal benefits and improvement in people's lives.
- To increase awareness of the P.Eng./ing. licence among students, decision makers and those who rely on engineering.
- To continue building the P.Eng./ing. brand by defining and articulating appropriate brand attributes.

### **Ultimate Campaign Objectives**

- To move perception of P.Eng./ing. from "nice to have" designation to "need to have" licence.
- To extend P.Eng./ing. brand recognition to those relying on engineering, influencing them to request the P.Eng./ing. standard.
- To increase engineering licensure among recent engineering graduates, as well as unlicensed working engineering graduates.

### **Approach**

- For students/recent graduates: provision of "campaign tool kit" to each regulator, including customizable campus poster, fact sheet, print ad artwork, outdoor advertising artwork, web commercial, employment fair kiosk, to drive traffic to campaign-specific website.
- For employers, working engineering graduates, those relying on engineering: print advertising to drive traffic to campaign-specific website.
- Engineers Canada to bear the cost of developing materials/website. Regulators to bear the cost of material placement.

### **Budget**

- \$48,000 for development (2001)
- \$200,000 for student focused media (2002)
- \$261,000 for employer media (2002)

**Total:** \$509,000, plus spending by each constituent association.

Engineers Canada communications budget cut in 2003, so the campaign was largely abandoned. Some regulators continued to use aspects of it in their own materials, as budgets allowed. Website remained active for several years.

## **National Advertising Campaign (2008-2009)**

### **Goals**

- Raise the profile of professional engineering among key target audiences with a sustained communications and advertising campaign lasting at least five years.
- Communicate a consistent message about the engineering profession and P.Eng./ing. at both the national and provincial levels.
- Build on and complement, rather than reduce or replace, the extensive communications work being done by the constituent associations.

### **Approach**

- Five-year campaign to target employers, parents, high school students, high school educators, government decision makers, engineering students, international engineering graduates and licensed engineers. Focus on different audiences throughout campaign. Specific messages for each audience.
- Year 1: Parents and employers: print media campaign, online campaign, presentations, contests (2008-2009)
- Year 2: High school students (and sustain the message with parents and employers) (2009-2010)
- Year 3: High school guidance counsellors (and students) (2010-2011)
- Year 4: Graduating engineering students (employers and guidance counsellors) (2011-2012)
- Year 5: Refresh for parents and employers (2012-2013)

### **Results**

- After first year of campaign, 60 per cent of parents who had seen the parent campaign ad visited the website and discussed aspects of it with a child or someone else.
- Attitudes about the engineering profession already positive and no evidence that they had been affected by the campaign.
- 12 per cent of employers recalled seeing the Engineers Canada ads; 8 per cent saw the employer campaign, and 5.6 per cent saw the parent-targeted campaign.
- Study indicated a positive relationship between recalling an Engineers Canada campaign ad and attitudes toward professional engineer licensure.

### **Budget**

- Year 1: \$630,000 (funded by Engineers Canada)
- Year 2: \$400,000 (funded Engineers Canada to June 2009)
- Years 3 to 5: \$1.4 million a year (funded 50 per cent by the constituent associations; PEO's portion estimated at \$260,000)

**Total:** \$5.23 million

At the conclusion of the Engineers Canada funded portion of the campaign, constituent associations (in particular PEO and OIQ) became concerned about the costs going forward, and Engineers Canada's ability to pay its portion. Potential financial partners were identified. However, at the Engineers Canada October 2009 board meeting, the board approved motions that effectively halted the campaign.

## COMMITTEE VOLUNTEER TERM LIMITS

**Purpose:** To seek Council approval to require committees to establish maximum term limits and length of service for chair, vice chair and members.

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

1. That Council approve the revised Terms of Reference template as presented at the meeting at C-508-2.8, Appendix A, to require committees to indicate the length of service and maximum term limits for chair, vice chair and members.
2. 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.
3. That Council direct the Advisory Committee on Volunteers to provide all Committee Chairs and Staff Advisors with information regarding the requirement to incorporate 'term limits' into the Terms of Reference document by March 2017 to facilitate committee succession planning and encourage each committee to consider appropriate term limits for its members to provide for turnover and ensure continuity.
4. That Council direct the Advisory Committee on Volunteers to amend the HR Plan template to include a requirement for succession planning.
5. 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.

**Prepared by:** Fern Gonçalves, Director, People Development

**Moved by:** Vice President David Brown, P.Eng.

### 1. Need for PEO Action

A strategic objective of the approved 2015-2017 Strategic Plan is that PEO conduct a gap analysis of committee length of service, term limits and turnover rate.

Also, the Advisory Committee on Volunteers (ACV) was requested by the Human Resources Committee (HRC) to undertake the development of guidelines for term limits for PEO's committees and succession plan for the role of committee chair. The objective of the guidelines is to enable committees to meet the requirement of section 3.6 of the *Committees and Task Forces Policy – Reference Guide*, which reads:

*Committees, through their Council-approved Terms of Reference, will determine the duration and limits on the number of years members of the committee can serve, including any limits on consecutive terms in the same position. Task Force members are appointed for the duration of the task force.*

### 2. Proposed Action / Recommendation

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

### 3. Next Steps (if motion approved)

If the motion is approved, a notice from the Advisory Committee on Volunteers (ACV) will be communicated with all committee chairs and committee advisors regarding the amendment to the *Committees and Task Forces Policy – Reference Guide* and the requirement to incorporate ‘term limits’ into the Terms of Reference document by March 2017.

Following the deadline date, People Development staff will conduct a compliance analysis of the implementation process for review by ACV and forward a report to HRC. Thereafter, a gap analysis will be conducted annually.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"><li>• Staff conducted a gap analysis for all committees, focusing on term limits, length of service and turnover rate for a three year period (2012 -2015).</li><li>• The Advisory Committee on Volunteers (ACV) and the Human Resources Committee (HRC) reviewed the gap analysis report (Appendix B).</li><li>• HRC requested ACV to undertake the development of guidelines for term limits for PEO’s committees and succession plan for the role of committee chair.</li><li>• ACV appointed a subcommittee to review the <i>Committees and Task Forces Policy – Reference Guide</i> and the guide template documents.</li><li>• The ACV subcommittee prepared a report for review and approval by the ACV and presentation to HRC.</li></ul>
<b>Council Identified Review</b>	<ul style="list-style-type: none"><li>• n/a</li></ul>
<b>Actual Motion Review</b>	<ul style="list-style-type: none"><li>• A recommendation report was presented to the Human Resources Committee (HRC) at its June 2016 meeting and approved by HRC at a meeting held on July 21, 2016.</li><li>• HRC developed motions for presentation to Council at its September 2016 meeting.</li><li>• The HRC motions were forwarded to ACV. ACV reviewed and endorsed the motions developed by HRC at its meeting on August 15, 2016.</li></ul>

### 5. Appendices

- Appendix A – Terms of Reference Template
- Appendix B – Proposed *Term Limits* Wording
- Appendix C – Gap Analysis of Committee Membership

## Terms of Reference Template

Issue Date:  
Approved by:

Review Date:  
Review by:

<p><b>Legislated and other Mandate approved by Council</b></p>	<p><i>Record verbatim any specific powers listed in the Act, Regulations or By-Law No. 1, along with the committee's or task force's other Mandates</i>  <i>Mandate is defined by the Committees &amp; Task Forces Policy as "the functional scope of the committee approved by Council" [DATE APPROVED BY COUNCIL]</i></p>
<p><b>Key Duties and Responsibilities</b></p>	<p><i>Indicate the most critical duties and responsibilities of the committee or task force that support the Mandate's achievement – focus on what the committee/task force alone can do. Regular liaison and/or consultation with other committees/task forces should be identified. All policy proposals and documents must be brought to Council for approval; the committee/task force is responsible for developing the proposal and implementing Council's decision.</i></p> <p><i>Indicate those policies for which this committee/task force is responsible for developing and maintaining.</i></p>
<p><b>Constituency, Number &amp; Qualifications of Committee/Task Force Members</b></p>	<p><i>Indicate the minimum and maximum number of required committee/task force members.</i></p> <p><i>Indicate how the committee or task force is to be composed – are there positions that are to be filled according to legislation and/or committee practices? Is representation from particular sectors, stakeholder organizations or regions/chapters required? What specific skill sets or experience is required for members? How are subcommittees or task groups to be set up or maintained?</i></p>
<p><b>Term Limits for Committee members, Chair and Vice Chair</b></p>	<p><i>Indicate the length of service and maximum term limits (in number of years and/or terms) for committee members, Chair and Vice Chair.</i></p> <p><i>Example:</i></p> <ul style="list-style-type: none"> <li>• <i>Chair: [see proposed wording]</i></li> <li>• <i>Vice Chair: [see proposed wording]</i></li> <li>• <i>Committee member: [see proposed wording]</i></li> </ul>
<p><b>Qualifications and election of the Chair</b></p>	<p><i>Indicate any specific qualifications (academic, experience, skills, etc.) required to be the chair of this committee.</i></p> <p><i>Indicate what method(s) are to be used for electing the chair each year, including nomination periods, what quorum of the committee membership is required for the election, and if there are consecutive term limits</i></p>
<p><b>Qualifications and election of the Vice Chair(s)</b></p>	<p><i>Indicate any specific qualifications (academic, experience, skills, etc.) required to be the vice chair of this committee/task force.</i></p> <p><i>Indicate what method(s) are to be used for electing the vice chair each year, including nomination periods.</i></p>
<p><b>Duties of Vice Chair(s)</b></p>	<p><i>Indicate the specific duties of the vice chair(s) (for example, chairing meetings in the chair's absence, providing orientation and training for new members, etc.)</i></p>



<p><b>Quorum</b></p>	<p><i>In accordance with Wainberg's Society Meetings Including Rules of Order and section 25(i) of By-Law No. 1, quorum for the purpose of having the meeting's decisions be considered binding is at least 50 per cent of the committee's/task force's membership present at the meeting. This threshold applies to all committee/task force decisions.</i></p>
<p><b>Meeting Frequency &amp; Time Commitment</b></p>	<p><i>Indicate how often the committee or task force is to meet during the year, whether face-to-face or by teleconference. What is the expected duration of the meeting(s), and the total time commitment expected (including outside of formal meetings) for preparation and review of documents.</i></p>
<p><b>Operational year time frame</b></p>	<p><i>Indicate when the committee's/task force's operational year starts and finishes (usually January-December, but some exceptions – the Council year - from the first meeting after the Annual General Meeting of members to the end of the next Annual General meeting.</i></p>
<p><b>Committee advisor</b></p>	<p><i>Indicate the committee's or task force's primary committee advisor – by position, department, and name.</i></p>

## Proposed Term Limits Wording

SAMPLES OF EXISTING WORDING	PROPOSED 'TERM LIMITS' WORDING EXAMPLES
<p><b><u>Term Limits for Committee members:</u></b></p> <ul style="list-style-type: none"> <li>- Committee members will be appointed annually and can serve for a maximum of five consecutive years. [<i>Audit Committee</i>]</li> <li>- In accordance with the Committees and Task Forces Policy Reference Guide, as a Board committee, members are appointed each year. [<i>Legislation Committee</i>]</li> <li>- A term on this committee is either two (2) or three (3) years, with the variation in term length designed to stagger turnover and ensure continuity. Committee members may be re-appointed, but under normal circumstances, should be expected to retire from the committee for at least two years after continuous term of seven (7) years. [<i>Licensing Committee</i>]</li> <li>- Two-thirds continuity is desirable. At least every two (2) years a new member joins the committee. [<i>Consulting Engineer Designation Committee</i>]</li> <li>- The length of term will be two years for each member. Members may be re-appointed for a second term. When a member's term expires or a member resigns, Council will be asked to appoint a replacement. [<i>Government Liaison Committee</i>]</li> <li>- Committee members are appointed for a one-year term, from January to December. Members have the option to re-appointed for up to three terms. [<i>Enforcement Committee</i>]</li> </ul> <p><b><u>Term Limits for Chair and Vice Chair:</u></b></p> <ul style="list-style-type: none"> <li>- The Chair and Vice Chair are elected by the members of the committee using a committee-approved procedure. The positions of Chair and Vice Chair will be regularly elected for two-year terms, both commencing in January. The Chair and Vice Chair can be re-elected one time, for a maximum of four consecutive years in the position. [<i>Experience Requirements Committee</i>]</li> </ul>	<p><b><u>Term Limits for Committee members:</u></b></p> <p><u><i>Board Committees*</i></u></p> <ul style="list-style-type: none"> <li>- In accordance with the <i>Committees and Task Forces Policy</i>, Board committee members are appointed annually by Council at the AGM. Committee members can be re-appointed, but under normal circumstances should not serve on a given committee for more than five (5) consecutive years.</li> </ul> <p><u><i>Other Committees reporting to Council:</i></u></p> <ul style="list-style-type: none"> <li>- In accordance with the <i>Committees and Task Forces Policy</i>, committee members are appointed for a one-year term, from January to December. Committee members may be re-appointed, but under normal circumstances should be expected to retire from the committee for at least two years after continuous term of ten (10) years. Two-thirds continuity of committee members is desirable. At least every two (2) years a new member joins the committee.</li> </ul> <p><b><u>Term Limits for Chair and Vice Chair:</u></b></p> <ul style="list-style-type: none"> <li>- In accordance with the <i>Committees and Task Forces Policy</i>, the election of Chair and Vice Chair shall take place either at the last or first committee meeting of the calendar year. The Chair and Vice Chair are elected for a one-year term, both commencing in January. The Chair and Vice Chair can be re-elected to serve a maximum of 3 consecutive terms. To ensure continuity, it is desirable that the Vice Chair moves to the Chair's position, once the Chair's term of service is expired.</li> </ul> <p><i>*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 members as sitting members of Council selected either by position, election or appointment at the Council meeting immediately following the AGM.</i></p>

## Gap Analysis of Committee Membership

**Background:** A gap analysis was conducted for all committees, focusing on Term Limits, Length of Service, and Turnover Rate for a 3-year period. The gap analysis was undertaken as it is a strategy included in the Strategic Plan and it was requested by the Human Resources Committee (HRC) that the Advisory Committee on Volunteers (ACV) audit committee membership practices, and present recommendations to HRC.

Committee	Term Limit [per ToR / HR Plan]			HR Plan [yes/no]	Length of Service [as of Jan 2016]		Turnover Rate [3-year period]	
	Role	Term [years]	Max # of Terms		Range category	% of members	Average Membership	Total Departures
<a href="#">ARC</a>	Chair	2	No limit	No	0-5 yrs	19%	24	1
	Vice-Chair	2	No limit		5-10 yrs	22%		
	Member	3	No limit		10+ yrs	59%	Turnover:	4%
<a href="#">ACV</a>	Chair	1	3	Yes	0-5 yrs	44%	8	2
	Vice-Chair	1	3		5-10 yrs	22%		
	Member	No limit	No limit		10+ yrs	33%	Turnover:	25%
Note: As per ACV HR Plan, at least every two year (2) years, a new member joins the committee.								
<a href="#">AWC</a>	Chair	1	3	Yes	0-5 yrs	13%	11	3
	Vice-Chair	1	3		5-10 yrs	60%		
	Member	No limit	No limit		10+ yrs	27%	Turnover:	27%
Note: As per AWC HR Plan, at least every two year (2) years, a new member joins the committee.								
<a href="#">COC</a>	Chair	2	No limit	Yes	0-5 yrs	36%	14	4
	Vice-Chair	2	No limit		5-10 yrs	7%		
	Member	No limit	No limit		10+ yrs	57%	Turnover:	29%
<a href="#">CRC</a>	Chair	1	No limit	Yes	0-5 yrs	50%	3	2
	Vice-Chair	No limit	No limit		5-10 yrs	50%		
	Member	1	No limit		10+ yrs	0%	Turnover:	67%
<a href="#">CEDC</a>	Chair	1	3	Yes	0-5 yrs	27%	13	6
	Vice-Chair	1	3		5-10 yrs	20%		
	Member	No limit	No limit		10+ yrs	53%	Turnover:	46%
Note: As per CEDC ToR, at least every two year (2) years, a new member joins the committee.								
<a href="#">DIC</a>	Chair	2	No limit	Yes	0-5 yrs	37%	54	15
	Vice-Chair	2	No limit		5-10 yrs	10%		
	Member	No limit	No limit		10+ yrs	53%	Turnover:	28%
<a href="#">EDU</a>	Chair	1	No limit	Yes	0-5 yrs	70%	8	7
	Vice-Chair	1	No limit		5-10 yrs	30%		
	Member	3	No limit		10+ yrs	0%	Turnover:	88%
<a href="#">ENF</a>	Chair	1	2	Yes	0-5 yrs	20%	9	0
	Vice-Chair	1	2		5-10 yrs	50%		
	Member	1	3-5		10+ yrs	30%	Turnover:	0%

## Gap Analysis of Committee Membership

Committee	Term Limit [per ToR / HR Plan]			HR Plan [yes/no]	Length of Service [as of Jan 2016]		Turnover Rate [3-year period]	
	Role	Term [years]	Max # of Terms		Range category	% of members	Average Membership	Total Departures
<a href="#">EDC</a>	Chair	3	Renewable	No	0-5 yrs	43%	9	0
	Vice-Chair	3	Renewable		5-10 yrs	14%		
	Member	No limit	No limit		10+ yrs	43%	<b>Turnover:</b>	<b>0%</b>
<a href="#">ERC</a>	Chair	2	2	Yes	0-5 yrs	27%	150	20
	Vice-Chair	2	2		5-10 yrs	20%		
	Member	1	No limit		10+ yrs	53%	<b>Turnover:</b>	<b>13%</b>
Note: As per ERC ToR, members are appointed annually by Council.								
<a href="#">FMC</a>	Chair	No limit	No limit	Yes	0-5 yrs	25%	5	1
	Vice-Chair	No limit	No limit		5-10 yrs	50%		
	Member	No limit	No limit		10+ yrs	25%	<b>Turnover:</b>	<b>20%</b>
<a href="#">GLC</a>	Chair	2	n/a	Yes	0-5 yrs	75%	11	6
	Vice-Chair	2	n/a		5-10 yrs	25%		
	Member	2	2		10+ yrs	0%	<b>Turnover:</b>	<b>55%</b>
Note: Term limits differ in GLC Terms of Reference and HR Plan.								
<a href="#">LIC</a>	Chair	No limit	No limit	No	0-5 yrs	100%	N/a	N/a
	Vice-Chair	No limit	No limit		5-10 yrs	0%		
	Member	See note	7		10+ yrs	0%		
Note: T of R restricts membership to ARC, ERC, LEC & REC reps, serving either 1, 2 or 3-year terms.								
<a href="#">PSC</a>	Chair	2	No limit	Yes	0-5 yrs	62%	9	2
	Vice-Chair	2	No limit		5-10 yrs	30%		
	Member	No limit	No limit		10+ yrs	5%	<b>Turnover:</b>	<b>22%</b>
<a href="#">REC</a>	Chair	1	No limit	Yes	0-5 yrs	9%	13	5
	Vice-Chair	1	No limit		5-10 yrs	45%		
	Member	No limit	No limit		10+ yrs	45%	<b>Turnover:</b>	<b>38%</b>
<a href="#">VLC-PC</a>	Chair	1	No limit	Yes	0-5 yrs	100%	N/a	N/a
	Vice-Chair	No limit	No limit		5-10 yrs	0%		
	Member	No limit	No limit		10+ yrs	0%		

### EXCLUDES MENTION OF:

- Board Committees - Members appointed annually at Council meeting following AGM
- CESC - Positions filled per section 12 of the Regulation
- Subcommittees and Task Forces are not included

### Turnover Details (3-year period)

Committee	2013			2014			2015			3-year average	Total resigned
	Members	Resigned [names]	Resigned [number]	Members	Resigned [names]	Resigned [number]	Members	Resigned [names]	Resigned [number]		
<a href="#">ARC</a>	22	James Lee	1	24			27			24	1
<a href="#">ACV</a>	8	Anthony Bonney	1	8	Paul Ballantyne	1	8			8	2
<a href="#">AWC</a>	11			11	Jeannette Southw Cliff Knox	2	11	Paul Ballantyne	1	11	3
<a href="#">COC</a>	13	Tim Moffat	1	14	Cliff Knox	1	15	Robert Hindle Keith Fuller	2	14	4
<a href="#">CRC</a>	1			3			4	Robert Kominar Theodore Nemet	3	3	2
<a href="#">CEDC</a>	13			13	Ron Scheckenbe	1	12	Peter Golem Barry Steinberg Gerry Webb Roy Fletcher Chris Roney	5	13	6
<a href="#">DIC</a>	52	George Comrie Valerie H. Parker	3	58	James Lee Ken Lopez Sandra Ausma Denis Carlos Tim Benson James Lucey Councillor Stauch	7	51	Corneliu Chisu Gina Cody Evelyn Spence Karen Valentine Evelyn Spence	5	54	15

### Turnover Details (3-year period)

Committee	2013			2014			2015			3-year average	Total resigned
	Members	Resigned [names]	Resigned [number]	Members	Resigned [names]	Resigned [number]	Members	Resigned [names]	Resigned [number]		
<a href="#">EDU</a>	8	Ramy Ghattas, E	1	9	Li-Lian Lui Councillor Stauch Elise Idnani Bruce McCowan Rouja Serkedjiev	5	7	Megan Smith	1	8	7
<a href="#">ENF</a>	9			9			9			9	0
<a href="#">EDC</a>	9			9			8			9	0
<a href="#">ERC</a>	147	James Rushbroo Camilo Sanchez Babak Baradaran Wafik El Sunbaty Janos Garami Stelian George-C David Henderson Wayne Kershaw John Mrkonjic Nadia Popovici George Qubty Leonel Rojas Tarsem Lal Sharrm	13	151	Victor Hure Abbas Saeidi David Scott Nasser Saad Suja John Sujatha Sivarajah Zoran Stojcevski	7	152			150	20
<a href="#">FMC</a>	4			5			5	David Caryl	1	5	1
<a href="#">GLC</a>	12	Ursula Adach Zoe Zeiler	2	11	Doug Hatfield Jana Levison, EI Barry Steinberg	3	11	Jonathan Risto	1	11	6

January 28, 2016

Strategy 23.1 - Conduct gap analysis of committee HR plans and turnover rate

### Turnover Details (3-year period)

Committee	2013			2014			2015			3-year average	Total resigned
	Members	Resigned [names]	Resigned [number]	Members	Resigned [names]	Resigned [number]	Members	Resigned [names]	Resigned [number]		
LIC	0						9				
OCEPP	7	Charlsie Searle, B Marie Carter	2	12	Bob McDonald	1	11	Desmond Gomes	1	10	4
<a href="#">PSC</a>	9			9			10	Andy Bowers Les Mitelman	2	9	2
<a href="#">REC</a>	13	Alan Levy (public)	1	14	Councillor Stauch Kate Hilton	2	12	Corneliu Chisu Kathryn Sutherland	2	13	5
<a href="#">VLC-PC</a>	0			0							

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24

**EXCLUDES MENTION OF:**

- Board Committees - Members appointed annually at Council meeting following AGM
- CESC - Positions filled per section 12 of the Regulation
- Subcommittees and Task Forces are not included

## BOARD COMMITTEE AND COUNCIL LIAISON APPOINTMENT PROCESS

**Purpose:** To approve amendments to the Board Committee and Council Liaison appointment process.

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

1. That Council approve the process for the appointment of Councillors to Board Committees as presented at the meeting at C-508-2.9, Appendix A.
2. That Council approve the process for the appointment of Council Liaisons to committees and task forces as presented at the meeting at C-508-2.9, Appendix B.

**Prepared by:** Fern Gonçalves, Director, People Development

**Moved by:** Marilyn Spink, P.Eng.

### 1. Need for PEO Action

#### I. Appointment of Councillors to Board Committees

Traditionally, the appointment of Councillors to Board Committees had required that Councillors express their preference for serving on a Board Committee at least three weeks prior to the AGM Council meeting and at the meeting, Councillors vote to fill Board Committee positions.

Concerns with current process:

- Seen as a popularity contest;
- Can result in an uneven workload distribution for Councillors;
- Can disrupt continuity on Board Committees; and
- May leave new Councillors with no role.

#### II. Appointment process of Council Liaisons to Committees

Committees and task forces are responsible for determining their own Council Liaison and making a recommendation to Council. At present, not all committees and task forces have a Councillor as a member of the committee/task force.

Concern with current process:

- Difficulties encountered by some committees and task forces in finding a Council Liaison.

### 2. Proposed Action / Recommendation

That Council approve the revised processes for the appointment of Councillors to Board Committees and for the appointment of Council Liaisons to committees and task forces, as indicated in Appendices A and B.

### 3. Next Steps (if motion approved)

- The committees and task forces will be informed of Council's decision.
- HRC will implement the approved appointment processes.
- The Committees and Task Forces Policy will be amended accordingly.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	HRC reviewed and approved the processes at its July 21, 2016 meeting.
<b>Council Identified Review</b>	n/a
<b>Actual Motion Review</b>	n/a

### 5. Appendices

- Appendix A – Board Committee Appointment Process
- Appendix B – Council Liaison Appointment Process



## **Appointment of Councillors to Board Committees**

Annually, following Council elections:

- Councillors will be asked to submit Board Committee participation preferences to the outgoing Human Resources Committee (HRC)
- HRC would match committee needs to Councillor preferences
- For appointments to HRC, the Executive Leadership Team (President, President-elect and Past President) will review Councillor preferences and make a recommendation to Council to fill the two vacant positions on the committee
- HRC presents its recommendations at the AGM Council meeting for approval
- Should HRC be unable to present a recommendation regarding an appointment, Council will fill the position(s) through a vote

## **Appointment of Council Liaisons to Committees and Task Forces**

Annually, following Council elections:

- The Human Resources Committee (HRC) reviews the Committees and Task Forces Membership Roster to ensure committees have at least one Councillor to act as a Council Liaison
  - For those committees/task forces where a Councillor(s) is a member of the committee or task force, HRC will designate the Council Liaison
  - For Board committees, there is no need to designate a Council Liaison as the committee is composed mainly of Councillors
  - For those committees with no Councillor, Councillors will be asked to submit a Liaison participation preference and HRC will assign a Council Liaison
- HRC will present its recommendations at the AGM Council meeting for approval

## REVISIONS TO THE COMMITTEES AND TASK FORCES POLICY – REFERENCE GUIDE

**Purpose:** To seek Council approval for revisions to the *Committees and Task Forces Policy – Reference Guide*.

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

**That Council approve revisions to Sections 1.4 (Role of Council), Section 3.4 and 3.5 (Committee and Task Force Operations), Section 5.5 (Role of Committee / Task Force Members) and Section 7.4 (Role of the Registrar) of the *Committees and Task Forces Policy - Reference Guide*, as presented to the meeting at C-508-2.10, Appendix A.**

**Prepared by:** Christopher Kan, P.Eng., Chair ACV

**Motion Sponsor:** Councillor Bellini, P.Eng.

### 1. Need for PEO Action

Sections 1.4 (*Role of Council*) and 7.4 (*Role of the Registrar*) were amended at the request of PEO's Discipline Committee, on behalf of all regulatory committees, to align the member appointment procedure with the requirements of the *Professional Engineers Act*.

Sections 3.4, 3.5 (*Committees and Task Forces Operations*) and 5.5 (*Role of Committee/Task Force Members*) were revised at the request of several committees to streamline the processes of election of Chairs and Vice Chairs, as well as resignation of members.

The above changes to the *Committees and Task Forces Policy – Reference Guide* were approved by the Advisory Committee on Volunteers (ACV) at their meeting on December 3, 2015. The proposed changes were submitted for peer-review to the Human Resources Committee (HRC) and were approved at their meeting on July 21, 2016.

*Appendix – Work Plan Template* was amended to accommodate the request from the Equity and Diversity Committee (EDC) to include the Equity and Diversity Awareness section in the template. The change was approved by the Advisory Committee on Volunteers (ACV) at their meeting on March 5, 2015.

### 2. Proposed Action / Recommendation

Appendix A sets out proposed revisions to the *Committees and Task Forces Policy – Reference Guide* identified with grey highlight.

Appendix B contains the revised *Work Plan Template* which includes the Equity and Diversity Awareness section.

### 3. Next Steps

The *Committees and Task Forces Policy – Reference Guide* will be updated and posted on PEO's website. Committee Chairs will be made aware of the approved changes.

#### 4. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"><li>• The Advisory Committee on Volunteers (ACV) received suggestions from the various committees recommending changes to the existing <i>Committees and Task Forces Policy – Reference Guide</i>.</li><li>• ACV reviewed and discussed the proposals and passed motions to accept the proposed changes.</li></ul>
<b>Council Identified Review</b>	N/A
<b>Actual Motion Review</b>	<ul style="list-style-type: none"><li>• Following peer-review and approval by the Human Resources Committee (HRC), a recommendation was submitted to Council to revise the current <i>Committees and Task Forces Policy – Reference Guide</i> as identified above.</li></ul>

#### 5. Appendices

- Appendix A – Revisions to the *Committees and Task Forces Policy – Reference Guide*:
  - Sections 1.4 (Role of Council) and
  - Section 3.4 and 3.5 (Committee and Task Force Operations)
  - Section 5.5 (Role of Committee/Task Force Members)
  - Section 7.4 (Role of the Registrar)
- Appendix B – Work Plan Template (revised EDC version)

## Proposed Changes to Committees & Task Forces Policy – Reference Guide

CURRENT POLICY STATEMENT	PROPOSED CHANGES [in grey highlight]
<p><b><u>Section 1: Role of Council</u></b></p> <p><b><i>1.4 Approve the annual roster of committee members. Council delegates authority to make interim appointments to committees during the year to the Registrar, subject to Council confirmation at the next scheduled meeting. (Note: Anyone appointed by PEO is covered by its Errors and Omissions policy.)</i></b></p> <p>The annual roster of committee/task force members prepared by the committee/task force should match both the Human Resources Plan and the annual Work Plan. P.Engs who are members of a committee or task force should be members in good standing. This will be identified on the roster supplied by the Director, People Development. Council may modify the annual roster.</p> <p>PEO provides Errors and Omissions insurance coverage for all committee and task force members.</p>	<p><b><u>Section 1: Role of Council</u></b></p> <p><b><i>1.4 Approve the annual roster of committee members. Council delegates authority to make interim appointments to committees during the year to the Registrar, subject to Council confirmation at the next scheduled meeting.</i></b></p> <p>The annual roster of committee/task force members prepared by the committee/task force should match both the Human Resources Plan and the annual Work Plan. P.Engs who are members of a committee or task force should be members in good standing. This will be identified on the roster supplied by the Director, People Development. Council may modify the annual roster.</p> <p>As required by the <i>Professional Engineers Act</i>, members of PEO regulatory committees (Academic Requirements, Experience Requirements, Complaints, Discipline and Registration Committees) are appointed by Council.</p> <p>Members of Board Committees are annually appointed by Council.</p> <p>PEO provides Errors and Omissions insurance coverage for all committee and task force members.</p>
<p><b><u>Section 3: Committee and Task Force Operations</u></b></p> <p><b><i>3.4 In January of each year, committees shall elect a chair for approval by Council. Council shall appoint all task force chairs.</i></b></p> <p>Each committee will develop a method for electing its chair, which should be recorded in the Terms of Reference. There are a variety of acceptable methods for electing committee chairs – by consensus or by voting (simple majority of attendees, secret ballot or hand ballot). Committees should consider how they might choose between multiple candidates – by using a “first-past-the-post” (highest number automatically wins) or run-off elections (a series of ballots, with the candidate receiving the least votes being</p>	<p><b><u>Section 3: Committee and Task Force Operations</u></b></p> <p><b><i>3.4 By January 31 each year, committees shall elect a chair for approval by Council at its first meeting of the year. Council shall appoint all task force chairs.</i></b></p> <p>Each committee will develop a method for electing its chair, which should be recorded in the Terms of Reference. There are a variety of acceptable methods for electing committee chairs – by consensus or by voting (simple majority of attendees, secret ballot or hand ballot). Committees should consider how they might choose between multiple candidates – by using a “first-past-the-post” (highest number automatically wins) or run-off elections (a series of ballots, with the candidate receiving the least votes being eliminated from the contest until one candidate receives a majority of the votes cast).</p>

CURRENT POLICY STATEMENT	PROPOSED CHANGES [in grey highlight]
<p>eliminated from the contest until one candidate receives a majority of the votes cast).</p> <p>Committees should also consider the necessary experience qualifications, whether the chair should be a P.Eng. (and therefore a member in good standing), the notice period for nominations, quorum requirements for the election, appointment of an elections officer to oversee the elections, and methods to break any tie votes. Quorum and notice requirements should match those used for regular committee decisions. Whichever method is chosen, it should be documented in the committee's Terms of Reference to be approved by Council. PEO's Secretariat may be consulted for acceptable election methods.</p> <p>Once a chair has been elected, the committee advisor should advise Council through the Secretariat. The new chair officially takes office immediately upon Council's approval. Chairs elected but not confirmed by Council may act as Chair-designate in order for the work of the committee to continue. Task Force chairs are appointed directly by Council for the duration of the task force's Mandate. If the chair wishes to resign, he or she must notify Council and his/her respective task force. The Task Force is then responsible for electing a new Chair.</p> <p><b>Note:</b> For committees that operate on the Council year, elections should occur at the first committee meeting following the Annual General Meeting.</p> <p><b>3.4 In January of each year, committees/task forces shall elect a vice chair.</b></p> <p>Each committee/task force will develop an acceptable method for electing a vice chair, similar to that used for electing the chair (see section 3.4 above).</p> <p>The new vice chair takes office immediately following the committee/task force's election and does not require Council's approval.</p>	<p>Committees should also consider the necessary experience qualifications, whether the chair should be a P.Eng. (and therefore a member in good standing), the notice period for nominations, quorum requirements for the election, appointment of an elections officer to oversee the elections, and methods to break any tie votes. Quorum and notice requirements should match those used for regular committee decisions. Whichever method is chosen, it should be documented in the committee's Terms of Reference to be approved by Council. PEO's Secretariat may be consulted for acceptable election methods.</p> <p>If the committee does not have a meeting in January, the election of Chair may take place in the months of November or December (or at the last committee meeting of the preceding year).</p> <p>Once a chair has been elected, the committee advisor should advise Council through the Secretariat. The new chair officially takes office immediately upon Council's approval. Chairs elected but not confirmed by Council may act as Chair-designate in order for the work of the committee to continue. Task Force chairs are appointed directly by Council for the duration of the task force's Mandate. If the chair wishes to resign, he or she must notify Council and his/her respective task force. The Task Force is then responsible for electing a new Chair.</p> <p><b>Note:</b> For committees that operate on the Council year, elections should occur at the first committee meeting following the Annual General Meeting.</p> <p><b>3.4 By January 31 each year, committees/task forces shall elect a vice chair.</b></p> <p>Each committee/task force will develop an acceptable method for electing a vice chair, similar to that used for electing the chair (see section 3.4 above).</p> <p>The new vice chair takes office immediately following the committee/task force's election and does not require Council's approval.</p> <p>If the committee does not have a meeting in January, the election of Vice Chair may take place in the months of November or December (or at the last committee meeting of the preceding year).</p>

CURRENT POLICY STATEMENT	PROPOSED CHANGES [in grey highlight]
<p><b><u>Section 5: Role of Committee/Task Force Members</u></b>  <b><i>5.5 Resign from the committee/task force if unable to dedicate the required effort.</i></b>            Depending on the reason for their resignation, committee/task force members should give the chair as much notice as possible. Ideally, notice should be given two meetings in advance of the resignation. As much as possible, committee/task force members should complete the work they have been assigned. If committee/task force members have outstanding work they are unable to complete, the work and any relevant background material should be transferred by the chair to another committee/task force member.</p>	<p><b><u>Section 5: Role of Committee/Task Force Members</u></b>  <b><i>5.5 Resign from the committee/task force if unable to dedicate the required effort.</i></b>            Depending on the reason for their resignation, committee/task force members should give the chair as much notice as possible. Ideally, notice should be given two meetings in advance of the resignation. As much as possible, committee/task force members should complete the work they have been assigned. If committee/task force members have outstanding work they are unable to complete, the work and any relevant background material should be transferred by the chair to another committee/task force member.</p> <p>The resignation is effective the date identified by the member. The Committee Advisor is responsible for confirming the receipt of the resignation and forwarding a copy of the resignation letter to People Development.</p>
<p><b><u>Section 7: Role of the Registrar</u></b>  <b><i>7.4 Approve the recommended in-year additions/deletions to the committee/task force membership.</i></b>            Requests for in-year changes to committee/task force membership may be raised by the chair and committee advisor with the Director, People Development. Council approval of in-year membership changes (other than the replacement of the chair) is delegated to the Registrar (refer to Section 3.8). For issues relating to the removal of a chair or member, see Committee and Task Force Operations, items 13 and 14 respectively.</p>	<p><b><u>Section 7: Role of the Registrar</u></b>  <b><i>7.4 Approve the recommended in-year additions/deletions to the committee/task force membership.</i></b>            Requests for in-year changes to committee/task force membership may be raised by the chair and committee advisor with the Director, People Development. Council approval of in-year membership changes (other than the replacement of the chair) is delegated to the Registrar (refer to Section 3.8), with the exception of PEO regulatory committees (Academic Requirements, Experience Requirements, Complaints, Discipline and Registration Committees), as the <i>Professional Engineers Act</i> specifies appointment by Council. For issues relating to the removal of a chair or member, see Committee and Task Force Operations, items 13 and 14 respectively.</p>

## Work Plan Template

### WORK PLAN FOR <<<YEAR>>> <<<NAME OF COMMITTEE/TASK FORCE>>>

<b>Approved by Committee:</b> [DATE]		<b>Review Date:</b> [DATE]	
<b>Approved by Council:</b> [DATE]		<b>Approved Budget:</b> [AMOUNT] [DATE]	
<b>Mandate [as approved by Council]:</b>	Record verbatim any specific powers listed in the Act, Regulations or By-Law No. 1, along with the committee's or task force's other Mandates. Mandate is defined by the Committees & Task Forces Policy as "the functional scope of the committee approved by Council" [DATE APPROVED BY COUNCIL]		
<b>Equity and Diversity Awareness</b>	<ol style="list-style-type: none"> <li>1. Was the E &amp; D module reviewed in order to have tasks and activities align with the E&amp;D Policies? YES/NO</li> <li>2. Is each task/activity being done in an equitable manner and engaging diverse groups?</li> <li>3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences?</li> </ol>		
<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activities [as per Terms of Reference – Key Duties]:</b>	<b>Outcomes Success measures</b>	<b>Due date:</b>
	Briefly describe specific tasks related to the committee/task force Terms of Reference to be undertaken during the year and the deliverables expected upon completion of the tasks. Answer questions 2 and 3.	For each task, identify its outcomes and related success measures.	Include dates for deliverables.
	<p>For example: Host Annual workshop of Chairs and Committee Advisors.</p> <p><b>Q2:</b> The multi-cultural calendar was considered when scheduling the workshop date.</p> <p><b>Q3:</b> Persons with disabilities and food allergies were appropriately accommodated.</p>		November, 2009
<b>Inter-committee collaboration:</b>	Indicate with which other PEO committees/task forces the committee/task force will consult and/or collaborate over the next year (e.g. joint meetings, chairs' meetings, contacts between committee advisors, sharing minutes and draft proposals, consulting on proposals, etc.).		
<b>Stakeholders:</b>	Indicate which external government departments, associations, organizations or individuals the committee/task force should regularly engage in dialogue with, particularly in relation to its policy proposals.		



## RESCINDING COUNCIL DECISION ON “MEMBER IN GOOD STANDING” DEFINITION IN REGULATION

**Purpose:** *To rescind a previous Council decision directing the Legislation Committee to draft a definition of “member in good standing” in Regulation.*

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

**That Council rescind its direction to the Legislation Committee regarding amending Regulation 941 to include a definition of “member in good standing” as indicated in the last paragraph in minute 11291 b) (Submission # 2 – Members Defaulting on Payment of Monies Owing to PEO) in the C-487 meeting minutes of Council.**

Professional Engineers Act, sections 5, 7(1) paragraphs 2, 3, 9, and 25; 8(1)16, 22(1), 28(4)(j); By-Law No. 1 – section 39

**Prepared by: J. Max, Manager, Policy, Tribunals & Regulatory Affairs**

**Moved by: E. Kuczera, P.Eng., Chair, Legislation Committee**

### 1. Need for PEO Action

- At its September 2013 meeting, Council considered the 2013 Annual General Meeting Member Submission (see Appendix A). Although there was not a specific motion passed, the Council meeting minutes on this item concluded with the following paragraph:

**As recommended and by consensus, it was agreed that the Legislation Committee be directed to use its regulation-making powers to amend Regulation 941 to include a definition of “member in good standing”.**
- Following this, and under its mandate, the Legislation Committee reviewed those minutes and determined that without an Act change, Council does not have a regulation-making authority under the Act to define a “member in good standing”, and that moreover, the introduction of a definition of “member in good standing” is not necessary to achieve the objective as it relates to Council members (to preclude or dismiss due to outstanding amount owed to PEO that are not excused by the Registrar or directed by an Ontario court).
- Section 9 of Regulation 941 can only be amended to include conditions for Council election or disqualification, pursuant to the authority provided in section 7(1)2 and 3 under the *Professional Engineers Act*. Other than a fine imposed by the Discipline Committee under its powers in section 28(4)(j), PEO only has authority with regard to fees payable for an annual licence, application, examination, registration, or reinstatement, as prescribed by the regulations or by-laws.

- Under section 22(1), the Registrar only has the authority to cancel a licence for non-payment of a fee prescribed by the regulations or by-laws. Since under section 5 of the Act, a member is someone who holds a valid licence, that membership can only be cancelled if their licence is cancelled by the Registrar for non-payment of a fee prescribed by the regulations or by-laws, or subject to a revocation by the Discipline Committee. Membership cannot otherwise be infringed or limited in any way, regardless of cause such as outstanding payments owed to the Association if they have paid their annual licence fees.
- In addition, the LEC has determined that a regulation amendment is neither possible nor necessary to deal with suspending members from serving in a fiduciary capacity on any PEO committee or Chapter board. This could be accomplished by amending the Committees and Task Forces Policy, or by amending specific committee Terms of Reference and Chapter by-laws.

## 2. Proposed Action / Recommendation

- Rescind the original Council minute paragraph directing the Legislation Committee to use its (sic) regulation-making powers to amend Regulation 941 to include a definition of “member in good standing”. Council does not currently have a regulation-making power to place such a restriction on Councillors or committee members or to define a “member in good standing”. Under the Act, a member is someone who holds a licence, without further restrictions. Membership cannot be restricted unless the licence has been revoked.

## 3. Next Steps (if motion approved)

- The original Council motion will be removed from the Council Log and the Legislation Committee’s Act and Regulation Change log.

## 4. Peer Review & Process Followed

<p><b>Process Followed</b></p>	<ul style="list-style-type: none"> <li>• At its September 2013 meeting, Council considered the 2013 Annual General Meeting Member Submission (see Appendix A). The Council meeting minutes state: <p style="text-align: center;"><b>“Council then considered the submission regarding a policy that would suspend any member from serving on PEO Council or in a fiduciary capacity on any PEO committee or Chapter board while the member has an outstanding payment owing to PEO that has not otherwise been excused by the Registrar or by direction from an Ontario Court.</b></p> <p><b>Mr. Clark advised neither the <i>Professional Engineers Act</i> nor Regulation 941 include a definition of a member in good standing.</b></p> <p><b>As recommended and by consensus, it was agreed that the Legislation Committee be directed to use its regulation-making</b></p> </li> </ul>
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	<p><b>powers to amend Regulation 941 to include a definition of “member in good standing”.</b></p> <ul style="list-style-type: none"> <li>• At its May 2014 and February 2015 meetings, the Legislation Committee reviewed the proposal and came to the conclusion that the required regulation-making authority in the Act did not exist to support adding a definition of “member in good standing”, but that the objectives could be achieved through a Council policy, such as the Committees and Task Forces Policy.</li> <li>• This matter was brought to Council’s attention at its March 2015 meeting as an information item as part of the Legislation Committee Update (BN C-499-3.3) identifying its recommendations (mentioned in the above paragraph), but no action was taken at that time to seek Council’s rescission of the original minute.</li> <li>• In following up on this matter at its August 5, 2016 meeting, the Legislation Committee members decided that Council should be presented a motion to rescind the original minute since Council did not currently have regulation-making power to place such a restriction on Councillors or committee members.</li> </ul>
<b>Council Identified Review</b>	<ul style="list-style-type: none"> <li>• Council approved the AGM Submission at its September 2013 meeting.</li> </ul>
<b>Actual Motion Review</b>	<p>The motion was reviewed by the Chair of the Legislation Committee based on the committee’s discussion of the issue at its August 2016 meeting, and approved. It was subsequently amended by the Secretariat and agreed to by the Chair of the Legislation Committee on September 7, 2016.</p>

**5. Appendices:**

- Appendix A – AGM Submission #2, April 2013
- Appendix B - Relevant Citations from the Act, Regulation 941 and By-Law No.1

**Appendix A - AGM Submission #2, April 2013**

At the 2013 Annual General Meeting, the following Member Submission was passed:

*Members Defaulting on Payment of Monies to PEO*

*Moved by Cliff Knox, P.Eng., seconded by Chantal Chiddle, P.Eng.:*

*WHEREAS members whose license renewal fees are in arrears cease to be a “member in good standing” and are normally not allowed to serve on Chapter boards or in a fiduciary capacity at PEO. Such members also risk being removed from the Register of licensed engineers until such repayment is made and*

*WHEREAS any member who is in arrears to PEO for monies relevant to their professional engineering practice or involvement in the affairs of PEO has similarly ceased to be a “member in good standing” and*

*WHEREAS it is desirable that no licensee with outstanding payments owing to PEO be in a position that could directly or indirectly influence a decision to defer or excuse payment of the associated debt and*

*WHEREAS no specific language exists in Regulation 941 or By-law 1 that defines a “member in good standing” or makes provision that members must be in good standing to be able to serve as a volunteer in a fiduciary capacity with PEO.*

**THEREFORE BE IT SUBMITTED THAT:**

*Council consider a policy that would suspend any member from serving on PEO Council or in a fiduciary capacity on any PEO committee or Chapter board while the member has an outstanding payment owing to PEO that has not otherwise been excused by the Registrar or by direction from an Ontario Court.*

## Relevant Citations from the Act, Regulation 941 and By-Law No. 1

### Membership

5. (1) Every person who holds a licence is a member of the Association subject to any term, condition or limitation to which the licence is subject.

### Resignation of membership

(2) A member may resign his or her membership by filing with the Registrar a resignation in writing and his or her licence is thereupon cancelled, subject to the continuing jurisdiction of the Association in respect of any disciplinary action arising out of the person's professional conduct while a member. R.S.O. 1990, c. P.28, s. 5.

### Regulations

7. (1) Subject to the approval of the Lieutenant Governor in Council and with prior review by the Minister, the Council may make regulations,

2. respecting and governing the qualifications, nomination, election and term or terms of office of the members to be elected to the Council, and controverted elections;

3. prescribing the conditions disqualifying members of the Council from sitting and governing the filling of vacancies on the Council;

9. respecting any matter ancillary to the provisions of this Act with regard to the issuing, suspension and revocation of licences, certificates of authorization, temporary licences, provisional licences and limited licences, including but not limited to regulations respecting,

25. prescribing the amount of and requiring the payment of annual fees by holders of certificates of authorization, temporary, provisional and limited licences and by students and members of related classes recognized by the Association, and fees for temporary licences, provisional licences, limited licences, certification, registration, designations, examinations and continuing education, including penalties for late payment, and fees for anything the Registrar is required or authorized to do, and prescribing the amounts thereof;

**Note: On a day to be named by proclamation of the Lieutenant Governor, paragraph 25 is repealed. See: 2010, c. 16, Sched. 2, ss. 5 (13), 6 (2).**

### By-laws

8. (1) The Council may pass by-laws relating to the administrative and domestic affairs of the Association not inconsistent with this Act and the regulations and, without limiting the generality of the foregoing,

16. prescribing the amount and requiring the payment of annual fees by members of the Association;

**Note: On a day to be named by proclamation of the Lieutenant Governor, paragraph 16 is repealed and the following substituted:**

16. specifying the amount and requiring the payment of,

i. fees, including annual fees, by holders of licences, certificates of authorization, temporary licences, provisional licences and limited licences, and by engineering interns, students and members of other classes of persons prescribed under paragraph 8 of subsection 7 (1),

ii. fees for registration, designations, examinations and continuing education,

iii. fees for anything the Registrar is required or authorized to do, and

iv. penalties for late payment of any of the fees;

**See: 2010, c. 16, Sched. 2, ss. 5 (15), 6 (2).**

## **Cancellation for default of fees**

22. (1) The Registrar may cancel a licence, certificate of authorization, temporary licence, provisional licence or limited licence for non-payment of any fee prescribed by the regulations or the by-laws after giving the member or the holder of the certificate of authorization, temporary licence, provisional licence or limited licence at least two months notice of the default and intention to cancel, subject to the continuing jurisdiction of the Association in respect of any disciplinary action arising out of the person's professional conduct while a member or holder. R.S.O. 1990, c. P.28, s. 22 (1); 2001, c. 9, Sched. B, s. 11 (28).

**Note: On a day to be named by proclamation of the Lieutenant Governor, subsection (1) is amended by striking out "any fee prescribed by the regulations or the by-laws," and substituting "any fee payable under this Act". See: 2010, c. 16, Sched. 2, ss. 5 (42), 6 (2).**

## **Reinstatement**

(2) A person who was a member of the Association or a holder of a certificate of authorization, temporary licence, provisional licence or limited licence whose licence, certificate of authorization, temporary licence, provisional licence or limited licence was cancelled by the Registrar under subsection (1) is entitled to have the licence, certificate of authorization, temporary licence, provisional licence or limited licence reinstated upon compliance with the requirements and qualifications prescribed by the regulations. R.S.O. 1990, c. P.28, s. 22 (2); 2001, c. 9, Sched. B, s. 11 (29).

## **Powers of Discipline Committee**

28. (4) Where the Discipline Committee finds a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence guilty of professional misconduct or to be incompetent it may, by order,

- (a) revoke the licence of the member or the certificate of authorization, temporary licence, provisional licence or limited licence of the holder;
- (b) suspend the licence of the member or the certificate of authorization, temporary licence, provisional licence or limited licence of the holder for a stated period, not exceeding 24 months;
- (d) impose terms, conditions or limitations on the licence or certificate of authorization, temporary licence, provisional licence or limited licence, of the member or holder, including but not limited to the successful completion of a particular course or courses of study, as are specified by the Discipline Committee;
- (j) fix and impose costs to be paid by the member or the holder to the Association;

## **By-Law No. 1**

### **Fees**

39.(1) All members shall pay annual membership fees in each year commencing with the year of their admission.

(2) Effective May 1, 2008, the annual membership fee is \$220.

(3) The Council may determine from time to time the dates on which the fees provided for under subsection (1) shall be due and for the purpose of establishing such dates may prorate any fees over a part of a year.

(4) The Council may approve, authorize or provide for the remission of all or any part of the annual fee of any member who may be retired, incapacitated by reason of health or for such other reason as the Council may from time to time determine.

(5) Notwithstanding the foregoing provisions, a Member qualifying for a reduced fee may pay an annual membership fee of 25 per cent of the fee prescribed in section 39(2).

(6) Notwithstanding the foregoing provisions, every Member who has been a president of the association shall be designated as a “Life Member” and exempt from the requirement to pay the annual membership fee prescribed in section 39(2)

## 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, ext. 1130 or [dpower@peo.on.ca](mailto: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 – 244<sup>th</sup> Executive Committee meeting – April 5, 2016
- 3.2 Minutes – 507<sup>th</sup> Council meeting – June 24, 2016
- 3.2 Approval of CEDC Applications
- 3.4 Changes to Committees/Task Forces Roster
- 3.5 Legislative Committee and Human Resources Committee Work Plans
- 3.6 Volunteer Leadership Conference Planning Committee (VLCPC) Terms of Reference



# Briefing Note - Decision

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**MINUTES – 244<sup>th</sup> Executive Committee – April 5, 2016**

**Purpose** – To ratify the minutes of the 244<sup>th</sup> Executive Committee meeting

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

*That the minutes of the 244<sup>th</sup> meeting of the Executive Committee, held on April 5, 2016, as presented to the meeting at C-508-3.1, 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 July 21, 2016, confirmed that the attached minutes from the 244<sup>th</sup> meeting of the Executive Committee, held April 5, 2016, 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 244<sup>th</sup> Meeting of the Executive Committee



# Minutes

The 244<sup>th</sup> Meeting of the EXECUTIVE COMMITTEE of PROFESSIONAL ENGINEERS ONTARIO was held via teleconference on Tuesday, April 5, 2016 at 1:00 p.m.

Present: G. Comrie, P.Eng., President-elect [minutes 14-68 to 14-70 only]  
B. Dony, P.Eng., Vice-President (appointed)  
P. J. Quinn, P.Eng., Vice-President (elected)  
R. Huang, LL.B  
C. Sadr, P.Eng.

Staff: G. McDonald, P.Eng., Registrar  
M. Price, P.Eng.  
F. Goncalves  
Z. Sarmento  
D. Power

Regrets: J. D. Adams, P.Eng., Past President  
T. Chong, P.Eng., President and Chair

## CALL TO ORDER

Notice having been given and a quorum being present, Councillor Huang, with the consensus of those at the meeting, acted as Chair and called the meeting to order.

14-67

## APPROVAL OF AGENDA

Moved by Vice-President Appointed Dony, seconded by Vice-President Elected Quinn:

**That:**

- a) the agenda, as presented to the meeting at E-244-1.1, Appendix A, be approved, and
- b) the Chair be authorized to suspend the regular order of business.

**CARRIED**

14-68

## MINUTES – 243<sup>rd</sup> EXECUTIVE COMMITTEE MEETING – JANUARY 19, 2016

The Executive Committee reviewed the minutes of the 243<sup>rd</sup> Committee meeting held January 19, 2016.

Moved by Vice-President Dony, seconded by Councillor Sadr:

**That the minutes of the 243<sup>rd</sup> open session meeting of the Executive Committee, held on January 19, 2016, as presented to the meeting at E-244-2.1, Appendix A, accurately reflect the business transacted at that meeting.**

**CARRIED**

**14-68  
ACCREDITATION BOARD (CEAB) AND  
QUALIFICATIONS BOARD (CEQB) NAME  
CHANGE**

The Accreditation Board and Qualifications Board provide essential and valued services to all Constituent Associations and their work is recognized and highly regarded both nationally and internationally.

The lack of consultation by Engineers Canada with the Constituent Associations about such an important issue as changing the names of these two boards is contrary to the fundamental relationship between the Constituent Associations and Engineers Canada. Further, the lack of consultation with the CEAB and CEQB regarding their name change is troubling from an internal governance perspective.

Moved by Vice-President Appointed Dony, seconded by Vice-President Elected Quinn:

**That the Executive Committee, on behalf of PEO, conveys its disappointment to the Engineers Canada Board with the process that occurred in changing the name of the Accreditation Board and Qualifications Board and the lack of consultation and communication in this matter.**

**That the Executive Committee request that the Engineers Canada Board retain the well-established names of the two boards as the Canadian Engineering Accreditation Board (CEAB) and the Canadian Engineering Qualifications Board (CEQB) and their French language equivalents.**

**Any such changes must be ratified by the constituent members.**

Action: Registrar McDonald will inform the President of Engineers Canada of the motion passed by PEO's Executive Committee on April 5, 2016 requesting the retention of the well-established names of the two boards with a copy to all Engineers Canada constituent members.

Moved by Vice-President Dony, seconded by Councillor Sadr:

**That the Executive Committee move in camera.**

**CARRIED**

**14-69  
IN-CAMERA SESSION**

While in-camera, the Executive Committee:

- a) Verified the in-camera minutes of the 243<sup>RD</sup> Executive Committee meeting held January 19, 2016.

**14-70  
EXECUTIVE COMMITTEE ITEMS**

There were no Executive Committee items brought forward.

There being no further business, the meeting concluded.

These minutes consist of minutes 14-67 to 14-70 inclusive and three pages.

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R. Huang, LL.B., Acting Chair

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G. McDonald, P.Eng., Registrar

## **OPEN SESSION MINUTES – 507<sup>th</sup> Council Meeting – June 24, 2016**

**Purpose:** To record that the minutes of the open session of the 507<sup>th</sup> meeting of Council accurately reflect the business transacted at that meeting.

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

***That the minutes of the 507<sup>th</sup> meeting of Council, held June 24, 2016, as presented to the meeting at C-508-3.2, 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 – 507<sup>th</sup> Council open session meeting – June 24, 2016



# Minutes

The 507<sup>th</sup> MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held at PEO Offices, 40 Sheppard Avenue West, Toronto, Ontario on Friday, June 24, 2016 at 9:00 a.m.

Present:

- G. Comrie, P.Eng., President and Chair
- T. Chong, P.Eng., Past President
- D. Brown, P.Eng., Vice-President (Appointed)
- I. Bhatia, P.Eng.
- G. Boone, P.Eng.
- D. Chui, P.Eng.
- R. A. Fraser, P.Eng., via teleconference [minutes 11659-11644, 11677- 11684 only]
- S. K. Gupta, P.Eng.
- R. Hilton, P.Eng.
- G. Houghton, P.Eng.
- R. Jones, P.Eng.
- T. Kirkby, P.Eng.
- B. Kossta
- E. Kuczera, P.Eng., via teleconference
- M. Long-Irwin
- D. Preley, P.Eng.
- C. Sadr, P.Eng.
- M. Spink, P.Eng.
- N. Takessian, P.Eng.
- W. Turnbull, P.Eng.
- M. Wesa, P.Eng.

Regrets:

- C. Bellini, P.Eng.
- B. Dony, P.Eng., President-elect
- P. J. Quinn, P.Eng., Vice President (Elected)
- M. Long-Irwin
- R.K. Shreewastav, P.Eng.

Staff:

- G. McDonald, P.Eng., Registrar
- S.W. Clark, LL.B.
- C. Mucklestone
- L. Latham, P.Eng.
- C. Mehta
- M. Price, P.Eng.
- Z. Sarmiento
- J. Zuccon, P.Eng. [minutes 11659 to 11681 only]
- R. Martin
- D. Power

Guests: A. Bergeron, PEO Director, Engineers Canada [minutes 11659 -11684, except minute 11679]  
H. Brown, Brown & Cohen [minutes 11659 -11684, except minute 11679]  
M. Monette, President and Chair, OSPE [minutes 11659 – 11678]  
S. Perruzza, CEO, OSPE [minutes 11659 – 11678]  
B. Steinberg, CEO, Consulting Engineers Canada

On Thursday evening, Council held a plenary session to discuss the Repeal Project Update and the Member Satisfaction Survey.

Council convened at 9:00 a.m. Friday, June 23, 2016.

**CALL TO ORDER**

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

**11659  
APPROVAL OF AGENDA**

Moved by Councillor Sadr, seconded by Councillor Takessian:

**That:**

- a. the agenda, as presented to the meeting at C-507-1.1, Appendix A be approved, and**
- b. the Chair be authorized to suspend the regular order of business.**

**CARRIED**

**11660  
PRESIDENT/REGISTRAR'S REPORT**

President Comrie provided an update on his most recent activities.

Registrar McDonald advised that his most recent Registrar's Update had been sent to Council.

**11661  
2017 BUDGET ASSUMPTIONS**

As per Council approved business planning cycle, Council is required to approve the budget assumptions for the next financial year in June.

The Finance Committee met on May 27, 2016 and recommended that the budget assumptions, as set out in Appendix A, be approved by Council.

Moved by Councillor Jones, seconded by Past President Chong:

**That the 2017 Budget Assumptions, as presented in C-507-2.1, Appendix A and as recommended by the Finance Committee, be approved.**

**That the Registrar be directed to initiate the budgeting process, per PEO's Budgeting Cycle, and provide the 2017 operating budget and capital budget at the September 2016 Council meeting based on the approved assumptions.**

CARRIED

Moved by Councillor Wesa, seconded by Councillor Sadr:

**That Council authorizes staff to determine the additional costs of extending the stay in Thunder Bay for the 2017 Annual General Meeting for Saturday night.**

CARRIED

**11662  
LICENSING COMMITTEE – PRACTICE OF  
PROFESSIONAL ENGINEERING**

At its February 2016 Meeting, PEO Council passed a motion to delete *define the criteria for “practising” and “non-practising” classes of licence* from the Terms of Reference of the Continuing Professional Competence Program (CP)<sup>2</sup> Task Force and refer it to the Licensing Committee (LIC) with a Report back to Council, date to align with the deadline of the (CP)<sup>2</sup> Task Force.

PEO Staff conducted an environmental scan of the definition of the practice of professional engineering of all provincial engineering regulators in Canada and of the definition of the practice of the profession for health and non-health regulators in Ontario. The scan indicated that professions define practicing consistent with the definitions of the practice in the professions’ foundational statute.

The LIC reviewed the environmental scan and determined that the practice of professional engineering should be defined as per the Ontario Professional Engineers Act and that members should complete a declaration if they want to declare themselves as non-practising for the purposes of PEO’s proposed Continuing Professional Development Program.

The Task Force also reviewed PEO By-Law No. 1 Section 39 regarding fee remissions and determined that the remission of all or any part of the annual fee is subject to Section 39 of By-Law No.1 and that the current policy and procedures previously approved by Council to interpret fee remission eligibility should continue to apply. President Comrie stated that fee remission is an issue that relates to practicing vs. non-practicing adding that this is completely separate from CPD.

It was proposed that Council approves the non-practising Declaration Form and affirms the criteria for fee remission.

Moved by Councillor Sadr, seconded by Councillor Gupta:

**That Council approves the Non-Practising Declaration Form for Members and affirms the criteria for fee remission.**

CARRIED

Recorded Vote

For

Against



G. Boone	I. Bhatia
D. Brown	T. Chong
D. Chui	R. Fraser
S. Gupta	R. Hilton
G. Houghton	B. Kossta
R. Jones	E. Kuczera
T. Kirkby	D. Preley
C. Sadr	N. Takessian
M. Spink	M. Wesa
W. Turnbull	

**CARRIED**

**11663  
DISCIPLINE COMMITTEE PANEL  
COMPOSITION – MEMBERS OF COUNCIL**

In the current version of Section 27.1(5) of the Act, Discipline hearing panels are to be selected from at least one each of:

- an elected member of Council;
- a member who is a Lieutenant Governor’s appointee to Council or is appointed by the Attorney General (and not a Councillor);
- a non-member who is a Lieutenant Governor’s appointee to Council or is appointed by the Attorney General (and not a Councillor);
- a member who has at least 10 years’ experience in the practice of professional engineering.

On September 23, 2011, Council approved the recommendations in the final report of the Complaints and Discipline Task Force (with the exception of Recommendation 24), including a recommendation to modify the *Professional Engineers Act* to eliminate the requirement for Discipline panels to be partially composed of Council members, or changing the Act so that former Council members can fulfill this role. The rationale for the change provided in that report was “...The present requirement for members of Council to be panel members places an unreasonable burden on some councillors and may make it difficult to appoint panels in a timely manner.”

This recommendation (Recommendation 14) has yet to be implemented. The recommendation also does not specify if removing or changing the Act’s requirement that Discipline panels be partially composed of Council members should affect the Act’s requirement that the Discipline Committee be partially composed of Council members. The rationale provided focused on panel composition rather than membership on the Discipline Committee per se.

The Legislation Committee requires clarification of these issues to be able to continue its work to fully prepare the item for Council’s roster of future Act changes.

It is therefore recommended that:

- Council clarify its previous motion to amend the Act by deciding whether elected members be exempted from the requirement to sit on Discipline Committee hearing panels (i.e. Discipline panel) while still being members of the Discipline Committee.
- And that Council clarifies its intent is not to pursue the alternative proposal in Recommendation 14 to permit former members of Council to fill the role of a Councillor on a Discipline panel, but to simply remove completely the need for a Councillor, current or former, to sit on a Discipline panel.

[Secretariat Note: Rescinding of the following motion required a two-thirds majority of votes cast to carry.]

Moved by Councillor Fraser, seconded by Councillor Kossta:

**That Council amends its Recommendation 14 of the Final Report of the Complaints and Discipline Task Force, adopted by Council on September 23, 2011, to read as follows:**

**14. That the Professional Engineers Act be amended to eliminate the requirement for elected members of Council to sit on Discipline Committee hearing panels.**

**CARRIED**

**11664  
NEW GUIDELINE – STRUCTURAL  
ENGINEERING DESIGN SERVICES FOR  
BUILDINGS**

The Professional Standards Committee was instructed by Council at its meeting on April 16, 2010 to proceed with the development of the Structural Engineering Design Services for Buildings guideline. The purpose of the guideline is to provide engineers who are performing structural engineering design services in buildings with the best practices conducting their work, with special emphasis on their duties to their employers, clients and the public.

Moved by Councillor Jones, seconded by Vice-President Brown:

**That Council:**

- 1. Approve the practice guideline for Structural Engineering Design Services for Buildings as presented to the meeting at C-507-2.3, Appendix A;**
- 2. Direct the Registrar to publish the guideline and notify members and the public of its publication through usual PEO communications; and**

3. **Stand down the PSC subcommittee which prepared the Guideline for Structural Engineering Design Services for Buildings.**

Vice-President Brown indicated that he had several questions about the guideline that he wished to clarify with staff relating to the use of the term “Building Code” rather than “Ontario Building Code” and the terminology of “primary structural engineer.”

Moved by Councillor Bhatia, seconded by Councillor Boone:

**That Council defer discussion and the vote of the new guideline for structural engineering design services for buildings until after the lunch recess.**

**CARRIED**

Following consultation with PEO staff, Vice-President Brown was advised that staff at the Ministry of Municipal Affairs and Housing (MMAH), the ministry responsible for the Building Code, requested the change from “Ontario Building Code” to “Building Code” in the text. The purpose of the guideline was to resolve long standing issues regarding the division of work and responsibilities between consulting engineers who design the primary structure of the building and engineers employed by constructors and fabricators. The terminology of “primary structural engineer” was used since “primary structure” is a common term used by organizations such as APEGBC and the Council of American Structural Engineers.

Council then voted on the main motion.

**That Council:**

1. **Approve the practice guideline for Structural Engineering Design Services for Buildings as presented to the meeting at C-507-2.3, Appendix A;**
2. **Direct the Registrar to publish the guideline and notify members and the public of its publication through usual PEO communications; and**
3. **Stand down the PSC subcommittee which prepared the Guideline for Structural Engineering Design Services for Buildings.**

**CARRIED**

**11665  
TASK FORCE TO REVIEW PEO COUNCIL  
COMPOSITION**

A task force is recommended to determine an optimal Council size and composition.

Moved by Councillor Jones, seconded by Vice-President Brown:

**That Council:**

- 1. Approve the striking of a Council Composition Task Force to examine Council size and composition.**
- 2. That Council direct the Registrar to develop a draft terms of reference and proposed list of members for a task force to examine this issue for approval by Council at its September 2016 meeting.**

**CARRIED**  
Recorded Vote

**For**

G. Boone  
D. Brown  
T. Chong  
D. Chui  
G. Houghton  
R. Jones  
T. Kirkby  
B. Kossta  
E. Kuczera  
D. Preley  
C. Sadr  
M. Spink  
W. Turnbull  
M. Wesa

**Against**

I. Bhatia  
S. Gupta  
R. Hilton  
N. Takessian

**11666  
ELECTION MATTERS – ISSUES REPORT,  
PROCEDURES AND APPOINTMENT OF  
REGIONAL ELECTION AND SEARCH  
COMMITTEES**

Annette Bergeron, Chair of the Central Election and Search Committee (CESC) provided a report which included recommendations for future elections. Changes in the Voting and Election procedures reflect the recommendations made in the CESC Issues Report. A. Bergeron advised that during her term as CESC Chair, the Regional Election and Search Committee Chairs were invited to the CESC meetings which proved to be very helpful. The committee also met on a more frequent basis. She noted that there were no women candidates in the recent election and that actively approaching female license holders should be implemented as a nominating procedure going forward.

A request was made to provide Council with viewership statistics of the candidate webcast.

It was suggested that the Central Elections and Search Committee (CESC) look at standardizing candidate stats/data to include, for example, such information as practicing or non-practicing, member of OSPE, Chapter Leadership Development, Council meeting attendance if on Council, etc. A. Bergeron advised that the next Central Elections and Search

Committee could take this under advisement.

Moved by Past President Chong, seconded by Councillor Takessian:

**That Council, with respect to the 2017 Council election:**

- a) approve the recommendations contained in the 2016 Central Election and Search Committee Issues Report as presented to the meeting at C-507-2.6, Appendix A;
- b) approve the 2017 Voting Procedures, as presented to the meeting at C-507-2.6, Appendix B;
- c) approve the 2017 Election Publicity Procedures, as presented to the meeting at C-507-2.6, Appendix C;
- d) approve the 2017 Nomination Petition Form as presented to the meeting at C-507-2.6, Appendix D;
- e) approve the 2017 Nomination Acceptance Forms for President-Elect, Vice-President, Councillor-at-Large and Regional Councillor as presented to the meeting at C-507-2.6, Appendix E;
- f) appoint the Regional Election and Search Committees (RESC) for each Region;
- g) appoint the Junior Regional Councillor in each Region (Michael Wesa, P. Eng., Guy Boone, P.Eng., Noubar Takessian, P.Eng., Gary O. Houghton, P.Eng., Danny Chui, P.Eng.) as Chair of the RESC for their Region.

**CARRIED**

**11667  
COUNCIL TERM LIMITS TASK FORCE –  
REQUEST FOR ADDITIONAL FUNDS**

Since Councillor Wesa is a sitting member of the Council Term Limits Task Force he declared a conflict of interest.

The CTLTF has held four meetings, two face to face and two by teleconference, with the following results:

1. Establishing a detailed work plan, and assigning specific responsibilities to Task Force members during its research phase,
2. Reviewing and analyzing material received from staff and TF members regarding PEO Council historical data and the practices at other regulators,
3. Participating in sessions on term limits and succession planning at PEO AGM Volunteer Leadership Conference,
4. Discussing current and best practices for term limits and succession planning with two governance experts, and reviewing their written submissions,
5. Receiving input from PEO Policy Manager Jordan Max on the administrative requirements for implementation of term limits and succession planning, and
6. After its meeting of May 13, 2016, the Task Force had spent \$5769 of its \$7500 budget.

At its meeting of May 13, 2016, the Task Force was told that implementation of term limits will require a change to Regulations, and, in accordance with new government requirements, a Preliminary Regulatory Impact Assessment must be prepared before the ministry will allow regulation changes to proceed to cabinet for approval. This process is exhaustive and requires a detailed analysis of the rationale for any changes associated with term limits. The task force concluded that it must make recommendations to support this assessment, which is an extra step in fulfilling its mandate. Jordan Max has offered to facilitate this process and has recommended that the additional meeting to develop the required rationale should be a face to face meeting at PEO.

Since the Task Force has members from all PEO's regions, face to face meetings cost a minimum of \$2000 for travel and accommodation based on financially prudent travel arrangements. Given that it has another seven meetings scheduled, at least two of which will be face to face, the Task Force requires an increase of \$7500 in its budget to complete its mandate.

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

**That Council approve an increase in the budget for the Council Term Limits Task Force from \$7,500 to \$15,000.**

**CARRIED**

M. Wesa abstained

**11668  
CONSENT AGENDA**

Moved by Councillor Turnbull, seconded by Councillor Jones:

**That the Consent Agenda be approved.**

**CARRIED**

Included on the consent agenda:

- 3.1 Minutes – 243<sup>rd</sup> EXE Committee meeting – January 19, 2016
- 3.2 Minutes – 505<sup>th</sup> Council meeting – March 11, 2016
- 3.3 Minutes – 506<sup>th</sup> Council meeting – April 30, 2016
- 3.4 Approval of CEDC Applications
- 3.5 Changes to Committees/Task Forces Roster
- 3.6 Finance Committee Revised Terms of Reference
- 3.7 Investment Sub Committee Revised Terms of Reference

[Note: minutes 11669 to 11675 reflect the motions provided in the briefing notes presented to the meeting.]

**11669  
MINUTES – 243<sup>RD</sup> EXECUTIVE COMMITTEE  
MEETING – JANUARY 19, 2016**

**That the minutes of the open session of the 243rd meeting of the Executive Committee, held on January 19, 2016 as presented to the meeting at C-507-3.1, Appendix A be ratified.**

**CARRIED**

**11670  
MINUTES – 505<sup>th</sup> COUNCIL MEETING –  
MARCH 11, 2016**

**That the minutes of the open session of the 505th meeting of Council, held on March 11, 2016 as presented to the meeting at C-507-3.2, Appendix A accurately reflect the business transacted at that meeting.**

**CARRIED**

**11671  
MINUTES – 506<sup>th</sup> COUNCIL MEETING –  
APRIL 30, 2016**

**That the minutes of the open session of the 506th meeting of Council, held on April 30, 2016 as presented to the meeting at C-507-3.3, Appendix A accurately reflect the business transacted at that meeting.**

**CARRIED**

**11672  
APPROVAL OF CEDC APPLICATIONS**

**1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as presented to the meeting at C-507-3.4, Appendix A, Section 1.**

**2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-507-3.4, 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-507-3.4, Appendix A, Section 3.**

**CARRIED**

**11673  
CHANGES TO COMMITTEES/TASK FORCES  
ROSTER**

**That Council approve changes to the 2016 PEO Committees and Task Forces Membership Roster as presented at C-507-3.5, Appendix A.**

**CARRIED**

**11674  
FINANCE COMMITTEE REVISED TERMS OF  
REFERENCE**

**That Council approve the revised Finance Committee Terms of Reference as presented to the meeting at C-507-3.6, Appendix A.**

**CARRIED**

**11675  
INVESTMENT SUB COMMITTEE REVISED  
TERMS OF REFERENCE**

**That Council approve the revised Investment Sub-committee Terms of Reference as presented to the meeting at C-507-3.7, Appendix A.**

**CARRIED**

**11676  
LEGISLATION COMMITTEE UPDATE**

**Councillor Kuczera advised that at some point in the future a work plan for the committee will come forward to Council for approval.**

**11677  
ENGINEERS CANADA UPDATE**

**A. Bergeron provided a summary of the Engineers Canada May Board meeting and annual meeting. She encouraged members to view the refreshed website at [www.engineerscanada.ca](http://www.engineerscanada.ca) as well as the new**

EngScape tool and that feedback is welcome.

A. Bergeron was elected to the 2016-2017 Engineers Canada Executive Committee. She congratulated Vice-President Brown on his appointment to the Accreditation Board.

Six individuals have received the new certification of Infrastructure Resilience Professional (IRP). Certification requires the completion of four training workshops on topics related to engineering and climate change. Councillor Bhatia asked whether this certification posed any conflict with any of the provincial regulating bodies. Additionally, concern was expressed regarding lack of consultation with the provincial regulators on this matter. A. Bergeron replied that she would pass on this feedback.

**11678  
REGIONAL CONGRESS UPDATE**

Councillor Sadr advised that a special teleconference meeting was held on May 19, 2016 to appoint Councillor Takessian as Chair of the Volunteer Leaders Conference Planning Committee to replace N. Colucci. The other item of business was to appoint Councillor Turnbull as Council representative for the Grand River Chapter.

**11679  
IN-CAMERA SESSION**

Upon returning from lunch adjournment Council moved in camera by consensus.

While in-camera, Council:

- a) received recommendations from the Awards Committee and made decisions regarding the 2016 Ontario Professional Engineers Nominees;
- b) ratified the in-camera minutes from the 243<sup>rd</sup> Executive Committee meeting – January 19, 2016;
- c) verified the in-camera minutes from the 505<sup>TH</sup> meeting of Council held March 11, 2016 as presented;
- d) verified the in-camera minutes from the 506<sup>TH</sup> meeting of Council held April 30, 2016 as presented;
- e) received and made decisions regarding the final report of the Repeal of the Industrial Exception Data Gathering and Analysis;
- f) approved the appointment of the Chief Elections Officer;
- g) received decisions and reasons of the Discipline Committee;
- h) received a legal update on legal actions in which PEO is involved;
- i) there were no issues reported regarding PEO's Anti-Workplace Violence and Harassment Policy.

**11680  
APPOINTMENT OF CHIEF ELECTIONS  
OFFICER**

The following in-camera resolution from the June 2016 Council meeting was moved into open session:

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



**11681  
(CP)<sup>2</sup> UPDATE**

Councillor Turnbull advised that it was agreed at the Council Retreat that the CPD requirements should be based on the risk to the public on how the practitioner practices engineering. The work plan included the development of a Beta website to be operational by June 2016. This will be slightly delayed. The results of the Beta test and any modifications required will be made available to Chapter Boards before going to the general membership for feedback. In January 2017 the website will be available for use by all members. The answering of the questionnaire will be mandatory and will provide some recommended CPD hours. Council provided feedback regarding the questionnaire at the June Council Retreat which was discussed during a special meeting of the (CP)<sup>2</sup> Task Force held recently, resulting in some changes to the questionnaire.

Councillor Chui requested that in future a written report be provided to Council.

**11682  
STATISTICS - COMPLAINTS, DISCIPLINE,  
LICENSING AND REGISTRATION**

In response to a query regarding outstanding discipline cases, Councillor Bhatia advised that this would be discussed at the June 27, 2016 Discipline Committee meeting.

**11683  
EQUITY AND DIVERSITY COMMITTEE  
UPDATE**

A written update was provided. There were no questions or comments.

**11684  
COUNCILLOR ITEMS**

GLP Review

Past President Chong noted that Don Dixon, an external consultant, would be contacting all Councillors for their feedback on the Government Liaison Program. Registrar McDonald added that Mr. Dixon will use this feedback to prepare a report for Council with possible recommendations for the program.

Industrial Exception

Councillor Boone advised that he, along with Councillor Bhatia, met with MPP Jim McDonell, who is one of two professional engineers in the legislature, to discuss the latest Industrial Exception.

There being no further business, the meeting concluded.

These minutes consist of twelve pages and minutes 11659 to 11684 inclusive.

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G. Comrie, P.Eng., CMC, Chair

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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-508-3.3, Appendix A, Section 1.
2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-508-3.3, 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-508-3.3, Appendix A, Section 3.

**Prepared by:** Brian MacEwen, P.Eng, Manager, Registration

**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

<b>Process Followed</b>	All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on August 18, 2016.
<b>Council Identified Review</b>	Not applicable. Required by Regulation.
<b>Actual Motion Review</b>	As stated under above process.

### 5. Appendices

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

To the 508<sup>th</sup> 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 4 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	Clarke, Brian	PROCHK Engineering Inspections Inc.	489 Cabot Trail, Waterloo ON, N2K 3Y3	90228826
1.2	Eissa, Osama	IES Associates	3191 Wyandotte St E, Windsor ON, N8Y 4Y6	90452756
1.3	Farkas, Balazs	NORR Ltd.	175 Bloor St E, North Tower, 15th Flr, Toronto ON, M4W 3R8	90539057
1.4	Milicevic, Marko	RocMar Engineering Inc.	111-93 Skyway Ave, Etobicoke ON, M9W 6N6	100087124

- 2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 46 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	Ahrari, Shahram	Peto MacCallum Ltd	16 Franklin St S, Kitchener ON, N2C 1R4	90369885
2.2	Aroutzidis, Nikolaos	NA Engineering Associates Inc.	2-107 Erie St, Stratford ON, N5A 2M5	90277757
2.3	Bedell, Philip	Bedell Engineering Inc.	35159 Saintsbury Line, Lucan ON, N0M 2J0	3046018
2.4	Boyd, Wayne	W.K. Boyd Consulting Inc.	67 Amelynn Cres, Woodbridge ON, L4H 1P4	4819017
2.5	Brook, Ralph	Brook Building Consultants Inc.	2-558 Upper Gage, Suite 192, Hamilton ON, L8V 4J6	5344254
2.6	Carli, Mark	Salus Consulting Engineers Inc.	370 St. Germain Ave, Toronto ON, M5M 1W5	90434333
2.7	Chan, Chung-Wai (Bill)	M.V. Shore Associates (1993) Ltd.	402-1200 Eglinton Ave E, North York ON, M3C 1H9	7446503
2.8	Chow, George	AMEC Foster Wheeler	104 Crockford Blvd, Scarborough ON, M1R 3C3	8209058
2.9	Clark, Gregory	G.A. Clark & Associates Limited	206-111 Sherwood Dr, Ottawa ON, K1Y 3V1	8508012
2.10	Costford, David	D.L. Costford & Associates Inc.	484 Halldon Pl, Ottawa ON, K2B 7B8	9462011

2.11	Crimi, Giovanni	Exsen Engineering Ltd.	390 Tareyton Rd, Richmond Hill ON, L4C 3X7	9856501
2.12	Eddie, Charles (Ross)	C.R. Eddie Engineering Inc.	10 Cherrydale Crt, Scarborough ON, M1C 3H1	12835013
2.13	Esaki, Martin	Jenike & Johanson Ltd.	10-3397 American Dr, Mississauga ON, L4V 1T8	90295650
2.14	Gillard, Rodney	WSP Canada Inc.	300-2611 Queensview Dr, Ottawa ON, K2B 8K2	16129504
2.15	Gonsalves, Stanislaus	exp Services Inc.	301-56 Queen St E, Brampton ON, L6V 4M8	16533010
2.16	Graziani, Walter	Comcor Environmental Limited	12-320 Pinebush Rd, Cambridge ON, N1T 1Z6	17084518
2.17	Ha, Joseph	Joseph T.K. Ha Engineering Inc.	341 Geneva St, St Catharines ON, L2N 2G3	17685017
2.18	Harvey, Timothy	Pinestone Engineering Ltd.	110 Kimberley Ave, Bracebridge ON, P1L 1Z8	90418559
2.19	Howe, Robert	Howe Gastmeier Chapnik Limited	203-2000 Argentia Rd, Plaza One, Mississauga ON, L5N 1P7	90217704
2.20	Ibrahim, Akram	Engineered Lifting Systems & Equipment Inc.	275 Union St, Elmira ON, N3B 3P1	90463316
2.21	Ivantchouk, Artem	Art Engineering Inc.	171 Walgreen Rd, Carp ON, K0A 1L0	100043720
2.22	Kazen, Neil	SNC-Lavalin	195 The West Mall, Etobicoke ON, M9C 5K1	13010509
2.23	Loh, Lai Kiong (Philip)	Total Bridge Services Inc.	7465 Broderick Rd, Lasalle ON, N9H 1W7	27276104
2.24	Lucente, Rocco	R. Lucente Engineering Inc.	1-3514 Walker Rd, Windsor ON, N8W 3S4	27563014
2.25	Marshall, Daniel	Daniel G. Marshall Engineering Corp.	146 Gore Cres, RR3, Holland Centre ON, N0H 1R0	29229507
2.26	Martin, Barry	Martin, Barry Herbert	1499 Kraft Creek Rd, Timmins ON, P4N 7C3	29306016
2.27	McCallum, Hugh	Stephenson Engineering Ltd.	602-2550 Victoria Park Ave, North York ON, M2J 5A9	90554734
2.28	McKee, John	exp Services Inc.	1595 Clark Blvd, Brampton ON, L6T 4V1	30624506
2.29	Milman, Boris	Milman & Associates Limited	225-1750 Steeles Ave W, Vaughan ON, L4K 2L7	100026126
2.30	Milner, Mark	Pario Engineering & Environmental Sciences	553 Basaltic Rd, Unit B, Concord ON, L4K 4W8	90369018
2.31	Mirza, Cameran	Mirza, Cameran	20 Trudy Rd, North York ON, M2J 2Y9	31976012
2.32	Ng, John	JNE Consulting Ltd.	176 Shaw St, Hamilton ON, L8L 3P7	100049707
2.33	Ozden, Zuhtu	SNC-Lavalin	401 Hanlan Rd, Woodbridge ON, L4L 3T1	35088012
2.34	Palmer, Robert (Mark)	Greenland International Consulting Ltd.	120 Hume St, Collingwood ON, L9Y 1V5	35254507
2.35	Porasz, Edward	M&E Engineering Ltd.	2002-1700 Langstaff Rd, Concord ON, L4K 3S3	37130507
2.36	Rowe, Vincent (Ted)	MTE Consultants Inc.	520 Bingemans Centre Dr, Kitchener ON, N2B 3X9	90255746
2.37	Rymell, Robert	RBS Consulting Engineering Group Inc.	2798 Shering Cres, Innisfil ON, L9S 1H1	40244501
2.38	Shiu, Hok (Mike)	Jablonsky Ast & Partners Consulting	1129 Leslie St, Toronto ON, M3C 2K5	42167015
2.39	Starkey, John	Starkey & Associates Inc.	344-115 George St, Oakville ON, L6J 0A2	44133015
2.40	Tadros, Wagdi	Pyramids Engineering Inc.	511-15 Wertheim Crt, Richmond Hill ON, L4B	45416013

			3H7	
2.41	Tandon, Prabhat	JNE Consulting Ltd.	176 Shaw St, Hamilton ON, L8L 3P7	45572013
2.42	Towle, John	John Towle Associates Limited	90C Centurian Dr, Suite 215, Markham ON, L3R 8C5	46821013
2.43	Tse, Lawrence	TSE Consultants Inc.	210A Finch Ave West, North York ON, M2R 1M5	47107016
2.44	Tsiapalis, Milton	TWD Technologies Ltd.	905 Century Dr, Burlington ON, L7L 5J8	90348434
2.45	Unger, Simon	Quadrant Engineering Limited	107 Pretoria Ave, Ottawa ON, K1S 1W8	47487301
2.46	Yim, Yun	YWY Engineering Inc.	313-128 Garden Dr, Oakville ON, L6K 0H7	51540508

**3. The Committee recommends to Council that the following 6 FIRMS be granted PERMISSION TO USE THE TITLE “CONSULTING ENGINEERS”, having met the requirements pursuant to Section 68 of O.Reg.941:**

#	Company Name	Address	Designated Consulting Engineer (s)
3.1	Belanger Engineering Corp.	23-1060 Britannia Rd E, Mississauga ON, L4W 4T1	Paul Belanger, P.Eng.
3.2	F.H. Theakston Environmental Control Inc.	596 Glengarry Cres, Fergus ON, N1M 3E2	Stephen Pollock, P.Eng.
3.3	Regal Consulting Engineers Inc.	201-2828 Kingsway Dr, Oakville ON, L6J 7M2	Mohammed K. Ahmed, P.Eng.
3.4	RocMar Engineering Inc.	111-93 Skyway Ave, Etobicoke ON, M9W 6N6	Rocco Mazzone, P.Eng.
3.5	SEBS Engineering Inc.	30 Charcoal Dr, Scarborough ON, M1C 3V1	Yongping Ju, P.Eng.
3.6	Yousef Saigh Consulting Engineers Inc.	48 Masters Dr, Barrie ON, L4M 6W9	Yousef Saigh, 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.

## CHANGES TO THE 2016 PEO COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER

**Purpose:** To approve changes to Sections 1 (Board Committees), 2 (Other Committees reporting to Council) and 4 (Task Forces) of the *2016 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 *2016 PEO Committees and Task Forces Membership Roster* as presented to the meeting at C-508-3.4, Appendix A.**

**Prepared by:** Fern Gonçalves, CHRP, Director People Development

**Moved by:** Councillor Bellini, P.Eng.

### 1. Need for PEO Action

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

Council approved the *2016 PEO Committees and Task Forces Membership Roster* at the November 20, 2015 meeting.

Appendix A sets out changes to the Sections 1 (Board Committees), 2 (Other Committees reporting to Council) and 4 (Task Forces) of the approved Roster that require Council approval at this time.

### 2. Proposed Action / Recommendation

Approve the changes to Section 2 of the *2016 PEO Committees and Task Forces Membership Roster* as per the Committees and Task Forces Policy, Role of Council (Item 4).

### 3. Next Steps (if motion approved)

- a. The newly appointed and re-appointed members will be notified accordingly.
- b. Names of newly elected or re-elected Committee Chairs will be posted on the PEO's website.
- c. The updated *2016 PEO Committee and Task Force Membership Roster* will be posted on PEO's website.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	Committees and Task Forces Policy – Role of Council Item 4: Approve the annual roster of committee members. The HRC reviewed the changes to the 2016 Committees and Task Forces Membership Roster at its meeting on September 7, 2016.
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### 5. Appendices

- Appendix A – Changes to the *2016 PEO Committees and Task Forces Membership Roster*.

**Changes to the 2016 PEO Committees and  
Task Forces Membership Roster**

**508<sup>th</sup> Council Meeting**

**New appointments:**

First/Last Name	Service Dates	Committee / Task Force
Ian Marsland	June 27, 2016 – December 31, 2016	Academic Requirements Committee (ARC)
Ed Nelimarkka, P.Eng.	August 31, 2016 – 2017 AGM	Audit Committee (AUC) – re-appointed (2 <sup>nd</sup> term)
Craig Young, P.Eng.	August 31, 2016 – 2017 AGM	Audit Committee (AUC) – re-appointed (2 <sup>nd</sup> term)
Santosh Gupta, P.Eng.	August 31, 2016 – December 31, 2016	Consulting Engineer Designation Committee (CEDC) – Toronto subcommittee
Michael Chan, P.Eng.	September 23, 2016 – Council term end	Discipline Committee (DIC) - appointed per S. 27. (1) 2 ( <i>Member of the Association who is a member of the Council appointed by the Lieutenant Governor in Council</i> )
Tim Kirkby, P.Eng.	September 23, 2016 – Council term end	Discipline Committee (DIC) - appointed per S. 27. (1) 2 ( <i>Member of the Association who is a member of the Council appointed by the Lieutenant Governor in Council</i> )
Lew Lederman, QC	September 23, 2016 – Council term end	Discipline Committee (DIC) - appointed per S. 27. (1) 3 ( <i>Member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c)</i> )
Nadine Rush, C.E.T.	September 23, 2016 – Council term end	Discipline Committee (DIC) - appointed per S. 27. (1) 3 ( <i>Member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c)</i> )
Witold Kellerman, P.Eng.	August 31, 2016 – December 31, 2016	Experience Requirements Committee (ERC)
Eric Nejat, P.Eng.	June 27, 2016 – December 31, 2016	Experience Requirements Committee (ERC)
Julio Vilar, P.Eng.	August 23, 2016 – December 31, 2016	Experience Requirements Committee (ERC)
Feng xia (Iris) Wang, P.Eng.	August 31, 2016 – December 31, 2016	Experience Requirements Committee (ERC)

The above volunteers for the Academic Requirements Committee, Consulting Engineer Designations Committee (CEDC) – Toronto subcommittee and Experience Requirements Committee (ERC) have completed a formal application process and, in consultation with the Committee Advisors, were evaluated by the Director, People Development and approved by the Registrar to serve on the respective committee/subcommittee, in accordance with the *PEO Committee and Task Force Policy* (Section 7.4). As established by ERC, the new ERC members completed the Equity and Diversity Awareness module.



**Changes to the 2016 PEO Committees and  
Task Forces Membership Roster**

**508<sup>th</sup> Council Meeting**

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

First/Last Name	Term [per Terms of Reference and C & TF Policy]	Committee / Task Force
Danny Chui, P.Eng.	1-year term	Audit Committee (AUC) – Chair; Volunteer Expense Appeal subcommittee - member
Ewald Kuczera, P.Eng.	1-year term	Audit Committee (AUC) – Vice Chair; Volunteer Expense Appeal subcommittee - Chair
Gary Houghton, P.Eng.	1-year term	Audit Committee (AUC) - Volunteer Expense Appeal subcommittee - member
Santosh Gupta, P.Eng.	1-year term	Discipline Committee (DIC) – move to category ‘Appointed per 27. (1) 4. (Member of the Association with at least 10 years experience in the practice of professional engineering)
Ishwar Bhatia, P.Eng.	1-year term	Discipline Committee (DIC) – move to category ‘Appointed per 27. (1) 4. (Member of the Association with at least 10 years experience in the practice of professional engineering)
Warren Turnbull, P.Eng.	1-year term	Volunteer Leadership Conference Planning Committee (VLCPC) – Chair Continuing Professional Competence Program (CP) <sup>2</sup> Task Force – Council Liaison
Chris Kan, P.Eng.	1-year term	Volunteer Leadership Conference Planning Committee (VLCPC) – Vice Chair
Michael Wesa, P.Eng.	1-year term	Council Term Limits (CTL) Task Force – Council Liaison
Tracey Caruana, P.Eng.	2016	Education Committee (EDU) – Committee Advisor

**Committee and Task Force Resignations/Retirements:**

First/Last Name	Service Dates	Committee / Task Force
Santosh Gupta, P.Eng.	2015 – June 2016	Consulting Engineer Designation Committee (CEDC), Experience Requirements Committee (ERC)
Sharon Reid, P.Eng.	2011 – April 2016	Discipline Committee (DIC), Equity and Diversity Committee (EDC)
Wanda Juricic, P.Eng.	2010 – June 2016	Education Committee (EDU)

**Changes to the 2016 PEO Committees and  
Task Forces Membership Roster**

**508<sup>th</sup> Council Meeting**

Ramy Ghattas, P.Eng.	2014 – June 2016	Education Committee (EDU)
Rodica Nitu, P.Eng.	2010 – August 2016	Experience Requirements Committee (ERC)
Guy Potvin, P.Eng.	2010 – August 2016	Fees Mediation Committee (FMC)
Nick Colucci, P.Eng.	2014 – June 2016	Volunteer Leadership Conference Planning Committee (VLPCP)
Doug Hatfield, P.Eng.	2015 – June 2016	Volunteer Leadership Conference Planning Committee (VLPCP)

## COMMITTEES / TASK FORCE ANNUAL WORK PLANS

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

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

**That the committee work plans as presented to the meeting at C-508-3.5, Appendices A and B be approved.**

**Prepared by:** Fern Gonçalves, CHRP, Director People Development

**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 under the Committees and Task Forces Policy (Role of Council, Item 2), is to approve committee/task force mandates, Terms of Reference, annual work plans and human resources plans. The following committees have submitted the required documents for Council approval:

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

### 2. Proposed Action / Recommendation

That Council approve the submitted documents for the indicated 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

<b>Process Followed</b>	Committees and Task Forces Policy – <i>Reference Guide</i> , Section 3 - Committee and Task Force Operations <ul style="list-style-type: none"> <li>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.</li> </ul> As Board Committees, the Human Resources Committee and Legislation Committee have prepared their Work Plans for the current term of office (May 2016 – April 2017).
<b>Council Identified Review</b>	N/a
<b>Actual Motion Review</b>	N/a

### 5. Appendices

- Appendix A – Human Resources Committee (HRC)
  - i) 2016-2017 Work Plan
- Appendix B – Legislation Committee (LEC)
  - i) 2016-2017 Work Plan

## WORK PLAN 2016-2017

### HUMAN RESOURCES COMMITTEE (HRC)

<b>Approved by Committee:</b> <i>July 21, 2016</i>		<b>Review Date:</b> <i>June 2017</i>	
<b>Approved by Council:</b> <i>TBD</i>		<b>Approved Budget:</b> <i>\$26,250 [2016]</i>	
<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activities:</b>	<b>Outcomes Success measures</b>	<b>Due date:</b>
	Review and update HRC Terms of Reference and annual Work Plan	HRC Terms of Reference updated	July 2016
	Determine topics for volunteer leadership development modules #3, 4 and 5 for completion in 2017	Three webinar module topics are identified	September 2016
	Refine process for election of representatives to Engineers Canada Board of Directors	Process presented to Council	November 2016
	Review performance evaluation and compensation process for Registrar	Recommendations to Council	November 2016
	Revise and implement an annual Council assessment survey to be administered in December 2016	Completed Council assessment tool	November 2016
	Develop volunteer leadership development modules #1 and 2	Two modules completed in 2016	December 2016
	Develop 2017 goals/objectives for Registrar position for presentation to Council in February 2017	Accomplish Registrar's annual performance review	January 2017
	Carry out final assessment of Registrar's annual performance and recommend compensation to Council in February 2017	Conduct final assessment and provide Council with recommendations	January 2017
	<i>Consider for 2017-2018 Work Plan – Assess need for and timing of a 360° Peer Review system for Registrar (form &amp; process)</i>	Use as input for Registrar's annual performance review	February 2017
	Review succession plans for Registrar position	Plan developed	April 2017
	Identify for appointment a member of HRC to the Investment Subcommittee	HRC member appointed to Subcommittee	June 2017
	Develop recommendations for Council and Board-committee recruitment and succession planning	Facilitate filling vacancies, and support succession planning and training for Council & Board-committees	Ongoing
	Work with Attorney General's office to monitor government appointments and evaluate performance of LGAs.	To ensure an appropriate turnover of LGAs	Ongoing
<b>Meeting Frequency:</b>	The HRC has a scheduled standing monthly meeting as determined by the committee.		
<b>Inter-committee collaboration:</b>	<i>The HRC consults and/or collaborates with the following PEO committees/task forces:</i> <ul style="list-style-type: none"> <li>• Council</li> <li>• Advisory Committee on Volunteers</li> <li>• Executive Committee</li> <li>• Finance Committee</li> </ul>		
<b>Stakeholders:</b>	<i>The HRC regularly engages in dialogue with the following external associations, government departments, organizations or individuals:</i> <ul style="list-style-type: none"> <li>• Attorney General's office</li> <li>• Other regulatory and professional organizations</li> </ul>		

## WORK PLAN 2016-2017

### LEGISLATION COMMITTEE (LEC)

<b>Approved by Committee:</b> TBA, 2016		<b>Review Date:</b> May 2017	
<b>Approved by Council:</b>		<b>Approved Budget:</b> TBD	
<b>Mandate [as approved by Council]:</b>	<p>Section 30(1) of By-Law No. 1 grants Council the power to appoint the Legislation Committee. The Legislation Committee had been dormant for some time. By Resolution dated May 8, 2009, Council appointed the Legislation Committee.</p> <p>To provide oversight and guidance to matters pertaining to PEO's Act, Regulation and By-Laws. This will include, but not be limited to: (i) acting as custodian for PEO legislation, identifying PEO policies, rules and operational issues which touch on or affect PEO legislation, and providing guidance as to which of these should be put into legislation; (ii) overseeing draft changes to PEO legislation; and (iii) keeping Council apprised of relevant external legislative initiatives and changes which may affect PEO legislation.</p>		
<b>Equity and Diversity Awareness</b>	<ol style="list-style-type: none"> <li>1. <i>Was the E &amp; D module reviewed in order to have tasks and activities align with the E&amp;D Policies?</i> YES</li> <li>2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups?</i> YES</li> <li>3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences?</i> NO</li> </ol>		
<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activities:</b>	<b>Outcomes Success measures</b>	<b>Due date:</b>
	2016-2017 Priority Tasks:		
	1. Act changes to address Belanger Report recommendations.	Act changes prepared by Ministry of the Attorney General and passed in the Legislature	December 2016
	2. Move Fees from Regulation to By-Law	By-law amendments drafted and approved by Council; Regulation changes approved by Council; outstanding Act sections proclaimed	May 2017
	3. Resolution of all outstanding Act changes approved by Council 2010-present	Recommendations for Council decision to rescind or approve fully-developed policy intent package as per Act Change Protocol	May 2017
	4. Complete review of outstanding changes to Regulation 941 for compliance with Council-approved policy motions and evidence-based policy development, and provide feedback to the Attorney General and Council pursuant.	a) Policy clarifications received from Licensing Policy Committee	April 2017
5. Deal with any residual/remaining issues resulting from Bill 68, including	Proclamation dates scheduled with Ministry of	May 2017	

	proclamation of outstanding sections (Provisional Licence, <i>Not for Profit Corporations Act</i> changes)	the Attorney General.	
	6. Monitor government opportunities to resolve Ontario legislation that conflicts with the authority or provisions of the <i>Professional Engineers Act</i> or its Regulations	Staff to identify opportunities when conflicting Acts or Regulations are proposed for amendment to contact each Ministry, identifying the conflicting provisions and requesting satisfactory resolution.	May 2017
	7. In accordance with the Regulatory Policy Protocol approved by Council, review all referred policy proposals that involve authority from the Act, Regulations or By-Laws, and provide regulatory impact analysis and recommendations to Council pursuant.	Regulatory impact analyses completed and forwarded to Council for policy determination.	May 2017
	8. Maintain an up-to-date regulatory issues (Act/Reg/By-Law change proposals) log and provide annual update to Council	Issues log maintained and provided annually to Council	May 2017
	9. Identify regulatory policy issues that require amendment to the Act or Regulations, and compile database.	List of issues developed for legislative analysis and Council determination, as per the Act Change Protocol; Act Change Log created and maintained.	November 2016
	10. Prepare an annual Work Plan and Human Resources Plan in accordance with the Committees and Task Forces Policy.	Annual Work Plan drafted for Council approval; HR plan developed, if necessary.	September 2016
	<b>Q2:</b> <i>The multi-cultural calendar was considered when scheduling the workshop date.</i>	Calendar considered.	June 2016
	<b>Q3:</b> <i>Persons with disabilities and food allergies were appropriately accommodated.</i>	Accommodations successfully addressed, where necessary.	Each LEC meeting
<b>Inter-Committee Collaboration:</b>	The Committee will liaise with any Committee or Task Force that provides it with work for comment. It will also liaise with any Committee it deems necessary, where such Committee is involved with PEO legislation, etc.).		
<b>Stakeholders:</b>	Council and the Attorney General of Ontario; PEO Statutory Committees (Academic Requirements Committee; Experience Requirements Committee; Registration Committee; Complaints Committee; Discipline Committee); and advisory committees (for example, Professional Standards Committee), as needed on specific issues.		

## CHANGES TO COMMITTEE/ TASK FORCE TERMS OF REFERENCE

**Purpose:** To approve committee and task force Terms of Reference.

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

**That Council approve the Volunteer Leadership Conference Planning Committee (VLCPC) Terms of Reference as presented to the meeting at C-508-3.6, Appendix A.**

**Prepared by:** Fern Gonçalves, CHRP, Director People Development

**Moved by:** Councillor Bellini, P.Eng.

### 1. Need for PEO Action

One of the roles of Council, as identified in the *Committees and Task Forces Policy* (Role of Council, Item 3), is to approve committee/task force Mandates, Terms of Reference, annual Work Plans, and annual Human Resources Plans.

The Volunteer Leadership Conference Planning Committee (VLCPC) has submitted a revised Terms of Reference for Council approval. The proposed changes to the VLCPC Terms of Reference are identified with **grey highlight** in Appendix A.

In accordance with the *Committee and Task Force Policy – Reference Guide* (Sections 2.5 and 3.2), the draft document was submitted to the Advisory Committee on Volunteers (ACV) for review and comment.

### 2. Proposed Action / Recommendation

That Council approve changes to the VLCPC Terms of Reference as presented.

### 3. Next Steps (if motion approved)

The approved document will be posted on the PEO website.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"> <li>The VLCPC Terms of Reference was submitted to People Development in August 2016.</li> </ul>
<b>Council Identified Review</b>	<b>N/a</b>
<b>Actual Motion Review</b>	<ul style="list-style-type: none"> <li>In accordance with the <i>Committee and Task Force Policy – Reference Guide</i> (Sections 2.5 and 3.2), the draft document was submitted to the Advisory Committee on Volunteers (ACV) for comment.</li> <li>The ACV reviewed the draft document at its August 11, 2016 meeting and had no comments/feedback with regards to the proposed changes.</li> </ul>

### 5. Appendix

- Appendix A – Volunteer Leadership Conference Planning Committee (VLCPC)
  - i) Terms of Reference

## Volunteer Leadership Conference Planning Committee (VLCPC) Terms of Reference

Issue Date: August 22, 2015

Approved by: Executive Committee

Review date: August 2016

Reviewed by: Executive Committee

<p><b>Legislated and other Mandate approved by Council</b></p>	<p>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.</p>
<p><b>Key Duties and Responsibilities</b></p>	<ul style="list-style-type: none"> <li>• Identify and select conference themes and topics consistent with the mandate;</li> <li>• Develop the conference program by contributing expertise as well as chapter and committee perspectives;</li> <li>• Source and solicit speakers / facilitators and approve proposals;</li> <li>• Co-ordinate development of conference-related activities and, if applicable, recruit and organize volunteers to assist with the implementation of such activities; and</li> <li>• Contribute to the development of a conference evaluation survey.</li> </ul>
<p><b>Constituency &amp; Composition</b></p>	<p>The VLCPC membership will consist of:</p> <ul style="list-style-type: none"> <li>• One representative / advisor from the Executive Committee (EXE), to be appointed by the EXE;</li> <li>• Two representatives from the Advisory Committee on Volunteers (ACV), to be appointed by the ACV;</li> <li>• Two representatives / advisors from the Regional Councillors Committee (RCC), to be appointed by the RCC;</li> <li>• Director, People Development; and</li> <li>• Manager, Chapters.</li> </ul>
<p><b>Qualifications of the Chair and Vice Chair</b></p>	<p>The Chair must have a minimum of 1 term experience as a member of the planning committee. Other qualifications include availability of time and accessibility.</p>
<p><b>Election of the Chair and Vice Chair</b></p>	<p>In accordance with the Committees and Task Forces Policy.</p>



<b>Term Limits for Chair / Vice Chair / members</b>	<ul style="list-style-type: none"> <li>• The Chair and Vice Chair are elected annually and can serve a maximum of 2 cumulative years.</li> <li>• Appointed members can serve on the committee for a maximum of 4 years.</li> </ul>
<b>Quorum</b>	<p>Four members, including the Chair (or designate) and at least one representative of the Regional Councillors Committee, one representative of the Advisory Committee on Volunteers, and one staff representative.</p>
<b>Meeting Frequency &amp; Time Commitment</b>	<ul style="list-style-type: none"> <li>• Committee members are typically expected to attend weekly teleconference meetings from October to April, typically 1 hour in duration.</li> <li>• Meetings shall be scheduled at the call of the Chair. Minutes that reflect all significant decision shall be kept at all regular meetings.</li> </ul>
<b>Operational year time frame</b>	<p>Appointments to the VLCPC are tied to the development cycle for the Conference beginning in September each year and ending with the VLCPC's post-conference debriefing meeting in June.</p>
<b>Committee advisor</b>	<ul style="list-style-type: none"> <li>• Director, People Development</li> <li>• Manager, Chapters</li> </ul>

## In Camera Session

In-camera sessions are closed to the public

## LEGISLATION COMMITTEE UPDATE

**Purpose:** To inform Council of the recent activities of the Legislation Committee.

**Motion(s) to consider:**

none required

Councillor Kuczera, Chair of the Legislation Committee, will provide a report on activities of the Legislation Committee.

## **PEO Strategic Plan 2015-2017 - Update**

**Purpose:** To inform Council of progress in implementing the Strategic Plan and its associated Strategies.

**No motion required**

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

### **1. Status Update**

A Strategic Plan is a fundamental tool and resource used to orient and align the work of an entity. It also provides senior management an essential means of leading and managing the organization.

At its meeting of November 21, 2014 Council approved a three year Strategic Plan for PEO along with associated Strategies. Council further instructed that the Registrar to provide updates on the progress of realizing the approved Strategies at the March, June and September Council meetings for the duration of the Plan period.

The seventh update on Plan progress is found at Appendix A – Strategic Plan Update 7.

### **Appendices**

- Appendix A - Strategic Plan Update 7



**Professional Engineers  
Ontario**

# Professional Engineers Ontario

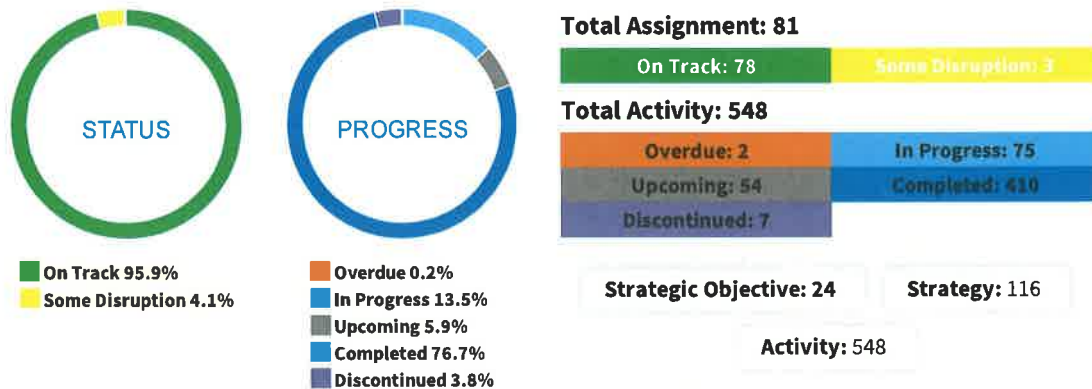
## **Executive Report**

Update 7

### **Strategic Plan Progress as at Sep 09, 2016**

Created on: Sep 06, 2016

## Strategic Plan Progress as at Sep 09, 2016



### Summary

#### Strategic Plan - Update #7

As of September 9, 2016, of the 116 Strategies identified in the Strategic Plan, 62 (57) have been completed, 54 (58) are in progress and 0 (1) have yet to commence.

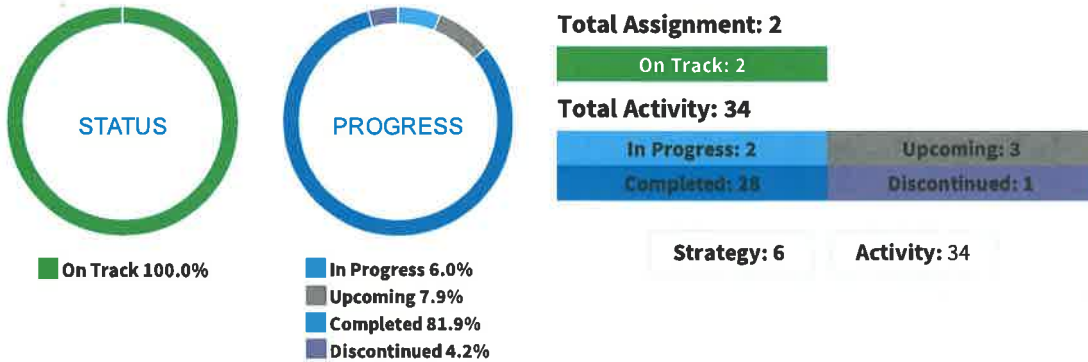
In terms of Activities associated with specific Strategies, 80.47% (71.03%) of these have been completed, another 15.7% (13.65%) of the Activities are in progress, and 5.88% (13.2%) of the Activities have yet to commence.

The overwhelming majority of Activities in progress are deemed to be "On Track" at this point. There have been some slight delays noted with respect to the Data Collection Project related to the Industrial Exception, due largely to delay with respect to Freedom of Information requests.

(n.b. numbers in brackets represent the totals from the previous update report)

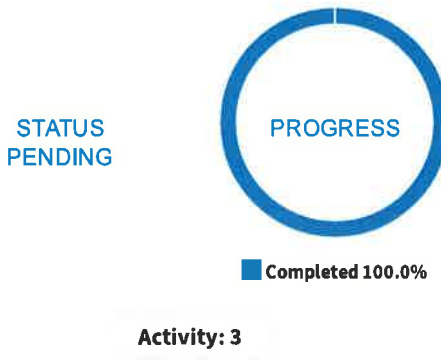
**Strategic Objective 1** ★★★★★

**PRACTITIONERS** - Public interest is enhanced through ensuring qualified applicants are licensed to practise professional engineering and that practitioners are competent and ethical



**Strategy 1.1** ★★★★★

Introduce two performance standards related to Tower Cranes and Supervising & Delegating. Establish these in regulations and promote their use

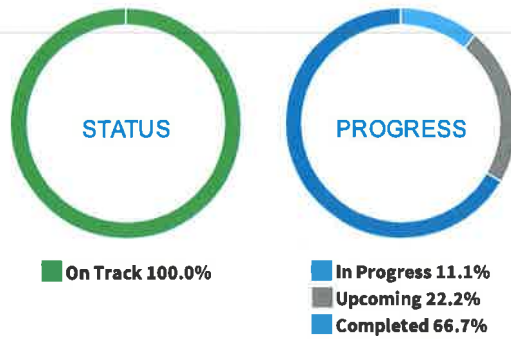


**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Feb 22, 2016**

Completed the Tower Crane Review Standard. March/April Engineering Dimensions to inform membership.

**Strategy 1.2** ★★★★★

Engage an assessment expert to review the ERC interview process for applicants that have been referred by the ARC



Activity: 9

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Aug 25, 2016

**ERC to determine process for improvement: (40% Completed)**

ERC sub committee appointed a working group to develop an implementation plan. The working group met on August 5th to develop the plan for ERC subcommittee approval in their September meeting.

Process to be completed by October 2016 with recommendations implemented by Q2 2017

**Strategy 1.3** ★★☆☆

Establish process to close Inactive files in a timely manner



Activity: 7

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Aug 27, 2015

Project Completed

**Strategy 1.4** ★★☆☆

Provide information to prospective applicants through increased seminars and webinars



STATUS  
PENDING



Completed 100.0%

Activity: 4

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Jan 05, 2016**

***Offer Seminars to International Engineering Graduates: (100% Completed)***

31 Seminars were conducted in 2015 and more than 900 participants attended.

**Strategy 1.5** ★★☆☆☆

Develop a Professional Practice Exam (PPE) distance learning module for EITs to improve access and enhance the learning

STATUS  
PENDING



Completed 100.0%

Activity: 7

**Last update by Scott Clark (Chief Administrative Officer): Mar 04, 2015**

***Professional Practice Exam (PPE) Training Requirements: (100% Completed)*** Professional Practice Exam Training Requirements have been documented. Next step is to prepare training materials.

***Prepare training materials : (100% Completed)*** All the training materials have been identified and prepared. Next step is to produce training materials.

***Produce Training Module Materials : (100% Completed)*** Training materials required for the online module have been prepared. Next step is to schedule video shoot.

***Schedule Video Shoot: (100% Completed)*** Online module video shoot has been scheduled. Next step is to video shoot with Scholarlab.

***Video Shoot with Scholarlab: (100% Completed)*** Professional Practice Exam (PPE) online video is available for viewing on the Scholarlab website. Next step is to update PEO presentations and website with link to the Professional Practice Exam (PPE) online module.

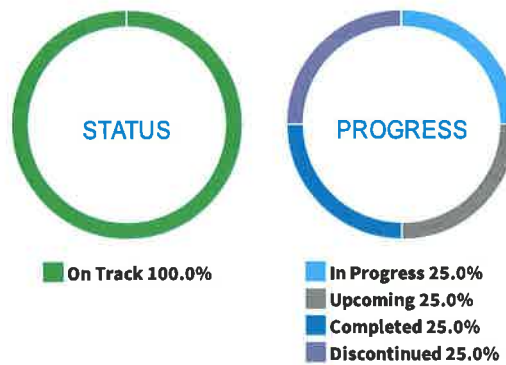
***Update PEO materials : (100% Completed)*** PEO presentations and website with link to the Professional Practice Exam (PPE)

have been updated. Next step is to communicate about the PPE online module to the applicants eligible to write PPE.

**Communicate the availability of Professional Practice Exam (PPE) online module: (100% Completed)** PPE are scheduled each year in April, October and December. Exam Center will extract from PEO database a list of applicants eligible to appear in the upcoming Professional Practice Exam. Going forward, Exam Center will be including the PPE online module link in the invitation letter going out to the applicants eligible to write Professional Practice Exam. This will ensure that the applicants will be able to view the PPE online module in order to prepare for writing the PPE. The PPE online module is currently being used by the applicants and we have been receiving positive feedback about the module. The project is completed.

### Strategy 1.6 ★★★★☆

Supervising and Delegating Engineering Practice Policy  
Implications Review



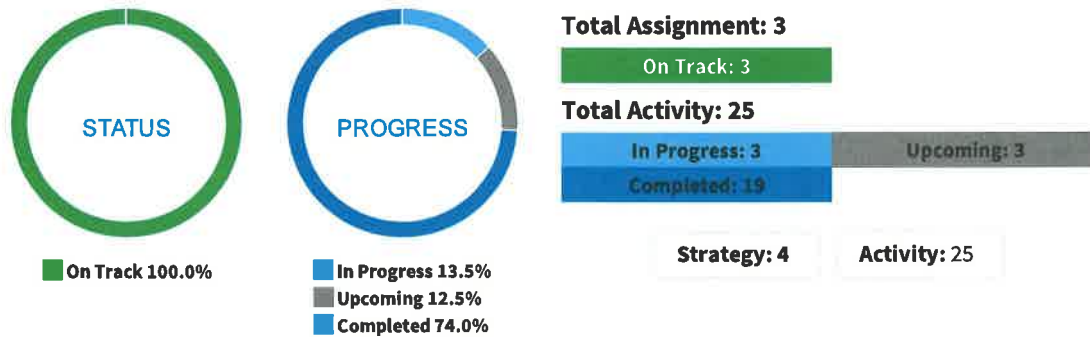
Activity: 4

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Sep 01, 2016**

The PSC had planned to use the content of the draft standard as the basis for developing a guideline. A Briefing Note to this effect is in place once PEO President and PSC Chair meet to discuss.

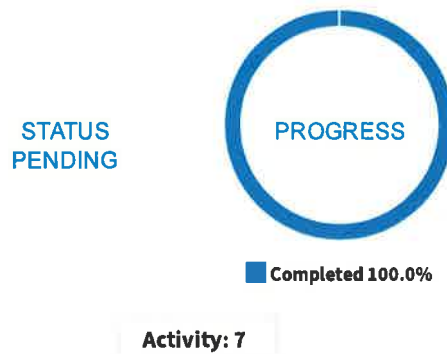
**Strategic Objective 2** ★★★★★

**PRACTITIONERS** - Public recognition is increased through ensuring that titles, designations, certificates and marks are issued to qualified applicants and entities



**Strategy 2.1** ★★★★★

Conduct reputation survey to determine attitudes of licence holders and stakeholders towards PEO for ongoing project of enhancing public recognition

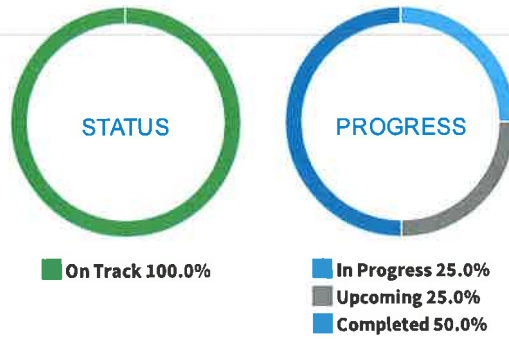


**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Nov 11, 2015**

Report has been circulated to PSC and it does not require any further action. Completed.

**Strategy 2.2** ★★★★★

Develop and implement communications plan around the LET/LL and C of A regulation changes to independent practice



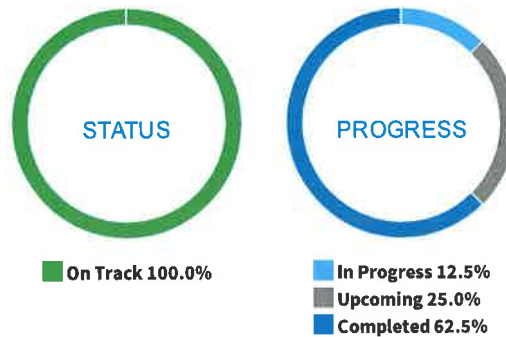
Activity: 4

Last update by David Smith (Director, Communications): Sep 02, 2016

Implementation of the approved communications plan continues. Latest activities include posting relevant information on PEO social media accounts. Strategy expected to be completed by June 30, 2017.

**Strategy 2.3** ★★★★★

Develop and implement a targeted communications plan to encourage internationally trained engineers to become licensed



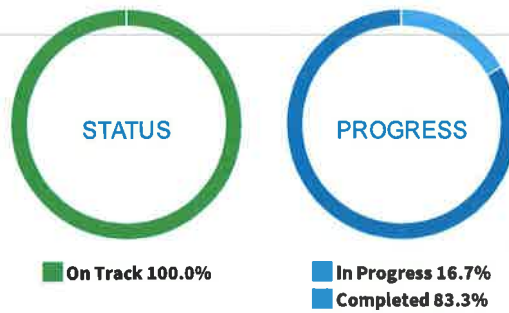
Activity: 8

Last update by David Smith (Director, Communications): Sep 02, 2016

Identified opportunity to participate in newcomer expo in fall 2016.  
 Identified opportunity to redesign information for newcomers on PEO website for maximum exposure.  
 Created a dedicated PEO email address for newcomers to contact us about licensing-related issues. Will promote this address in our communications, especially via social media.  
 Identifying advertising opportunities for 2017

**Strategy 2.4** ★★★★★

Communications Infrastructure Engineering outreach and licensure.



**Activity: 6**

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Aug 25, 2016**

***EDTF Develops Outreach plan Based on ARC and ERC Agreement of Licensure Requirements: (100% Completed)***

Working Group of EDTF, ARC and ERC members met on May 13 to finalize outreach to identified potential applicants

***Implement Outreach Plan: (100% Completed)***

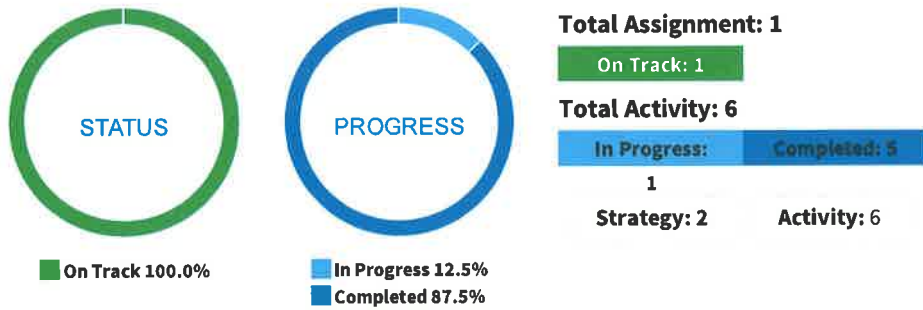
Emails distributed on May 25 inviting prospective applicants to apply for free to PEO

***Evaluate and Licence CIE Applicants: (40% Completed)***

Applications have been received and assessed by ARC for Limited Licence and P. Eng Licence

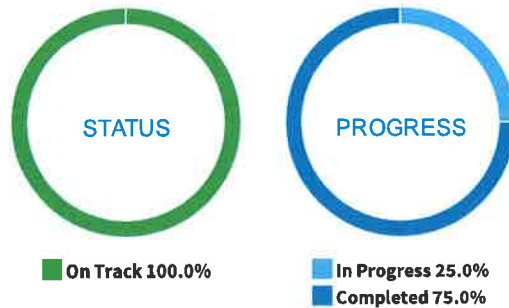
### Strategic Objective 3 ★★☆☆☆

**PRACTITIONERS** - Members regard PEO as their trusted advisor and advocate in matters of professional practice



#### Strategy 3.1 ★★☆☆☆

Produce an educational program to inform members about the role of the PSC and the services that Practice Advisory can offer to practitioners, and promote their use



Activity: 4

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): May 10, 2016**

The webinar content is ready. Scheduling with IT resources to develop the webinars.

#### Strategy 3.2 ★★☆☆☆

Explore the merits of developing a practice guide for PEO members practicing internationally

STATUS  
PENDING



■ Completed 100.0%

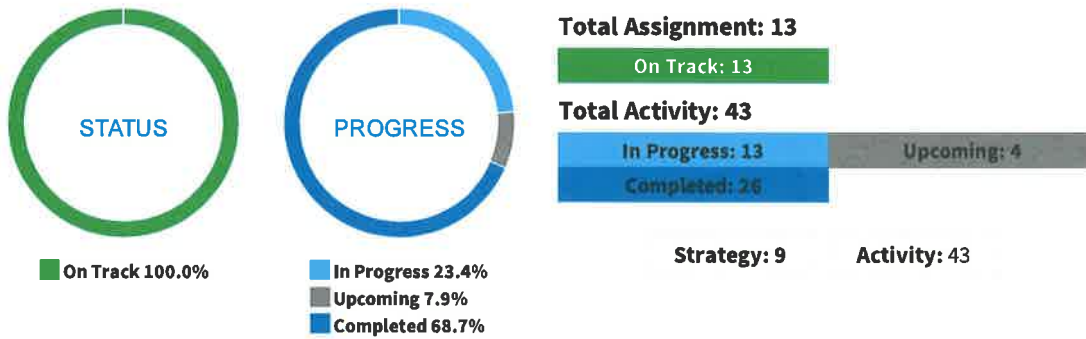
Activity: 2

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Mar 05, 2015**

A list of international practice calls and 3 extra-jurisdictional discipline cases handled by PEO were provided to PSC. Next steps include having PSC determine if a guideline of this nature is warranted. Anticipate completing this strategy by end of June 2015.

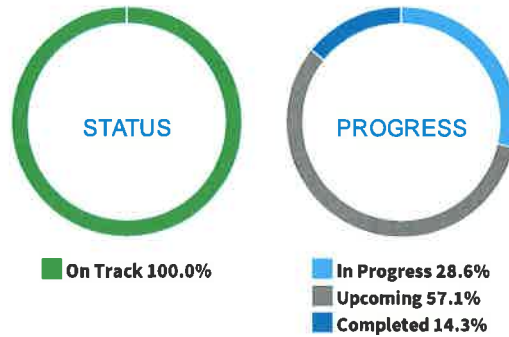
**Strategic Objective 4** ★★★★★

**REGULATORY FRAMEWORK** - Elliot Lake Commission of Inquiry recommendations are earnestly implemented



**Strategy 4.1** ★★★★★

Develop a Performance Standard for structural inspections of existing buildings which will require the production of a Structural Adequacy Report. (Recommendations 1.4 and 1.6)



Activity: 7

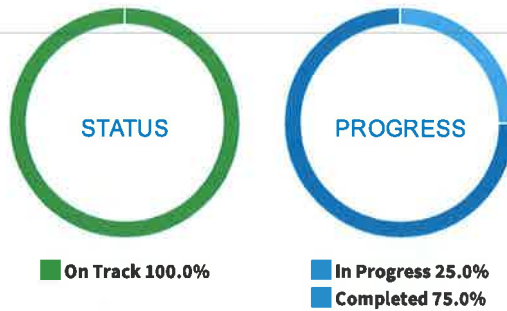
**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Sep 01, 2016**

PSC anticipates providing Council with a BN to approve the guideline at its November 2016 meeting. Work continues on the draft the performance standard. Council will be asked to approve the draft in early 2017 prior to submitting it to the Attorney General's Office.

**Strategy 4.2** ★★★★★

Develop a regulation for a structural engineering specialist title. (Recommendation 1.5)





Activity: 4

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Sep 02, 2016**

Work in progress. Draft white paper on requirements and qualifications has been developed. Sub-committee to report to PSC on moving forward.

**Strategy 4.3** ★★★★★

Develop a Performance Standard that will require P.Eng.s to make available, on request, any records in their possession or control related to the structural integrity of a building (Recommendation 1.21)



Activity: 4

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Nov 11, 2015**

Based on PSC feedback suggesting that the PEAct is not the appropriate vehicle for this recommendation, a briefing note has been prepared for a Council decision at its November meeting.

**Strategy 4.4** ★★★★★

Develop a Performance Standard instructing P.Eng.s that the contents of an engineering report, or draft report, including a Structural Adequacy Report, should not be altered simply because the client requests that it be changed. Rather, any alteration of an engineering report, or draft report, should be based on sound engineering principles or changed facts. (Recommendation 1.23)

STATUS  
PENDING



Completed 100.0%

Activity: 3

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Aug 28, 2015**

The Professional Standards Committee determined that a performance standard was not the best method to achieve this objective, instead an article in Engineering Dimension outlining the best practices was prepared and will be published in the September/October issue. This completes this strategy.

**Strategy 4.5** ★★★★★

Under the direction of the CPDCQA Task Force, prepare a plan for a comprehensive program of continuing professional development and quality assurance with a strong focus on competency. (Recommendation 1.24)

STATUS  
PENDING



Completed 100.0%

Activity: 5

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Nov 11, 2015**

Task force has completed its work. The BN for Council decision is on the November meeting agenda. This completes the activities under this strategy.

**Strategy 4.6** ★★★★★

Develop a regulation requiring practitioners to advise clients of any suspensions or revocations of their licences, and the reasons therefor, that arise out of disciplinary actions resulting from specific circumstances. (Recommendation 1.25)

STATUS  
PENDING



Completed 100.0%

Activity: 3

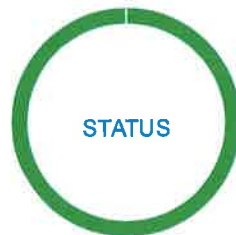
**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Aug 28, 2015**

Actual draft language to be provided by Attorney General department once PEO decides whether to support or not the recommendation.

**Strategy 4.7**



Make available specific disciplinary information on the PEO website in a format readily and easily searchable by the name of a practitioner. (Recommendation 1.26)



On Track 100.0%



In Progress 75.0%  
Completed 25.0%

Activity: 4

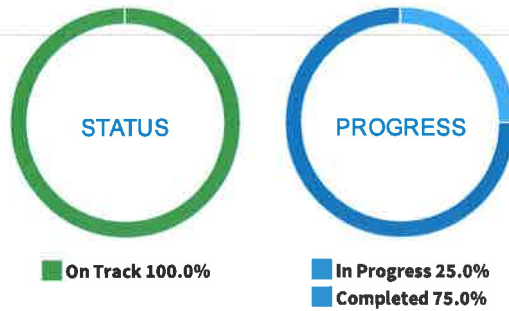
**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016**

Requirements gathering is complete

**Strategy 4.8**



Define, in regulation or legislation, as may be required, the roles and responsibilities of a "Prime Consultant". (Recommendation 1.27)



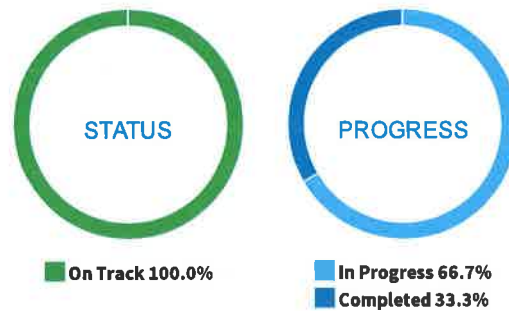
Activity: 4

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Sep 02, 2016**

Following the meeting held with MMAH and OAA. The PSC will look to approve the terms of reference for a joint sub-committee of PEO and OAA. Anticipate completing this strategy by mid 2017.

**Strategy 4.9** ★★☆☆

Continuing Professional Competence [CP]2 Task Force



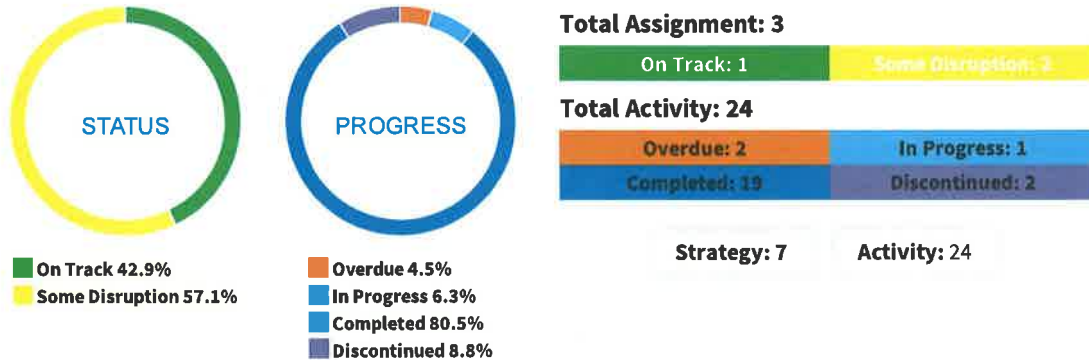
Activity: 9

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Sep 01, 2016**

Task Force has reviewed the input received from the focus group testing of the beta site on-line CPD module. The next version will be made available for all councillors to test prior to the September Council meeting. The TF is on target to produce a final report which will include recommendations on the implementation of the CPD program. The report is expected for the November 2016 Council meeting.

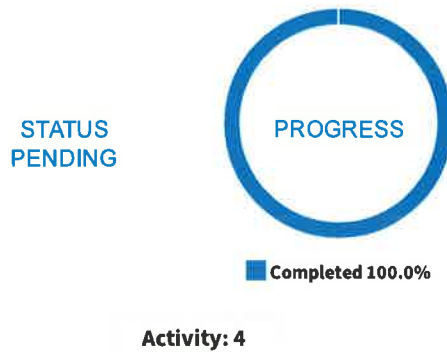
**Strategic Objective 5** ★★☆☆

**REGULATORY FRAMEWORK** - Regulations, standards and guidelines are produced through an evidence-based, integrated and streamlined policy-making process



**Strategy 5.1** ★★☆☆

Develop and implement an evidence-based regulatory policy development program for staff and committees, including training, tools, and coaching



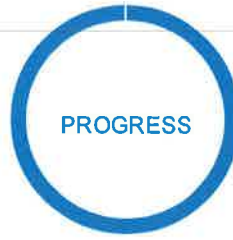
**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Feb 22, 2016**

Completed.

**Strategy 5.2** ★★☆☆

Reorient OCEPP operations to focus on workshops that will gather evidence for regulatory policy development purposes

STATUS  
PENDING



Completed 100.0%

Activity: 4

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Feb 22, 2016**

Strategy is complete.

**Strategy 5.3** ★★★★★

Establish proactive relationships with key ministry officials to help promote regulatory initiatives

STATUS  
PENDING



Completed 66.7%  
Discontinued 33.3%

Activity: 3

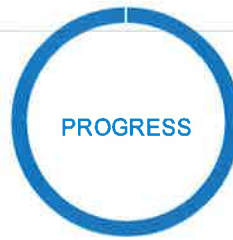
**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Feb 22, 2016**

Strategy is complete. Based on feedback from ministry staff, best approach is to work on direct issues on a case by case basis. No need for developing a pamphlet. Meetings will be established on a need basis.

**Strategy 5.4** ★★★★★

Implement a legislation monitoring program

STATUS  
PENDING



Completed 100.0%

Activity: 1

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Mar 05, 2015**

Subscribed to News Release updates from key ministries; subscribed to Regulatory Registry for proposed Regulations that is not currently any mechanism to obtain electronic notification from the Legislative Assembly so must rely on ministry releases. Next steps include monitoring and follow up for any additional details. Anticipated completion date end of March 2015.

**Strategy 5.5** ★★★★★

Develop a mechanism to identify regulatory gaps in the Professional Engineers Act and monitor political environment for opportunities to introduce amendments

STATUS  
PENDING



Completed 100.0%

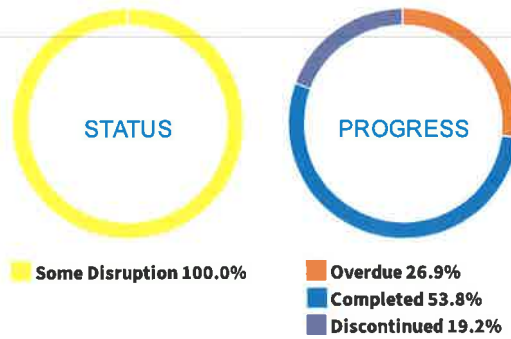
Activity: 4

**Last update by Jordan Max (Manager, Policy): May 11, 2016**

information requested; no additional responses received

**Strategy 5.6** ★★★★★

Review strength of rationale for repealing the industrial exception



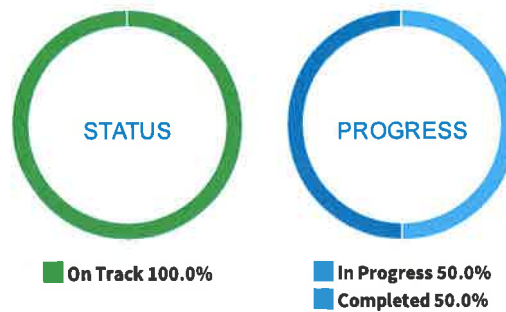
Activity: 6

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016

*The final draft repeal research report was presented to Council in June, 2016. The report is now being revised and completed pending further additional information required and requested of the Ministry of Labour.*

Strategy 5.7 ★ ★ ★ ☆ ☆

Practitioner Research Project



Activity: 2

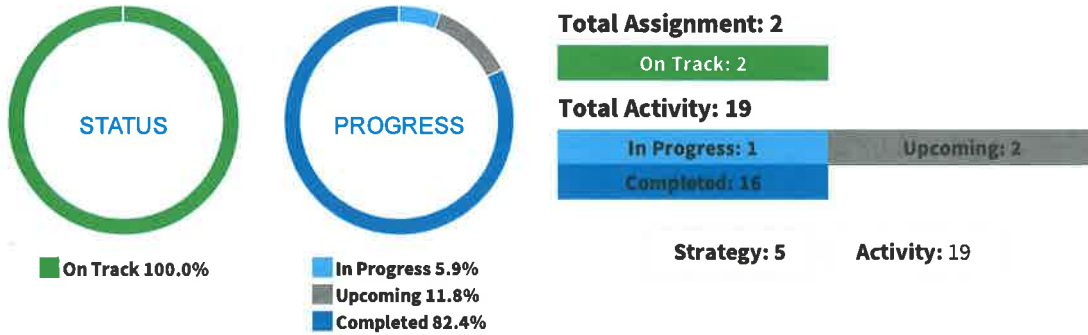
Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Sep 01, 2016

Prioritization of change initiatives underway through discussion with Professional Standards Committee. Anticipate completing this strategy by end of 2016.



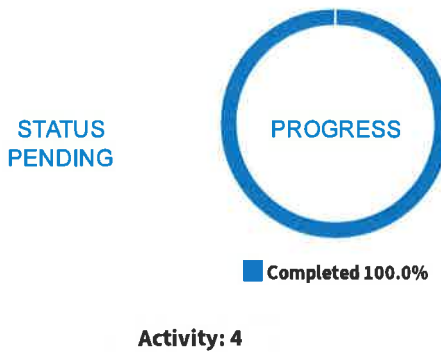
## Strategic Objective 6 ★★★★☆

**REGULATORY FRAMEWORK** - Licensing is based on levels of competence



### Strategy 6.1 ★★★★☆

Contribute to Engineers Canada initiatives to address maximization of common standards in issues of national interest



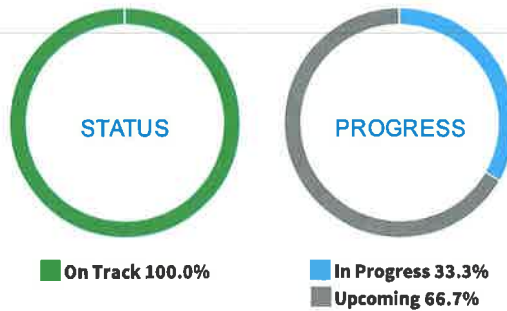
**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Aug 25, 2016**

***Attend Engineers Canada National Admissions Officials Meetings: (100% Completed)***

Attended and Chaired NAOG meeting in Quebec City on June 8 and 9 which included presentations from CEAB, CEQB and Admissions Reference Point Project

### Strategy 6.2 ★★★★☆

Contribute to APEGBC Canadian Environment Experience Requirement Project Steering Committee and assess recommendations for potential implementation



**Activity: 3**

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Aug 25, 2016**

***Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (40% Completed)***

Met with APEGBC and nation admissions officials group to review the status of project to date, April 7, 2016. Project to be extended to May 2017

***Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (67% Completed)***

Licensing and Registration Staff will attend September 15 meeting of the Steering Committee.

Review pilot results from other provinces and determine appropriate recommendations for Council's consideration by Q3 2017.

**Strategy 6.3** ★★★★★

Articulate, in coordination with the ARC, the expectations and requirements of accreditation



**Activity: 2**

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Jan 05, 2016**

***Roydon Fraser Paper: (100% Completed)***

Briefing Note submitted to November 2015 PEO Council Meeting

**Strategy 6.4** ★★★★★

Analyze, in coordination with the ARC, the utility of the “looking to exempt” designation of Washington Accord Applicants

STATUS  
PENDING



Completed 100.0%

Activity: 4

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Jan 05, 2016**

***ARC Review CEQB Recommendations: (100% Completed)***

ARC Reviewed 2016 Draft CEQB Work plan which does not include any changes to the criteria

***Attend Licensing Affairs Committee Meeting: (100% Completed)***

Observed at all Engineers Canada convened Meetings with Admissions Officials on ECA

***Implement ARC Recommendations: (100% Completed)***

ARC Updated Policy Manual does not recommend any changes to Looking to Exempt criteria

Advise ARC of CEQB position and have ARC recommend changes, if any, by December 31, 2015

**Strategy 6.5** ★★★★★

Conduct a policy review of Canadian experience requirements, technical exam programs and national mobility

STATUS  
PENDING



Completed 100.0%

Activity: 6

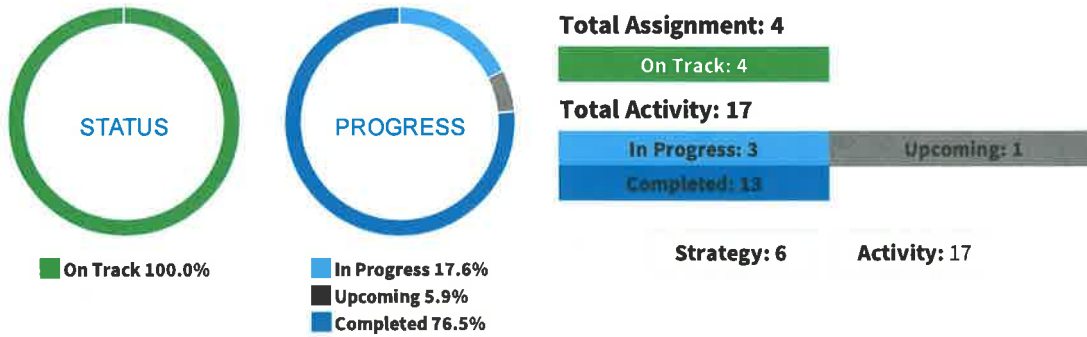
**Last update by Michael Price (Deputy Registrar, Licensing and Finance): May 11, 2016**

***Implement Action Plan: (100% Completed)***

Ontario Labour Mobility Act Exception Briefing Note presented at March 11, 2016 Council Meeting

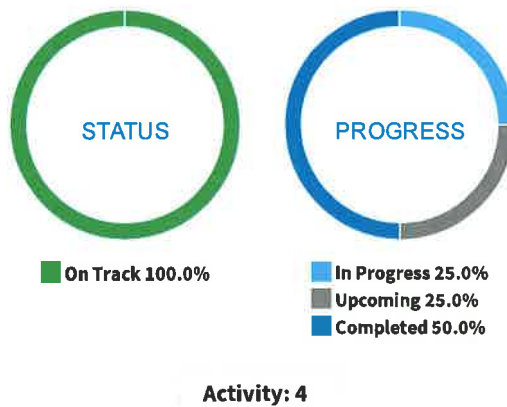
**Strategic Objective 7** ★★★★★

**REGULATORY FRAMEWORK** - The complaints process is optimized, balancing transparency, fairness and timeliness



**Strategy 7.1** ★★★★★

Develop system to monitor and report on discrete complaint investigation steps against their established targets.



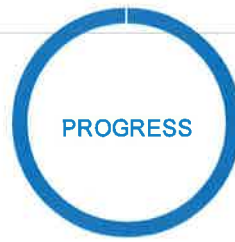
**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016**

Discrete complaint investigation step targets have been established. Further work on this strategy is superseded by the expanded Register project, which resulted after Council's approval of Act changes which expand the information required to be included in the Register.

**Strategy 7.2** ★★★★★

Develop a system to monitor and report discrete complaint investigation steps against the established targets

STATUS  
PENDING



Completed 100.0%

Activity: 1

**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Feb 24, 2016**

Targets have been set for discrete complaint investigation steps. Further activity on this strategy is now included in strategy 7.1.

**Strategy 7.3** ★★☆☆☆☆

Develop revised publicly available Complaints Guide reflecting current complaint and investigation processes

STATUS  
PENDING



Completed 100.0%

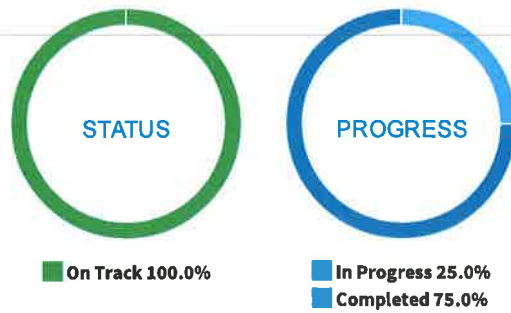
Activity: 4

**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Feb 24, 2016**

Revised Complaints Guide has been reviewed by Communications and is set for posting to website by end of Feb, 2016.

**Strategy 7.4** ★★☆☆☆☆

Develop internal complaints procedures manual



**Activity: 4**

**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016**

On track for finalized manual by end 2016.

**Strategy 7.5** ★★☆☆☆

Implement new COC Decision and Reasons template for COC non-referral decisions



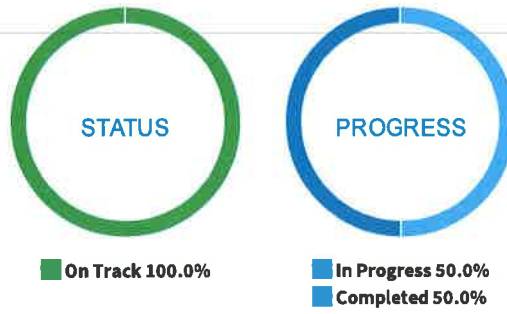
**Activity: 2**

**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Jan 07, 2016**

New COC Decision template is being used for COC non-referrals flowing from the December 2015 COC meeting.

**Strategy 7.6** ★★★☆☆

Review and refine voluntary undertakings process employed by Complaints Committee within complaints process.



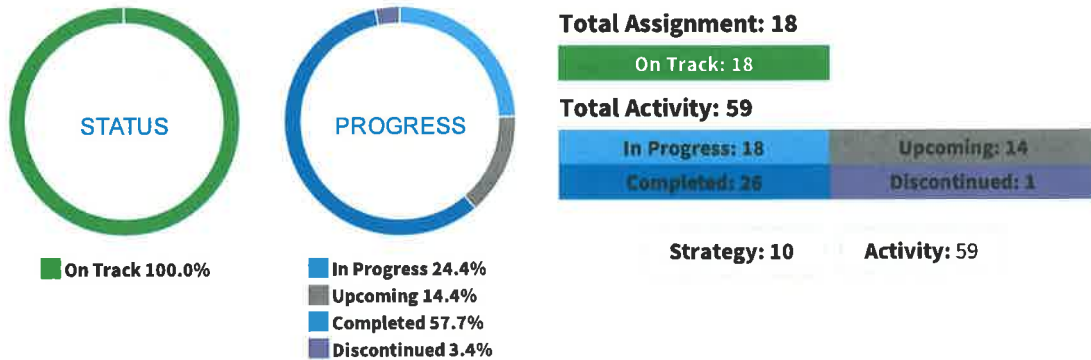
**Activity: 2**

**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016**

Legal opinion wrt Voluntary Undertakings was reviewed and adopted by COC at its July AGM. Staff now working on resource documents for the committee's use.

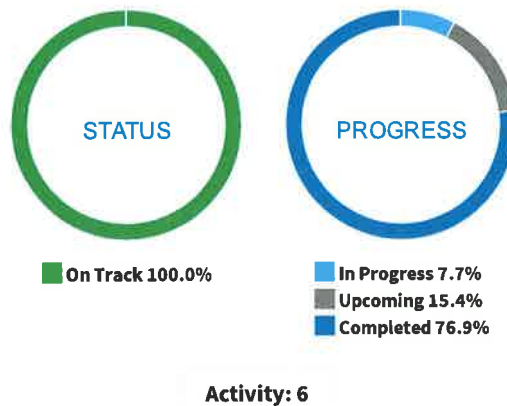
## Strategic Objective 8 ★★★★☆

**REGULATORY FRAMEWORK** - The practice and title-provisions of the Professional Engineers Act are judiciously enforced and continuously improved



### Strategy 8.1 ★★★★☆

Categorize all enforcement inquiries by source of allegation and violation type



**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016**

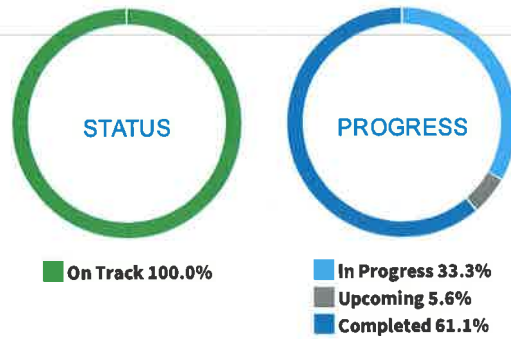
Categorization of all enforcement inquiries by source and type is complete and operationalized.

Communication strategies are in development concurrent with final analysis of 2015 data, compared with corresponding data for 2014 and 2013

### Strategy 8.2 ★★★★☆

Develop key performance indicators (KPIs) of enforcement activity.





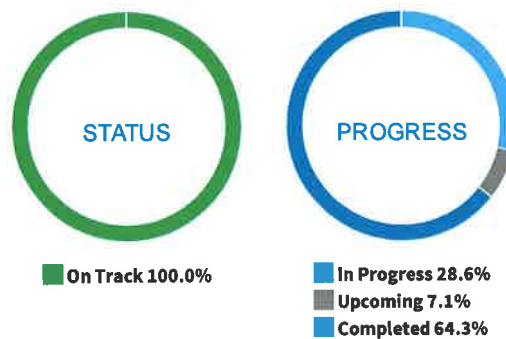
Activity: 7

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016

Tracking of internal operational indicators in now on-going.

**Strategy 8.3** ★★☆☆☆

Develop new enforcement activity report



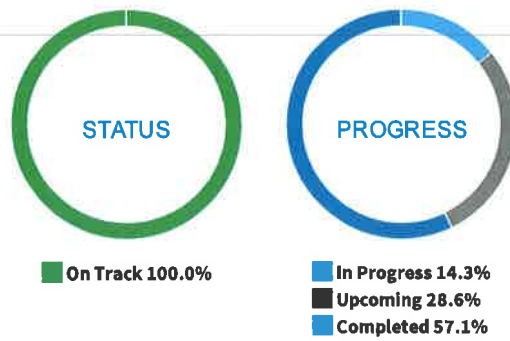
Activity: 6

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016

Enforcement activity report was revised with new measurements and included in the 2014 and 2015 PEO Annual Report. Additional feedback to be requested for incorporation into 2016 annual report.

**Strategy 8.4** ★★☆☆☆

Revise enforcement policy and procedures manual



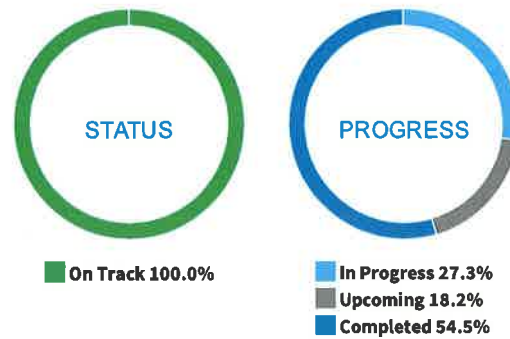
Activity: 5

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016

Gap analysis to evaluate current enforcement policies for gaps and relevancy has been completed. Draft policy document needs formal internal review and formatting, on-track for completion by end of 2016.

**Strategy 8.5** ★★☆☆

Develop criteria to assess and prioritize enforcement violations and link them to associated degrees of prosecutorial action



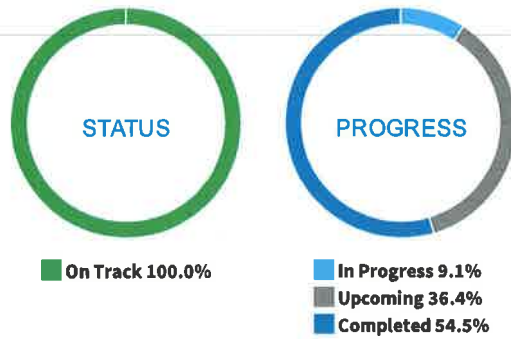
Activity: 7

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016

*Structure for Decision Aid is mapped out. Concept being fleshed out with detail that defines public and operational risk.*

**Strategy 8.6** ★★☆☆

Carry out root cause analysis of obstacles to enforcement prosecutorial success



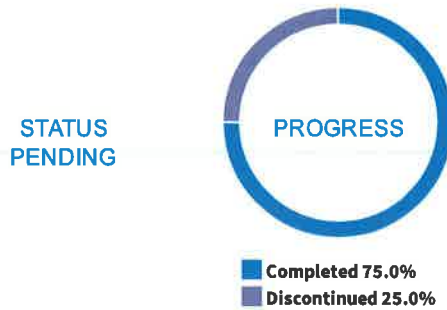
Activity: 8

Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016

*Review of 2014 major files and obstacles is complete. Go-forward actions have been identified to address obstacles. Review of 2015 major files to be completed by Sept 2016.*

**Strategy 8.7** ★★★★★

Communicate intent of 2014 changes to the Building Code Act to building officials and monitor compliance



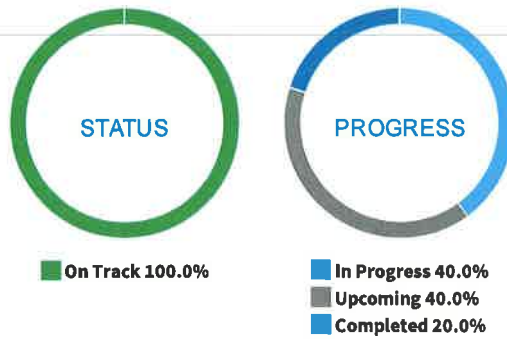
Activity: 4

Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Feb 22, 2016

Strategy is completed.

**Strategy 8.8** ★★★★★

Develop Enforcement Reporting Guide for use by general public and members



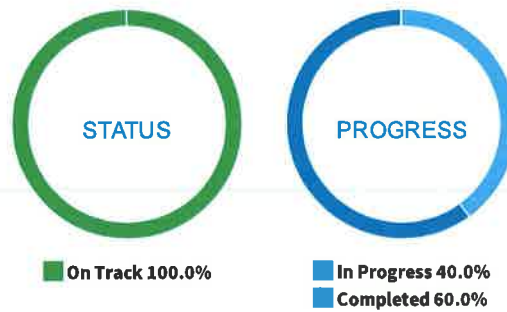
Activity: 5

**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016**

Feedback provided by Enforcement Committee. Revised draft has been prepared, currently under review.

**Strategy 8.9** ★★★★★

Develop plan for enhanced enforcement in manufacturing sector.



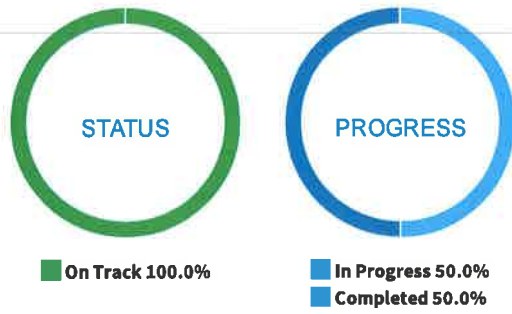
Activity: 5

**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016**

Assessment of effectiveness of current enforcement activities in manufacturing sector underway. Potential 'enhanced' enforcement activities have been identified, and are under review.

**Strategy 8.10** ★★★★★

Develop plan for enforcement outreach to key stakeholders.



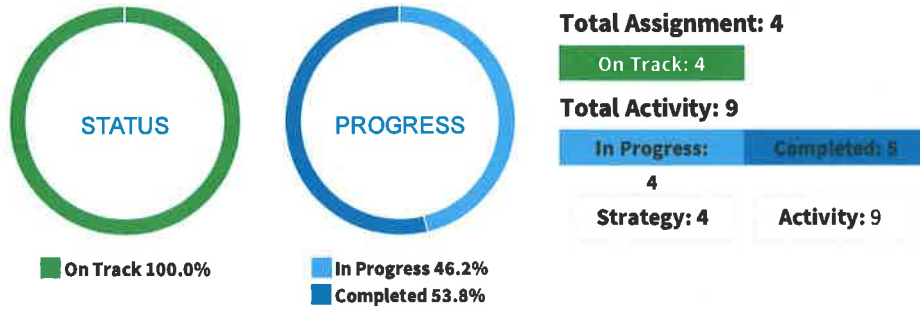
**Activity: 6**

**Last update by Linda Latham (Deputy Registrar, Regulatory Compliance): Sep 02, 2016**

Effectiveness of past enforcement outreach activities has been reviewed and assessed. Key stakeholders have been identified and enforcement outreach plan is in development.

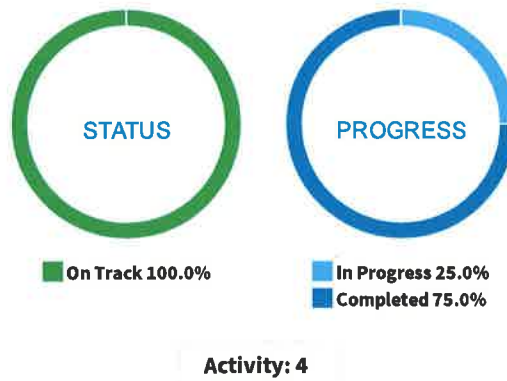
**Strategic Objective 9** ★★★★★

**REGULATORY FRAMEWORK** - Tribunals employ accepted smart practices in all operations and are seen to be independent and fair



**Strategy 9.1** ★★★★★

Establish and implement enhanced practices for all PEO Tribunals



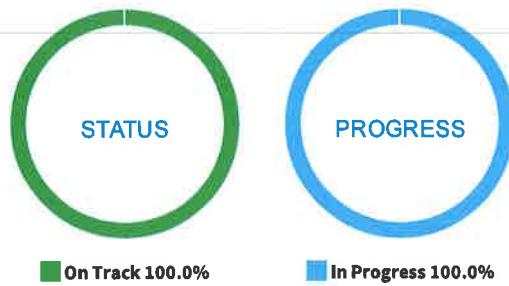
**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Sep 01, 2016**

Practice Guideline approved by DIC on June 27, 2016 and implemented by posting on tribunal webpage.

Practice Guideline regarding Ordering of Transcripts posted on DIC and REC webpages following Divisional Court ruling in regard to section 20 SPPA on Records of Proceedings.

**Strategy 9.2** ★★★★★

Tribunal Panel Composition and Size



Activity: 1

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Sep 01, 2016**

Research continues including historical and inter-jurisdictional scan. Anticipate completing this strategy by November .

**Strategy 9.3** ★★☆☆☆

Modernization of tribunal processes on practice directions and webpage information.



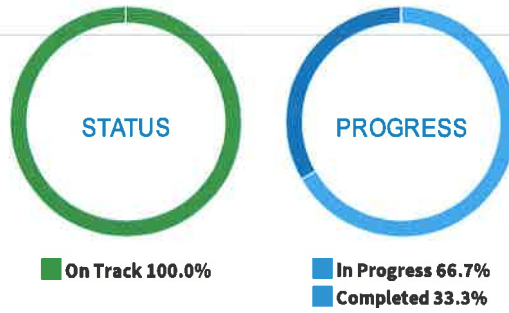
Activity: 1

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Sep 01, 2016**

DIC Chair has instituted directions to non-parties to bring a motion with notice to the parties under Rules of procedure. DIC sub-committee is reviewing existing rule to add express language to this effect. Once approved by the DIC, the documentation will be placed on the website.

**Strategy 9.4** ★★☆☆☆

On-line webinar training programs for adjudicators.



Activity: 3

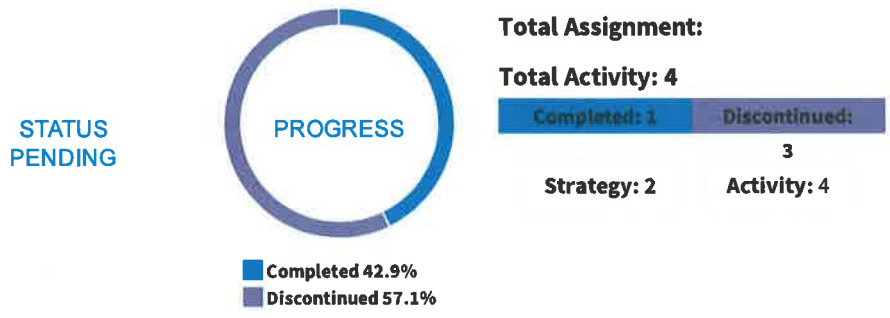
**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Sep 01, 2016**

Orientation Content is now available as an online option for training and to supplement current in person orientation meetings. It includes a quiz with test results. Training package is now available as required.



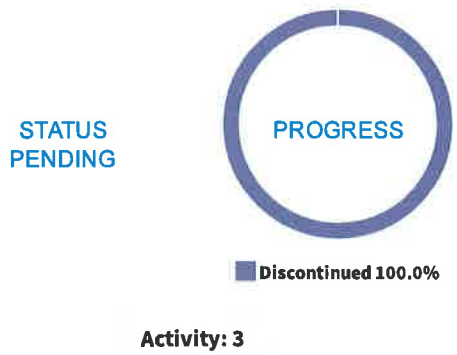
**Strategic Objective 10** ★★★★★

**STAKEHOLDERS** - Engage key regulatory ministries and industry in engineering public policy development



**Strategy 10.1** ★★★★★

Work with various PEO units and external stakeholders to further the aim, expressed in Council position, of introducing professional design coordination into the Ontario Building Code



**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Feb 22, 2016**

This item is already covered under Strategy 4.8.

**Strategy 10.2** ★★★★★

Pilot project on developing a performance standard to address MOECC modernization of approvals under the Environmental Protection Act.

STATUS  
PENDING



■ Completed 100.0%

Activity: 1

**Last update by Johnny Zuccon (Deputy Registrar, Tribunals and Regulatory Affairs): Sep 01, 2016**

█ The ToR for a guideline and a performance standard has been submitted by BN to the September 2016 Council for approval.

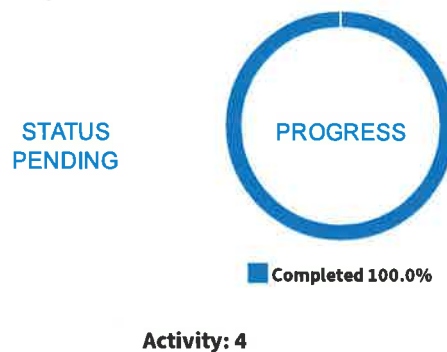
## Strategic Objective 11 ★★★★☆

**STAKEHOLDERS** - Other engineering bodies (eg. OSPE, OACETT, CEO, and Ontario universities, among others), are supported within the limits of their respective mandates



### Strategy 11.1 ★★★★☆

Collaborate with other Ontario engineering bodies to provide information on licensing requirements



**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Jan 05, 2016**

***Maintain ongoing relationships with OSPE wrt experience requirements: (100% Completed)***

P. Lebel supported OSPE training session on experience requirements on December 5, 2015

***Maintain ongoing relationships with OSPE wrt experience requirements: (100% Completed)***

Ongoing Participation in Seminars

***Provide support to PEO chapters: (100% Completed)***

Ongoing Presentations to Chapters

***Presentation to government and employers on experience requirements: (100% Completed)***

Licensing Staff have attended IEP conference and continue to give presentations to employers

***Presentation to government and employers on experience requirements: (100% Completed)***

Participated in the City of Toronto's Engineering career fair on October 26, 2015

***Panel Participations: (100% Completed)***

Participated in IEP conference panel discussion for February 26, 2015

Presentations to government, employers, Chapters and IEG Panels completed in 2015

### Strategy 11.2



Review National Engineering Month partnerships to enhance cooperation among main engineering bodies (PEO, OACETT, and OSPE)

STATUS  
PENDING



Completed 100.0%

Activity: 3

#### Last update by Matthew Ng (Manager, Chapters): Aug 24, 2015

Three CEOs met (PEO, OACETT and OSPE) early summer - the result is that the Memo of Understanding for 2016 will include OSPE as a full fledged founding partner. OSPE's portion of payment of founders fees is \$10,000 for the year of 2016 and will be payable before January 31, 2016. All other aspect of the MoU and the relationship will remain the same.

Matthew Ng, Manager, Chapters completed the MoU 2016 edits in the week of 10 August. All parties on the MoU either have or will be signing the document before it is send back to each member of the founding partner.

At the August 20 2015 NEMOSC meeting, the committee passed a terms of refernce document adding some element of governance to the existing NEMOSC meetings. The terms of reference document included committee mandate, roles and responsibilities, committee make up and most importantly the quorum.

The strategy is therefore completed.

### Strategy 11.3



Explore with OSPE alternative funding arrangements for the OPEA Gala to promote the long-term viability and prestige of the event

STATUS  
PENDING



Completed 100.0%

Activity: 2

**Last update by Fern Goncalves (Director, People Development): Mar 02, 2015**

**OPEA Gala Funding (PD11): (100% Completed)** 3-year OPEA Memorandum of Understanding for 2015 - 2017 signed by PEO and OSPE

**OPEA Memorandum of Understanding (PD11): (100% Completed)** Council approval of 3-year Memorandum of Understanding for 2015 - 2017 OPEA.

#### Strategy 11.4

Improve PEO lines of communication with CEAB, CEQB and universities

STATUS  
PENDING



Completed 100.0%

Activity: 4

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Jan 05, 2016**

**CEAB Rep Attending CODE Meetings: (100% Completed)**

CEAB Rep attended June CODE meeting and will continue to attend CODE meetings scheduled in Ontario in 2016

**CEAB and CEQB Rep Council Reports: (100% Completed)**

PEO's CEAB and CEQB Reps prepared and distributed Annual report to the November 2015 Council Meeting

Requirement for Annual Council Reporting by PEO's CEAB and CEQB Reps established in 2015

#### Strategy 11.5

Explore options, in consultation with CEAB and universities, for addressing effect of Limited Licence changes on university

STATUS  
PENDING



■ Completed 100.0%

Activity: 1

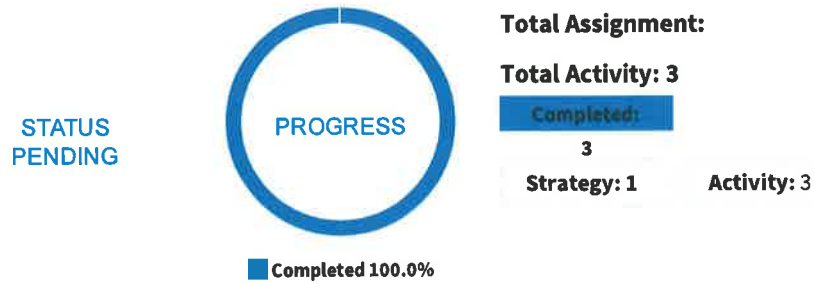
**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Aug 27, 2015**

**ARC CODE Fact Finding : (100% Completed)** at the June 29 ERC meeting the PEO/CODE guideline on the interpretation of experience requirements for university faculty was approved.

New Interpretive Guidelines have been completed and endorsed by CODE.

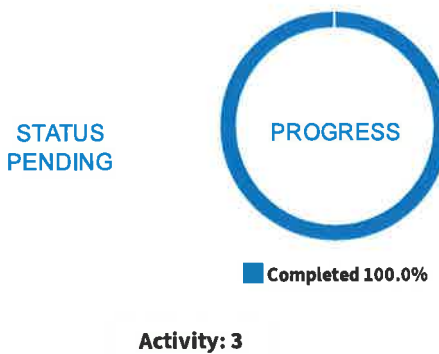
## Strategic Objective 12 ★★★★☆

**STAKEHOLDERS** - Productive partnerships are developed with Engineers Canada and other constituent associations



### Strategy 12.1 ★★★★☆

Contribute to Engineers Canada initiatives to address maximization of common standards and assess applicability of other CA practices in licensing, accreditation discipline and enforcement issues



**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Jan 05, 2016**

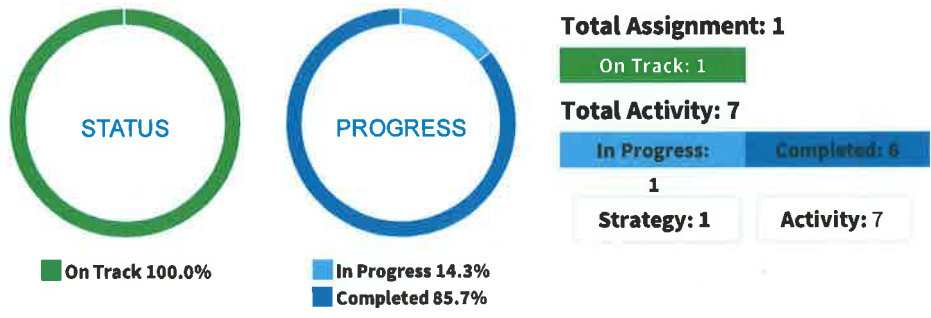
***Licensing Affairs Committee: (100% Completed)***

Observed at August and September NAOG consultation. Project is on hiatus.

Engineers Canada's Educational Assessment Project was monitored throughout 2015

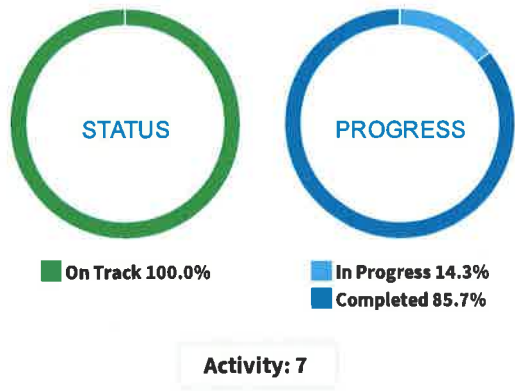
**Strategic Objective 13** ★★☆☆

**STAKEHOLDERS** - Public respect for the role of PEO is increased in accordance with the objects of the Professional Engineers Act



**Strategy 13.1** ★★☆☆

Audit PEO communications activities to determine their current effectiveness and make recommendations for increasing their effectiveness in support of the organization's Vision and Mission



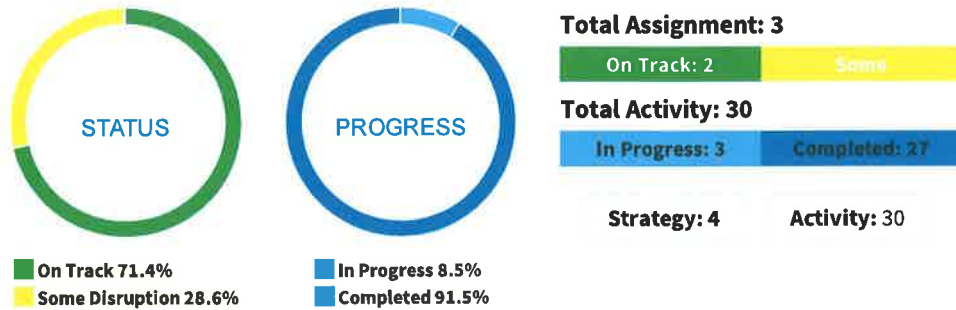
**Last update by David Smith (Director, Communications): Aug 31, 2016**

Implementation of audit recommendations continues. Latest activities: Revised PEO PowerPoint templates in wide use. Boilerplate "About PEO" text on media releases revised to include PEO mission and vision. PEO/OSPE joint brochure has been approved and is awaiting printing. PEO external communications routinely go through Communications. Engineering Dimensions redesign continues and is scheduled for January 2017. Strategy is expected to be fully implemented by December 2016.



**Strategic Objective 14** ★★★★★

**OPERATIONS** - Electronic communications are engaging, interactive, dynamic and appropriately targeted and integrated



**Summary**

Strategy 14.1, aimed at implementing the next iteration of PEO's web presence, is on track. Website analytics analyzed. Log of current site functionality and issues created. Website survey fielded with almost 2600 responses. IT has budgeted in 2016 for platform switch to SharePoint. Improvements to current site based on feedback and analytics begun. Requirements gathering for RFP to begin soon. Next iteration of website is scheduled for implementation in Q4 2016/Q1 2017.

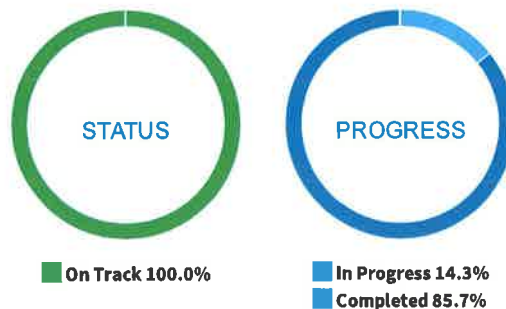
Strategy 14.2, aimed at developing a web-based Engineering Dimensions to enhance accessible for all members, is on track. Engineering Dimensions microsite was released live with release of the May/June 2016 issue.

Strategy 14.3, aimed at fully integrating social media into PEO communications, is one track. Social media used extensively by head office and chapters to promote PEO initiatives and events through Facebook, Twitter, LinkedIn and YouTube. New scheduling management program has been obtained to increase the frequency and and breadth of PEO posts. Social media guideline on content sources and hashtag use has been created for communications staff. Strategy expected to be fully executed by September 2016.

Work on Strategy 14.4, aimed at ensuring online information for applicants about courses in lieu is clear, has been completed.

**Strategy 14.1** ★★★★★

Review website analytics and end-user functionality to determine next iteration of PEO web presence



**Activity: 7**

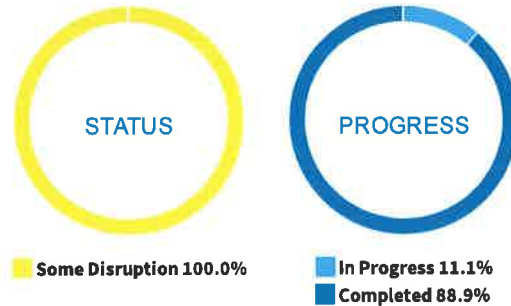
**Last update by David Smith (Director, Communications): Sep 02, 2016**

Analytics have been reviewed and log of current website functionality and issues created. Website survey fielded and almost 2600 responses received, which have been analyzed. Agreed with IT on change in platform to SharePoint. Money budgeted in IT 2017 capital budget for the new platform. Homepage banner navigation buttons implemented as an immediate improvement, based on survey responses. Website content is being revised and updated daily and functionality issues are being addressed with current website vendor. Development of RFP for new website scheduled for fall 2016. New website expected to be implemented in 2017.

**Strategy 14.2**



Develop web-based version of Engineering Dimensions to enhance accessibility of information for members



Activity: 9

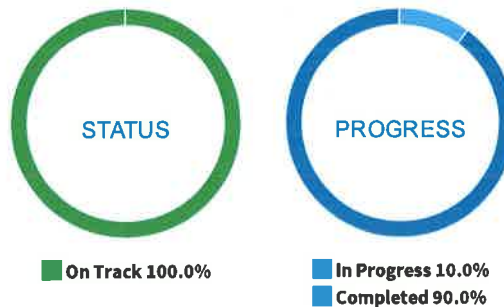
**Last update by David Smith (Director, Communications): Aug 23, 2016**

New web-based version of the magazine launched in May 2016 in conjunction with the May/June issue.

**Strategy 14.3**



Develop and cement social media as a PEO communications tool



Activity: 10

**Last update by David Smith (Director, Communications): Sep 02, 2016**

Social media now used extensively by head office (Facebook, Twitter, LinkedIn and YouTube) and regularly by 17 chapters to promote PEO initiatives. Social media calendar and guideline created by communications department to assist in content development and a scheduling management tool has been obtained to increase distribution frequency. Strategy expected to

be fully implemented by September 2016.

**Strategy 14.4** ★★☆☆

Clarify applicant information about courses in lieu and provide more detailed instructions for obtaining PEO approval on PEO's website

STATUS  
PENDING



■ Completed 100.0%

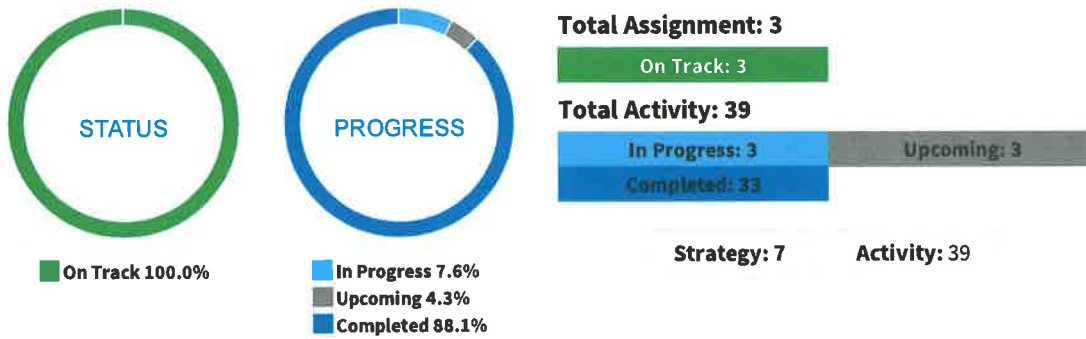
Activity: 4

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Aug 27, 2015**

Information was made available to applicants on PEO's website together with other information regarding technical examinations.

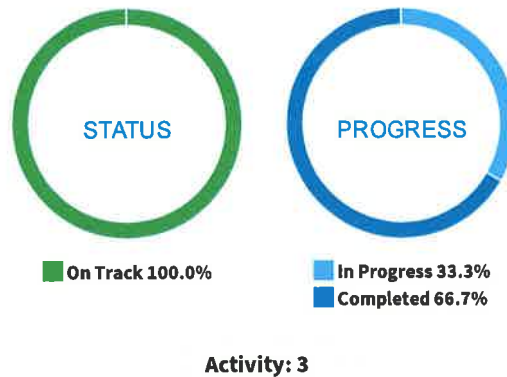
**Strategic Objective 15** ★★★★★

**OPERATIONS** - Service delivery is improved by clarifying staff and volunteer responsibilities and managing performance



**Strategy 15.1** ★★★★★

Align individual staff objectives to priorities and goals and provide coaching, support, training and empowerment to increase competencies and improve service delivery



**Last update by Scott Clark (Chief Administrative Officer): Aug 26, 2016**

- Strategy Update: SMT approval of recommended strategies pending.
- Next Steps: Communicate approved coaching mechanisms with employees.
- Project expected to be completed by: Sept 2016

**Strategy 15.2** ★★★★★

Explore utility of a new Chart of Accounts and Staff Contribution System to facilitate accurate and informative financial tracking

STATUS  
PENDING



Completed 100.0%

Activity: 6

Last update by Gerard McDonald (Registrar): Jan 11, 2016

Completed

Strategy 15.3 ★★★★★

Initiate Lean Management Project to review steps and processing times of the P. Eng. Licensing process

STATUS  
PENDING



Completed 100.0%

Activity: 4

Last update by Michael Price (Deputy Registrar, Licensing and Finance): Nov 11, 2015

*Develop Implementation Plan: (100% Completed)*

Implementation plan has been developed

Strategy 15.4 ★★★★★

Review applicant assessment communications to ensure clarity

STATUS  
PENDING



Completed 100.0%

Activity: 7

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Aug 25, 2016**

***Clarify the letters and make them easy to read.: (100% Completed)***

Letters reviewed by Licensing staff

***Standard letters need to be clear and easy to understand. : (100% Completed)***

All revised letters have been reviewed by Communications Director prior to her retirement

***Move letters into production environment with Aptify: (100% Completed)***

This is complete

Letters have been reviewed, modified and implemented in Aptify

**Strategy 15.5** ★★☆☆

Conduct a survey as a follow-up to applicants that have been interviewed by the ERC

STATUS  
PENDING



Completed 100.0%

Activity: 5

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): May 11, 2016**

***Highlight recommendations for process improvement: (100% Completed)***

The survey was completed and recommendations will be considered. Another survey will be conducted once the recommendations are in place.

The survey results were presented to February 2016 ERC Business Meeting.

**Strategy 15.6**



Establish Process Indicators for Temporary Licence, Limited Licence, Consulting Engineer Designation and Certificate of Authorization

STATUS  
PENDING



Completed 100.0%

Activity: 4

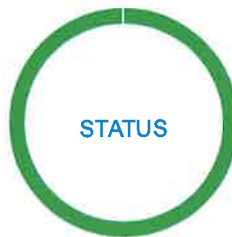
Last update by Lawrence Fogwill (Manager, Registration): Nov 25, 2015

this item is complete as of Nov. 27, 2015

**Strategy 15.7**



Implementation of online expense project



On Track 100.0%



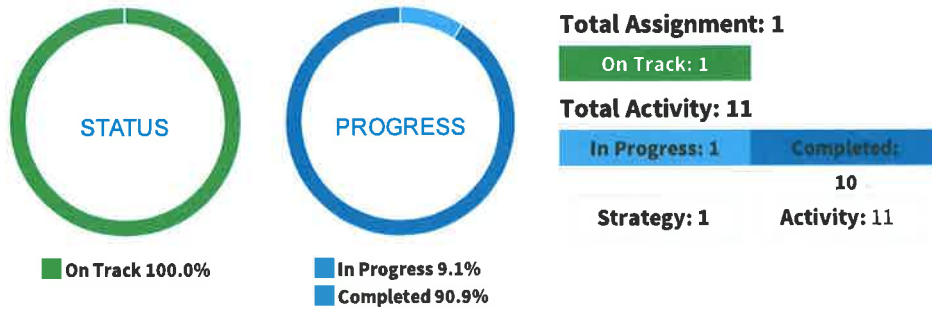
In Progress 20.0%  
Upcoming 30.0%  
Completed 50.0%

Activity: 10

No update for Strategy 15.7 has been submitted.

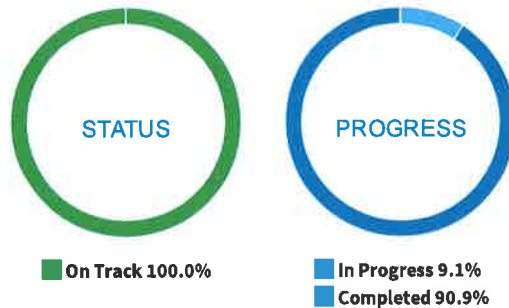
**Strategic Objective 16** ★★☆☆

**OPERATIONS** - Cost management and service delivery are improved by actively managing service provider performance



**Strategy 16.1** ★★☆☆

Manage vendor performance, reduce or consolidate vendors where possible and consider going to RFP / RFQ if appropriate to maximize the value provided by PEO's 3rd party suppliers



Activity: 11

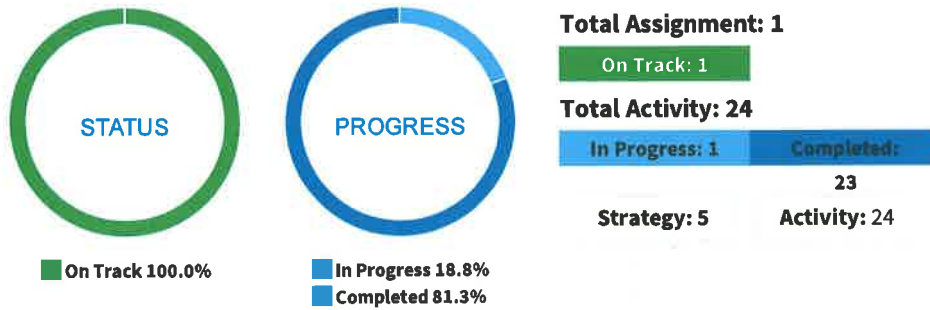
**Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2016**

Strategy Update: PEO is now PCI compliant. Implemented Change Management, Problem Management, Incident Management, Demand Management, Software development Life Cycle.



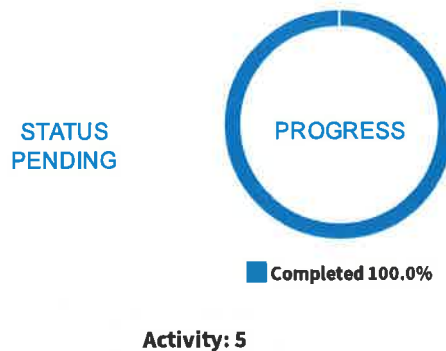
**Strategic Objective 17** ★★★★★

**OPERATIONS** - PEO Headquarters occupancy rates and building efficiency are optimized



**Strategy 17.1** ★★★★★

Assess furniture assets in long-term storage for disposal to optimize storage requirements and minimize storage costs



Last update by John Cookson (Manager, Building Operations): Mar 03, 2015

- Long-term Asset Storage Requirements: (100% Completed)** Assets have been documented and a full inventory has been prepared
- Assess Asset Inventory: (100% Completed)** Finance has identified which assets have any book value and those that still do.
- Determine Disposal Options: (100% Completed)** Several furniture dealers contacted and none were interested in purchasing items with no book value.
- Prepare Disposal Plan : (100% Completed)** Disposal and storage plan approved by Registrar
- Disposal and Storage: (100% Completed)** All assets have been disposed of or are now in storage at 40 Sheppard. PEO will no longer incur any storage fees going forward.

**Strategy 17.2** ★★★★★

Renovate suite 101 to enhance working conditions of front-line reception staff, provide greater privacy to applicants and increase meeting space for volunteers

STATUS  
PENDING



Completed 100.0%

Activity: 9

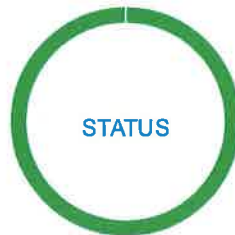
**Last update by John Cookson (Manager, Building Operations): Oct 08, 2015**

**Project Completion: (100% Completed)**

Close out and as built drawing have been received.

**Strategy 17.3** ★★★★★

Create a 40 Sheppard capital projects document archive to improve research and analysis capabilities and enhance decision-making



On Track 100.0%



In Progress 100.0%

Activity: 1

**Last update by Scott Clark (Chief Administrative Officer): Aug 25, 2016**

Strategy Update: Archiving of building documents ongoing.

Next steps: documents will be archived and tagged to be searchable

Project is expected to be completed by April 2017

**Strategy 17.4** ★★★★★

Update the long-term capital plan for 40 Sheppard to ensure appropriate stewardship of PEO's building asset and improve financial planning

STATUS  
PENDING



Completed 100.0%

Activity: 5

**Last update by Scott Clark (Chief Administrative Officer): Apr 20, 2016**

Status Update: This project is now complete.

**Strategy 17.5** ★★☆☆☆

Upgrade hydraulic parking garage elevator

STATUS  
PENDING



Completed 100.0%

Activity: 4

**Last update by John Cookson (Manager, Building Operations): Sep 01, 2016**

This project is now complete.

## Strategic Objective 18



**OPERATIONS** - Risk is mitigated by assessing vulnerabilities and addressing service gaps



On Track 100.0%



In Progress 11.3%  
Upcoming 29.4%  
Completed 59.3%

**Total Assignment: 6**

On Track: 6

**Total Activity: 55**

In Progress: 5

Completed: 35

Upcoming: 12

Strategy: 11

Activity: 55

### Strategy 18.1



Outsource eblasts and migrate all Chapters off Prism 4.3

STATUS  
PENDING



Completed 100.0%

Activity: 7

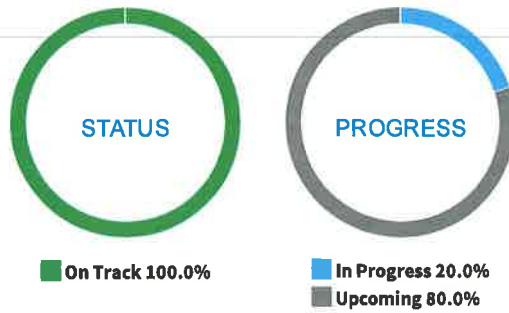
**Last update by Alan Zimmermann (Director, Information Technology): Aug 26, 2015**

- email campaigns (eBlasts) successfully outsourced to "Campaigner"
- the Communications team and all Chapters are now using this new tool
- project is closed

### Strategy 18.2



Re-launch Sharepoint based upon accepted smart practices



Activity: 5

**Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2016**

Strategy Update: Requirements gathering is in progress the first draft of the information architecture to level 2 is complete and level three is in progress

**Strategy 18.3** ★★☆☆☆

Replace the outsourced core infrastructure provider



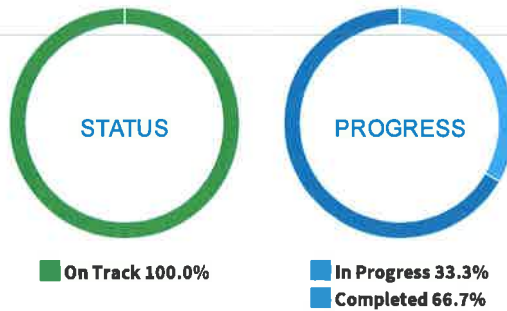
Activity: 5

**Last update by Zico Sarmiento (Information Technology, Manager): Oct 20, 2015**

Infrastructure move is complete and we are live at CentriLogic

**Strategy 18.4** ★★☆☆☆

Update systems – PCs; website performance; Optical Imaging Technology



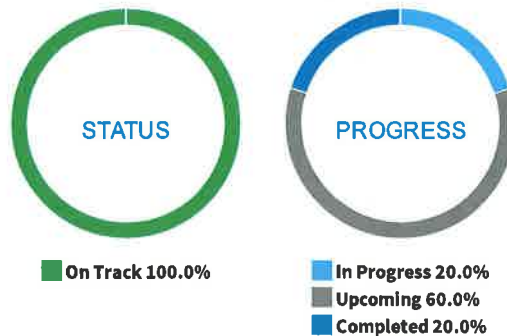
**Activity: 3**

**Last update by Alan Zimmermann (Director, Information Technology): Aug 26, 2015**

- The update of the Optical Imaging Technology (OIT) software is progressing towards completion by September 30, 2015
- The project to update Microsoft Office is planned to be initiated after the OIT project is completed

**Strategy 18.5** ★★★★★

Implement new Online Licensing system



**Activity: 5**

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Aug 25, 2016**

***Initiate the project: (100% Completed)***

Deputy Registrar, Licensing & Registration reviewed On-Line Systems including APEGA

***Initiate the project: (100% Completed)***

Met with APEGA staff in June and have reviewed On-line Application

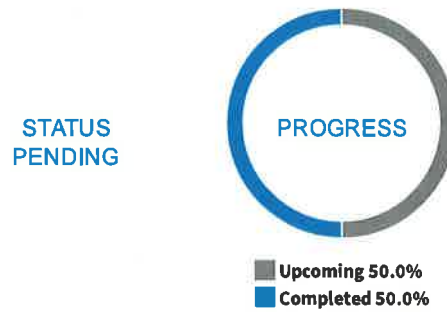
***Define requirements: (10% Completed)***

Meetings held with Consultant on August 15 and 24 to begin to define requirements of online licensing system

To be implemented in conjunction with Aptify Phase 2. Expected to be completed in 2017

## Strategy 18.6 ★★★★☆

Implement an IT dashboard to focus efforts on improving service availability, service performance, and client satisfaction



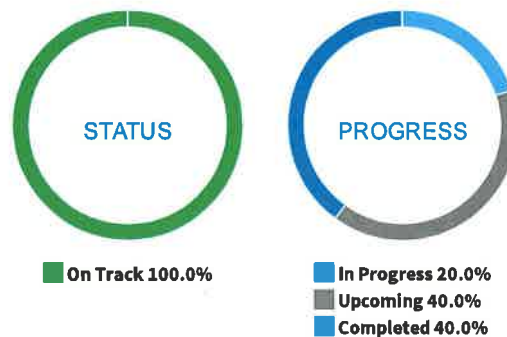
Activity: 2

Last update by Alan Zimmermann (Director, Information Technology): Aug 26, 2015

- to be initiated in 2016 to allow resources to focus on project Aptify

## Strategy 18.7 ★★★★☆

Develop a disaster recovery / business continuity plan to mitigate risk of disruption to ongoing PEO operations



Activity: 5

Last update by Scott Clark (Chief Administrative Officer): Aug 25, 2016

Status Update: IT disaster recovery achieved as a result of switching to the new hosting provider. Development of enterprise wide disaster recovery / business continuity plan initiated.

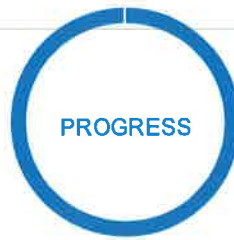
Next Steps: an enterprise wide disaster recovery / business continuity plan will be developed

Project is expected to be completed by December 2017.

## Strategy 18.8 ★★★☆☆

Develop a guide to CASL for Chapters to facilitate common understanding, compliance and mitigate risk

STATUS  
PENDING



Completed 100.0%

Activity: 8

Last update by Matthew Ng (Manager, Chapters): Dec 11, 2015

This strategy is complete

Strategy 18.9 

Impliment APTIFY Phase 1

STATUS  
PENDING



Completed 100.0%

Activity: 10

Last update by Gerard McDonald (Registrar): Feb 26, 2016

**User Acceptance Testing: (90% Completed)**

User acceptance testing taking a little longer than anticipated due to delay in receiving program elements

**Mock Go-Live: (13% Completed)**

Data conversion commenced

Go live still scheduled for March 21st

Strategy 18.10 

Aptify - Phase 2



STATUS  
PENDING



Completed 100.0%

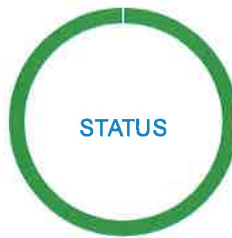
Activity: 1

**Last update by Scott Clark (Chief Administrative Officer): Feb 17, 2016**

Strategy Update: Possible projects identified and prioritized by SMT and budget approved by Council. Projects assigned to Regulatory Compliance and IT. This project is now completed.

**Strategy 18.11** ★★★★★

Develop CASL Compliance Tracking



On Track 100.0%



In Progress 25.0%  
Upcoming 50.0%  
Completed 25.0%

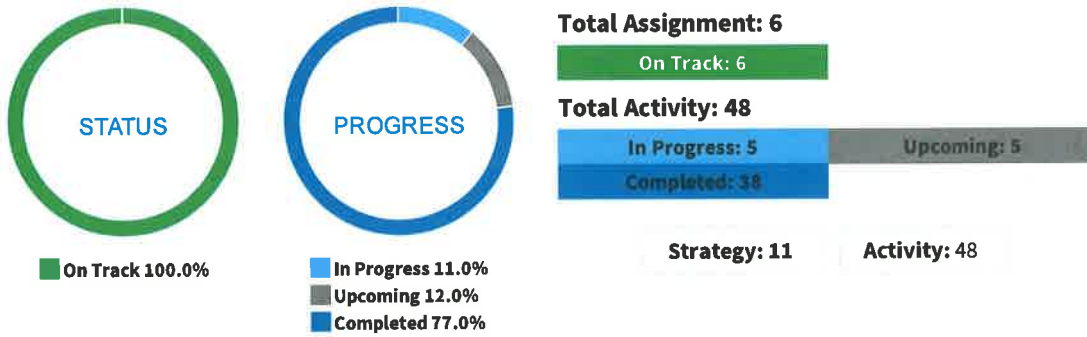
Activity: 4

**Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2016**

Strategy Update: Chapters are working with Campaigner and Communications to implement the CASL requirements and appropriate consent messages to be sent.

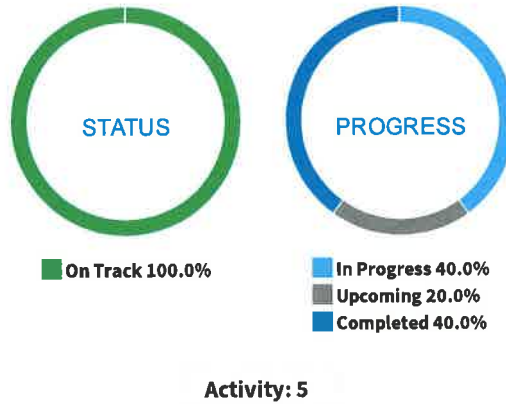
**Strategic Objective 19** ★★★★★

**STAFF, VOLUNTEERS & COUNCIL** - PEO has a sustainable organization-wide continuous-improvement culture



**Strategy 19.1** ★★★★★

Establish IT Service Management controls and IT Project Management controls to increase predictability create efficiency and meet stakeholder needs

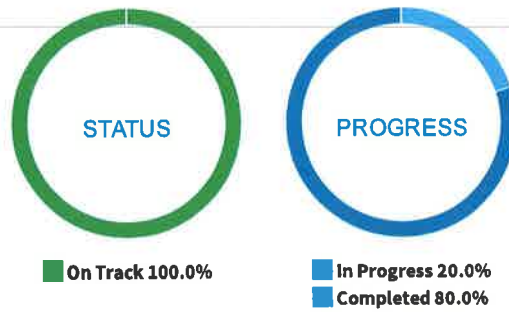


**Last update by Alan Zimmermann (Director, Information Technology): Aug 26, 2015**

- engaged vendor (Info-Tech) to provide assessment of PM practices and to provide constructive feedback
- project planned for initiation in October, 2015

**Strategy 19.2** ★★★★★

Develop GLP training modules to enhance the skills of the GLP members and effectiveness of the GLP



Activity: 5

**Last update by Scott Clark (Chief Administrative Officer): Aug 25, 2016**

Strategy Update: training module developed, communication strategy developed

Next step: project is on hold pending GLP review.

**Strategy 19.3** ★★☆☆

Develop a Reference / FAQ Guideline module to improve access to information and enhance the learning opportunity for Chapter volunteers

STATUS  
PENDING



Activity: 5

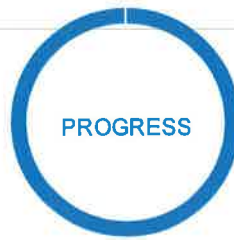
**Last update by Matthew Ng (Manager, Chapters): Dec 11, 2015**

The strategy is complete

**Strategy 19.4** ★★☆☆

Develop Chapter financial management training module for Chapter Chairs and Treasurers to broaden understanding of fiscal processes and enhance accountability

STATUS  
PENDING



Completed 100.0%

Activity: 5

**Last update by Matthew Ng (Manager, Chapters): Dec 15, 2015**

This strategy is complete

**Strategy 19.5** ★★★★★

Update Employee Manual to ensure that PEO policies are in compliance with legislation and industry accepted smart practices; and post on SharePoint to enhance access to current information for all staff and facilitate common understanding and compliance

STATUS  
PENDING



Completed 100.0%

Activity: 4

**Last update by Scott Clark (Chief Administrative Officer): Dec 17, 2015**

This project is completed.

**Strategy 19.6** ★★★★★

Harmonize generic volunteer orientation with committee-specific on-boarding to improve volunteer understanding of PEO policies and volunteer engagement

STATUS  
PENDING



Completed 100.0%

Activity: 4

**Last update by Scott Clark (Chief Administrative Officer): Dec 18, 2015**

This project is completed.

**Strategy 19.7** ★★☆☆☆

Develop Volunteer Manual to improve volunteer understanding of PEO policies and enhance access to current information

STATUS  
PENDING



Completed 100.0%

Activity: 4

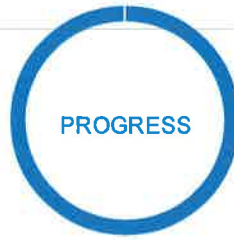
**Last update by Fern Goncalves (Director, People Development): Jun 09, 2016**

Project now completed

**Strategy 19.8** ★★☆☆☆

Provide Privacy Policy training to volunteers and staff to facilitate common understanding and compliance

STATUS  
PENDING



Completed 100.0%

Activity: 4

**Last update by Fern Goncalves (Director, People Development): Aug 26, 2015**

Production of the privacy policy training web module by ScholarLab ongoing.

Next steps: Review draft module and finalize with ScholarLab

Project expected to be completed by: October 2015

**Strategy 19.9** ★★★★★

Conduct a member survey to assess relevance of PEO to their needs

STATUS  
PENDING



Completed 100.0%

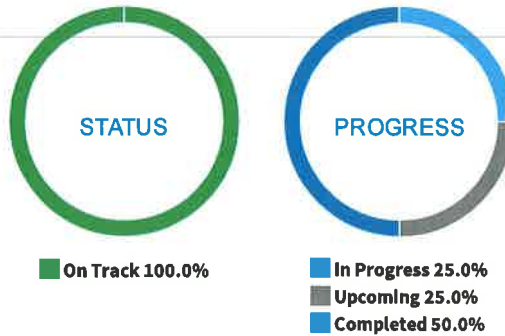
Activity: 4

**Last update by Fern Goncalves (Director, People Development): Jun 09, 2016**

Project is complete.

**Strategy 19.10** ★★★★★

Conduct GLP Review



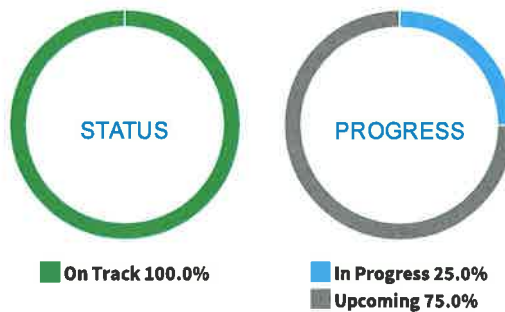
Activity: 4

**Last update by Scott Clark (Chief Administrative Officer): Aug 25, 2016**

Status Update: RFP conducted, consultant engaged, stakeholder interviews conducted  
 Next steps: consultant drafting report  
 This project is expected to be completed by: November 2016

**Strategy 19.11** ★★★★★

Implement leadership development and volunteer on-boarding modules



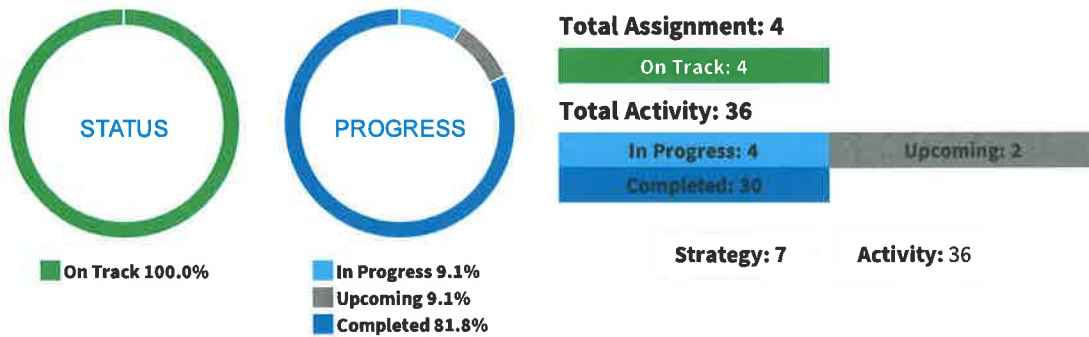
Activity: 4

**Last update by Scott Clark (Chief Administrative Officer): Aug 25, 2016**

Strategy Update: Two module topics identified; module content being developed.  
 Next Steps: Module content to be reviewed by HRC  
 Project expected to be completed by: December 2016

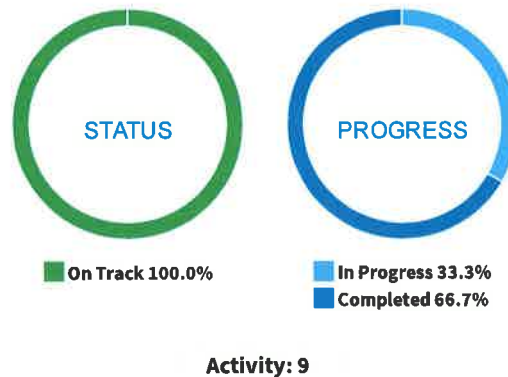
## Strategic Objective 20 ★★★★☆

**STAFF, VOLUNTEERS & COUNCIL** - PEO's governance approach is robust, transparent and trusted



### Strategy 20.1 ★★★★☆

Develop and publish series of articles on aspects of PEO governance and accepted smart practices for governance of regulatory bodies



**Last update by David Smith (Director, Communications): Sep 02, 2016**

Final article in first series published in May/June 2016 issue of Engineering Dimensions. Additional article published in July/August issue. Second series of articles being developed. Strategy is expected to be completed by December 2017.

### Strategy 20.2 ★★★★☆

Review election costs and procedures of other Constituent Associations and develop a proposal for PEO elections that enhances efficiencies and controls costs



STATUS  
PENDING



Completed 100.0%

Activity: 8

**Last update by Scott Clark (Chief Administrative Officer): Aug 27, 2015**

An RFP for the Official Elections Agent was completed and sent to six companies. Four submitted proposals. The submissions were reviewed and a recommendation for the Official Elections Agent is going to the September 25 Council meeting.

Next steps: Official Election Agent at the September 25 Council meeting and successful bidder notified.

Project is expected to be completed by September 30, 2015.

**Strategy 20.3** ★★★★★

Develop a Councillor orientation program to improve new Councillor on-boarding

STATUS  
PENDING



Completed 100.0%

Activity: 3

**Last update by Scott Clark (Chief Administrative Officer): May 26, 2015**

**Council Orientation: (100% Completed)**

Presentation slides prepared.

**Council Orientation : (100% Completed)**Orientation delivered May 28, 2015.

Project completed.

**Strategy 20.4** ★★★★★

Develop a briefing note training program for staff and volunteers to improve the quality of submissions to Council and to enhance decision-making at Council

STATUS  
PENDING



Completed 100.0%

Activity: 6

**Last update by Scott Clark (Chief Administrative Officer): Nov 09, 2015**

Training module made available to Councillors, SMT, Committee Chairs and Committee Advisors.

Project completed.

**Strategy 20.5** ★★★★★

Develop and implement an electronic queuing and voting application for Council meetings to enhance the effectiveness of the Council Chair and improve meeting efficiency

STATUS  
PENDING



Completed 100.0%

Activity: 4

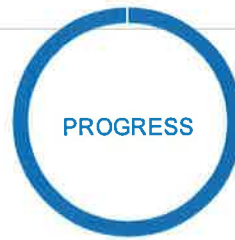
**Last update by Scott Clark (Chief Administrative Officer): May 11, 2016**

This project has been terminated due to lack of viable applications and is therefore completed.

**Strategy 20.6** ★★★★★

Develop Council / Executive Committee motion tracking system to improve research capabilities and enhance Council oversight

STATUS  
PENDING



Completed 100.0%

Activity: 3

Last update by Scott Clark (Chief Administrative Officer): Mar 04, 2015

**Develop and populate Council/Executive Committee Motion Tracking System: (100% Completed)** Tracking System Developed

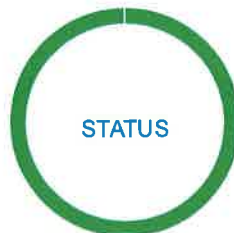
**SMT reviews the Council/Executive Committee motion tracking application: (100% Completed)** Motion tracking system approved by SMT

**Council motion tracking: (100% Completed)** Council Action Log posted to secure Council website  
Project completed.

### Strategy 20.7



Support Council Term Limits Task Force



On Track 100.0%



In Progress 33.3%  
Upcoming 66.7%

Activity: 3

Last update by Scott Clark (Chief Administrative Officer): Aug 25, 2016

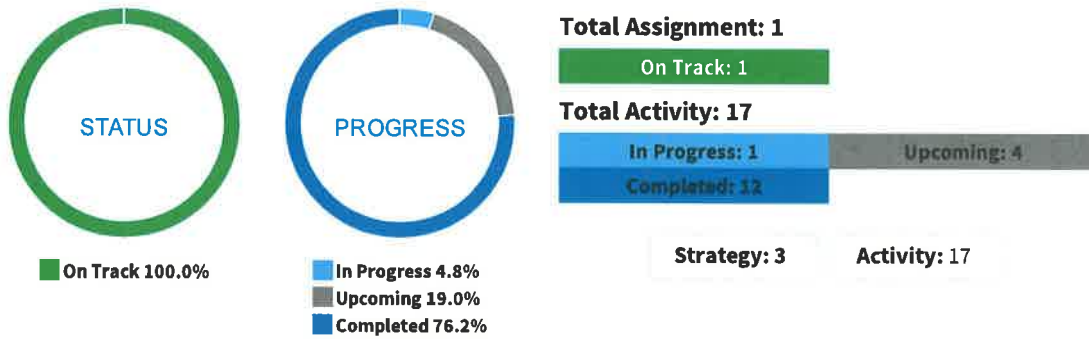
Strategy Update: Task Force continues to meet and review research.

Next Steps: Task Force will draft report.

Project is expected to be completed by March 2017.

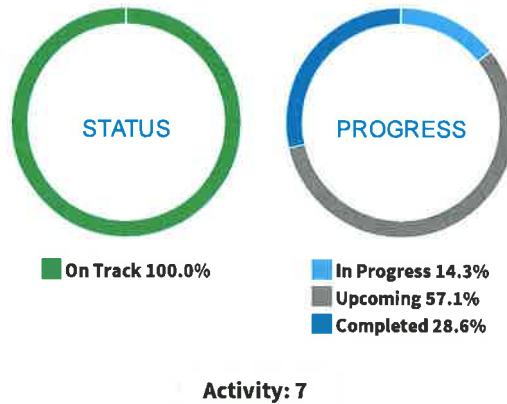
**Strategic Objective 21** ★★☆☆☆

**STAFF, VOLUNTEERS & COUNCIL** - Chapters are engaged in the regulatory mandate of PEO



**Strategy 21.1** ★★☆☆☆

Develop a Licensure Assistance Program (LAP) orientation training module to improve access and enhance the learning opportunity for Interns and Guides



**Last update by Tracey Caruana (EIT Coordinator): Aug 23, 2016**

Strategy update: The PowerPoint outline and structure have been developed. Training tools have been identified from the Guide and Intern handbooks. The power point presentation is being developed as well as the script.

Next steps: Full PowerPoint presentation and script to be completed for the online presentation. Once it is completed, filming will be coordinated with Scholarlab.

Project is expected to be completed by July 2017. Power Point presentation and script is expected to be complete by November 2016.

**Strategy 21.2** ★★☆☆☆

Constitute a Chapter IT Governance Task Group to develop Chapter IT standards and recommended practices and enhance communication between Chapters and PEO on Chapter IT issues

STATUS  
PENDING



Completed 100.0%

Activity: 6

**Last update by Matthew Ng (Manager, Chapters): Dec 15, 2015**

The strategy is complete

### Strategy 21.3



Plan and implement combined Volunteer Leadership Conference involving leaders from chapters and committees / task forces to be held in conjunction with the PEO Annual General Meeting to facilitate common understanding of regulatory issues among all volunteers

STATUS  
PENDING



Completed 100.0%

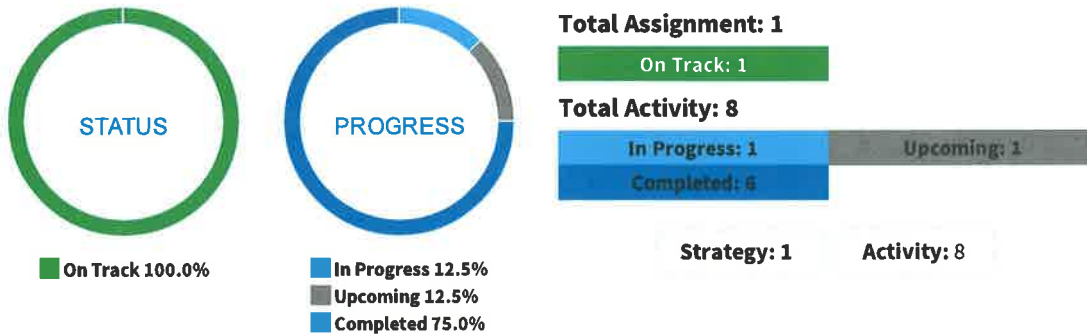
Activity: 4

**Last update by Fern Goncalves (Director, People Development): Aug 26, 2015**

Project completed. Executive Committee approved ongoing continuation of Volunteer Leadership Conferences on August 11, 2015.

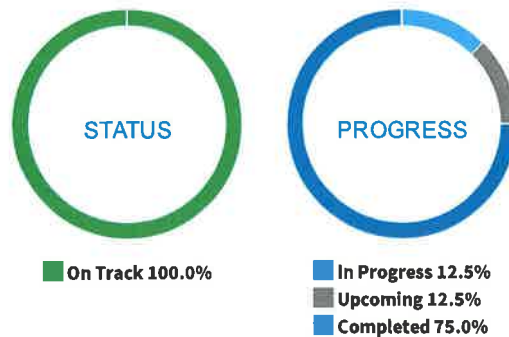


**STAFF, VOLUNTEERS & COUNCIL** - Equity and diversity values and principles are integrated into the general policy and business operations



**Strategy 22.1** ★★☆☆

Online equity and diversity training module is available to all ARC and ERC members. Introduce mandatory equity and diversity and AODA training for all ARC and ERC members



Activity: 8

**Last update by Michael Price (Deputy Registrar, Licensing and Finance): Aug 25, 2016**

***Present requirements to committee: (100% Completed)***

ERC was again presented with the requirements for completion of the module in the June 15th meeting. The website link was distributed.

***Present requirements to committee: (100% Completed)***

Requirements were presented to the ARC and a link to the training module was provided

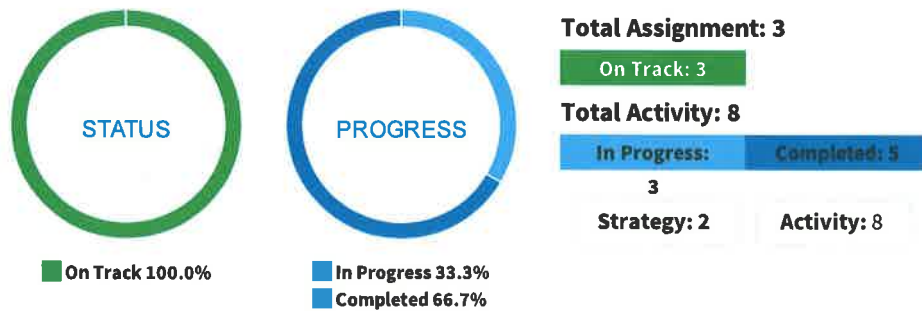
***Monitor participation in training: (100% Completed)***

Numbers have been provided by People Development department and will be presented at the ERC business meeting. The requirements and link to training module will again be presented at this meeting

All new ARC and ERC members are required to complete the equity and diversity training before they are able to conduct interviews

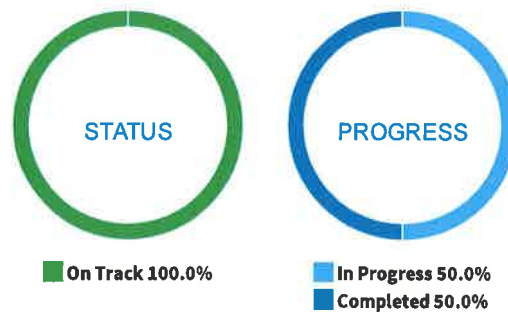
**Strategic Objective 23** ★★☆☆

**STAFF, VOLUNTEERS & COUNCIL** - Organizational renewal is ensured through succession plans and talent management strategies



**Strategy 23.1** ★★☆☆

Conduct analysis of volunteer database to identify committee HR plan gaps and turn-over rate.



Activity: 4

**Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2016**

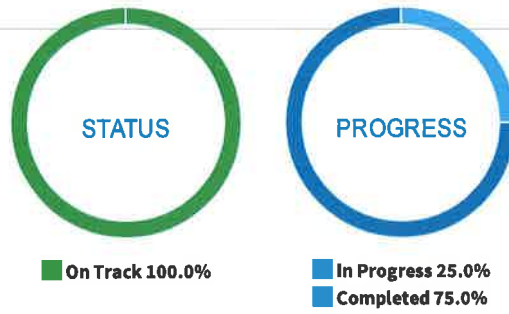
Strategy Update: HRC approved ACV's report. Report and HRC recommendations to be presented to Council on September 23, 2016.

Next Steps: Report to Council in Sept 2016. Pending Council approval, provide committee chairs and staff advisors with information regarding requirement to incorporate 'term limits' into the TofR document by March 2017. People Development staff to conduct a follow-up gap analysis and report findings.

Project expected to be completed by: December 2016

**Strategy 23.2** ★★★★★

Develop succession plans and talent management strategies to enhance operational effectiveness



**Activity: 4**

**Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2016**

Strategy Update: Refinement of succession plan process in progress. Development of implementation plan underway.

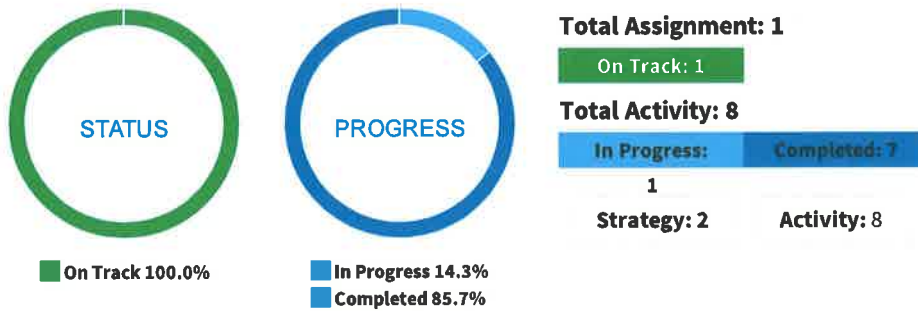
Next Steps: Implement and communicate approved strategies to staff.

Project expected to be completed by: December 2016



**Strategic Objective 24** ★★★★★

**STAFF, VOLUNTEERS & COUNCIL - PEO is recognized as an employer of choice**



**Strategy 24.1** ★★★★★

Conduct an employee job satisfaction survey to assess and improve employee engagement and morale



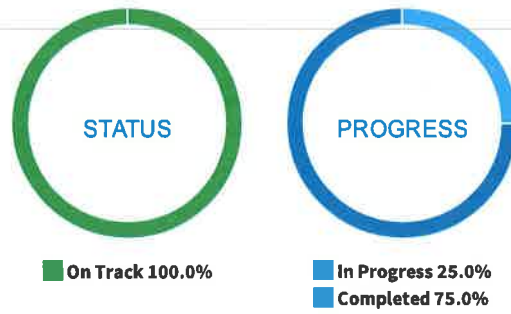
Activity: 4

**Last update by Fern Goncalves (Director, People Development): Feb 16, 2016**

This project is now complete

**Strategy 24.2** ★★★★★

Develop an employer-of-choice strategy to increase employee engagement; enhance preservation of the knowledge base; promote employee satisfaction; and improve organizational performance



**Activity: 4**

**Last update by Scott Clark (Chief Administrative Officer): Aug 29, 2016**

Strategy Update: Development of implementation action plan in progress.

Next Steps: Implement and communicate approved initiatives.

Project expected to be completed by: September 2016

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## **Regional Councillors Committee (RCC) Update**

**Purpose:** To update Council on RCC activities

**No motion required**

**Prepared by:** Matt Ng., P.Eng., Manager, Chapters

Councillor Sadr, 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 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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### Western

55	Sep/2014	WRC requests RCC to establish a task force to consider recommended changes and potential implementation of the proposed structured EIT program as presented in the PENTA Forum 2014, so to address Western Open Issue 49 by 2015 PEO AGM.	W Kershaw, D Al-Jailawi	Update: S. McGuire indicated her preference to remain on the task force, however, not in the capacity of the Chair. This issue is also being discussed by the Licensing Committee (LIC) which hopes that they will bring forth a recommendation to Council. The RCC believes this issue needs to go through a full formal process and that it should be done through the LIC with input from the Western Region / chapters. The Chair of LIC would be interested in the results of Western Region's proposed survey to assess where individuals and companies are facing obstacles as these are not tracked.	RCC	23-Jul-16	Remain Open	<input type="checkbox"/>	
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<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>
56	Sep/2015	WRC requests RCC to request the PEO Licensing Committee to clarify the background associated with 30 hour supervised EIT experience per month requirement; to provide information on what is an acceptable way for how an EIT can get someone to vouch for his/her experience in the absence of a P.Eng. direct supervisor. The region further asks the committee to provide an explanation on why this is changed, and with the intent to change it back to what it was before.	M Irvine, N Birch	Update: The RCC received the response from the Licensing Committee (LIC). The LIC was not aware that there had been a change and will recommend to Council that the experience requirement revert to what it had been prior to the Council approved changes put forth by the Professional Standards Committee.	RCC	23-Jul-16	Remain Open	<input type="checkbox"/>	

## 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	Update: M. Ng provided the RCC with a revised welcome letter that included info on the functions of PEO, OSPE, Engineers Canada, and related insurance programs. No further action was taken by the RCC. The Human Resources Committee (HRC) is working on a leadership development program that any PEO member will be able to access online. Included in this program will be an introductory module that discusses the mandate, authorities, and powers of PEO and how it relates to other engineering organizations. The introductory module will be produced this year.	RCC	23-Jul-16	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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## Northern

38	Sep/2015	NRC requests RCC to recommend to Council to establish a task force to look at the size of the council make-up with reference to the James Dunsmuir's article in Engineering Dimensions May/June 2015 issue.	Z White, D Ch'ng	Update: No further discussion by RCC needed. The Region requests this be left open as a reminder.	RCC	23-Jul-16	Remain Open	<input type="checkbox"/>	
39	Feb/2016	NRC requests RCC to recommend to council to rescind the motion of a membership referendum for continuous professional development (CPD) program. It is the opinion of the NRC that PEO should have a mandatory CPD program for its members and administered by PEO.	M Barker, L Betuzzi	Update: No further discussion by RCC needed. The Region requests this be left open as a reminder.	RCC	23-Jul-16	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>
40	Jun/2016	To raise the RCC Entrance Scholarship Fund from \$1000 per chapter to \$2000 per chapter.	R Bressan, A Aleman Chavez	Update: The RCC Entrance Scholarship Fund is pending Council's approval of the 2017 Chapter Office budget which has proposed a funding increase to a total of \$1,500 per chapter in 2017.	RCC	23-Jul-16	Remain Open	<input type="checkbox"/>	



# Briefing Note – Information

C-508-5.4

## **(CP)<sup>2</sup> UPDATE**

**Purpose:** To inform Council of the recent activities of the (CP)<sup>2</sup> Task Force.

**Motion(s) to consider:**

none required

## **Appendix**

- i. Appendix A – Written report submitted by CP2 Task Force Liaison to Council – Warren Turnbull

Report to Council September 23<sup>rd</sup>, 2016  
By CP<sup>2</sup> Task Force Liaison to Council – Warren Turnbull

### Summary of Recent Task Force Activities

1. A new draft concept called PEAK (Practice Evaluation and Knowledge) program
  - a. Suggests reaching greater heights as a professional
  - b. Evokes some graphic possibilities for a program logo
  - c. Some draft logo designs were presented to the task force
  - d. Provides PEO with an accurate and up-to-date regulatory profile of our license holders
  - e. Allows PEO to carry out our role as regulator
2. The unique program consists of three components:
  - a. An online Practice Evaluation questionnaire
  - b. An online ethics module – in progress by the Task Force
  - c. A continuing knowledge declaration
3. Benefits:
  - a. Annual report of the member
  - b. Allows for an evidence based approach
  - c. Member engagement – you now have to do something
  - d. Focus on what members are doing to improve their practice
4. Reviewed feedback of focus groups that tested the questionnaire
  - a. Incorporated many of their suggestions
  - b. Currently being revamped and will be available for testing September
    - i. Councillors
    - ii. Chapter board members
    - iii. Others
5. Some concern about launching the program when the Council elections are on
6. Legal opinion
  - a. Counsel was asked to provide an opinion about the authority of PEO to require practitioners to provide information regarding their practice and whether any or all of that information could be made public.
  - b. Current regulation making powers provide for only limited and specific requirements for practitioner information gathering
  - c. Counsel suggested that the best course of action is to seek amendments that would specifically require practitioners to provide the information identified in the practice environment questionnaire.
  - d. PEO is allowed to make public information about practitioners that may be required for the administration of the Act.
  - e. A policy paper would be required to identify what collected practice environment information will be made public, if any, and the public interest reasons for doing so.
7. On track for final report November Council meeting

# Briefing Note – Information

C-508-5.5

## ENGINEERS CANADA UPDATE

**Purpose:** To inform Council of the recent activities of Engineers Canada

**Motion(s) to consider:**

none required

Annette Bergeron, 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**

	2014	2015	2016 (Aug. 31)
<b>COC's Caseload</b>			
Filed Complaints <sup>1</sup> not disposed of by COC at previous year-end	127	105	86
Complaints Filed ( <i>PEAct s. 24. 1(a)</i> ) during the Year	69	62	47
Total Caseload in the Year	196	167	133
Total Filed Complaints Disposed of by COC in the Year (for details see <i>COC's Disposition of Complaints</i> below)	91	81	44
<b>Total Filed Complaints Pending for COC Disposition</b> (for details see <i>Status of Active Filed Complaints</i> below)	<b>105</b>	<b>86</b>	<b>89</b>
<b>COC's Disposition of Complaints</b>			
Direct that the matter be referred, in whole or in part, to the Discipline Committee. ( <i>PEAct s. 24. 2(a)</i> )	6	7	3
Direct that the matter not be referred. ( <i>PEAct s. 24. 2(b)</i> )	62	56	26
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> )	23	18	15
<b>COC's Timeliness Regarding the Disposition of the Complaint<sup>2</sup></b>			
Complaint disposed of within 90 days of filing	0	0	0
Complaint disposed of between 91-180 days of filing	17	6	3
Complaint disposed of after more than 180 days of filing	74	75	41
<b>COC Processing Time – Days from Complaint Filed to COC Disposition</b>			<b>12 mo rolling average</b>
Average # Days	655	571	498
Minimum # Days	136	91	120
Median # Days	444	308	288
Maximum # Days	1601	1686	1870

<sup>1</sup> Signed Complaint Form filed with the Registrar.

<sup>2</sup> Days from Complaint Filed to date COC Decision is signed by COC Chair.

## Status of Active Filed Complaints

<b>Active Filed Complaints - Total</b>		<b>89</b>
<b>Complaints filed more than 180 days ago</b>	<b>55</b>	<b>55</b>
Waiting for Approval and Reason regarding COC Decision	23	
Complaints under active consideration by COC	13	
Completed Investigation ready for COC consideration	2	
Regulatory Compliance Investigation	17	
<b>Complaints filed between 91-180 days ago</b>	<b>17</b>	<b>17</b>
Waiting for Approval and Reason regarding COC Decision	2	
Complaints under active consideration by COC	1	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	14	
<b>Complaints filed within the past 90 days</b>	<b>17</b>	<b>17</b>
Waiting for Approval and Reason regarding COC Decision	0	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	17	

Note:

### **Review by Complaints Review Councillor (*PEAct s. 26. (s)*)**

Where a complaint respecting a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee **within ninety days** after the complaint is filed with the Registrar, upon application by the complainant or on his or her own initiative the Complaints Review Councillor may review the treatment of the complaint by the Complaints Committee.

### **Glossary of Terms:**

Complaint Filed – Signed Complaint Form filed with the Registrar.

Investigation Complete – Investigation Summary document prepared and complaint file ready for COC consideration

**DISCIPLINE STATISTICS – September 2016 Council Meeting Report**

Discipline Phase

	2013	2014	2015	2016
	(as of August 24)			
Matters Referred to Discipline	3	7	8	2
Matters Pending (Caseload)	10	12**	17	18
Written Final Decisions Issued	10	6	5*	6
<b><i>DIC Activity</i></b>				
Pre-Hearing Conferences Held	4	4	6	5
Hearings Phase commenced (but not completed)	3	1	2	0
Hearings Phase completed	6	3	5	5

\*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.

\*\*By a decision of the Divisional Court one matter was sent back for re-hearing by a differently constituted panel.

Table “A” – Timeline summary for matters in which written Decisions and Reasons were issued in 2016

<b>File Number</b>	<b>Hearing date(s)</b>	<b>Date of written Decision</b>	<b>Approx. length of time from the last Hearing date to date of written Decision</b>
L06 09-32	May 9, 2015	July 6, 2016	1 year
L05 11-34	April 25, 2016	July 13, 2016	3 months
L06 08-86	August 3, 2012	July 27, 2016	4 years

**PROFESSIONAL ENGINEERS ONTARIO  
P. ENG. STATISTICS  
2016**

C-508-5.6  
Appendix C

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Members on Register													
Beginning	80,007	80,037	79,844	80,021	80,178	80,144	80,361	80,312					80,007
New Members	180	185	141	287	245	243	96	336					1,713
Reinstatements	50	100	57	41	63	61	45	59					476
Resignation - Regular	(37)	(32)	(3)	(39)	(32)	(34)	(24)	(30)					(231)
- Retirees	(17)	(12)	(1)	(25)	(14)	(25)	(10)	(20)					(124)
Deceased	(45)	(53)	(20)	(8)	(26)	(34)	(20)	(20)					(226)
Deletions - Regular	(98)	(262)	2	(98)	(154)	1	(131)	(147)					(887)
- Retirees	(3)	(119)	1	(1)	(116)	5	(5)	(86)					(324)
<b>Total Ending</b>	<b>80,037</b>	<b>79,844</b>	<b>80,021</b>	<b>80,178</b>	<b>80,144</b>	<b>80,361</b>	<b>80,312</b>	<b>80,404</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,404</b>
Members on Register Summary													
Full Fee Members	65,880	65,792	65,924	65,971	66,029	66,150	66,040	66,233					66,233
Partial Fee Remission - Retired	12,414	12,326	12,374	12,426	12,353	12,401	12,431	12,390					12,390
Partial Fee Remission - Health	195	191	195	195	192	197	195	201					201
Fee Remission - Maternity and/or Parental Leave , Postgraduate Studies and other	1,548	1,535	1,528	1,586	1,570	1,613	1,646	1,580					1,580
<b>Total Membership</b>	<b>80,037</b>	<b>79,844</b>	<b>80,021</b>	<b>80,178</b>	<b>80,144</b>	<b>80,361</b>	<b>80,312</b>	<b>80,404</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>80,404</b>
Membership Licence													
Net Applications Received	294	368	199	359	354	260	295	250					2,379
Applications Rec'd FCP	159	92	66	125	96	161	274	373					1,346
Female Members on													
Register - Beginning	8,351	8,364	8,360	8,378	8,400	8,435	8,453	8,460					8,351
New Female Engineers	13	(4)	18	22	35	18	7	61					170
<b>Total Female Engineers</b>	<b>8,364</b>	<b>8,360</b>	<b>8,378</b>	<b>8,400</b>	<b>8,435</b>	<b>8,453</b>	<b>8,460</b>	<b>8,521</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>8,521</b>



**PROFESSIONAL ENGINEERS ONTARIO  
ENGINEER IN TRAINING - STATISTICS  
2016**

	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
Recorded													
Beginning of Month	12,406	12,612	12,410	12,602	12,612	12,497	12,564	12,724					12,406
New Recordings	444	126	319	182	240	311	361	339					2,322
Reinstatements	19	35	18	23	6	6	12	24					143
P. Eng. Approvals	(42)	(84)	(97)	(115)	(93)	(119)	(129)	(75)					(754)
Resignations/Deletions	(94)	(43)	(48)	(80)	(105)	(14)	(84)	(19)					(487)
Lapse/Non Payment	(121)	(236)	0	0	(163)	(117)	0	(423)					(1,060)
Deceased	0	0	0	0	0	0	0	0					0
<b>Total Ending</b>	<b>12,612</b>	<b>12,410</b>	<b>12,602</b>	<b>12,612</b>	<b>12,497</b>	<b>12,564</b>	<b>12,724</b>	<b>12,570</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>12,570</b>
<b>Female Recording on Register</b>													
Beginning	2,442	2,489	2,476	2,505	2,518	2,471	2,373	2,500					2,500
New Female Recordings	47	(13)	29	13	(47)	(98)	127	5					5
<b>Total Female Recordings</b>	<b>2,489</b>	<b>2,476</b>	<b>2,505</b>	<b>2,518</b>	<b>2,471</b>	<b>2,373</b>	<b>2,500</b>	<b>2,505</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,505</b>

**PROFESSIONAL ENGINEERS ONTARIO  
CERTIFICATE OF AUTHORIZATION - STATISTICS  
2016**

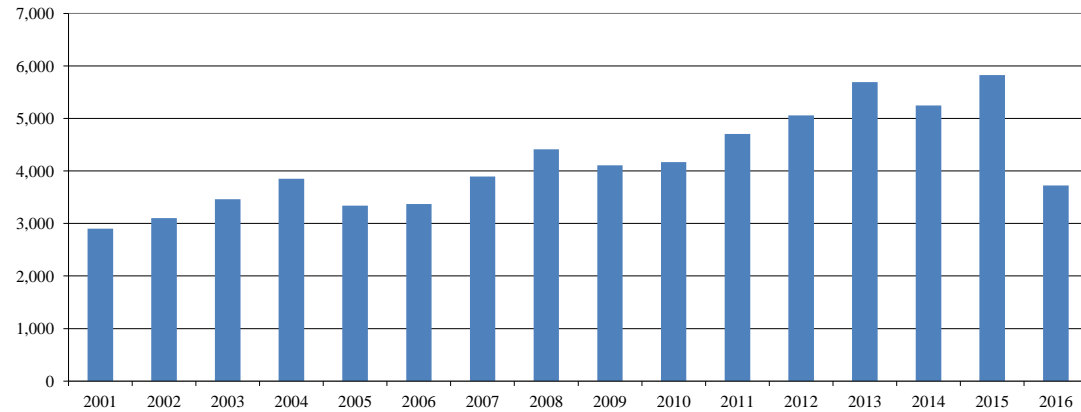
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL
<b>C of A Holders - Beginning</b>													
Regular	5,248	5,257	5,249	5,288	5,330	5,363	5,359	5,379					5,248
Temporary	44	35	35	33	31	31	29	28					44
Sub Total	5,292	5,292	5,284	5,321	5,361	5,394	5,388	5,407	0	0	0	0	5,292
<b>New Certificates Issued</b>													
Regular	38	27	52	55	54	22	23	24					295
Temporary	0	0	0	0	0	1							1
Sub Total	38	27	52	55	54	23	23	24	0	0	0	0	296
<b>Reinstatements</b>													
Regular	2	0	1	0	0	0	0						3
Temporary	0	0	0	0	0	0	0						0
Sub Total	2	0	1	0	0	0	0	0	0	0	0	0	3
<b>Deletions</b>													
Closed	(31)	(35)	(13)	(12)	(20)	(25)	(4)	(11)					(151)
Suspended, Revoked and other	0	0	(1)	(1)	(1)	(1)	1	0					(3)
Temporary	(9)	0	(2)	(2)	0	(3)	(1)	(2)					(19)
Sub Total	(40)	(35)	(16)	(15)	(21)	(29)	(4)	(13)	0	0	0	0	(173)
<b>Total Ending</b>													
Regular	5,257	5,249	5,288	5,330	5,363	5,359	5,379	5,392					5,392
Temporary	35	35	33	31	31	29	28	26					26
	<b>5,292</b>	<b>5,284</b>	<b>5,321</b>	<b>5,361</b>	<b>5,394</b>	<b>5,388</b>	<b>5,407</b>	<b>5,418</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>5,418</b>



**PEO STATISTICS  
APPLICATIONS RECEIVED  
2001 - 2016**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
JANUARY	328	341	539	440	364	316	308	372	336	393	414	397	440	530	561	453
FEBRUARY	260	222	260	345	259	319	257	234	338	276	278	384	422	380	422	460
MARCH	136	234	169	298	340	316	272	345	379	373	453	398	428	395	368	265
APRIL	225	277	279	304	269	291	280	381	294	239	338	297	414	361	356	484
MAY	403	299	394	425	270	298	293	278	279	303	314	353	394	324	292	450
JUNE	158	220	221	337	264	273	279	332	320	306	322	374	388	356	472	421
JULY	236	265	200	297	286	254	355	460	395	332	398	482	529	486	555	569
AUGUST	248	269	357	272	301	285	367	413	326	358	493	508	505	495	547	623
SEPTEMBER	270	352	455	382	254	251	333	415	402	383	451	388	512	542	466	
OCTOBER	222	206	257	253	263	282	396	419	428	372	469	540	646	568	648	
NOVEMBER	232	238	190	236	304	226	505	430	340	497	481	503	525	416	565	
DECEMBER	184	178	140	261	168	260	248	334	270	336	295	432	491	392	576	
<b>TOTAL</b>	<b>2,902</b>	<b>3,101</b>	<b>3,461</b>	<b>3,850</b>	<b>3,342</b>	<b>3,371</b>	<b>3,893</b>	<b>4,413</b>	<b>4,107</b>	<b>4,168</b>	<b>4,706</b>	<b>5,056</b>	<b>5,694</b>	<b>5,245</b>	<b>5,828</b>	<b>3,725</b>
<b>MONTHLY AVERAGE</b>	<b>242</b>	<b>258</b>	<b>288</b>	<b>321</b>	<b>279</b>	<b>281</b>	<b>324</b>	<b>368</b>	<b>342</b>	<b>347</b>	<b>392</b>	<b>421</b>	<b>475</b>	<b>437</b>	<b>486</b>	<b>466</b>
<b>YEAR TO DATE</b>	<b>2,902</b>	<b>3,101</b>	<b>3,461</b>	<b>3,850</b>	<b>3,342</b>	<b>3,371</b>	<b>3,893</b>	<b>4,413</b>	<b>4,107</b>	<b>4,168</b>	<b>4,706</b>	<b>5,056</b>	<b>5,694</b>	<b>5,245</b>	<b>5,828</b>	<b>3,725</b>

## Applications Received - Year To Date



**REGISTRATION STATISTICS – September 2016 Council Meeting Report**

Registration Phase

**2014**

**2015**

**2016**  
**(as of August 24)**

Requests for Hearing	5	4	1
Premature Applications (no Notice of Proposal)	2	2	2
Matters Pending (Caseload)	10	10	5
Written Final Decisions Issued	3	2	0
Appeals to the Divisional Court	1*	1	0
<b><i>REC Activity</i></b>			
Pre-Hearing Conferencing Held	6	3	0
Hearings Phase completed	2	2	1

\*The Divisional Court upheld the decision of the Registration Committee

## **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