



**Professional Engineers  
Ontario**

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# Council Meeting

521<sup>st</sup> Meeting of Council  
of Professional Engineers Ontario

to be held on  
Thursday, November 15, 2018  
5:30 p.m. – reception  
6:00 p.m. – dinner  
7:00 p.m. plenary session

Friday, November 16, 2018  
7:45 – 8:45 a.m. – breakfast  
9:00 a.m. – 4:00 p.m.

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

## Thursday, November 15, 2018

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. Engineers and Geoscientists BC
  
  2. Engineers Canada TD Meloche Monnex Affinity Program – includes October 30, 2018 letter from OSPE
  
  3. WMC Presentation and Recommendation Regarding the Registrar/CEO Appointment



October 30, 2018

Mr. Dave Brown, P.Eng., BDS, C.E.T., IntP.E.  
President

Mr. Johnny Zuccon, P.Eng.  
Interim Registrar

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

**RE: PEO Council's Forthcoming Decision Regarding the Sale of Insurance to Licensees**

Dear Dave, Johnny and Members of Council:

We are writing this letter on behalf of the Ontario Society of Professional Engineers (OSPE) to express the Society's substantial concerns regarding the upcoming Professional Engineers of Ontario (PEO) Council motion to approve the marketing and sale of insurance products and services to licensees.

It is of utmost importance that prior to voting on this plan, PEO Council consider the negative impacts this arrangement will have on:

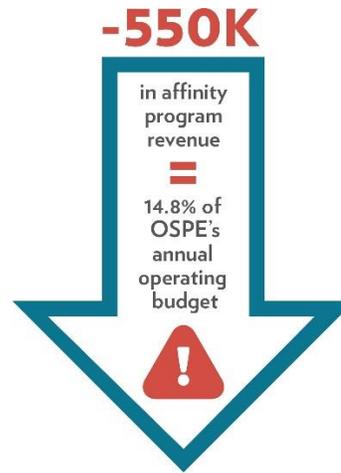
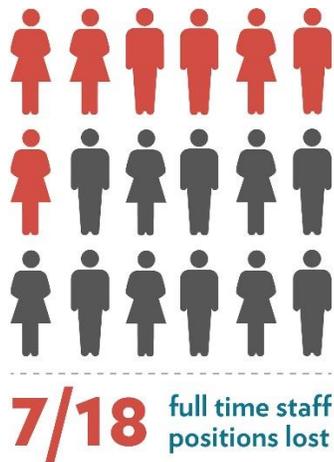
- joint stakeholders of OSPE and PEO
- the short and long-term economic interests of Ontario's engineers

### Financial Considerations

Should PEO Council enter into an agreement with Engineers Canada and TD Meloche Monnex to market home and auto insurance to professional engineers in Ontario, OSPE will consequently face a financial reduction in affinity program revenues by well over \$400,000 in the first year alone – a loss of nearly 9.3% of our annual operating budget.

Furthermore, our annual member satisfaction survey indicates that a significant number of OSPE members (over 25%) renew primarily because of our affinity programs. Therefore, a conservative estimate is that OSPE would lose 12.5% of its members, further reducing our revenues by an additional \$200,000. Altogether, should this motion be approved, OSPE would face a total loss of 14.8% of our operating budget – or approximately one-third of our staff costs.

This dollar amount is equivalent to approximately seven full-time staff positions. In an organization of 18 staff members, a reduction in more than one-third of the organization's front-line staff would gravely impact both the quality and quantity of work the Society can perform to support the engineering profession.



## Immediate Consequences

Simply taking the immediate consequences of the forthcoming motion into consideration, OSPE will be compelled to limit our engagement and investment in the following activities and initiatives:

- **Reduction in our advocacy efforts by 50%.**

In 2017, OSPE completed 71 reports, submissions, presentations and consultations to promote and educate policymakers about the importance of procuring engineering expertise in government, industry and society on complex issues, such as:

*Energy; Environment & Climate Change; Infrastructure Planning, Investment and Procurement; Excess Soils Management; Research and Innovation Strategy; Economic Development Opportunities; Multimodal Transportation Strategy; Low Impact Developments; and Electric and Hydrogen Vehicle Advancement Partnership.*

A reduction in resources and staff would curtail the progress OSPE's committees and task forces have made to establish Ontario's engineers as trusted experts to be consulted by government.

- **OSPE would be required to step away from participation in National Engineering Month.**

OSPE's ability to procure sponsors for the annual NEM events will be negatively impacted, inhibiting NEM's ability to support the various PEO Chapter activities hosted province-wide.

- **Reduction in our marketing efforts to duplicate successful campaigns, such as "#AnEngineerWasHere," "Change the World" and Professional Engineers Day.**

Without adequate resources to execute the annual public awareness campaigns that the profession has come to expect, OSPE will be unable to promote the imperative role Ontario's engineers play in improving the economic vitality, societal well-being and quality of life that Ontarians and all Canadians enjoy.

- **Decreased ability to conduct groundbreaking research and to develop programs that will support professional engineers and increase the number of engineering graduates pursuing licensure.**

From entrepreneurial resources, to mentorship, to services for International Engineering Graduates (IEGs), OSPE's endeavours also include programs geared towards supporting the equity, diversity and inclusivity of engineering licence holders in Ontario – all of which serve to strengthen the profession as a whole. Passing this motion would also significantly hinder OSPE's ability to uphold our obligations to help achieve the 30 by 30 goal established by Engineers Canada.

Overall, these short-term consequences will inevitably compound into long-term repercussions that have a detrimental impact on OSPE. With fewer members, fewer resources and a significant reduction in revenue, OSPE would have no choice but to provide less support for the engineering profession in terms of advocacy; the advancement of equity, diversity and inclusion within the profession; licensure assistance; career placement and advancement; professional development; and most importantly, ensuring that engineers have a voice when it comes to the development of public policy.

As OSPE provides less support each year, member satisfaction levels (which currently stand at 84%) will decline, negatively impacting member acquisition and retention, cumulatively reducing our capacity to deliver fundamental programs.

## Mandate Considerations

In addition to the aforementioned financial considerations, OSPE would like to respectfully point out that there is also a moral facet to this issue. A vibrant engineering profession relies on the complementary efforts of both OSPE and PEO to effectively meet our respective mandates. In fact, this was the basis for the jointly developed 2009 OSPE-PEO Accord, which was agreed upon by PEO Council at Council Meeting 454, held on February 26-27, 2009. This Accord remains in effect and is still [referenced on the PEO website](#), highlighting the relationship between OSPE and PEO. (*The Accord has been included in Appendix A, for your reference*).

As stated in the 2009 agreement, "PEO is committed to the long-term success of OSPE and OSPE is committed to the preservation of self-regulation of the profession by PEO..." More specifically, Guiding Principle #2 states, "PEO supports OSPE in pursuit of the engineers' interests and member services." Furthermore, Guiding Principle #6 states, "We differentiate the organizations to stakeholders of the profession."

As a result, OSPE believes that to demonstrate the clear distinction between our two organizations and their respective mandates, the marketing and sale of insurance products, services and other affinity programs, should remain exclusively within OSPE's jurisdiction. To expand further, the reasons are twofold:

1. The separation of self-regulation and self-interest was a fundamental reason for the creation of OSPE. Member services do not correlate with PEO's legislated mandate under *The Professional Engineers Act*.
2. When OSPE was created, a formal agreement between our organizations officially moved all member-focused services to OSPE. Since OSPE's inception, this agreement has helped support our collective strategic priorities, and aligns well with the overall vision, mission and values of both OSPE and PEO.

It is our sincere hope that Council will decide not to approve the sale of insurance products and services to licensees and will vote against the proposal. Thank you in advance for your prompt attention.

Sincerely,



Jonathan Hack, P.Eng.  
President & Chair  
Ontario Society of Professional Engineers



Sandro Perruzza  
Chief Executive Officer  
Ontario Society of Professional Engineers

## Appendix A: 2009 PEO-OSPE Accord

### Guiding Principles

PEO is committed to the long-term success of OSPE and OSPE is committed to the preservation of self-regulation of the profession by PEO, and our agreements are consistent with the following guiding principles:

1. We (PEO/OSPE) work together in the interest of the profession consistent with our respective mandates.
2. PEO supports OSPE in pursuit of the engineers' interests and member services.
3. OSPE supports PEO in pursuit of the public interest.
4. We encourage the development of partnerships when appropriate.
5. We support open and regular communication at all levels.
6. We differentiate the organizations to stakeholders of the profession.
7. We undertake regular business through operational contracts as with any other client/vendor relationship.

Our joint Approach for achieving these principles and supporting each other

1. We will review and recommend changes to PEO/OSPE agreements to ensure that they remain consistent with the guiding principles.
2. We will keep each other informed and provide open communication via multiple pathways (e.g. maintain a "Top 3 Issues" list by each organization, JRC, staff-to staff, and Chapter communications, OSPE attendance at RCC meetings, etc.)
3. We will seek opportunities to share /combine resources when appropriate
4. We will maximize the impact of our outreach activities by coordinating and avoiding conflict (i.e. public events, policy statements, Queen's Park days, PAN and GLP, etc.)
5. We will differentiate our activities to ensure that there is no unintentional overlap.
6. We will resolve all disputes through the senior volunteers of both organizations appointed to the JRC.

(Source: [http://peo.on.ca/index.php/ci\\_id/22769/la\\_id/11967.htm](http://peo.on.ca/index.php/ci_id/22769/la_id/11967.htm))

# Briefing Note - Decision

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C-521-1.1

## 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-521-1.1, 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 – 521<sup>st</sup> Council meeting agenda



# Agenda

## 521<sup>st</sup> Meeting of the Council Professional Engineers Ontario

**Date:** Friday, November 15-16, 2018  
**Time:** 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, November 15 – 7:00 p.m. – 9:00 p.m.

	Spokesperson
<b><u>PLENARY SESSION</u></b> <ul style="list-style-type: none"> <li>Engineers and Geoscientists BC</li> <li>Engineers Canada TD Meloche Monnex Affinity Program</li> <li>WMC presentation and recommendation regarding the Registrar/CEO appointment</li> </ul>	Ann English Gerard McDonald WMC

### Friday, November 16 – 9:00 a.m. – 4:00 p.m.

<b>CALL TO ORDER</b>			
<b>1. <u>APPROVAL OF AGENDA</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>
1.1	APPROVAL OF AGENDA	Chair	Decision
<b>2. <u>PRIORITY ITEMS</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>
2.1	FINAL REPORT OF THE PUBLIC INFORMATION CAMPAIGN TASK FORCE	Councillor Spink	Decision
2.2	2018 AGM SUBMISSION – LEADERSHIP DEVELOPMENT PROGRAM	Councillor Hidalgo	Decision
2.3	2019 OPERATING BUDGET	Councillor Chan	Decision
2.4	2019 CAPITAL BUDGET	Councillor Chan	Decision
2.5	BORROWING RESOLUTION	Councillor Chan	Decision
2.6	NON-BUDGETED SUBSTANTIVE EXPENDITURES	Vice-President Reid	Decision
2.7	2018 – 2020 STRATEGIC PLAN – 2019 STRATEGY SELECTION	Past President Dony	Decision
2.8	APPROVAL OF 2019 PEO ANNUAL COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER	Councillor Chan	Decision

2.9	COMMITTEES AND TASK FORCES HUMAN RESOURCES AND WORK PLANS	Councillor Chan	Decision
2.10	BY-LAW CHANGE PROTOCOL	Councillor Houghton	Decision
2.11	ADVERTISING POLICY FOR CHAPTER PROVIDED CONTINUING KNOWLEDGE ACTIVITIES	Councillor Turnbull	Decision
<b>3. <u>CONSENT AGENDA</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>
3.1	OPEN SESSION MINUTES – 520 <sup>TH</sup> COUNCIL MEETING – SEPTEMBER 21, 2018	Chair	Decision
3.2	APPROVAL OF CEDC APPLICATIONS	Councillor Bhatia	Decision
3.3	REQUEST FROM THE CANADIAN ENGINEERING ACCREDITATION BOARD (CEAB) NOMINATING COMMITTEE	Councillor Bhatia	Decision
3.4	CHANGES TO THE 2018 PEO COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER	Councillor Chan	Decision
3.5	COMMITTEES AND TASK FORCES TERMS OF REFERENCE FOR THE VOLUNTEERS LEADERSHIP CONFERENCE PLANNING COMMITTEE (VLCPC)	Councillor Chan	Decision
<b>4. <u>IN-CAMERA</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>
4.1	IN-CAMERA MINUTES – 520 <sup>TH</sup> COUNCIL MEETING – SEPTEMBER 21, 2018	Chair	Decision
4.2	HRC RECOMMENDATION REGARDING THE REGISTRAR/CEO APPOINTMENT	President Brown	Decision
4.3	2019 ORDER OF HONOUR AWARDS	Councillor Hidalgo	Decision
4.4	2019 GORDON M. STERLING AWARD	Councillor Hidalgo	Decision
4.5	DISCIPLINE COMMITTEE – DECISIONS AND REASONS	Linda Latham	Information
4.6	LEGAL UPDATE	Linda Latham	Information
4.7	PEO'S ANTI-WORKPLACE HARASSMENT AND 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	INSURANCE INDEMNIFICATION	Mehta	Information
5.2	STAFF AND VOLUNTEER TRAINING	Clark	Information
5.3	COUNCIL ACTION LOG	Chair	Information
5.4	REGULATORY RISK REGISTER	Chair	Information
5.5	COUNCILLOR ITEMS	Chair	Information

Please note that in order to streamline the agenda, Committee reports will no longer be included in the agenda package. Committee Chairs are asked to submit their written reports to the Secretariat for posting on the Council SharePoint site prior to each Council meeting. These reports will not be discussed at the meeting unless a Councillor or an EC Director asks to address a specific item contained within the written report. The reports submitted as of October 30, 2018 are:

- Engineers Canada
- Government Liaison Committee
- Joint Relations Committee
- Legislation Committee
- Regional Councillors Committee
- Statistics – Complaints, Discipline, Licensing and Registration

The link below will take you directly to the reports.

[521 Council Reports](#)

## **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]

**2018-19 Council Committee Meeting/Mailing Schedule**

**2018-19 Council Mailing Schedule**

**2018**

<b>Meeting #</b>		<b>Meeting Date</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 Due Date</b>	<b>Supp. Agenda Mailing Date</b>
521	<b>Council</b>	Nov. 15-16	Oct. 26	Oct. 30	Nov. 2	Nov. 6	Nov. 9

**2019**

<b>Meeting #</b>		<b>Meeting Date</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 Due Date</b>	<b>Supp. Agenda Mailing Date</b>
522	<b>Council</b>	Feb. 7-8	Jan. 18	Jan. 22	Jan. 25	Jan. 29	Feb. 1
523	<b>Council</b>	Mar. 21-22	March 1	March 5	March 8	March 12	March 15
524	<b>Council</b>	May 4 <sup>2</sup>	April 12	April 16	April 19	April 23	April 26

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

<sup>2</sup> - new Councillors to be invited as soon as information is available.

**Upcoming Events**

<b>Date</b>	<b>Event</b>	<b>Location</b>
November 17, 2018	Chapter Leaders Conference	Hilton Toronto Airport
November 17, 2018	Ontario Professional Engineers Award (OPEA)	Toronto International Centre

## FINAL REPORT OF PUBLIC INFORMATION CAMPAIGN TASK FORCE

**Purpose:** To receive the final report of the Public Information Campaign Task Force and approve the recommendations therein to begin an awareness campaign.

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

That Council receive the final report of the Public Information Campaign Task Force as presented to the meeting at C-521-2.1, Appendix B and approve the recommendations therein to initiate an information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO.

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

**Moved by:** Marilyn Spink, P.Eng., Lieutenant Governor-in-Council Appointee

### 1. Need for PEO Action

At the Council Retreat in June 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 September 2016, Council approved a motion to establish a task force “to examine a potential public information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO.”

The Public Information Campaign Task Force was subsequently formed in February 2017 with a budget of 100,000 to engage an agency to assist with messaging and plan development. The output of this work formed the basis of the recommendations of the task force and its subsequent report to Council.

### 2. Proposed Action / Recommendation

That Council approve the recommendations and accompanying budget included in the final report of the Public Information Campaign Task Force to initiate an information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO.

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

Staff will begin implementation of the awareness campaign in 2019 under the direction of the task force.

### 4. Policy or Program contribution to the Strategic Plan

This decision contributes directly to Strategic Objective 3: Enhance PEO’s public image as it aims to improve awareness of PEO and its role as regulator of professional engineering in Ontario.

## 5. Financial Impact on PEO Budgets (for five years)

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	N/A
2 <sup>nd</sup>	\$1,077,000	\$0	Cost to implement awareness campaign as recommended by the task force in 2019
3 <sup>rd</sup>	\$440,000 - \$735,000	\$0	Budget range to implement campaign initiatives as recommended by the task force in 2020. Actual budget to be confirmed once first year campaign results are known.
4 <sup>th</sup>	\$440,000 - \$735,000	\$0	Budget range to implement campaign initiatives as recommended by the task force in 2021. Actual budget to be confirmed once second year campaign results are known.
5 <sup>th</sup>	\$	\$	TBD

## 6. Peer Review & Process Followed

<b>Process Followed</b>	The final report was peer reviewed by the Executive Committee at its meeting on July 19, 2018.
<b>Council Identified Review</b>	The Public Information Campaign Task Force was formed in February 2017 as a result of a Council motion in September 2016. The terms of reference of the task force indicated that a final report with recommendations be submitted to Council.
<b>Actual Motion Review</b>	In September 2016, Council approved a motion to establish a task force “to examine a potential public information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO.”

## 7. Appendices

- Appendix A – Terms of reference Public Information Campaign Task Force
- Appendix B – Final report of the Public Information Campaign Task Force
- Appendix C – Communications plan from Premise Design Communications (February 2018)

## Terms of Reference

### Public Information Campaign (PIC) Task Force

**Issue Date:**  
**Approved by: Council**

**Review Date:**  
**Review by: Council**

<b>Legislated and other Mandate approved by Council</b>	<p>“To examine a potential public information campaign based on a value proposition of professional engineering.”</p> <p><b><i>[APPROVED BY COUNCIL - September 23, 2016]</i></b></p>
<b>Key Duties and Responsibilities</b>	<ol style="list-style-type: none"> <li>1. Examine a potential public information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO.</li> <li>2. Develop a Request for Proposal to engage a vendor to assist with message development and compile a list of the most relevant communications vehicles and their associated costs.</li> <li>3. Provide a report to Council no later than at its April 2018 meeting, with campaign concepts and options, including:             <ul style="list-style-type: none"> <li>o proposed messaging;</li> <li>o key audiences;</li> <li>o communications channels;</li> <li>o costs and other required resources;</li> <li>o measurables; and</li> <li>o suggested course of action.</li> </ul> </li> <li>4. Circulate the draft report to the EXE for peer review prior to submission to Council.</li> </ol>
<b>Constituency, Number &amp; Qualifications of Committee/Task Force Members</b>	<p>The task force shall, upon inception, consist of seven (7) members, with at least five being current or former PEO Councillors and up to two (2) being current PEO members at large with familiarity of, and demonstrated experience with, current best practices in marketing/advertising or communications.</p>
<b>Term Limits for Task Force members</b>	<p>The task force is to be stood down following the submission of its final report to Council unless requested otherwise by Council.</p>
<b>Qualifications and election of the Chair</b>	<p>The Chair is to be elected from among the members of the task force in accordance with Wainberg’s Society Meetings and By-Law No. 1, section 25(4).</p>
<b>Qualifications and election of the Vice Chair(s)</b>	<p>The Vice Chair is to be elected from among the members of the task force in accordance with Wainberg’s Society Meetings and By-Law No. 1, section 25(4).</p>
<b>Duties of Vice Chair(s)</b>	<p>To act as Chair in the absence of the Chair.</p>
<b>Quorum</b>	<p>In accordance with Wainberg’s Society Meetings Including Rules of Order and section 25(1) 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.</p>
<b>Meeting Frequency &amp; Time Commitment</b>	<p>The task force will meet at the call of the Chair.</p>

<b>Operational year time frame</b>	The task force will commence its work upon approval of the Terms of Reference by Council and is to be stood down following submission of its final report to Council, unless requested otherwise.
<b>Committee Advisor</b>	David Smith, Director, Communications
<b>Committee Support</b>	Duff McCutcheon, Manager, Communications



# Final Report

C-521-2.1  
Appendix B

## PUBLIC INFORMATION CAMPAIGN TASK FORCE September 21, 2018

### *Executive Summary*

The Public Information Campaign Task Force was formed in February 2017 as a result of a Council motion in September 2016 to establish a task force “to examine a potential public information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO.”

The task force met for the first time on April 5, 2017 and held a total of 10 meetings—four by teleconference and six in-person. The task force engaged a communications agency—Premise Design Communications—to conduct comprehensive research, determine target audiences and develop key messages.

As a result of its work, the task force is recommending PEO Council approve the first phase of a three-year awareness campaign—beginning in January 2019 and targeting employers of engineers, engineers, universities and students—at a cost of approximately \$1,077,000.

This budget comprises:

1. \$600,000 for advertising elements and tactics;
2. \$342,000 for the design, production and implementation of complementary branding initiatives; and
3. \$135,000 for operational costs to support implementation of the campaign.

These three budget categories form the complete recommendation of the task force and the initiatives therein are not intended to be considered individually.

Initiatives throughout the first year of the campaign will be evaluated using key metrics to obtain accurate data and to allow for adjustments as required.

The overall objectives of the awareness campaign are to:

- increase awareness of the requirement for a licence to be called a professional engineer and practise engineering;
- explain and reinforce the value of the P.Eng. licence; and
- improve the awareness and image of PEO.

Creative designs, platforms and taglines will be developed for the campaign that promote the obligation PEO licence holders have to keep Ontarians safe and organizations operating prosperously by effectively and innovatively meeting economic interests while ensuring that the public interest is never compromised.

The campaign will revolve around enhancing three core elements of PEO:

1. Our brand/identity
2. The website
3. Perceptions around the licensing process



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# Final Report

## **PUBLIC INFORMATION CAMPAIGN TASK FORCE**

**September 21, 2018**

Work will include modest revisions to the PEO logo to signal a modernization, aligning the contemporary brand/identity with engaging and targeted content on the website, and improving communication on PEO's licensing process, which includes clearly defining the benefits of licensure.

The target audiences and key messages for the campaign were determined and validated through a comprehensive and qualitative research gathering process in which nearly 5500 stakeholders were consulted through telephone interviews, focus groups and online surveys over a four-month period.

Objectives, tactics and budgets for years two and three of the awareness campaign are not included in this report and will require further development and approval from Council. The task force cautions against limiting the campaign to a one-year initiative as this will have little long-term impact. It is recommended that PEO commit to a campaign spanning multiple years with year one initiatives measured and tracked so adjustments can be made as necessary in subsequent years. As such, the task force recommends that it remain intact until the completion of the first phase of the campaign, at which time it will provide Council with results of the initiatives, along with recommendations on how to proceed.

This report was peer reviewed by the Executive Committee at its July 2018 meeting and presented to Council at its September 2018 meeting.



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

### *Introduction*

In September 2016, PEO Council directed the registrar to develop terms of reference and propose members for a task force to investigate initiating a marketing campaign related to protecting and expanding licence holders' rights to practise. This directive evolved from discussions at Council's June 2016 workshop and was intended to support the fourth additional object under the *Professional Engineers Act*, "To promote public awareness of the role of the Association."

In February 2017, Council approved the terms of reference and proposed nominees for the task force.

As per the terms of reference, the newly-formed Public Information Campaign Task Force comprised seven members, with at least five being current or former PEO councillors and up to two being current PEO members-at-large with familiarity of, and demonstrated experience with, current best practices in marketing/advertising or communications.

Task force members include: Marilyn Spink, P.Eng. (chair), Karen Chan (vice chair), Tim Kirkby, P.Eng., Valerie Davidson, P.Eng., Sean Ferenci, P.Eng., Roger Jones, P.Eng., and Nancy Schepers, P.Eng.

The mandate of the task force, as approved by Council, is "to examine a potential public information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO."

The key duties and responsibilities of the task force are outlined in the terms of reference and include:

- Developing a request for proposal to engage a vendor to assist with message development and compile a list of the most relevant communications vehicles and their associated costs.
- Providing a report to Council no later than at its April 2018 meeting, with campaign concepts and options, including:
  - proposed messaging;
  - key audiences;
  - communications channels;
  - costs and other required resources;
  - measurables; and
  - suggested course of action.
- Circulating the draft report to the Executive Committee for peer review prior to submission to Council.

Council provided the task force with \$100,000, which was outside of PEO's 2017 operating budget, to engage an agency to assist with messaging, plan development and draft campaign proposals.

The task force first met on April 5, 2017 and held a total of 10 meetings—four by teleconference and six in-person.



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

To begin, the task force developed a work plan and a request for proposal (RFP) to engage communications expertise to develop a variety of potential marketing campaigns to enhance PEO's public image and communicate how the public interest is protected by the regulator of engineering in Ontario. The RFP was issued in May 2017.

In June 2017, the task force reviewed the 10 proposals received in response to the RFP and narrowed the list of candidates to three. A formal interview process with these selected candidates was then conducted. An evaluation process followed during which task force members considered each agency's success in implementing province-wide campaigns, overall track record, experience working with volunteers, knowledge of the profession and cost of proposal. Ultimately, Premise Design Communications was selected as the successful candidate.

In July 2017, the task force held its kick-off meeting with Premise during which the group confirmed the project's objectives and expected outcomes, reviewed the project plan and key milestones, and discussed the discovery phase of the project.

### ***Discovery Phase—August – October 2017***

The discovery phase of the project was intended to:

- Understand current awareness, knowledge and perceptions of the P.Eng. licence and PEO;
- Gauge the attractors/rewards and barriers/risks to working with/as a P.Eng.;
- Understand how best to communicate the value of the P.Eng. licence to a range of target audiences; and
- Help identify target audiences that will have the most leverage toward creating the desired change.

A qualitative research gathering process took place in August, with Premise conducting one-hour telephone interviews with 20 industry leaders representing a diverse spectrum of stakeholders. Several interviews with internal executives were also conducted.

Premise then led six, two-hour focus groups, which included representation from:

- engineering students;
- engineering interns;
- engineers with five or more years of experience who are not in supervisory roles;
- engineers in mid-management roles; and
- engineers in supervisory roles.

Approximately 50 participants attended the sessions—in-person or via video conference—and care was taken to ensure participant diversity (gender, culture, geographic location, engineering discipline).

In addition, the Premise team examined past PEO member research reports, audits, presentations and strategic plans.



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

### Outcomes

In October, Premise presented highlights from the discovery phase along with target audience recommendations to the Executive Committee (EXE). The resulting research showed that:

- Employers of engineers should be the primary target audience for any awareness campaign as they are the centre of influence and gatekeepers of value in the careers of engineers;
- Employers can influence all other key target audiences;
- Support by engineers of an awareness campaign is critical for success; and
- Communication to target audiences should be prioritized as follows:
  1. Employers
  2. Engineers
  3. Universities and university students
  4. Governments
  5. General public

It was evident that key messaging should focus on the potential value proposition to employers. Such key messages should include:

- Ingenuity—prospering businesses need the talents of engineers for innovation, problem-solving and safely advancing technology
- Providing a smooth path for entry-level employees will attract the best engineering talent
- The P.Eng. licence is a mark of excellence
- Sustainability factors—environmental awareness, workplace safety, reduced economic risk and reduced liability
- Proof of conscience—the primary obligation of professional engineers is to place safety and the public interest ahead of profits
- Compliance with Ontario law

Based on the output of the interviews and focus groups, the task force concluded that:

1. The awareness campaign should have a phased approach; targeting the general public in the first phase, however, is not advisable.
2. The first phase of the awareness campaign should begin with and focus directly on a segment of the public—employers. This is critical to building credibility prior to any general public campaign as employers can influence all other key target audiences in an integrated way.
3. To maximize program and campaign effectiveness, the campaign should focus on key industries where the P.Eng. designation is relatively unknown or unrecognized.
4. The message framework for employers in the first phase should focus on the potential value proposition—ingenuity, sustainability, excellence, compliance, proof of conscience and the transition for entry level employees.
5. The value equation for messaging should be flexible. Once developed, a campaign strategy can be tailored and customized to bring meaning to each audience as part of the phased approach.



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## PUBLIC INFORMATION CAMPAIGN TASK FORCE

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The EXE agreed with the recommendation that employers of engineers, engineers and universities/engineering students should be the target audiences in the first phase of a campaign, with employers being the priority.

### ***Validation Research—November to December 2017***

Conducting validation research was not included in Premise's original budget or timeline, however, the task force elected to have Premise proceed with such research through online opinion polling. The cost of implementing this step was within the task force's budget although such work would ultimately delay submission of its final report to Council (originally to be submitted by April 2018). This research was deemed critical to accurately confirming target audience priorities, choosing the most effective overarching message (brand positioning statement) and gaining the necessary insight to craft the value proposition.

Before the validation research was conducted, the task force reviewed five possible brand positioning statements proposed by Premise, which was developed based on the findings of the discovery phase consultations. The statements were refined and reduced to three for further review and testing. They were:

1. **Licensed Ingenuity**  
Ingenuity, innovation and solving the toughest technical problems: These are essential ingredients for Ontario to thrive and prosper. Professional engineers are essential to innovation because they thrive on tackling the toughest technical problems. Licensed by Professional Engineers Ontario (PEO), P.Engs work to a higher standard of accountability and professionalism. They take pride in their ability to solve the most complex and difficult challenges. In Ontario, professional engineers are licensed because, in the process of innovation, public safety must never be put at risk. Licensing ingenuity is one of the ways that professional engineers make Ontario companies more innovative and safer for all of us.
2. **New Technology: How do we know if it is really safe?**  
Increasingly, everything we touch depends on complex technology that most of us barely understand. We enjoy the clever conveniences that technology brings to our daily lives. Yet, in a world where even drivers may soon be replaced by artificial intelligence, the potential for technology to be lethal is growing. In Ontario, licensed professional engineers must be employed by all organizations to develop and safely deploy technology to avoid the potential for harm. This message is brought to you by Professional Engineers Ontario as a reminder to organizations, to engineers and to the public, that licensing engineering isn't optional. It's the law.
3. **Doing the Right Thing. Right.**  
What's more important, making a higher profit or protecting the environment? Driving down costs or ensuring public safety? Getting it done on time or getting it done right the first time? The answer is all of them. Professional engineers are licensed in Ontario to effectively meet economic interests while ensuring that public interests are never compromised. That's one of the many ways that the Professional Engineers Ontario helps to keep Ontarians safe and organizations operating prosperously.



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## PUBLIC INFORMATION CAMPAIGN TASK FORCE

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These three positioning statements served as the basis for online opinion polling of professional engineers (4392 respondents), business executives (1003 respondents) and the public (101 respondents) that was conducted in late November through to mid-December. These province-wide polls were specifically designed to:

- Measure current awareness and understanding of the engineering profession as it is practised in the province, including the importance members place on their professional designation;
- Capture interest in promoting knowledge among employers about ensuring that professional engineers serve in regulated roles and promote what makes them distinctly valuable in those roles; and
- Determine which of the approaches to positioning and key messaging are the most persuasive to those in hiring positions and will be the most likely to be effective in changing opinions and behaviours of priority target audiences.

### Outcomes

In January 2018, the task force reviewed results of these three surveys, which confirmed the need to communicate with employers and engineers in the first phase of an awareness program (with employers being the primary target audience).

The most appealing brand positioning statement was “Doing the Right Thing. Right.” Several prominent themes associated with this positioning statement also emerged during the research phase that will be incorporated into the campaign. These themes are:

- Integrity—Delivering high professional standards of performance and ethics;
- Innovation—Excelling at the forefront of new technologies and advances;
- Public safety—Earning the public’s trust and confidence; and
- Legal compliance—Respecting the value of a licence to practise engineering in Ontario.

Additional insights gathered from the validation research include:

#### Employers

- Engineers and those who hire and educate them must be convinced that licensing is extremely important;
- Many senior executives are unaware of the legal requirements in some cases for hiring a P.Eng.; and
- The need to hire professional engineers to do engineering work is seen as unnecessary by many employers.



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

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### Engineers

- Many practitioners believe career progression comes from education and experience, and is not influenced by having a P.Eng.;
- The licence is perceived as expensive/low value, although if a company pays for it, its value increases;
- Engineers in traditional disciplines think it's important that new and emerging disciplines have the same licensing requirements; and
- A less experienced practitioner is less likely to see the licence as essential, and believes it has more value for mid-career engineers.

### Universities

- Some faculty members are openly against any requirements for a licence in newly emerging fields;
- View that employers and new fields are governed by global markets and laws, which make local regulations irrelevant; and
- Universities are increasingly aligned with business and corporate partnerships, and cater to their needs and perspectives to prepare students for success.

### Students

- Perceive there are several barriers to licensure, including:
  - Employers don't require or support it;
  - Not important for career growth;
  - Peers aren't licensed but still refer to themselves as engineers;
  - Professors don't support licensure; and
  - Process is too confusing.

### Public

- The public expects those who are doing engineering work to be licensed.

## ***Developing Recommendations—January to May 2018***

The task force recommends that PEO proceed with a multi-staged awareness campaign—beginning in January 2019—that targets employers of engineers, practicing engineers, universities and students in the first year. As such, the task force's recommendations in this report apply only to year one of the campaign. Objectives, tactics and budgets for years two and three are not included in this report and will require further development followed by approval from Council.

The objectives in the initial year of the campaign are to:

- Increase awareness of the requirement for a P.Eng. licence to be called a professional engineer and practise engineering;
- Explain and reinforce the value of a P.Eng. licence; and
- Improve the awareness and image of PEO.



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

### Value Proposition

The value proposition communicated to target audiences will be that engineers:

- Uphold the highest standards to protect the public interest;
- Are the only ones who can take responsibility for engineering work;
- Meet the needs of the public, who expect engineering work to be performed by engineers;
- Balance technical, economic, environmental, human and other factors to optimize performance;
- Innovate, create and apply new technologies to improve profitability and economic value; and
- Solve highly challenging technical problems in practical ways.

### Brand Positioning

Behind the appeal of the positioning statement “Doing the Right Thing. Right.” is the overarching message that professional engineers find the right balance when innovating, creating and applying new technologies while remaining committed to protecting the public interest. Creative designs, platforms and taglines that explore the spirit of this idea will be developed for the campaign.

### Year 1 Communications Strategies

The first year of the campaign will focus on employers of engineers, engineers, universities offering engineering programs and engineering students, with the aim of changing current perceptions on the value of the P.Eng. licence.

The primary areas to be addressed are:

1. PEO brand/identity
  - Tweak the PEO logo to signal a change of focus
  - Appeal to younger audiences
  - Increase participation in digital channels
2. Website\*
  - Align new brand/identity with new, targeted content on website
  - Tailor information to target audiences
  - Create an intuitive, interactive user experience to encourage return visits
  - Storytelling: develop and post engaging case studies/testimonials
3. Perception around the licensing process
  - Simplify communication on licensing process
  - Define benefits of licensure
  - Create tighter alliances with OSPE and other allied organizations to increase perceived value of licence



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

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(\*A complete redesign of PEO's website was also recommended by Premise and the task force, however, since a redesign was already initiated by the communications department in late 2017 and is expected to be completed by the end of 2018, the task force is recommending the development of campaign-branded landing pages on the new website to link to, and connect with, campaign initiatives.)

Specific strategies of the campaign will include:

1. Elevating current communication efforts
  - Campaign landing pages on updated or new PEO website
  - Added presence and promotion at conferences, tradeshows and related events
  - Leverage *Engineering Dimensions*
  - Create digital media and optimization plan
  - Prepare bylined articles for publishing in relevant trade magazines
  - Empower chapters with new content and conversation topics along with media kits and training
2. Initiating conversations with:
  - a. Employers
    - i. identify targeted sectors and companies
    - ii. share value proposition through tailored messaging and content
    - iii. track progress and identify success stories
    - iv. B2B advertising campaign to employers
  - b. Engineers
    - i. promote the benefits of licensure with tailored messaging and content
    - ii. leverage advertising campaign to website dialogue
  - c. Universities
    - i. Engage and collaborate with university deans of engineering and other faculty through workshops, focus groups, conferences
    - ii. Track progress and identify success stories
  - d. Students
    - i. promote the benefits of licensure with tailored messaging and content
    - ii. advertising campaign that drives traffic to campaign landing page on updated or new PEO website
3. Creating and sharing success stories
  - Develop library of success stories and testimonials on relevance of licence
4. Engaging influencers
  - Identify and sponsor key spokespeople (industry pundits, business leaders, educators, students, members) to promote PEO value proposition, develop and post content, participate at events, etc.
5. Rewarding desired behaviours
  - provide tools and content for new graduates to raise their profile and the importance of licensure within their companies
6. Using learning to refine communications
  - create digital media and optimization plan
  - metrics and success tracking

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## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

- refine and refresh messaging and content

Specific tactics for year one of the campaign will include:

- Confirm advertising campaign creative, messaging and placement opportunities
- Campaign landing pages with tailored messaging for engineers, students and industries
- Print/digital advertisements for publications and out-of-home advertising
- New tradeshow booth, posters, collateral, promotional items
- Success stories and testimonials—written content, video and visuals
- Social media calendar and content/posts
- Surveys and follow-up emails
- Road show/webinar presentation and content to be tailored for employers (and industry sectors) and universities and delivered by PEO staff

## Budget

The task force was provided with three advertising proposals for the first-year of an awareness campaign by Premise complete with approximate budget requirements (see Table 1).

**Table 1. Comparison of Advertising Plans**

DESCRIPTION	PLAN A	PLAN B	PLAN C
<b>Creative elements:</b>			
Targeting, versioning and resizing	\$125,000	\$85,000	\$40,000
Campaign Landing page (microsite)	\$20,000	\$15,000	\$15,000
<b>Recommended tactics/channels:</b>			
<b>C-Suite &amp; Engineers</b>			
Trade publications (print & digital)	\$300,000	\$210,000	\$110,000
Board of Trade publications (print and digital)	\$60,000	\$40,000	\$30,000
Airports (billboard ads)	\$125,000	\$75,000	\$75,000
Office buildings (elevators in urban areas)	\$40,000	\$40,000	N/A
Transit (poster, digital), shared with universities and students	\$60,000	\$40,000	N/A
<b>Universities &amp; students</b>			
University publications (print & digital)	\$95,000	\$55,000	\$35,000
On campus media	\$30,000	\$20,000	N/A
Transit (poster, digital), shared with C-suite & engineers	\$40,000	\$20,000	N/A
<b>Totals</b>	<b>~ \$895,000</b>	<b>~ \$600,000</b>	<b>~ \$305,000</b>

# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

Although the Plan A option in Table 1 is the most comprehensive, the task force recommends proceeding with an advertising budget of approximately \$600,000, as included in Plan B. Such a budget for a province-wide campaign is in-line with one-year advertising campaign budgets for similar types of associations and should provide enough impact to achieve first-year goals—signaling a change, engaging target audiences and, ultimately, increasing perceptions of PEO. Moreover, it will lay the foundation for a more detailed plan in year two of the campaign as PEO will be able to track areas of greatest and least impact and use this information to guide future advertising strategies. Plan C, on the other hand, would likely have very little effect on a campaign of this scale and is not recommended as a practical use of funds.

To support the advertising campaign, the task force recommends implementing several complementary branding initiatives at an approximate cost of \$342,000. These initiatives are noted in Table 2.

**Table 2. Complementary Branding Initiatives**

DESCRIPTION	COST
*PEO identity update and guidelines	\$50,000
*Decision tool to increase ease of licensure process	\$30,000
Trade show booth (design and production)	\$35,000
Posters, PPT, collateral, promotional items (design and production)	\$65,000
Chapter materials (design and production of PPT, collateral)	\$50,000
Initiating conversations with employers, engineers and universities and students:	
• PPTs	\$12,000
• Content and stories	\$10,000
• Email campaign	\$15,000
• Videos	\$75,000
<b>Totals</b>	<b>~ \$342,000</b>

\*Recommended in year one of campaign. Other initiatives are included in year one recommendation but could be phased in during years two and three, if required.

Operational costs related to the implementation of all recommendations include the addition of one contract staff to serve as project manager, registration and staff costs associated with increased participation at tradeshows, and budget to support the continuing operation of the task force for one year. These costs are noted in Table 3.

**Table 3. Operational Costs**

DESCRIPTION	COST
*One addition staff (contract) to support and manage campaign implementation	\$100,000
Trade show participation (registrant fees and staff costs for approx. five shows)	\$20,000
Task force budget	\$15,000
<b>Totals</b>	<b>~ \$135,000</b>



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# Final Report

## **PUBLIC INFORMATION CAMPAIGN TASK FORCE**

**September 21, 2018**

The total recommended budget for the first year of an awareness campaign is \$1,077,000. This includes \$600,000 budget for advertising initiatives, \$342,000 for complementary branding activities and \$135,000 for operational costs to support implementation of the campaign. These three budget categories form the complete recommendation of the task force and the initiatives therein are not intended to be considered individually.

As noted previously, the recommendations in this report apply only to year one of the campaign. Council must determine if and how to proceed with any further implementation, although it is the strong recommendation of the task force that the campaign not be limited to one-year. It is recommended that PEO commit to a campaign spanning multiple years with first-year initiatives measured and tracked so adjustments can be made as necessary to ensure long-term impact and benefits. As such, the task force recommends that it remain intact until the completion of the first phase of the campaign, at which time it will provide Council with results of the initiatives, along with recommendations on how to proceed.

Professional Engineers Ontario

# Communications Plan

## February 28, 2018

·  
Premise:

# Our ask of you today

- Reflect on the research as we consider the job at hand
  - What we need to accomplish with the communication
  - The barriers, the opportunities
  - How will we measure success
- Consider a wide range of communication strategies and channels
- Determine what is possible in terms of the plan and budget
- Discuss creative approaches and ideas to bring the plan to life

# Background

- Premise:

## **Mandate of the 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.”

APPROVED BY COUNCIL - September 23, 2016

# Process and progress to date

- Discovery Research – Target Audience Recommendation *October 2017*
- Validation Research – Positioning Statements and Key Messages for Executives, Engineers and the Public *December 2017*
- Key Findings from Validation Research and Draft Value Proposition *January 2018*
- Communications Plan *February 2018*
  - Brand Positioning and Key Messaging
  - 2-3 Creative Campaign Platforms
  - Range of communication strategies, goals, ballpark costs
- Finalize Task Force Report and Recommendations *March 2018*
- Presentation of Draft Report to EXE *April 2018*
- Presentation of Draft Report at Council plenary *May 2018*
- Submit Final Report to Council *June 2018*

# Key insights from the research

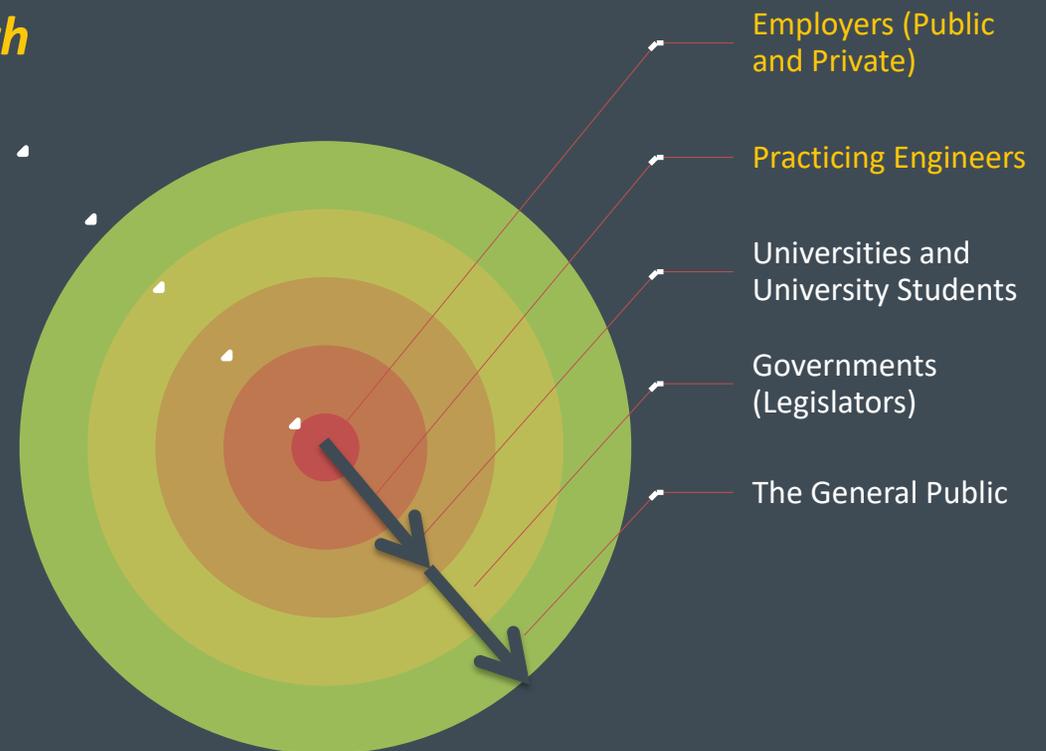
***We need to communicate first with Employers and Engineers***

## Phase I

1. P.Eng. Licence Holders
2. All Employers of Engineers (with an emphasis on new technology industries)
3. University Engineering Faculty and Engineering Students (and other candidates for P.Eng.)

## Phase II

1. Legislators
2. General Public



# Key insights from the research

*Employers should be the primary target audience*

Employers are the Centre of Influence and the Gatekeepers of Value in the Careers of Engineers



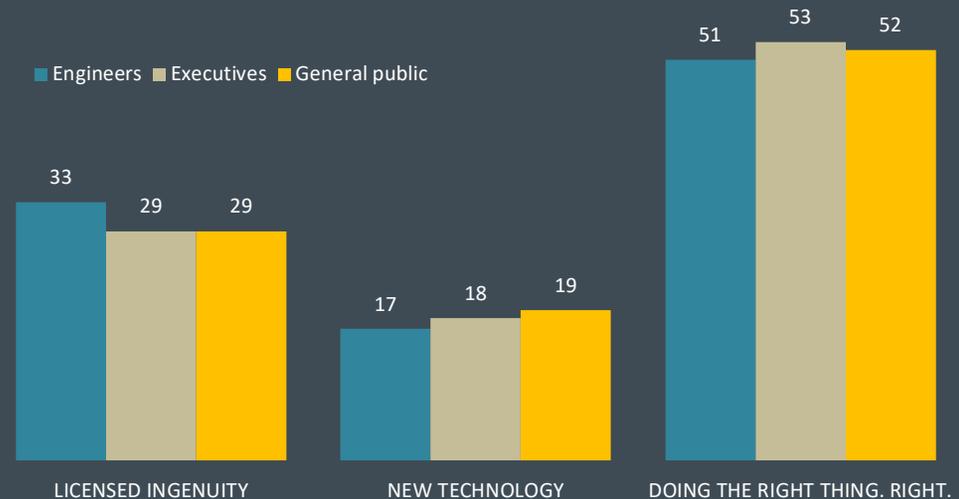
# Key insights from the research

***“Doing the Right Thing. Right.” is the strongest idea among all audiences.***

▫ **DOING THE RIGHT THING. RIGHT.**

What’s more important? Making a higher profit or protecting the environment? Driving down costs or ensuring public safety? Getting it done on time or getting it done right the first time? The answer: All are important. In Ontario, professional engineers are licensed to effectively meet economic interests while ensuring that the public interest is never compromised. That’s one of the many ways that Professional Engineers Ontario helps to keep Ontarians safe and organizations operating prosperously.

## Most Appealing



Q. Which of the following images of the role of Professional Engineers do you believe is most appealing?  
N= Engineers, 4392; Executives, 101; General public, 1003

# Value proposition for Employers

*Ontario employers must demand that they work with a P.Eng. when engineering work is performed because ...*

A P.Eng. always  
does the right thing.  
Right.

Balancing technical, economic, environmental, human, and other factors to optimize performance

Innovating, creating and applying new technologies to improve profitability and economic value

Solving highly challenging technical problems in practical ways

Upholding the highest standards of public and workplace safety

Meeting the needs of the public: Ontarians expect engineering work to be performed by a P.Eng. and they deserve no less

Meeting legal requirements: It is required by law that all engineers hold a P.Eng.

# Value proposition for Engineers, Students & Educators

*A P.Eng. is necessary, in high demand and can advance your career because ...*

A P.Eng. always  
does the right thing.  
Right.

Balancing technical, economic, environmental, human, and other factors to optimize performance

Innovating, creating and applying new technologies to improve profitability

Solving highly challenging technical problems in practical ways

Upholding the highest standards of public and workplace safety

Meeting the needs of the public: Ontarians expect engineering work to be performed by a P.Eng. and they deserve no less

Meeting legal requirements: It is required by law that all engineers hold a P.Eng.

# Value proposition for the Public

*Ask for P.Eng. Make sure that the companies you deal with are using licensed engineers because ...*

A P.Eng. always  
does the right thing.  
Right.

Upholding the highest standards of public and workplace safety

Balancing technical, economic, environmental, human, and other factors to improve everyday life in Ontario

Innovating, creating and applying new technologies to improve everyday life in Ontario

Solving highly challenging technical problems in practical ways

# Communications Objectives

- Premise:

# What are the PEO's goals?

- **Improve the perceived** value and benefits of a P.Eng. licence
- **Increase the demand** for a P.Eng. licence
- **Improve the customer experience** in obtaining a licence
- **Improve PEO's image**

# Perceived purpose the PEO?

***What does the PEO do now?***

Discipline

Licensing



***What could the PEO do and own?***

# Current perceptions of PEO

*“...**There was no drive from the organization ... and progress in career happened anyway. Why put myself through the extra work and emotional distress associated with the process, for no added value?...***

***If the employer had been supportive and encouraged the P.Eng., I may have checked out the options to make it happen.”***

Focus Group Participant, Group 3

*“A classmate of ours has his P.Eng. and sees no value in it. His company pays for it (otherwise he would not keep it) and receives the Eng Dim magazine. **To him the P.Eng. is just an 'expensive magazine'.***

*Joining PEO did not seem to open any doors. The degree **opened the doors** and made the **career progression possible.***

*His influence also causes others to avoid wanting to go through the (very difficult, onerous) licensing process in order to gain a Licence that is not even perceived to have value by its current holders.”*

Focus Group Participant, Group 6

## Objectives of the communications?

- **Increase awareness** of the requirement to have a P.Eng. licence to be called an Engineer and practice engineering work
- **Explain and reinforce** the benefits of a P.Eng. licence
- **Change the conversation** and provide a forum for dialogue and feedback
- Ultimately, **elevate the brands** of P.Eng. and PEO

# How will we measure success?

- **Increase in the perceived** value of P.Eng. licence *Brand tracking study*
- Increase in PEO **member satisfaction** *Member satisfaction surveys*
- **Increase** in the proportion of practicing **engineers** who are licensed *PEO/industry stats*
- **Increase** in the proportion of **new students** becoming licensed *PEO/university stats*

# **Brand Positioning, Communication Themes, and Key Messaging**

·  
Premise:

## The brand positioning idea

**“Doing the right thing. Right.”**



The idea.

The starting point.



### ***Next steps***

- Explore the spirit of this idea
- Consider other creative platforms and potential tag lines

## ***The idea: “Doing the right thing. Right.”***

***Overarching message:*** Professional Engineers do what it takes to make the world a safe place for people, business and the environment.

### ***Communication themes***

#### **Integrity**

Delivering high professional standards of performance and ethics.

#### **Innovation**

Excelling at the forefront of new technologies and advances.

#### **Public Safety**

Earning the public’s trust and confidence.

#### **Legal Compliance**

Respecting the value of a licence to practice Engineering in Ontario.

## Theme: Integrity

- Professional Engineers help to create economic value and prosperity while balancing the need to protect the public and the environment.
- Professional Engineers thrive on solving highly complex and challenging technical problems to deliver practical solutions and increased efficiencies.
- Professional engineers are committed to high standards of professionalism and integrity and do what it takes to make the world a safe place.

## Theme: **Innovation**

- Professional Engineers create and apply new technologies to improve economic value and create sustainable competitive advantage.
- Professional Engineers develop and safely deploy technology to improve daily life.
- Professional Engineers apply ingenuity and critical thinking to develop innovative solutions that safely advance new technologies.

## Theme: **Public Safety**

- Professional Engineers ensure the highest standards of workplace and public safety.
- Professional Engineers help to create a better life for Ontarians.
- Public safety is the most important mandate of a Professional Engineer.
- Professional Engineers' maintain an honest and trusted reputation for excellent, accurate and reliable work.

## Theme: Legal Compliance

- Professional Engineers must have a licence to practice Engineering, call themselves an Engineer or Professional Engineer, or take responsibility for engineering work. It's the law.
- Professional Engineers follow a strict code of conduct that meets the highest level of ethics and complies with the laws of Ontario.
- In Ontario, Professional Engineers are required by law to be licensed because public safety must never be put at risk.

## ***The idea: Doing the right thing. Right.***

***Overarching message:*** Professional Engineers do what it takes to make the world a safe place for people, business and the environment.

### ***Priority Target Audiences***

#### **Employers**

Delivering sustainable competitive advantage.

#### **Engineers**

Attaining the highest level of performance and professionalism.

#### **Universities**

Inspiring innovation and accountability.

#### **Students**

Preparing to achieve career ambitions.

## *Priority Target Audiences*

### **Employers**

Delivering sustainable competitive advantage.

### **Engineers**

Attaining the highest level of performance and professionalism.

### **Universities**

Inspiring innovation and accountability.

### **Students**

Preparing to achieve career ambitions.



Change mindsets.

Increase demand for P.Eng.



***Positive impact on Public image***

## Key Messaging: **Employers**

- Hiring Professional Engineers is good for business.
- Professional Engineers are at the forefront of new technologies and advances, giving your company a sustainable competitive advantage.
- Professional Engineers deliver profit while balancing the needs of society and the environment.
- Hiring Professional Engineers is a mark of excellence.
- Professional Engineers have the know-how to get the job done right in the most effective and efficient way.
- Professional Engineers attract and nurture the best scientific talent for your company.
- Professional Engineers are committed to high standards of professionalism and integrity and do what it takes to make the world a safer place.
- Professional Engineers are accountable for public and workplace safety.
- In Ontario, individuals must have a licence to practice engineering, call themselves an Engineer or Professional Engineer, or take responsibility for Engineering work. It's the law.

## Key Messaging: Engineers

- Professional Engineers make the world a better place to live in.
- New fields of engineering and rapidly changing technology demand the discipline and high standards of practice of a P.Eng.
- Being a licensed P.Eng. will open doors to greater challenges and career advancement.
- As Professional Engineers, we thrive on solving complex and difficult problems to optimize effectiveness and efficiency while mitigating and avoiding risk.
- Public safety is the most important mandate of a P.Eng.
- Our goal is to do no harm while bettering society.
- We maintain an honest and trusted reputation for excellent, accurate and reliable work.
- As Professional Engineers, we follow a strict code of conduct that meets the highest level of ethics and complies with the laws of Ontario.

## Key Messaging: **Universities**

- Inspire your students to earn the highest level of achievement and professionalism by becoming a licensed Professional Engineer.
- Prospering businesses need the talents of Professional Engineers for innovative thinking, problem solving and to safely advance technology.
- Instill in your students the commitment to uphold the highest standards of safety for their colleagues, workplace and for the public.
- The public expects that Ontario's Professional Engineers are held to the highest standards of education, ethics and legal compliance.

## Key Messaging: **Students**

- It's an exciting time to become a Professional Engineer, solving challenging problems with new technologies, and helping make the world a better place to live in.
- Becoming a licensed P.Eng. demonstrates to the world that you have reached the highest level of achievement, with the responsibility and integrity that comes along with the profession.
- The public puts their confidence and trust in Professional Engineers.
- In Ontario, you need to have a licence to earn the P.Eng. designation and to practice as and use the title of Engineer.

# Target Audience Analysis

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Premise:

# Target Audience Analysis

	Employers	Engineers	Universities	Students
Sub-segments	<ul style="list-style-type: none"> <li>Private &amp; public</li> <li>Consultants</li> <li>Traditional sectors</li> <li>Emerging and new technology sectors</li> </ul>	<ul style="list-style-type: none"> <li>Licensed PEO members</li> <li>Unlicensed practitioners</li> <li>Women engineers</li> <li>New Canadians</li> </ul>	<ul style="list-style-type: none"> <li>Deans of Engineering Faculty</li> <li>Faculty</li> <li>Council of Ontario Deans</li> <li>Ontario Network of Women in Engineering</li> </ul>	<ul style="list-style-type: none"> <li>Engineering students</li> <li>Women engineers</li> <li>Graduating class</li> <li>Recruitment organizations</li> </ul>
Titles/roles	<ul style="list-style-type: none"> <li>CEO, C-Suite</li> <li>Head of Engineering</li> <li>Hiring Manager</li> <li>Human Resources</li> </ul>	<ul style="list-style-type: none"> <li>Traditional fields</li> <li>Emerging and new technology fields</li> <li>Years of experience – &gt;5 v.s. 5+</li> </ul>		
Key influencers	<ul style="list-style-type: none"> <li>Gov't/Regulatory</li> <li>Industry associations</li> <li>Universities and educational partners</li> <li>Competitors</li> </ul>	<ul style="list-style-type: none"> <li>Management</li> <li>Gov't/Regulatory</li> <li>Suppliers, vendors</li> </ul>	<ul style="list-style-type: none"> <li>Gov't/regulatory</li> <li>University governance</li> <li>Corporate partners</li> <li>University and engineering associations</li> <li>Student organizations</li> </ul>	<ul style="list-style-type: none"> <li>Faculty</li> <li>Parents</li> <li>Media, culture</li> </ul>

## Employers: Key insights

- Too many employers do not see the need to hire Professional Engineers to do Engineering work, particularly in emerging sectors and non-traditional and new technology fields of Engineering.
- Traditional industries are quickly evolving with new technologies, along with an increase in non-traditional engineering roles.
- Senior executives are not aware of legal requirements for licensing for practicing Engineers.
- Many executives and Professional Engineers believe it's sufficient to have a licensed P.Eng. oversee the work of others.
- Multi-national companies often do not understand or support the Ontario licence given that other offices/countries have different requirements.

# Employers: Desired response

## Desired Perception

Professional Engineers help my company to deliver both optimal value to and safeguard the interests of shareholders, employees and the public; and ensure that we are adhering to legal requirements in Ontario.

## Desired Behaviours

- Hire only P.Eng. for engineering roles (e.g. job postings with engineer in the title must have a licence)
- Reward/recognize Professional Engineers that are employed in the company
- Pay for the annual licence of P.Eng.
- Advocate for P.Eng. and share with their network

## Engineers: Key insights

- Licensed engineers in traditional roles (civil, structural, mechanical, chemical) recognize the value of P.Eng. and are more likely to think that it's important that new and emerging fields (computer, software, etc.) have the same licensing requirements,
  - However, 13% don't think a licence is essential for all engineering work.
  - Just 50% think a P.Eng. is essential for all people who practice engineering.
  - Only 16% of those in software engineering think a licence is extremely important.
- Professional engineers believe P.Eng. need to be more widely employed within IT and software development fields.
- A less experienced practitioner is less likely to see the licence as essential, and believes it has more value for mid-career engineers.

## Engineers: Key insights (continued)

- Many practitioners believe that career progression comes from education and experience, and is not influenced by having a P.Eng.
- There are likely younger, more inexperienced practitioners in emerging engineering fields and sectors.
- The Licence is perceived as expensive/low value, although if the company pays for licence, they are more likely to value it.
- Soft value of P.Eng.: pride, accomplishment, prestige, distinguished relative to other practicing engineers, acting as a professional
- Hard value (largely delivered by employers): hiring, advancement, mobility, compensation, access to senior roles

# Engineers: Desired response

## Desired Perception

I take pride in being a Professional Engineer (or I want to become a Professional Engineer), leveraging my expertise and experience to develop innovative solutions, deliver value to my company, and protect the public, while adhering to legal requirements in Ontario.

## Desired Behaviours

- Retain existing licence or apply for new licence
- Mentor and advise other practicing engineers to obtain their licence
- Advocate for P.Eng. and share with their network

## Universities: Key insights

- Some faculty are openly not in support of P.Eng. for newly emerging fields.
- There is a view that employers and new fields are governed by global markets and laws, and make local regulations irrelevant.
- Universities are increasingly aligned with business and corporate partnerships, and cater to their needs and perspectives in order to prepare students for success.
- Thus the importance of collaborating with Employers and Universities to change perceptions and mindsets and their influence on Students, younger engineers and those working in and hoping to work in emerging fields of engineering.

## Universities: Key insights (continued)

*“We go through the motions of telling our students about how to get a P.Eng but really for most jobs it’s not needed. We do support the EIT program and encourage it. But 97% of our graduates already have jobs before they graduate. In many cases it is not needed and companies will circumvent what is not needed ... companies will hire based on the quality of the education.”*

*An argument can be made the Civil, Electrical and some Mechanical Engineering roles require a P.Eng depending upon public risk and if stamps are required for meeting local regulations. In most other areas, such as chemical, computer software, systems engineering and IT, it’s buyer beware. The courts and financial markets exist to punish those who do not protect the public. That is the only way world markets can function efficiently. The local regulator is almost irrelevant in global markets and often get in the way of efficiently run industries. And for us, industry is really the only judge.”*

Pearl Sullivan, Dean of Engineering, University of Waterloo  
*openly gave her permission to be quoted.*

# Universities: Desired response

## Desired Perception

I have a responsibility to my students to equip them with the knowledge and practices to become successful Professional Engineers, to be at the forefront of technological advances, to uphold the high standards of ethics in the profession, and to contribute and safeguard the interests of business and society.

## Desired Behaviours

- Educate students on the unique and important value of having a P.Eng. licence.
- Mentor and advise students on how to obtain their licence.
- Advocate for licensing amongst university faculty and in the business community, particularly with corporate partners.

## Students: Key insights

- Barriers to licensing for students
  - Employers don't require it and many don't support it
  - More relevant at the beginning of career and less important for career growth
  - Peers are not licensed and still calling themselves engineers and practicing engineering work
  - No requirements to remain current and knowledgeable, so what is the value of a licence?
  - Professors don't support licensing
  - International students – different education/regulations background, language barriers, lack of mentoring
  - Confusing process
  - Compensation not necessarily impacted, and the cost of a licence is an added expense

## Students: Key insights

- Rewards and positive benefits to students
  - Access to the title of Engineer
  - Pride and Prestige of a well recognized lettered professional designation
  - Signals Integrity and Professionalism
  - Member of “tribe”, right of passage, family tradition
  - Access to specific jobs
  - Career mobility and advancement in some industries
  - “Makes me a better engineer” – higher level of accountability, rigor, discipline

# Students: Desired response

## Desired Perception

My goal is to become a Professional Engineer, to reach the highest level of achievement in my profession, to be at the forefront of advances in my field, to uphold the high standards of ethics in the profession, and to contribute and safeguard the interests of business and society.

## Desired Behaviours

- To advocate for licensing amongst university faculty student community.
- To query prospective employers on support for licensing.
- To accept a job opportunity with an employer that can articulate a clear path to helping them become licensed (and ideally will pay for their annual licence).
- To become a licensed P.Eng.

# Foundational Recommendations

- Premise:

# Before we begin

For a campaign to be successful, we need to address:

1. Brand / Identity
2. Website
3. Perception around licence process

# 1. Update the PEO Brand

A new brand, or tweaks to how the current brand is presented, will:

- **Signal a change**, a new mandate v.s. the status quo
- Ensure messaging is recognized as **new v.s. reinforcing old attitudes**
- Provide opportunity to **modernize and freshen** the brand v.s. “old club”
- Appeal to **younger audiences** – practitioners, students, emerging sectors
- Be more effective for use in **digital channels**
- **Avoid risk** of new campaign driving to “old” website and “old” process

## 2. Update PEO's Digital Presence

A **website refresh** will align with brand and the campaign:

- **Clearer content** and language
- **Tailored information** geared to target audiences – direct messaging to Employers, Students, the Public
- Engaging, **intuitive interactive** user experience, regular new content a reason to return
- **Storytelling** – case studies/testimonials, individuals, companies, emerging fields, new technologies, scientific interest, public safety
- Become a **useful source** for other resources and links

### 3. Increase the Value of the Licence

Opportunities to **add value** to PEO membership:

- **Improve a “difficult” licence process** – improve how it’s communicated
- **Strengthen member benefits**, deliver on P.Eng. contract expectations
  - Knowledge-based content and seminars (ethical guidelines, public safety, etc.)
  - Engineering Dimensions publication
    - Balance the information on sanctions with aspirational and inspiring stories
    - Humanize the PEO, become the voice of the public
  - Sponsor key influencers, associate with forward thinking ideas
- **Tighter alliance with OSPE and others** to increase perceived value of profession
- **Reward newly licensed members** – awards ceremony, networking events, follow-up and support on the job

# Communication Strategy

- Premise:

## Year 1: Change Perceptions

Employers

Engineers

Universities

Students



Learn and Adjust



## Year 2/3: Sustain + Grow Public Perceptions

Employers

Engineers

Universities

Students

+

Public



Learn and Adjust

## Year 1: Communication Strategies

1. Elevate current communication efforts
2. Initiate one-to-one conversations
3. Create and share success stories
4. Engage influencers to amplify messaging
5. Reward desired behaviours
6. Use learning to refine value proposition

# 1. Elevate current communication efforts

- Website refresh and new campaign landing pages
- Promotion at conferences, trade shows, job fairs:
  - Speaking topics, presentations, scripted speaker introductions, sponsorship
  - Trade show booth, posters
  - Collateral, promotional items, bag stuffers
- Coordinated messaging with OSPE and other key associations and partners
- Update Engineering Dimensions publication with balanced content
- Empower chapters to experiment with new content and conversations:
  - “Youth” member group/sub-committee to inspire dialogue around changing industry roles and opportunities, women in engineering, etc.

## 2. Initiate conversations: **Employers**

- **Identify** targeted sectors and companies
- **Share value proposition** through tailored messaging and content
- **Experiment with delivery channels**
  - Presentations and road shows
  - Workshops, focus groups at conferences
  - Live or on-demand webinars
- **Gain valuable feedback** and insights
- **Provide personalized follow-up** and support, reinforce messaging
- **Track progress** and identify success stories

## 2. Initiate conversations: **Contact database**

- Consider maintaining a database to store contacts and track follow-ups, performance and stories collected:
  - Prospects and leads, meetings held, key contact information
  - Outcomes, feedback, follow-ups, survey results
  - Performance management (leads, conversions, satisfaction)
  - Tracking studies on perceptions, target metrics
  - Stories and testimonials

## 2. Initiate conversations: B2B advertising

- Advertising campaign to Employers:
  - Targets executives, C-Suite
  - Specific industries and sectors
  - Solicits a response – drives to website, captures email/phone and permission to contact
  - Initiate follow-up conversation – phone, meeting, invitation to panel/workshop
- Channel test:
  - Print/digital ads in business and trade publications
  - OOH advertising (airports, office building elevators)
  - Social media calendar – posts on Twitter, LinkedIn

## 2. Initiate conversations: **Engineers**

- **Educate the benefits of P.Eng. with tailored messaging and content:**
  - Website “dialogue” – app or interactive Q&A, test your knowledge, linked to relevant testimonials/stories (see themselves in the story)
  - In-person workshops at conferences and trade shows
  - Secure permission for email/phone follow-up, track in contact database
- **Leverage advertising campaign to website “dialogue”:**
  - Print/digital ads in trade publications
  - OOH advertising (airports, office building elevators)
  - Social media calendar – posts on Twitter, LinkedIn
- **Follow-up conversations** (emails, phone) and surveys

## 2. Initiate conversations: **Universities**

- Engage and collaborate with University Deans of Engineering and other Faculty:
  - One-on-one or group workshops, focus groups, conference calls
  - Facilitate dialogue between universities and employers: at conferences, workshops, focus groups
- Gain valuable feedback and insights
- Provide personalized follow-up and support, reinforce messaging
- Track progress and identify success stories

## 2. Initiate conversations: **Students**

- **Educate the benefits of P.Eng. with tailored messaging and content:**
  - Tailor web “dialogue” and content to sub-segments of students: graduating class, women students, international students, etc.
  - Job fairs – workshops, surveys, collateral to drive to website
- **Advertising campaign that drives to website “dialogue”:**
  - Print/digital ads in university publications
  - OOH advertising (posters on campus, transit near campus)
  - Social media calendar: posts on Facebook, Twitter, LinkedIn
- **Follow-up surveys**

### 3. Create and share **success stories**

- **Develop library of success stories and testimonials (with permission):**
  - Thought pieces on new technologies and emerging fields, social impact, relevance of P.Eng. in risk management, public safety
  - Real world stories of cross-functional engineering teams and shared accountability
  - Employer stories/testimonials on success of P.Eng. across sectors
  - Engineer stories/testimonials on P.Eng. benefits, career advancement
  - Individual P.Eng. experiences of recent grads, rising stars
  - Written stories, visuals, video
- **Encourage all audiences to continuously share stories to keep marketing content fresh and relevant**

## 4. Engage influencers: **Spokespeople**

- Identify and sponsor key spokespeople to promote PEO value proposition, develop and post content, participate at events, etc.
  - Industry pundits
  - Business leaders
  - Educators
  - Professional Engineers
  - Word of mouth, social media engagement

## 4. Engage influencers: **Employers**

- **Inspire Employer advocacy:**
  - Speaking opportunities at industry events
  - Participation in university career speaking events and job fairs
  - Participation on ongoing panel discussions for PEO
  - Sponsor employer content development
  - Encourage word of mouth, social media engagement with their networks
  - Employer also benefits with exposure and positive PR

## 4. Engage influencers: **Members**

- **Encourage leadership from membership**
  - Identify specific action plans at PEO Members Forum
  - Member speaking opportunities at conferences
  - Encourage chapter members to be advocates and spokespeople in their companies
  - Chapters as opportunities for networking, mentorship, access to recognition and career growth

## 4. Engage influencers: **Students**

- Inspire graduating students to set a goal to become licensed:
  - PEO networking events for new graduates to interact with P.Eng.
    - P.Eng. at the beginning of their career – relate to their stories
    - Experienced P.Eng. from interesting companies, emerging fields, new technologies – be inspired, see career path
  - Mentor program – match graduates with P.Eng, coaching and support to become licensed

## 5. Reward desired behaviours

- Reward new graduates for becoming licensed:
  - Awards ceremony and networking event for newly licensed graduates
  - Employer could sponsor location, also great PR/exposure, access to talent
  - Digital badge for LinkedIn
  - Job board for P.Eng. licensed roles
- Provide tools and content for new graduates to raise their profile and the importance of licensing within in their companies:
  - Content to share internally in their new company – stories for company newsletter, ideas on content and approach for leading a lunch & learn, etc.

## 6. Use learning to refine communications

- Refine/refresh messaging and content
- Encourage ongoing dialogue and feedback
- Continually solicit new stories
- Extend campaign (broader-based, new channels, etc.) based on learning
- Create digital media and optimization plan
- Metrics and success tracking

## Year 1: Recommended tactics

- Road show/webinar presentations and content to be tailored for employers (and industry sectors) and universities
- Trade show booth, posters, collateral, promotional items
- Surveys and follow-up emails
- Website content and tailored messaging for Engineers, Students, Industries
- Landing pages for new campaign
- Print/digital ads for publications, OOH
- Success stories and testimonials – written content, video, visuals
- Social media calendar and content/posts

# Proposed Communications Plan

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Premise:

# Foundational Recommendations

Update Identity (Brand) and Website to match the “New” face of the PEO.

Integrity

Innovation

Public Safety

Legal  
Compliance

- **PEO Identity Update & Guidelines:** \$25,000 - \$50,000
- **PEO Website Update:** \$75,000 - \$125,000
- **PEO Decision Tool** to increase ease of Licence process: \$20,000 - \$30,000

# Enhance current efforts

Enhance current efforts to match the “New” face of the PEO.

- **Conferences & Trade show materials:**
  - **Trade Show Booth:**  
*Design: \$5,000 - \$10,000; Produce: \$10,000 - \$25,000*
  - **Posters, PPT, Collateral, Promotional Items:**  
*Design: \$15,000 - \$25,000; Produce: \$30,000 - \$40,000*
- **Chapter materials:**
  - **PPT, Collateral:**  
*Design: \$10,000 - \$20,000; Produce: \$20,000 - \$30,000*



# Advertising Proposed: Comparison

DESCRIPTION	PLAN A	PLAN B	PLAN C
<b>Creative elements:</b>			
Targeting, Versioning & Resizing:	\$125,000	\$85,000	\$40,000
Campaign Landing page (microsite):	\$20,000	\$15,000	\$15,000
<b>Recommended tactics/channels:</b>			
<b>C-Suite &amp; Engineers:</b>			
Trade Publications (Print & Digital)	\$300,000	\$210,000	\$110,000
Board of Trade Publications (Print & Digital)	\$60,000	\$40,000	\$30,000
Airport (Billboard Ads)	\$125,000	\$75,000	\$75,000
Office buildings (elevators in urban areas) "Captive"	\$40,000	\$40,000	—
Transit (Poster, digital) <i>Shared with Universities &amp; Students</i>	\$60,000	\$40,000	—
<b>Universities &amp; Students:</b>			
University Publications (Print & Digital)	\$95,000	\$55,000	\$35,000
OOH Media – on campus (Print & Digital)	\$30,000	\$20,000	—
Transit (Poster, Digital) <i>Shared with C-suite &amp; Engineers</i>	\$40,000	\$20,000	—
<b>Totals</b>	<b>± \$895,000</b>	<b>± \$600,000</b>	<b>± \$305,000</b>

# Advertising Proposed: **Plan A**

- Creative elements:
  - Targeting, Versioning & Resizing: \$125,000
  - Campaign Landing page (microsite): \$20,000
- Recommended tactics/channels:
  - C-Suite & Engineers:
    - Trade Publications (Print & Digital)
    - Board of Trade Publications (Print & Digital)
    - Airport (Billboard Ads)
    - Office buildings (elevators in urban areas)  
“Captive”
    - Transit (Poster, Digital)
  - Universities & Students:
    - University Publications (Print & Digital)
    - (OOH) On campus media (Print & Digital)
    - Transit (Poster, Digital)

# Advertising Proposed: **Plan A** (continued)

C-Suite & Engineers:	Budget	# of Ads	Typical Cost
<ul style="list-style-type: none"> <li>Trade Publications (Print) 7- 8 versions</li> </ul>	\$200,000	± 30 ads	One full page ad: ~ \$10,000/ad Multiple Discount: ~ \$7,500/ad (5+ insertions)
<ul style="list-style-type: none"> <li>Trade Publications (Digital) 7- 8 versions</li> </ul>	\$100,000	± 30 ads	One insertion: ~ \$3,500 for 1M impressions Multiple Discount: ~ \$2,000 for 1M impressions X 10+
<ul style="list-style-type: none"> <li>Board of Trade Publications (Annual) 3-4 versions</li> </ul>	\$20,000	± 10 ads	One full page ad: ~ \$2,000/ad <i>Digital is free if member or max \$250 per</i>
<ul style="list-style-type: none"> <li>Board of Trade Publications (Quarterly) 3-4 versions</li> </ul>	\$40,000	± 40 ads	One insertion: ~ \$1,500/ad <i>Digital is free if member or max \$250 per</i>
<ul style="list-style-type: none"> <li>Airport (Large Screen Billboard)</li> </ul>	\$50,000	1	Billy Bishop Large Screen or Tunnel (4 weeks) 250,000 p
<ul style="list-style-type: none"> <li>Airport (Screen Wall ads)</li> </ul>	\$75,000	± 5 ads	Other Airport advertising (4 weeks) 500,000 p
<ul style="list-style-type: none"> <li>Office buildings "Captive"</li> </ul>	\$40,000	± 10 ads	108 venues with 875 screens (4 weeks)
<ul style="list-style-type: none"> <li><b>Sub Total:</b></li> </ul>	<b>\$525,000</b>	<b>±126 ads</b>	

# Advertising Proposed: **Plan A (continued)**

•	<b>C-Suite &amp; Engineers &amp; Students:</b>	<b>Budget</b>	<b># of Ads</b>	<b>Typical Cost</b>
–	Transit (Poster)	\$40,000	± 20 ads	2 poster/car, 1608 faces (4 weeks) 36,000 imp./day
–	Transit (Interior Cards)	\$40,000	± 20 ads	2 poster/car, 1608 faces (4 weeks) 36,000 imp./day
–	Transit (Digital T-connect)	\$20,000	± 20 ads	1 Million imp. (4 weeks)
–	<b>Subtotal:</b>	<b>\$100,000</b>		
•	<b>Universities &amp; Students:</b>			
–	University Publications (Print)	\$80,000	± 20 ads	Toronto, Ottawa, KW, Hamilton, Kingston, London, Niagara, Peterborough, Sudbury ranges from 3,000 to 100,000 per institute (8 weeks)
–	University Publications (Digital)	\$15,000	± 20 ads	Same as above
–	(OOH) On campus media	\$30,000	± 6 ads	Where permitted
–	<b>Subtotal:</b>	<b>\$125,000</b>	<b>± 106 ads</b>	
	<b>TOTAL:</b>	<b>± \$750,000</b>	<b>± 232 ads</b>	

# Advertising Proposed: **Plan B**

- Creative elements:
  - Targeting, Versioning & Resizing: \$85,000
  - Campaign Landing page (microsite): \$15,000
- Recommended tactics/channels:
  - C-Suite & Engineers:
    - Trade Publications (Print & Digital)
    - Board of Trade Publications (Print)
    - Airport (Billboard Ads)
    - Transit (Poster, Digital)
  - Universities & Students:
    - University Publications (Print & Digital)
    - Transit (Poster, Digital)

# Advertising Proposed: **Plan B** (continued)

C-Suite & Engineers:	Budget	# of Ads	Typical Cost
<ul style="list-style-type: none"> <li>Trade Publications (Print) 7- 8 versions</li> </ul>	\$140,000	± 15 ads	One full page ad: ~ \$10,000/ad Multiple Discount: ~ \$7,500/ad (5+ insertions)
<ul style="list-style-type: none"> <li>Trade Publications (Digital) 7- 8 versions</li> </ul>	\$70,000	± 15 ads	One insertion: ~ \$3,500 for 1M impressions Multiple Discount: ~ \$2,000 for 1M impressions X 10+
<ul style="list-style-type: none"> <li>Board of Trade Publications (Quarterly) 3-4 versions</li> </ul>	\$40,000	± 40 ads	One insertion: ~ \$1,500/ad <i>Digital is free if member or max \$250 per</i>
<ul style="list-style-type: none"> <li>Airport (Screen Wall ads)</li> </ul>	\$75,000	± 5 ads	Other Airport advertising (4 weeks) 500,000 p
<ul style="list-style-type: none"> <li>Office buildings "Captive"</li> </ul>	\$40,000	± 6 ads	108 venues with 875 screens (4 weeks)
<ul style="list-style-type: none"> <li><b>Sub Total:</b></li> </ul>	<b>\$365,000</b>	<b>± 81 ads</b>	

# Advertising Proposed: **Plan B** (continued)

•	<b>C-Suite &amp; Engineers &amp; Students:</b>	<b>Budget</b>	<b># of Ads</b>	<b>Typical Cost</b>
–	Transit (Poster)	\$40,000	± 20 ads	2 poster/car, 1608 faces (4 weeks) 36,000 imp.
–	Transit (Digital T-connect)	\$20,000	± 20 ads	1 Million imp. (4 weeks)
–	<b>Subtotal:</b>	<b>\$60,000</b>		
•	<b>Universities &amp; Students:</b>			
–	University Publications (Print)	\$40,000	± 10 ads	Toronto, Ottawa, KW, Hamilton, Kingston, London, Niagara, Peterborough, Sudbury ranges from 3,000 to 100,000 per institute (4 weeks)
–	University Publications (Digital)	\$15,000	± 20 ads	Same as above
–	(OOH) On campus media	\$20,000	± 4 ads	Where permitted
–	<b>Subtotal:</b>	<b>\$75,000</b>	<b>± 74 ads</b>	
	<b>TOTAL:</b>	<b>± \$500,000</b>	<b>± 155 ads</b>	

# Advertising Proposed: **Plan C**

- Creative elements:
  - Targeting, Versioning & Resizing: \$40,000
  - Campaign Landing page (microsite): \$15,000
- Recommended tactics/channels:
  - C-Suite & Engineers:
    - Trade Publications (Print & Digital)
    - Board of Trade Publications (Print & Digital)
    - Airport (Billboard Ads)
    - Office buildings (elevators in urban areas)  
“Captive”
    - Transit (Poster, Digital)
  - Universities & Students:
    - University Publications (Print & Digital)
    - On Campus Media (Print & Digital)
    - Transit (Poster, Digital)

# Advertising Proposed: **Plan C** (continued)

• <b>C-Suite &amp; Engineers:</b>	<b>Budget</b>	<b># of Ads</b>	<b>Typical Cost</b>
– Trade Publications (Print) 4- 5 versions	\$70,000	± 7 ads	One full page ad: ~ \$10,000/ad Multiple Discount: ~ \$7,500/ad (5+ insertions)
– Trade Publications (Digital) 4- 5 versions	\$40,000	± 7 ads	One insertion: ~ \$3,500 for 1M impressions Multiple Discount: ~ \$2,000 for 1M impressions X 10+
– Board of Trade Publications (Quarterly) 3-4 versions	\$30,000	± 18 ads	One insertion: ~ \$1,500/ad <i>Digital is free if member or max \$250 per</i>
– Airport (Screen Wall ads)	\$75,000	± 5 ads	Other Airport advertising (4 weeks) 500,000 p
– <b>Sub Total:</b>	<b>\$215,000</b>	<b>±51 ads</b>	
• <b>Universities &amp; Students:</b>	<b>Budget</b>	<b># of Ads</b>	<b>Typical Cost</b>
– University Publications (Print)	\$35,000	± 6 ads	Toronto, Ottawa, KW, Kingston, London, Sudbury ranges from 3,000 to 100,000 per institute (4 weeks)
– <b>Subtotal:</b>	<b>\$35,000</b>	<b>± 6 ads</b>	
<b>TOTAL:</b>	<b>± \$250,000</b>	<b>± 57 ads</b>	

# Timeline



# Leveraging creative assets

	Consistent Branding	Videos	Key Messaging	Stories	U/X Refinement	Tracking/ Follow-up	Advocates
Website	✓	✓	✓	✓	✓	✓	
Presentations	✓	✓	✓	✓		✓	✓
Social media	✓	✓	✓	✓		✓	✓
Advertising	✓	✓	✓	✓		✓	
Decision Tree	✓		✓		✓	✓	
Conference	✓	✓	✓	✓		✓	✓
Magazine	✓		✓	✓		✓	
Chapter Collateral	✓	✓	✓	✓		✓	✓
PEO Collateral	✓		✓	✓		✓	✓
Partnerships	✓		✓		✓		

## Next steps

- Determine readiness to present to the board
- Edits required for March 2 ?
- Decide on creative direction
- Consider media planning and buying support
- Finalize communications plan and tactics

## LEADERSHIP DEVELOPMENT PROGRAM

**Purpose:** To establish the Leadership Development Program Task Force (LDPTF)

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

1. That Council directs the Interim Registrar to develop terms of reference for the Leadership Development Program Task Force (LDPTF)
2. That Council directs the Interim Registrar to issue a call for volunteers for appointment to a 5 member Leadership Development Program Task Force (LDPTF) for Council approval at a future date, comprised of the following:
  - 3 current Councillors with at least one lay LGA, plus 2 additional members at large
3. That Council directs the LDPTF to provide a progress report to Council prior to the 2019 AGM.
4. That Council approves a budget of \$60,000 for the LDPTF to complete their work and deliver a report to Council before the 2020 AGM, if not earlier.

**Prepared by:** Ralph Martin, Manager, Secretariat

**Moved by:** Councillor Lola Hidalgo, P.Eng.

### 1. Need for PEO Action

A Member Submission was passed (82% Yes - 18% No) at the 2018 PEO Annual General Meeting with the following motion;

*THEREFORE BE IT SUBMITTED THAT: PEO Council form a task force to develop a comprehensive Leadership Development Program (LDP) to support the Succession Planning and Term Limits provisions adopted by Council, and make this program available for all practitioners with a focus on PEO's current and future volunteers. The LDP should be designed to effectively build high performance leadership capacity as volunteers advance in their volunteer careers with PEO.*

### 2. Proposed Action / Recommendation

That the Registrar be directed to develop terms of reference for the Leadership Development Program Task Force (LDPTF) and that the Registrar issue a call for volunteers for the LDPTF for Council approval at a later date.

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

The Registrar will develop terms of reference for the LDPTF which will be presented to Council at the November 2018 meeting.

A call for volunteers for appointment to a 5 member LDPTF will be made with Council to review and approve at a later date.

#### 4. Policy or Program contribution to the Strategic Plan

Establishing the Leadership Development Program Task Force (LDPTF) is related to Objective 9 in the 2018-2020 Strategic Plan.

#### 5. Financial Impact on PEO Budgets (for five years)

	Operating	Capital	Explanation
Current to Year End	\$0	\$	
2 <sup>nd</sup>	\$40,000	\$	
3 <sup>rd</sup>	\$20,000	\$	
4 <sup>th</sup>	\$	\$	
5 <sup>th</sup>	\$	\$	

#### 6. Peer Review & Process Followed

<b>Process Followed</b>	<p>A Member Submission was passed (% Yes - % No) at the 2018 PEO Annual General Meeting with the following motion;</p> <p><i>THEREFORE BE IT SUBMITTED THAT: PEO Council form a task force to develop a comprehensive Leadership Development Program (LDP) to support the Succession Planning and Term Limits provisions adopted by Council, and make this program available for all practitioners with a focus on PEO's current and future volunteers. The LDP should be designed to effectively build high performance leadership capacity as volunteers advance in their volunteer careers with PEO.</i></p>
<b>Council Identified Review</b>	N/A
<b>Actual Motion Review</b>	N/A

#### 7. Appendices

- Appendix A – 2018 Annual General Meeting: Submission 1

**2018 Annual General Meeting (AGM) Member Submission**

**WHEREAS:** Volunteers are the lifeblood of our self-regulated profession and are expected to adhere to PEO's core values, regulations and policies.

**WHEREAS:** Many volunteers engage directly with members at large on an ongoing basis, organize and facilitate engineering-specific events and programs, promote and enhance understanding within society of the profession and the importance of licensure and participate in PEO's policy development.

**WHEREAS:** For the future of our self-regulated profession, it is essential that PEO's volunteers be given the opportunities and tools to develop and enhance the skills required to become visionary and progressive leaders. These skills may include conflict resolution, strategic analysis, negotiation, chairing effective meetings, public speaking and an understanding of PEO's governance structure, policies and Wainberg's rules.

**WHEREAS:** Building high performing leadership capacity within PEO is becoming increasingly important considering the Succession Planning and Term Limits provisions that have been adopted by Council.

**WHEREAS:** As per objective 7 of PEO's 2018-2020 Strategic Plan, PEO-specific leadership values will be consistently practiced by volunteers, and promoted through recruitment, training, mentorship, term limits, succession planning and evaluation.

**WHEREAS:** As per PEO's Committees and Task Forces Policy, the role of Council includes ensuring the provision of appropriate training for committee chairs and members. In addition, this policy states that the role of the Advisory Committee on Volunteers includes maintaining and providing tools and training to committees.

**THEREFORE BE IT SUBMITTED THAT:** PEO Council form a task force to develop a comprehensive Leadership Development Program (LDP) to support the Succession Planning and Term Limits provisions adopted by Council, and make this program available for all practitioners with a focus on PEO's current and future volunteers. This LDP should be designed to effectively build high performing leadership capacity as volunteers advance in their volunteer careers with PEO.

Moved by: Juwairia Obaid  
Juwairia Obaid, P.Eng.

Seconded by: Hasan  
Hasan Akhter, P. Eng.

Date: April 6, 2018

## **2019 OPERATING BUDGET**

**Purpose:** To review and approve the draft 2019 operating budget.

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

That Council approve the draft 2019 operating budget reviewed by the Finance Committee as presented to the meeting at C-521-2.3 Appendix A.

**OR**

That Council approve the draft 2019 operating budget after incorporating the revenue generating and cost saving measures reviewed by the Finance Committee and which are presented to the meeting at C-521-2.3 Appendix B.

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

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

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

The Finance Committee completed its second review of the draft 2019 operating and capital budgets (“2019 budgets”) on October 16, 2018. As the next step in the business planning cycle, Council needs to either approve the draft 2019 operating budget as presented or provide direction on the cost saving initiatives to be implemented.

Despite the best efforts by management to reduce and control costs wherever possible, the 2019 operating budget is expected to have a deficit of \$2.5m before Council discretionary spend items and deficit of \$5.1m after Council discretionary expenses. These deficits will be funded from the operating reserve which is expected to fall to \$3.3m in 2019.

Some of the main reasons for the deficit in 2019 are:

- a) There have been no membership fee increases since 2008 and revenues from the growth in the number of licence holders, applications, examinations, etc., have not been adequate to keep pace with operating expenditures, which have increased over 17% since 2009 due to inflation.
- b) The modest increase in membership revenue over the past several years has not kept pace with costs for operations.
- c) In addition to the effects of inflation, there has been an increase in the scope and breadth of PEO’s operations. Several new initiatives have become part of regular operations over the course of the past several years, such as the Practice Evaluation and Knowledge (PEAK) program, which was introduced in 2017 but became part of regular operations in 2018. Further, a higher spend is expected on several significant initiatives (if approved), such as the Public Information Campaign and activities related to the 2018-2020 Strategic Plan.

To address this shortfall in 2019, areas for potential cost savings have been identified by management after seeking input from the Finance Committee. These are shown in Appendix C. These cost savings will be implemented in the budget if directed by Council.

The key highlights of the 2019 draft operating budget are summarized below and compared to the 2018 forecast. Total revenues in 2019 are budgeted at \$25.6m and total expenses are budgeted at \$28.1m resulting in an excess of expenses over revenues of \$2.5m. After Council Discretionary spend items, the excess of expenses over revenues is expected to be \$5.1m, resulting in the operating reserve falling to \$3.1m, which is below the recommended threshold of \$4.5m.

### **Revenue**

The 2019 budgeted revenue is expected to be \$25.6m representing an increase of \$588k or 2.3% over the 2018 forecasted revenue. This increase is largely due to:

- An increase in application, registration, exam and other revenues of \$286k or 4.1%;
- An increase in P.Eng. revenues of \$256k or 1.6% due to natural growth in P.Eng. membership; and
- An increase in 40 Sheppard revenues by \$80k or 3.9% due to the expected leasing of vacant space on the 2<sup>nd</sup>, 4<sup>th</sup> and 8<sup>th</sup> floors in 2019.

P.Eng. licence fees are the lowest in Canada and will remain frozen for the tenth consecutive year.

### **Expenses**

The 2019 budgeted expenses are planned to be \$28.1m, which represents an increase of \$2.5m or 10% over 2018 forecasted expenses. The increase is largely due to:

- An increase in employee salaries and benefits, and retiree and staff future benefits of \$1.6m over the 2018 forecast due to a 3.5% increase in staff salaries for the merit / CPI adjustment and an increase in headcount from 108 to 111 full-time staff. One new position is in the Licensing dept. to deal with the increased workload of files; one new position is in the IT dept. for help desk support; and one position is in the Tribunals office for a research analyst that was approved but not filled and funded in 2018. The increase in the 2019 budget over the 2018 forecast is magnified due to the 2018 forecast being much lower than the 2018 budget (by over \$681k) due to several staff being away for medical reasons.
- An increase of \$260k for consultants due to the spend on the regulatory review (approved by Council at the 520<sup>th</sup> meeting on Sept 21, 2018); consulting support required for IT systems development, the PEAK program and the Succession Planning Task Force.
- An increase in costs for computers and telephone of \$208k for software and server support contracts and non-capital hardware purchases.
- An increase of \$161k in amortization due to the completion of IT and other projects.
- An increase of \$152k in chapters largely due to an increase in allotments.
- An increase of \$123k for contract staff for replacing full-time staff who are on long-term leave and for assistance in processing licence applications. One developer is expected to be hired on contract to assist with the various critical IT upgrade projects.

- An increase of \$101k in volunteer business expenses due to higher costs for meals, mileage, accommodation and travel-related expenses for attending various events, committee meetings and conferences, etc.
- An increase of \$61k for occupancy costs due to higher operating costs.

The above expenses are partially offset by:

- Reduction of \$99k in postage and courier costs primarily due to the transition to the digital version of *Engineering Dimensions* and because members are continually being encouraged to receive correspondence via email.
- Reduction of \$82k in purchased services largely due to lower printing costs for Dimensions and the completion of the Tribunals survey in 2018, etc.
- Reduction of \$63k in costs for 40 Sheppard expenses largely due to lower mortgage interest and a lower leasing fees.

## 2. Proposed Action / Recommendation

That Council either approve the draft 2019 operating budget as presented or provide direction on the revenue generating and cost cutting measures to be adopted.

## 3. Next Steps (if motion approved)

On receiving Council approval, the 2019 operating budget will be used for supporting PEO operations in 2019.

## 4. Peer Review & Process Followed

<p><b>Process Followed</b></p>	<p>Council approved the following motions in the June 22, 2018 meeting:</p> <ul style="list-style-type: none"> <li>a) That the 2019 Budget Assumptions presented to Council as C-519-2.1, Appendix A and as recommended by the Finance Committee, be approved.</li> <li>b) That the Interim Registrar be directed to initiate the budgeting process, per PEO’s Budgeting Cycle, to present the 2019 operating budget and capital budgets at the September 2018 Council meeting based on the approved assumptions.</li> </ul> <p>Per Council direction, the senior management team and staff began work on the 2019 operating budget and 2018 forecast in July. A draft copy of the 2019 operating budget and the 2018 forecast was completed in August and distributed to the Finance Committee prior to its meeting on August 28, 2018.</p> <p>During this meeting on August 28, 2018, the Finance Committee met with members of the senior management team to review the first draft of the 2019 operating and capital budgets. Key highlights of the operating budget were</p>
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	<p>reviewed, and questions put forward by the Finance Committee members to the senior management team were answered.</p> <p>After discussion and inputs from staff, the Finance Committee requested an additional meeting be held on Sept. 6, 2018 at which staff provided a list of potential options to address the 2019 budget shortfall. This list, after incorporating feedback from the Finance Committee, is shown in Appendix C for Council’s consideration and direction. During the meeting on Sept. 6, the Finance Committee concurred that the draft version of the 2019 operating and capital budgets along with the list revenue and savings options be presented to Council for information and feedback.</p> <p>At the meeting on Sept 21, 2018, Council provided additional suggestions and directed the Finance committee to provide additional details on the revenue and savings options that were presented at the meeting. Subsequently, staff worked out the details and presented the revenue and savings data along with the revised 2019 draft operating and capital budgets to the Finance committee at its meeting on Oct 16, 2018.</p> <p>During the meeting, the Finance committee agreed that revised draft 2019 operating and capital budgets along with the revenue and savings ideas be presented to Council for direction and approval.</p>
<b>Council Identified Review</b>	Council reviewed the draft 2019 budgets on September 21 <sup>th</sup> , 2018 and subsequently provided direction to the Finance Committee for changes to the budgets.
<b>Actual Motion Review</b>	The Finance Committee met on October 16 <sup>th</sup> , 2018 to review the revised draft 2019 operating and capital budgets along with additional details on revenue generating / cost cutting measures and recommended that these be presented to Council for direction and approval.

## 5. Appendices

- **Appendix A** – 2019 Draft Operating Budget  
Revenue Generating and Cost Saving Measures
- **Appendix B** – 2019 Draft Operating Budget  
Projected Financial Statements 2019 to 2023
- **Appendix C** - Highlights of Significant Changes in 2019 Budget Program Expenses as compared to the 2018 Forecast
- **Appendix D** – 2019 Budget Assumptions

Detailed Analysis of Proposed Recommendations to Address Projected 2019 Budget Deficit

Reviewed by FIC- Oct 16, 2018

Options to generate revenue

C-521-2.3  
Appendix A

Item	Description	Current unit fee	New unit fee after increase	Incremental revenue after fee increase	Staff Notes	Additional Comments by Councillors
1	Introduce a \$10 convenience fee for all transactions paid by credit card	-	10	320,000		
2	Increase Application, EIT and Exam fees by 20% and start charging fees for ARC interviews					
2.1	P.Eng & Limited Licence appln fees	300	360	262,080		
2.11	Registration Fees	250	300	194,400		
2.12	Temporary Licence application fee	650	780	12,191		1. What percentage increase would be necessary to meet financial obligations?
2.13	Provisional Licence application fee	250	300	800		
2.14	CofA application fee	330	400	39,522		2. Review modified Financial Credit Program (FCP) - maybe pay for up front and once registered, get a credit.
2.15	Consulting Engineering Designation application fee	220	265	19,555		
2.16	EIT renewal fee	75	90	193,179		3. Pursue Affinity revenue from TD - explore how much is available to PEO.
2.17	Additional application and EIT revenues by eliminating FCP	375	450	48,750	Estimate based on the assumption that about 25% of applicants pay after eliminating FCP	
2.18	Professional Practice Exam	165	200	173,869	Expected revenues from candidates for the PPE exam	4. Automatic annual cost of living re fee increases.
2.19	First technical examination fee	580	700	30,000	Expected revenues based on the assumptions that 250 applicants will be required to write the technical exams but will not be referred for the academic interview. This figure excludes about 100 applicants expected to be interviewed and still required to write technical exams but will not be required to pay the exam fee again.	5. Double or triple annual fees.
2.20	ARC (Academic Review Interviews)	-	700	280,000	Number. of interviews in 2019 is expected to decrease to 400 once the fee is introduced.	6. Foreign engineering graduates - make sure no human rights issues.
2.21	Subsequent Technical Exams (after interview and / or first exam)	165	200	63,000	Number of examinees expected to be consistent with prior years	
2.22	National Exam	175	210	31,256		
2.23	Engineering Report	300	360	900		
2.24	Replacement of Certificate and stamp fees	50	60	2,400		
			<b>Total Potential Revenues</b>	<b>\$1,671,902</b>		

**Detailed Analysis of Proposed Recommendations to Address Projected 2019 Budget Deficit**  
**Reviewed by FIC - Oct 16, 2018**  
**Costing saving options**

C-521-2.3  
Appendix A

Item	Options to Decrease Expenses	Cost Savings	Staff Labour (Hours)	Staff Notes	Additional Comments by Councillors
<b>1</b>	<b>Simplify catering options</b> (Serve sandwiches instead of catered meals, eliminate alcohol, etc.)				1. Cut committees rather than catering.
1.1	Food costs	11,000		Cost savings ~\$11,000 switching from catered meal to sandwich meal ( based on ~1200 hot dinners @ ~\$9/pp) \$ 4,000 for alcohol purchase. \$ 3,200 for bartender service.	
1.2	Alcohol costs	7,200			
<b>2</b>	<b>Eliminate regional viewing meetings for Council election central debate webcast</b>	25,000			
<b>3</b>	<b>Suspend Specific Conferences</b>				
3.1	Chapter Leaders Conference	95,000	425	Could be combined with Volunteer Leadership Conference. No hotel contract in place currently.	
3.2	Volunteer Leaders Conference	62,000	425	2019 contract in place- cancellation fee \$73,000 if cancelled by Dec 2018; Note: contract includes AGM, VLC & OOH venues. Would require further discussion with hotel if cancelling specific components.	
3.3	Queen's Park Day	35,000	250	supports strategic objective 5, establishes relationship with government and PEO as a key player	
3.4	Committee Chairs Workshop	29,000	225	Could be combined with Volunteer Leadership Conference.	
3.5	Education Conference	30,150	375	EDU suggests that the conference be held every other year.	
3.6	PEO Student Conference	20,000	100	PEO sponsors the conference and assists with organizing.	
<b>4</b>	<b>Restructure Council Workshop (hold meeting at 40 Sheppard)</b>	40,000	450	2019 contract in place- cancellation fee \$15,000 if cancelled by Nov 30. Cancellation fee not included in cost savings.	
<b>5</b>	<b>Restructure Annual General Meeting</b>				
	Hold AGM onsite at PEO Do not cover expenses for attendees	143,400	1200	2019 contract in place- cancellation fee \$73000 if cancelled by early Dec; Note: contract includes VLC & OOH venues. Could eliminate the live webcast- \$10,000. Cancellation fee not included in cost savings.	
5.1	Cost of Council Meetings	10,000	500	average per meeting cost, suggest eliminating the February Council meeting as there is also a March and April meeting scheduled, leaving 5 meetings annually.	
<b>6</b>	<b>Chapters</b>				
6.1	Hold RCC meetings on Thursday afternoons before Council meeting	27,000	350	Costs incorporated into Council budget for Thursday night, additional costs for Wednesday hotel and meals accounted for in cost saving number.	
6.2	Northern Regional Office	18,000	25		Regional offices to provide value proposition to FIC
6.3	Western Regional Office	25,000	25		Regional offices to provide value proposition to FIC
6.4	Maintain 2019 Chapter funding at 2018 levels	128,000	100	Staff hours reflect budget preparation including chapter business plans review. Supports strategic objective 2,4,6,7 and 8.	1. Different way of funding Chapters - centralize banking system. 2. Chapter audits. 3. Consider charging for non-core Chapter activities.

**Detailed Analysis of Proposed Recommendations to Address Projected 2019 Budget Deficit**  
**Reviewed by FIC - Oct 16, 2018**  
**Costing saving options**

C-521-2.3  
Appendix A

Item	Options to Decrease Expenses	Cost Savings	Staff Labour (Hours)	Staff Notes	Additional Comments by Councillors
<b>7</b>	<b>Reduce the number of non-statutory and non-board committees:</b>				1. Cut committees rather than catering. 2. Encourage more teleconferencing. A governance committee could potentially replace five or six committees.
	Advisory Committee on Volunteers (ACV)				
	- Self-evaluation subcommittee				
	- Strategic planning subcommittee				
7.1	- Succession planning subcommittee	13,650	450		
	- Training and Committee Chair workshop subcommittee				
	- Vital signs survey subcommittee				
7.3	Awards Committee	13,000	625		
	Sterling Award Subcommittee	4,000		This includes \$3,500 award	
	Joint PEO/OSPE OPEA Gala Advisory Subcommittee (GAC)				
	External Honors Subcommittee				
	<i>Total for Awards Committee</i>			Supports strategic objective 3,7 and 9.	
7.4	Education Committee				
	Chapter Allotments (for Special Project Funding)	15,000	25		
	EDU meetings	12,350	300		
	Engineering Innovation Forum (EIF)	6,000	50		
7.5	Enforcement Committee	6,500	600		
7.6	Equity and Diversity Committee (EDC)	10,000	150		
7.7	Government Liaison Committee	8,600	475		
7.12	Licensing Committee	16,750			
7.13	OSPE-PEO Joint Relations Committee	1,750	72		
7.14	PEO-OAA Joint Liaison Committee				
7.15	Volunteer Leadership Conference Planning Committee		350		
<b>8</b>	<b>Suspend task forces for one year:</b>				
8.1	Succession Planning Task Force	29,000	400	Supports strategic objective 7.	
8.2	30 by 30 Task Force	20,000	350	supports strategic objective 5.	
8.3	Governance Working Group Phase 1 (GWGP1)	20,000	400	GWGP1 Chair suggested that budget be directed to External Regy Perf Review. Supports strategic objective 7.	
8.4	Emerging Discipline Task Force (EDTF)	1,000			
8.5	Online Licensing Task Force	0		Approved but not formed	
8.6	Public Information Campaign Task Force				
<b>9</b>	<b>Revisit programs</b>			OOH and OPEA options (return to alternating years and combine the programs) are not included in the total	

**Detailed Analysis of Proposed Recommendations to Address Projected 2019 Budget Deficit**  
**Reviewed by FIC - Oct 16, 2018**  
**Costing saving options**

C-521-2.3  
Appendix A

Item	Options to Decrease Expenses	Cost Savings	Staff Labour (Hours)	Staff Notes	Additional Comments by Councillors
9.1	Incorporate OOH into AGM Luncheon	50,000	600		
9.2	Student Membership Program (SMP)			supports strategic objective 2,3,6 and 8. Supports increase in membership.	
	Outreach, event food, etc.	14,900	300		
	University Sponsorships	11,000	25		
	PR items sent to each school during orientation week for their first year packages. Currently we send graph paper notepads and in return we ask to be invited for a presentation to their first years.	8,000	100		
9.3	Chapter Scholarships	45,000	25	supports strategic objective 8.	Maybe make the scholarships contingent on getting licensed or waive fees for a few years rather than awarding money.
9.4	National Engineering Month (NEM)	40,000	100	supports strategic objective 3 and 8.	
<b>10</b>	<b>Internship (EIT program)</b>			supports strategic objective 1 - 9.	
	Licensure Assistance Program	56,400	200	increases licensure uptake. 1 chapter currently operating LAP that will complete in 2019.	
	EIT Seminars and Webinars	16,700	100		
	Remainder falls under additional outreach to chapters and companies (presentations by staff), printing of brochures/material, appreciation items for volunteers and mailing fees for EIT welcome packages sent by the registration department	10,400	800		
<b>12</b>	<b>Estimated savings by way of less payment to Engg. Canada due to elimination of FCP</b>	19,910			
<b>13</b>	<b>Decomission PEO Online Member Forum Minimal cost reduction but PEO would reduce risk as the software is no longer supported. Costs to maintain this service would be in PEO staff resources (4 - 6 weeks) to upgrade to the most recent version of the software.</b>	500	225		
<b>14</b>	<b>Expected savings by reduction in credit card transaction costs</b>	210,000			
<b>Potential cost savings TOTAL</b>		<b>\$1,366,160</b>	<b>13,972</b>		

**Detailed Analysis of Proposed Recommendations to Address Projected 2019 Budget Deficit  
Committee Terms of Reference**

C-521-2.3  
Appendix A

Item	Options to Decrease Expenses	Committee Terms of Reference
7.1	<p><b>Advisory Committee on Volunteers (ACV)</b></p> <ul style="list-style-type: none"> <li>- Self-evaluation subcommittee</li> <li>- Strategic planning subcommittee</li> <li>- Succession planning subcommittee</li> <li>- Training and Committee Chair workshop subcommittee</li> <li>- Vital signs survey subcommittee</li> </ul>	<p><b>Mandate:</b></p> <p>To assist and advise committees in fulfilling their operational requirement under the policy.</p> <p>To assist Council by reviewing proposed revisions to Committee and Task Force - Mandates, Terms of Reference, Work Plans and Human Resources (HR) Plans.</p> <ol style="list-style-type: none"> <li>1. Assist committees/task forces in the preparation of mandates, Terms of Reference, annual Work Plans, and Human Resources (HR) Plans.</li> <li>2. Maintain and provide tools and training, develop templates and guidelines for Terms of Reference, annual Work Plans, and Human Resources (HR) Plans.</li> <li>3. Provide means to recognize volunteers and their employers.</li> <li>4. Host annual meeting of committee/task force chairs and staff advisors.</li> <li>5. Review and provide recommendation to Council on revisions to mandates, Terms of Reference, annual Work Plans, and Human Resources (HR) Plans.</li> <li>6. Assist committee/task forces with preparation of the annual roster of committee members.</li> </ol>
7.3	<p><b>Awards Committee</b></p> <ul style="list-style-type: none"> <li>- Sterling Award Subcommittee</li> <li>- Joint PEO/OSPE OPEA Gala Advisory Subcommittee (GAC)</li> <li>- External Honors Subcommittee</li> </ul>	<p><b>Mandate:</b></p> <p>To coordinate, manage, promote and monitor the Professional Engineers Ontario (PEO) <u>Ontario Professional Engineers Awards (OPEA) Program, Order of Honour (OOH), Sterling Engineering Intern Award</u>, and External Honours activities to support achievement of the additional object of the Act, which states, "To promote public awareness of the role of the association". (Section 2(4) 4)</p> <ol style="list-style-type: none"> <li>1. Encourage the nomination and celebration of deserving colleagues for recognition through Professional Engineers Awards Programs (OOH, OPEA and Sterling) and External Honours.</li> <li>2. Promote and raise awareness of the Awards program through: <ul style="list-style-type: none"> <li>(a) representation at Committee and Chapter events, and</li> <li>(b) communications with employers of engineers, learned societies, associations, and others.</li> </ul> </li> <li>3. Monitor and review past award recipients and other award programs to identify persons deserving further recognition through upgrades or other awards.</li> <li>4. Review and assess eligible nominations for the Ontario Professional Engineers Awards (OPEA), Order of Honour (OOH), Sterling Award and External Awards programs and make recommendations for potential awardees for approval by PEO Council, and by the OSPE Board regarding the OPEA awardees only.</li> <li>5. Participate in establishing parameters for the award ceremonies to recognize recipients of the OOH and OPEA. Participate in the ceremonies.</li> <li>6. Monitor the awards program strategies.</li> <li>7. Review and consider / recommend to Council awards program changes and/or new awards where appropriate.</li> <li>8. Oversight of the nomination for the Engineers Canada Fellowship program and for the Ontario Volunteer Service Award.</li> </ol> <p>Supports strategic objective 3,7 and 9.</p>

**Detailed Analysis of Proposed Recommendations to Address Projected 2019 Budget Deficit  
Committee Terms of Reference**

C-521-2.3  
Appendix A

Item	Options to Decrease Expenses	Committee Terms of Reference
7.4	Education Committee	<p><b>Mandate:</b> Whereas, there has been a recent declining interest among students in STEM-related careers, and whereas, identified root causes for this decline include image of science, perception of careers, curriculum, teacher experience and gender-based perceptions, therefore, the Education Committee (EDU) commits:</p> <ul style="list-style-type: none"> <li>• To be a leader and value-added influence in the development of education policy, curriculum, and outreach such that high school graduates will have the necessary knowledge, skill, and motivation to succeed in an engineering program.</li> <li>• To support PEO's Envisioned Future (Source: "PEO Envisioned Future", C-459-6.6, Appendix A, approved by Council Sept. 2009) as it relates to "Public awareness of the role of the Association" (PEA Sect 2 (4)4 – Additional Object).</li> <li>• To "support and encourage public information and interest in the past and present role of professional engineering in society" in PEA Sect 8(20).</li> </ul> <p>supports strategic objective 3 and 5.</p>
7.5	Enforcement Committee	<p><b>Mandate:</b> Mandate is to advise Council on matters relating to the enforcement of the provisions of the Professional Engineers Act dealing with unlicensed and unauthorized practice. Standing committee of Council established by Council on September 24, 1999.</p> <ol style="list-style-type: none"> <li>1. To prepare and present policy proposals to Council on issues relating to PEO's enforcement activity.</li> <li>2. To act as an advisory body to the Registrar, PEO committees and task forces and Council on policy matters relating to enforcement.</li> </ol>
7.6	Equity and Diversity Committee (EDC)	<p><b>Mandate:</b> Recommend action plan to integrate equity and diversity values and principles into the general policy and business operations of PEO.</p> <ol style="list-style-type: none"> <li>1. Develop an Equity and Diversity policy.</li> <li>2. Recommend mechanisms to ensure:             <ol style="list-style-type: none"> <li>a) there are no groups excluded from the structural life of PEO and communicate PEO's clear commitment to the values and principles of equity and diversity.</li> <li>b) that regulatory procedures for licensing, complaints, discipline and enforcement, and all PEO meetings and communications with members and the public, reflect the values set out in PEO's Equity and Diversity policy.</li> <li>c) there is equity and diversity training for committee members, PEO staff, Councillors, Chapter executives and other volunteers.</li> </ol> </li> <li>3. Recommend mechanisms to monitor compliance and effectiveness of the PEO's Equity and Diversity policy</li> <li>4. Through PEO publications and materials, inform engineers in the diverse groups about services available and their rights and obligations, and inform engineers about the contributions of the diverse groups to the building of the profession.</li> <li>5. Be a catalyst for new initiatives that will help develop an understanding of and commitment to equity and diversity.</li> <li>6. Provide a forum for the diverse groups to raise concerns</li> <li>7. Encourage members of the diverse groups to consider engineering as a career profession.</li> <li>8. Prepare an annual report on PEO's Equity and Diversity Initiatives.</li> </ol> <p>supports strategic objective 3,7 and 9.</p>

Item	Options to Decrease Expenses	Committee Terms of Reference
7.7	Government Liaison Committee	<p><b>Mandate:</b> To provide oversight and guidance for the PEO Government Liaison Program (GLP). For matters related to its mandate, the committee shall:</p> <ol style="list-style-type: none"> <li>1. Monitor and evaluate regulatory issues requiring liaison with the government and advise Council on strategic initiatives to effect such liaison.</li> <li>2. Coordinate the activities of the Government Liaison Program.</li> <li>3. Coordinate with other government relations initiatives within the engineering profession.</li> <li>4. Consider any other matter related to the Government Liaison Program delegated to the committee by the Council.</li> <li>5. Consult as required with Council, chapters, members, staff, with respect to opportunities to advance support of PEO from government.</li> <li>6. Establish, receive and review reports from PEO committees as it considers appropriate.</li> <li>7. Enhance Government Outreach.</li> <li>8. Develop, monitor and review its work plan annually</li> </ol> <p>supports strategic objective 5.</p>
7.12	Licensing Committee	<p><b>Mandate:</b> To coordinate and integrate the ongoing development of PEO's licensing requirements and processes, including the inputs of other PEO committees and external stakeholders involved in the licensing process.</p> <ol style="list-style-type: none"> <li>1. Identify the need for, and prioritize, enhancements to PEO's licensing policies, criteria, and processes.</li> <li>2. Propose to Council the creation of subcommittees / task groups to develop licensing policy in specific policy areas, including their population and terms of reference.</li> <li>3. Coordinate the development of proposals for Council approval to enhance PEO's licensing criteria and processes, including appropriate peer review.</li> <li>4. Ensure the involvement of PEO's legislated committees involved in licensure (ARC, ERC, LEC, REC) in peer review of proposed changes to PEO's licensing criteria and processes.</li> <li>5. Assess threats from external sources to the integrity of PEO licensing criteria and processes, and propose proactive strategies and tactics to address them for Council approval.</li> <li>6. Review and advise Council with respect to proposals from internal and external stakeholders for changes to PEO's licensing criteria and processes.</li> <li>7. Maintain, on behalf of Council, a prioritized high-level plan for development and implementation of changes to PEO's licensing criteria and processes.</li> <li>8. Track and document developments and practices in other self-regulating professions with respect to licensure.</li> <li>9. Maintain dialogue with Engineers Canada and its Constituent Associations and boards (CEAB and CEQB) on issues related to licensure.</li> <li>10. Review and comment on elements of the National Framework for Licensure that are relevant to PEO's licensing criteria and processes.</li> <li>11. Communicate regularly with Council and important stakeholders to keep them up to date on issues and developments related to licensure.</li> </ol>

**Detailed Analysis of Proposed Recommendations to Address Projected 2019 Budget Deficit  
Committee Terms of Reference**

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Appendix A

Item	Options to Decrease Expenses	Committee Terms of Reference
7.13	OSPE-PEO Joint Relations Committee	<p><b>Mandate:</b> The purpose of the Committee is to:</p> <ul style="list-style-type: none"> <li>a) Build relationships between the leaders of the two organizations to strengthen regulation, service and advocacy for the profession;</li> <li>b) Facilitate the exchange of information between the two organizations;</li> <li>c) Identify issues and facilitate cooperation between the two organizations in areas of mutual interest / concern; and</li> <li>d) Provide a forum for the discussion and informal resolution of potential areas of opportunity or conflict between the two organizations.</li> </ul>
7.14	PEO-OAA Joint Liaison Committee	<p><b>Mandate:</b> To coordinate the enforcement of the Professional Engineers Act and the Architects Act with respect to required engineering and architectural qualifications for the design and general review services related to building construction. This committee is also expected to discuss any issues which may arise relating to scope of work. The committee will refer issues as necessary to the Joint Practice Board, Council, Enforcement Committee or other groups. To jointly deal with submissions from Chief Building Officials related to the requirement for the services of an architect and/or professional engineer related to general design or review. To jointly develop and issue bulletins to Building Officials, approved by the Councils of Professional Engineers Ontario (PEO) and the Ontario Association of Architects (OAA), as a mechanism for providing clarity to emerging issues/disputes.</p>
7.15	Volunteer Leadership Conference Planning Committee	<p><b>Mandate:</b> The Volunteer Leadership Conference Planning Committee (VLPC) 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> <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>Budget for this committee is included in the conference budget</p>

Item	Options to Decrease Expenses	Staff Notes
<p><b>1 Proposal from Councillor Olukeyesi:</b></p> <p>1. We should pursue license fee increase aggressively for 2019</p> <p>2. We should pursue reduced mortgage for 2019 and on going. If rent intake is \$2.11million and mortgage is \$2.436, I suggest we ask our bank to enable reduction of \$1mm in annual mortgage payment</p> <p>3. Pursue credit card fee payment transferred to members who choose to pay with credit card- but provide an alternative option that does not cost both members or PEO.</p>		<p>On an aggregate basis, this option is likely to cost PEO more by way of interest payments due to longer amortization periods. This impact will be higher if Interest rates increase - which is a fairly likely possibility.</p> <p>We cannot directly pass on transaction costs to user but we can charge a convenience fee to those who wish to pay by credit cards but but we would be still incur transaction costs on this convenience fee.</p>
<p><b>2 Proposal from Councillor Fraser:</b></p> <p>1. Applications and EIT fees (simply split out revenue for each if (a) increase 20 % current manner for fees currently charged; for information but not suggested budget revenue I would also calculate if all applicants paid the same with and without 20 % increase)</p> <p>2. Exams – calculate revenue with 20 % increase [accounting for interview considerations below that impact exam fees]</p> <p>3. Interviews (1) do not seek revenue from experience requirement interviews, (2) do look at fees for academic referred interviews with and without the option of applying the interview fee to the first exam should one not pass the academic interview. I would also consider 2 different fees for the academic interviews: (i) academic interview fee same as exam fee, and (ii) academic interview fee half an exam fee.</p>	<p>W/o fee increase                  Estimated P.Eng &amp; LL Appln fee rev=\$1.3m; EIT rev = \$966k</p> <p>With 20% fee increase                  Estimated P.Eng &amp; LL Appln fee rev=\$1.56m; EIT rev = \$1.16m</p> <p>See below</p>	<p>Applying interview fee to first exam will result in reduction of approx. \$33k (based on 200 candidates not paying \$165)</p> <p>ARC interview fee same as first exam fee will result in additional revenues of \$232k and \$116k with half of first exam fees</p>
<p><b>3 Proposal from Councillor Dony:</b></p> <p>Suggests that the interview is considered the “First Exam Fee” and all other exams are under the “Each Subsequent Exam Fee” provision. Section39.(22).(b) of the of By-Law No.1 states the following on the examination fees:</p> <p>(b) To write the first licensing examination other than the Professional practice examination, \$580</p> <p>(c) To write or rewrite any other licensing examination other than the professional practice examination, \$165</p>		<p>See revenue figures. Could lead to potential issues with fairness commissioner</p>

**Professional Engineers Ontario - DRAFT 2019 OPERATING BUDGET**

**Variance Analysis - 2019 Budget Vs 2018 Forecast**

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Appendix B

Revised on Nov 14, 2018

DRAFT - Revised on Nov 14, 2018

REF. NO	DESCRIPTION	2019 Bud	2018 Fcst	2018 Bud	Favourable (Unfavorable) Variances			
					2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud	
					\$	%	\$	%
		(A)	(B)	(C)	(E)	(F)	(G)	(H)
1	Advertising income	\$ 220,000	\$ 260,000	\$ 360,000	(\$40,000)	(15.4)%	(\$100,000)	(27.8)%
2	Investment income	212,000	205,000	214,000	7,000	3.4%	(9,000)	(4.2)%
3	40 Sheppard Revenue	2,110,515	2,025,894	2,546,408	84,621	4.2%	(520,514)	(20.4)%
4	P. Eng Revenue	15,847,458	15,591,950	15,955,500	255,508	1.6%	(363,550)	(2.3)%
5	Appln, regn, exam and other fees	7,230,382	6,944,713	6,789,972	285,669	4.1%	154,741	2.3%
	<b>TOTAL REVENUE</b>	<b>25,620,355</b>	<b>25,027,557</b>	<b>25,865,880</b>	<b>592,798</b>	<b>2.4%</b>	<b>(838,323)</b>	<b>(3.2)%</b>
	<b>EXPENSES</b>							
6	Salaries and benefits / Retiree and staff future benefits	13,590,196	11,988,172	12,668,726	(1,602,024)	(13.4)%	680,554	5.4%
7	Consultants	546,245	285,820	547,500	(260,425)	(91.1)%	261,680	47.8%
8	Computers and telephone	1,288,899	1,081,396	1,075,848	(207,503)	(19.2)%	(5,548)	(0.5)%
9	Amortization	1,402,674	1,241,658	1,307,096	(161,016)	(13.0)%	65,438	5.0%
10	Chapters	974,720	822,673	857,800	(152,047)	(18.5)%	35,127	4.1%
11	Contract staff	463,780	340,666	203,981	(123,114)	(36.1)%	(136,685)	(67.0)%
12	Volunteer expenses	820,725	720,176	793,065	(100,549)	(14.0)%	72,889	9.2%
13	Occupancy costs	935,393	870,165	903,839	(65,228)	(7.5)%	33,674	3.7%
14	Transaction fees	600,805	551,485	542,540	(49,320)	(8.9)%	(8,945)	(1.6)%
15	Professional development	182,000	153,961	206,500	(28,039)	(18.2)%	52,539	25.4%
16	Legal (Corporate, Prosecution & Tribunal)	1,069,605	1,055,978	493,555	(13,627)	(1.3)%	(562,423)	(114.0)%
17	Engineers Canada	994,567	982,774	964,000	(11,793)	(1.2)%	(18,774)	(1.9)%
18	Staff expenses	148,895	139,320	141,560	(9,575)	(6.9)%	2,240	1.6%
19	Insurance	134,818	129,912	124,237	(4,906)	(3.8)%	(5,675)	(4.6)%
20	Office supplies	105,980	103,691	103,280	(2,289)	(2.2)%	(411)	(0.4)%
21	Recognition, grants and awards	176,750	174,812	173,600	(1,938)	(1.1)%	(1,212)	(0.7)%
22	Printing	111,000	113,560	116,000	2,560	2.3%	2,440	2.1%
23	Advertising	107,250	120,897	112,050	13,647	11.3%	(8,847)	(7.9)%
24	40 Sheppard expenses	2,436,721	2,489,140	2,456,018	52,419	2.1%	(33,122)	(1.3)%
25	Purchased services	1,493,290	1,575,552	1,660,352	82,262	5.2%	84,800	5.1%
26	Postage and courier	512,215	611,113	617,120	98,898	16.2%	6,007	1.0%
27	<b>TOTAL EXPENSES</b>	<b>28,096,528</b>	<b>25,552,921</b>	<b>26,068,667</b>	<b>(2,543,607)</b>	<b>(10.0)%</b>	<b>515,746</b>	<b>2.0%</b>
28	<b>EXCESS OF REVENUE OVER EXPENSES BEFORE UNDERNOTED</b>	<b>(2,476,173)</b>	<b>(525,364)</b>	<b>(202,787)</b>	<b>(1,950,809)</b>	<b>(371.3)%</b>	<b>(322,577)</b>	<b>(159.1)%</b>
	<b>Council Discretionary Expenses</b>							
29	Public information campaign	1,077,000	-	-	(1,077,000)	-	-	-
30	Other Strategic Plan Initiatives	644,000	-	-	(644,000)	-	-	-
31	Approved spend for the hire of 5 P.Engs as part of resiliency plan	600,000	-	300,000	(600,000)	-	300,000	100%
32	Webmail for volunteer project (AGM submission)	200,000	-	-	(200,000)	-	-	-
33	Misc Council TFs, Leadership development program	110,000	80,000	-	(30,000)	(37.5)%	(80,000)	-
	<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>(5,107,173)</b>	<b>(605,364)</b>	<b>(502,787)</b>	<b>(4,501,809)</b>	<b>(743.7)%</b>	<b>(102,577)</b>	<b>(20.4)%</b>

Note: Shaded cells indicate revised figures

**Professional Engineers Ontario - DRAFT 2019 OPERATING BUDGET**

**Variance Analysis - 2019 Budget Vs 2018 Forecast**

**DRAFT - Revised on Nov 14, 2018**

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Ref. No.	Variance Explanation
1	Lower advertising revenues in 2019 largely due to the uncertainty of revenues on account of the transition to the digital version of Dimensions.
2	This represents the income expected from investments based on average holdings during the year.
3	Slight increase in rent revenues and recoverable cost revenues due to the expected leasing of vacant units on the 2nd, 4th and 8th floors late in the fourth quarter in 2019.
4	P.Eng membership revenues in 2019 are expected to grow by 1.6% over the 2018 forecast. This increase is slightly higher than in prior years due to the clearing of the applications backlog last year.
5	Increase is largely due to an expected increase in CofA, P.Eng application, professional practice exam revenues and P. Eng. registration fees in 2019.
6	Increase largely due to filling of vacant positions in 2019, planned new hires and pension plan contributions.
7	Increase due to consultant for review of regulatory processes, consulting support for IT systems development, a PEAK program consultant and spending for the succession planning task force.
8	Increase in the 2019 budget largely due to costs for software support contracts and non-capital hardware purchases as well as server maintenance contracts.
9	The increase in amortization is due to the completion of various building and IT capital projects in 2019.
10	Increase in Chapter allotments.
11	Increase in contract staff in 2019 for replacing full time staff who are on long term leave and for assistance in processing the licensing application back log. Additional help is required in the IT department in 2019 as well.
12	Volunteer expenses for meals, mileage, accommodation and travel expenses for attending various committees, conferences and meetings are expected to increase in 2019.
13	Occupancy costs expected to increase due to higher operating costs.
14	Increase due to costs for higher card service fees as an increasing number of members and applicants pay dues online and also expected higher pension administration fees.
15	Professional development costs for staff and volunteers are expected to be higher in 2019 due to spend on educational courses, seminars, etc. for staff and volunteers.
16	The increase in Legal expenses primarily due to higher costs for ongoing discipline prosecutions, complaints investigations and related prosecutions and enforcement costs.
17	This amount represents the allocation to Engineers Canada. The rate of \$10.21 paid per member remains unchanged.
18	Slight increase in staff business expenses for travel to various events, meetings, etc.
19	Increase in insurance costs in 2019 due to increase in premiums due to cyber insurance coverage.
20	The spend on consumables such as office stationery, paper towels, etc. is expected to increase slightly in versus the 2018 forecast.
21	The spend for recognition, grants and awards for staff and volunteers in 2019 is expected to remain in line with the 2018 forecast.
22	Printing and photocopying costs in 2019 are expected to remain in line with a slight decrease from the 2018 forecast.
23	Advertising costs are expected to decrease in 2019 due the 2018 completion of the Council approved promotional activity for OPEA (Ontario Professional Engineers Awards) gala.
24	Decrease in 40 Sheppard expenses in 2019 due to a reduction in non-recoverable expenses, including mortgage interest and lower leasing fees which are partially offset by higher recoverable costs.
25	Decrease in purchased services costs due to lower Dimensions printing costs due to transition to digital version, completion of a Tribunals survey in 2018, lower audio visual and catering costs associated with various events such as the AGM, transfer of the EIR program to external body, etc.
26	Postage and courier costs are lower compared to the 2018 fcst. The decrease is expected as members are encouraged to opt for the digital version of Dimensions magazine and receive other correspondence via email or online through the portal.

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

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Appendix B

DRAFT - Revised on Nov 14, 2018

	2017 ACTUAL	2018 FORECAST	2019 BUDGET	2020 PROJECTION	2021 PROJECTION	2022 PROJECTION	2023 PROJECTION
<b>REVENUE</b>							
P. Eng Revenue	\$15,444,463	\$15,591,950	\$15,847,458	\$16,069,322	\$16,294,293	\$16,522,413	\$16,753,727
Appln, regn, exam and other fees	6,450,742	6,944,713	7,230,382	7,331,607	7,434,250	7,538,329	7,643,866
40 Sheppard Revenue	2,386,379	2,025,894	2,110,515	2,841,099	2,852,299	2,878,920	2,769,110
Advertising income	269,958	260,000	220,000	221,650	223,312	224,987	226,675
Investment income	287,341	205,000	212,000	214,968	217,978	221,029	224,124
	<b>\$24,838,883</b>	<b>\$25,027,557</b>	<b>\$25,620,355</b>	<b>\$26,678,647</b>	<b>\$27,022,132</b>	<b>\$27,385,679</b>	<b>\$27,617,501</b>
<b>EXPENSES</b>							
Salaries and benefits / Retiree and staff future benefits	11,742,284	11,988,172	13,590,196	13,862,000	14,139,240	14,422,025	14,710,465
40 Sheppard expenses	2,401,801	2,489,140	2,436,721	2,440,834	2,447,040	2,448,936	2,457,359
Purchased services	1,492,430	1,575,552	1,493,290	1,523,156	1,553,619	1,584,691	1,616,385
Amortization	1,280,598	1,241,658	1,402,674	1,430,727	1,459,342	1,488,529	1,518,299
Computers and telephone	854,024	1,081,396	1,288,899	1,314,677	1,340,971	1,367,790	1,395,146
Engineers Canada	960,080	982,774	994,567	1,014,458	1,034,748	1,055,442	1,076,551
Chapters	887,498	822,673	974,720	994,214	1,014,099	1,034,381	1,055,068
Occupancy costs	817,268	870,165	935,393	954,101	973,183	992,647	1,012,499
Volunteer expenses	738,032	720,176	820,725	837,140	853,882	870,960	888,379
Postage and courier	638,415	611,113	512,215	522,459	532,908	543,567	554,438
Transaction fees	536,201	551,485	600,805	612,821	625,078	637,579	650,331
Consultants	459,679	285,820	546,245	557,170	568,313	579,680	591,273
Legal (Corporate, Prosecution & Tribunal)	913,788	1,055,978	1,069,605	790,997	806,817	822,953	839,412
Professional development	120,985	153,961	182,000	185,640	189,353	193,140	197,003
Contract staff	189,353	340,666	463,780	473,056	482,517	492,167	502,010
Recognition, grants and awards	178,010	174,812	176,750	180,285	183,891	187,569	191,320
Staff expenses	100,522	139,320	148,895	151,873	154,910	158,009	161,169
Printing	113,406	113,560	111,000	113,220	115,484	117,794	120,150
Insurance	116,481	129,912	134,818	137,514	140,265	143,070	145,931
Advertising	156,729	120,897	107,250	109,395	111,583	113,815	116,091
Office supplies	132,120	103,691	105,980	108,100	110,262	112,467	114,716
	<b>24,829,704</b>	<b>25,552,921</b>	<b>28,096,528</b>	<b>28,313,837</b>	<b>28,837,503</b>	<b>29,367,208</b>	<b>29,913,997</b>
<b>EXCESS OF REVENUE OVER EXPENDITURE before undernoted</b>	<b>\$9,179</b>	<b>(\$525,364)</b>	<b>(\$2,476,173)</b>	<b>(\$1,635,190)</b>	<b>(\$1,815,371)</b>	<b>(\$1,981,530)</b>	<b>(\$2,296,496)</b>
<b>Council Discretionary Reserve</b>	34,967	80,000	2,631,000	200,000	200,000	200,000	200,000
<b>EXCESS OF REVENUE OVER EXPENDITURE</b>	<b>(\$25,788)</b>	<b>(\$605,364)</b>	<b>(\$5,107,173)</b>	<b>(\$1,835,190)</b>	<b>(\$2,015,371)</b>	<b>(\$2,181,530)</b>	<b>(\$2,496,496)</b>

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

C-521-2.3 Appendix B
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DRAFT - Revised on Nov 14, 2018

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
	<b>ACTUAL</b>	<b>FORECAST</b>	<b>BUDGET</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>
<b>ASSETS</b>							
<b>CURRENT</b>							
Cash	2,353,902	1,431,758	(3,996,866)	(4,679,076)	(5,490,990)	(6,312,198)	(7,413,535)
Marketable securities at fair value	6,806,699	6,806,699	6,806,699	6,806,699	6,806,699	6,806,699	6,806,699
Cash & marketable securities	9,160,601	8,238,457	2,809,833	2,127,623	1,315,709	494,501	(606,836)
Accounts receivable	426,729	426,729	426,729	426,729	426,729	426,729	426,729
Prepaid expenses, deposits & other assets	790,345	714,462	629,091	535,182	431,883	318,254	193,262
	10,377,675	9,379,648	3,865,653	3,089,534	2,174,321	1,239,484	13,155
Capital assets	35,078,815	34,491,478	33,892,300	31,798,229	29,634,070	27,294,378	24,901,210
	<b>45,456,490</b>	<b>43,871,126</b>	<b>37,757,953</b>	<b>34,887,763</b>	<b>31,808,391</b>	<b>28,533,861</b>	<b>24,914,366</b>
<b>LIABILITIES</b>							
<b>CURRENT</b>							
Accounts payable and accrued liabilities	1,787,457	1,787,457	1,787,457	1,787,457	1,787,457	1,787,457	1,787,457
Fees in advance and deposits	9,048,378	9,048,378	9,048,378	9,048,378	9,048,378	9,048,378	9,048,378
Current portion of long term debt	980,000	1,006,000	1,035,000	1,064,000	1,093,000	1,123,000	286,000
	11,815,835	11,841,835	11,870,835	11,899,835	11,928,835	11,958,835	11,121,835
<b>LONG TERM</b>							
Long term debt	5,607,000	4,601,000	3,566,000	2,502,000	1,409,000	286,000	-
Employee future benefits	11,939,100	11,939,100	11,939,100	11,939,100	11,939,100	11,939,100	11,939,100
	17,546,100	16,540,100	15,505,100	14,441,100	13,348,100	12,225,100	11,939,100
Net Assets	16,094,555	15,489,191	10,382,018	8,546,828	6,531,456	4,349,926	1,853,431
	<b>45,456,490</b>	<b>43,871,126</b>	<b>37,757,953</b>	<b>34,887,763</b>	<b>31,808,391</b>	<b>28,533,861</b>	<b>24,914,366</b>

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

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Appendix B

DRAFT - Revised on Nov 14, 2018

	2018	2019	2020	2021	2022	2023
<b><i>Operating</i></b>	<b>FORECAST</b>	<b>BUDGET</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>	<b>PROJECTION</b>
Excess of revenue over expenses - operations	(605,364)	(5,107,173)	(1,835,190)	(2,015,371)	(2,181,530)	(2,496,496)
Add (deduct) items not affecting cash						
Amortization	2,217,429	2,423,701	2,501,352	2,564,083	2,629,093	2,696,476
Amortization - other assets (leasing)	75,883	85,371	93,909	103,299	113,629	124,992
<b>Total Operating</b>	<b>1,687,948</b>	<b>(2,598,101)</b>	<b>760,071</b>	<b>652,011</b>	<b>561,192</b>	<b>324,973</b>
<b><i>Financing</i></b>						
Repayment of mortgage	(980,000)	(1,006,000)	(1,035,000)	(1,064,000)	(1,093,000)	(1,123,000)
<b>Total Financing</b>	<b>(980,000)</b>	<b>(1,006,000)</b>	<b>(1,035,000)</b>	<b>(1,064,000)</b>	<b>(1,093,000)</b>	<b>(1,123,000)</b>
<b><i>Investing</i></b>						
Additions to Building (Recoverable + Non-Recov)	(737,350)	(937,523)	(157,281)	(199,925)	(89,400)	(103,309)
Additions to other Capital Assets (F&F, IT, Phone, AV)	(892,742)	(887,000)	(250,000)	(200,000)	(200,000)	(200,000)
<b>Total Investing</b>	<b>(1,630,092)</b>	<b>(1,824,523)</b>	<b>(407,281)</b>	<b>(399,925)</b>	<b>(289,400)</b>	<b>(303,309)</b>
<b>Net Cash Increase/(Decrease) during the year</b>	<b>(922,144)</b>	<b>(5,428,624)</b>	<b>(682,210)</b>	<b>(811,914)</b>	<b>(821,208)</b>	<b>(1,101,336)</b>
<b>Cash, beginning of year</b>	<b>2,353,902</b>	<b>1,431,758</b>	<b>(3,996,866)</b>	<b>(4,679,076)</b>	<b>(5,490,990)</b>	<b>(6,312,198)</b>
<b>Cash, end of year</b>	<b>1,431,758</b>	<b>(3,996,866)</b>	<b>(4,679,076)</b>	<b>(5,490,990)</b>	<b>(6,312,198)</b>	<b>(7,413,535)</b>
<b>Cash/Investments, end of year</b>	<b>8,238,457</b>	<b>2,809,833</b>	<b>2,127,623</b>	<b>1,315,709</b>	<b>494,501</b>	<b>(606,836)</b>
<b>Comprised of:</b>						
Cash	1,431,758	(3,996,866)	(4,679,076)	(5,490,990)	(6,312,198)	(7,413,535)
Investments	6,806,699	6,806,699	6,806,699	6,806,699	6,806,699	6,806,699
	<b>8,238,457</b>	<b>2,809,833</b>	<b>2,127,623</b>	<b>1,315,709</b>	<b>494,501</b>	<b>(606,836)</b>

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

C-521-2.3  
Appendix B

DRAFT - Nov 14, 2018

Description	2018 FORECAST	2019 BUDGET	2020 PROJECTION	2021 PROJECTION	2022 PROJECTION	2023 PROJECTION
Rental income	692,447	730,440	944,168	912,707	921,197	792,113
Operating cost	1,501,670	1,604,526	2,054,683	2,115,982	2,179,516	2,245,382
Property tax	307,083	324,846	456,862	466,000	475,319	484,826
Parking income	141,450	132,600	95,400	91,800	91,800	75,000
Other space rent	139,283	128,316	123,708	123,706	94,015	80,642
<b>TOTAL REVENUE</b>	<b>2,781,933</b>	<b>2,920,728</b>	<b>3,674,821</b>	<b>3,710,195</b>	<b>3,761,847</b>	<b>3,677,963</b>
Less PEO Share of CAM & Tax	756,039	810,213	833,722	857,896	882,927	908,853
<b>TOTAL REVENUE excluding PEO share of CAM &amp; Tax</b>	<b>2,025,894</b>	<b>2,110,515</b>	<b>2,841,099</b>	<b>2,852,299</b>	<b>2,878,920</b>	<b>2,769,110</b>
Utilities	569,012	555,857	566,975	578,314	589,880	601,678
Property taxes	443,793	447,904	456,862	465,999	475,319	484,826
Amortization	587,478	632,734	682,332	716,448	752,271	789,884
Payroll	253,104	258,166	263,329	268,596	273,968	279,447
Janitorial	211,715	251,489	254,989	260,089	265,290	270,596
Repairs and maintenance	173,694	179,404	171,486	174,916	178,415	181,983
Property management and advisory fees	59,244	50,004	51,004	52,024	53,065	54,126
Road and ground	20,890	20,690	17,136	17,479	17,828	18,185
Administration	25,182	26,576	27,108	27,650	28,203	28,767
Security	20,449	27,120	27,662	28,216	28,780	29,355
Insurance	18,731	19,251	19,636	20,029	20,429	20,838
<b>TOTAL RECOVERABLE EXPENSES</b>	<b>2,383,292</b>	<b>2,469,195</b>	<b>2,538,519</b>	<b>2,609,760</b>	<b>2,683,448</b>	<b>2,759,685</b>
Interest expense on note and loan payable	301,269	252,084	201,845	151,593	94,503	41,252
Amortization of building	388,293	388,293	388,293	388,293	388,293	388,293
Other non-recoverable expenses	172,325	137,362	145,899	155,290	165,619	176,982
<b>TOTAL OTHER EXPENSES</b>	<b>861,887</b>	<b>777,739</b>	<b>736,037</b>	<b>695,176</b>	<b>648,415</b>	<b>606,527</b>
<b>TOTAL EXPENSES</b>	<b>3,245,179</b>	<b>3,246,934</b>	<b>3,274,556</b>	<b>3,304,936</b>	<b>3,331,863</b>	<b>3,366,212</b>
Less PEO Share of CAM & Tax	756,039	810,213	833,722	857,896	882,927	908,853
<b>TOTAL EXPENSES excluding PEO share of CAM</b>	<b>2,489,140</b>	<b>2,436,721</b>	<b>2,440,834</b>	<b>2,447,040</b>	<b>2,448,936</b>	<b>2,457,359</b>
<b>NET INCOME</b>	<b>(463,246)</b>	<b>(326,206)</b>	<b>400,265</b>	<b>405,259</b>	<b>429,984</b>	<b>311,751</b>

**2019 Budget - Consolidated**  
**Highlights of significant changes in 2019 budget program expenses as compared to 2018 Forecast**

C-521-2.3  
Appendix C

DRAFT - Nov 14, 2018

30-Oct-18

**Overview:**

Overall, program expenses in 2019 are expected to increase by 6.1% or \$804k over the 2018 forecast largely due to various upgrade projects that are necessary to address the operational risks associated with older IT systems that are approaching their end of life use. In addition, there would be higher costs in 2019 for security upgrades to PEO's facilities in light of the recent security incidents; higher costs for Chapter allotments and various task forces such as the succession planning task force. In addition, expenses for the government liaison program and costs for meals, mileage, etc. for various events such as the AGM, OPEA, OOH, etc. are expected to be higher in 2019. In addition to the spend on a consultant for review of PEO's regulatory processes, there is an increase expected in Regulatory compliance due to a planned public survey in 2019 and costs related complaints investigation. Credit card transaction costs and insurance premiums are expected to be higher in 2019. These increases will be partially offset by lower printing and postage costs due to the transition to the digital version of Engineering Dimensions. There would be a lower spend for the Tribunals and Regulatory affairs dept in 2019 due to the conclusion of a research project in 2018.

Department	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation of significant variances
					2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
					\$	%	\$	%	
ITS	1,899,250	1,441,053	1,557,535	1,503,552	(458,197)	(31.8)%	116,482	7.5%	The increase of \$379k or 26% in the 2019 budget vs the 2018 forecast for the ITS dept are due to various upgrade projects that will address operational risks from end of life software and hardware that will come into effect in 2019 and early 2020. The upgrade projects are: database software, email system, SharePoint, server software, document management software, financial system software and staff computer equipment. These projects will increase monthly infrastructure costs, monthly hardware leasing costs, yearly licensing, and one time professional services costs. Additional staff of one IT FTE and one consultant.
Corporate Services	7,086,049	6,830,853	7,024,840	7,161,259	(255,196)	(3.7)%	193,987	2.8%	The 2019 budget for the Corporate Services dept has an overall increase of \$246k or 3.6% vs the 2018 forecast primarily due to two categories which total \$268k and account for the majority of the Corp Services net variance. These two categories are 1) Facility costs - combination of higher security costs in 2019 and lower depreciation costs in 2018; 2) Chapters - higher 2019 budget increased for inflation and increased members, plus lower 2018 expenditures in chapter allotments and licensing ceremonies.
Licensing	1,108,000	1,027,206	882,800	875,855	(80,794)	(7.9)%	(144,406)	(16.4)%	Overall, the Licensing dept spend will increase by \$81k or 8% due to an expected increase in the number of applications. For the last 10 years we are seeing an average of 8% increase year over year.
Regulatory Compliance	763,305	721,554	407,670	581,950	(41,751)	(5.8)%	(313,884)	(77.0)%	For Regulatory Compliance, the 2019 budget is expected to increase by \$42k or 6% and is aligned with 2018 forecast. The increases in 2019 are largely due to the costs for a public survey which is to be undertaken in 2019 and higher costs for media monitoring. In addition, there are higher costs expected for a complex file/case currently before the Discipline committee.
Finance	710,786	677,963	600,508	650,691	(32,823)	(4.8)%	(77,455)	(12.9)%	Finance department costs are expected to increase by \$33k or 5% in 2019 in comparison to the 2018 forecast largely due to increases in credit card transaction costs and increases in insurance premiums for the cyber insurance coverage.
Executive Office	1,298,167	1,150,858	1,147,055	1,108,465	(147,309)	(12.8)%	(3,803)	(0.3)%	Executive Office spending expected to increase by \$147k or 13% in 2019 largely due to spend on consultant for regulatory review, higher contributions to Engineers Canada due to the expected increase in membership and higher travel costs for representing PEO at various external meetings and events.
Tribunals & Regulatory Affairs	658,370	701,800	703,775	483,678	43,430	6.2%	1,975	0.3%	The decrease of \$43k or 6% in the 2019 budget for Tribunals & Regulatory affairs reflects the completed "Practitioner Centered Research" project of the 2015-2017 strategic plan initiative.
Communications	518,625	672,796	871,775	816,332	154,171	22.9%	198,979	22.8%	The Communications dept. budget is expected to decrease by \$154k or 23% in comparison to the 2018 forecast mainly due to reduced printing and postage expenses associated with Council's 2018 decision to have the digital edition of Engineering Dimensions serve as the default option.
<b>Total - Program expenses</b>	<b>\$14,042,552</b>	<b>\$13,224,083</b>	<b>\$13,195,958</b>	<b>\$13,181,782</b>	<b>(818,469)</b>	<b>(6.2)%</b>	<b>(28,125)</b>	<b>(0.2)%</b>	

Note: Shaded cells indicate revised figures

Professional Engineers Ontario

2019 Budget - Communications

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Highlights of significant changes in 2019 budget program expenses as compared to 2018 Forecast

DRAFT - Nov 14, 2018

30-Oct-18

**Overview:**

Twenty-three per cent decrease in 2019 budget from 2018 forecast and 2018 budget mainly due to reduced printing and postage expenses associated with Council's 2018 decision to have the digital edition of Engineering Dimensions serve as the default option

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
425	Comm.-General	115,000	109,000	120,000	107,571	(6,000)	(5.5)%	11,000	9.2%	Increase due to printing of additional guidelines (new design uses more colour).
435	Extra Dimensions-General	600	544	600	58	(56)	(0)	56	0	
100	Align Activities	-	38	-	1,301	38	100.0%	(38)	-	
415	Branding-General	31,475	38,711	19,925	111,625	7,236	18.7%	(18,786)	(94.3)%	
430	Dimensions	371,550	524,503	731,250	595,777	152,953	29.16%	206,747	28.3%	
<b>Communications Total</b>		<b>\$518,625</b>	<b>\$672,796</b>	<b>\$871,775</b>	<b>\$816,332</b>	<b>\$154,171</b>	<b>22.9%</b>	<b>\$198,979</b>	<b>22.8%</b>	

Professional Engineers Ontario  
2019 Budget - Corporate Services

Highlights of significant changes in 2019 budget program expenses as compared to 2018 forecast

C-521-2.3  
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DRAFT - Nov 14, 2018

30-Oct-18

**Overview:**

2019 Budget is in line with 2018 Forecast with an overall unfavourable variance of 3.7%. Variance due primarily to two categories which total \$268k and account for the majority of the Corp Services net variance of \$241k. These are 1) Facility costs - combination of higher security costs in 2019 and lower depreciation costs in 2018; 2) Chapters - higher 2019 budget increased for inflation and increased members, plus lower 2018 expenditures in chapter allotments and licensing ceremonies.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
100	Align Activities	14,425	14,645	14,425	21,954	220	1.5%	(220)	(1.5)%	
104	Govt. Liaison Committee	8,600	8,600	8,600	7,997	-	-	-	-	
105	National Eng. Month	40,000	40,089	40,000	41,338	89	0.2%	(89)	(0.2)%	
210	Committee staff advisors group	250	250	250	-	-	-	-	-	
211	Student Memb-General	51,400	52,400	53,900	46,791	1,000	0	1,500	0	
265	Internship	71,550	65,315	85,350	54,093	(6,235)	(9.5)%	20,035	23.47%	
410	Annual General Meeting	163,400	156,008	159,750	198,777	(7,392)	(4.7)%	3,742	2.3%	
412	Govt. Liaison Program	233,500	217,400	233,500	185,716	(16,100)	(7.4)%	16,100	6.9%	Less expenditures in chapter allotment due to changes in political fundraiser rules.
420	Order of Honour	116,200	111,304	114,200	109,045	(4,896)	(4.4)%	2,896	2.5%	
470	Ontario P.Eng. Awards	150,975	145,542	147,650	145,180	(5,433)	(3.7)%	2,108	1.4%	
475	Volunteer Leadership Conference	61,500	55,592	61,500	65,077	(5,908)	(10.6)%	5,908	9.6%	Lower costs in 2018.
477	Chapters	874,140	731,052	751,150	757,976	(143,088)	(19.6)%	20,098	2.7%	Higher 2019 budget increases for inflation and increased members, plus lower 2018 expenditures in Chapter allotments and licensing ceremonies.
478	Regional Congress	55,040	51,415	55,040	77,022	(3,625)	(7.1)%	3,625	6.6%	Mileage and meal costs lower in 2018.
479	Regional Councillors Committee	94,400	87,333	94,400	88,443	(7,067)	(8.1)%	7,067	7.5%	Mileage and meal costs lower in 2018
480	Education Committee	63,500	55,231	63,500	50,417	(8,269)	(15.0)%	8,269	13.0%	

Professional Engineers Ontario  
2019 Budget - Corporate Services

Highlights of significant changes in 2019 budget program expenses as compared to 2018 forecast

C-521-2.3  
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DRAFT - Nov 14, 2018

30-Oct-18

Overview:

2019 Budget is in line with 2018 Forecast with an overall unfavourable variance of 3.7%. Variance due primarily to two categories which total \$268k and account for the majority of the Corp Services net variance of \$241k. These are 1) Facility costs - combination of higher security costs in 2019 and lower depreciation costs in 2018; 2) Chapters - higher 2019 budget increased for inflation and increased members, plus lower 2018 expenditures in chapter allotments and licensing ceremonies.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
485	EIR	-	68,700	68,700	70,486	68,700	100.0%	-	-	EIR program transferred to Engineers of Tomorrow per Council directive at 520th meeting in Sept 2018.
500	Succession Planning Task Force	29,000	6,100	60,000	-	(22,900)	(375.4)%	53,900	89.8%	Redistribution of the \$60K allocated: 2018: 6K; 2019: 29K; 2020: 25K. Will only expend 6K in 2018.
510	Facility	1,591,323	1,467,510	1,558,737	1,500,750	(123,813)	(8.4)%	91,227	5.9%	Lower depreciation costs in 2018. Higher security costs in 2019.
511	40 Sheppard Ave West	2,436,721	2,489,140	2,456,018	2,401,801	52,419	2.1%	(33,122)	(1.3)%	
515	Printing & Mail Services	148,900	148,335	168,900	122,457	(565)	(0.4)%	20,565	12.2%	
545	Telephone Services	11,870	11,870	-	36,250	-	-	(11,870)	-	
610	HR Planning S-General	97,500	100,094	36,500	189,778	2,594	2.6%	(63,594)	(174.2)%	
620	Recruitment Staff-General	7,250	4,750	5,250	4,459	(2,500)	(52.6)%	500	9.5%	Increased HR recruitment in 2019.
630	Development - Staff & Volunteers	185,820	178,780	210,320	187,981	(7,040)	(3.9)%	31,540	15.0%	Lower training costs - cyber training was included are part of cyber insurance coverage and hence no additional training costs were incurred for it.
640	Compensation	24,250	29,250	29,250	16,882	5,000	17.1%	-	-	No spend for upgrades to payroll system in 2019 as the upgrade was completed in 2018.
645	Benefit Administration-General	119,980	95,400	98,750	357,077	(24,580)	(25.8)%	3,350	3.4%	Pension changes mandated by government.
660	Recognition Volunteer-General	19,000	16,500	18,500	24,314	(2,500)	(15.2)%	2,000	10.8%	Increased recognition due to Term Limits, hence more people coming off committees and needing to be recognized.
680	Equity & Diversity	10,000	4,000	10,000	9,303	(6,000)	(150.0)%	6,000	60.0%	Consultant not required for 2018.

Professional Engineers Ontario  
2019 Budget - Corporate Services

Highlights of significant changes in 2019 budget program expenses as compared to 2018 forecast

C-521-2.3  
Appendix C

DRAFT - Nov 14, 2018

30-Oct-18

**Overview:**

2019 Budget is in line with 2018 Forecast with an overall unfavourable variance of 3.7%. Variance due primarily to two categories which total \$268k and account for the majority of the Corp Services net variance of \$241k. These are 1) Facility costs - combination of higher security costs in 2019 and lower depreciation costs in 2018; 2) Chapters - higher 2019 budget increased for inflation and increased members, plus lower 2018 expenditures in chapter allotments and licensing ceremonies.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
685	Advisory Comm. on Volunteers	13,650	12,244	13,650	12,904	(1,406)	(11.5)%	1,406	10.3%	Lower volunteer travel in 2018.
686	Awards Selection Committee	13,000	11,300	13,000	14,200	(1,700)	(15.0)%	1,700	13.1%	Lower accommodation costs in 2018.
687	Human Resources & Comp. Committee	6,250	55,350	26,250	4,711	49,100	88.7%	(29,100)	(110.9)%	HRC recruitment. Council approved 50K in 2018 to assist HRC. Will be done Nov 2018, then there will just be routine committee costs in 2019.
817	Secretariat Services	3,000	3,000	3,000	290	-	-	-	-	
835	Council Elections	214,355	218,959	209,500	194,636	4,604	2.1%	(9,459)	(4.5)%	
845	Executive Committee	5,500	3,759	5,500	3,495	(1,741)	(46.3)%	1,741	31.7%	Travel expenses lower in 2018.
850	Council Meetings	66,000	50,837	66,000	77,892	(15,163)	(29.8)%	15,163	23.0%	Lower travel and accommodation costs in 2018.
860	Council Workshop	70,650	51,956	70,650	63,933	(18,694)	(36.0)%	18,694	26.5%	Location costs lower in 2018.
865	Council Orientation	2,500	2,845	2,500	349	345	12.1%	(345)	(13.8)%	Travel costs higher in 2018 (1 air flight).
870	Search Committee	6,650	3,998	6,650	13,972	(2,652)	(66.3)%	2,652	39.9%	No meetings in Jul, Aug, Sep. Will have these meetings in 2019.
918	GG Sterling Award	4,000	4,000	4,000	3,513	-	-	-	-	
<b>Corporate Services Total</b>		<b>\$7,086,049</b>	<b>\$6,830,853</b>	<b>\$7,024,840</b>	<b>\$7,161,259</b>	<b>(\$255,196)</b>	<b>(3.7)%</b>	<b>\$193,987</b>	<b>2.8%</b>	

Professional Engineers Ontario

2019 Budget - Executive Office

Highlights of significant changes in 2019 budget program expenses as compared to 2018 forecast

C-521-2.3  
Appendix C

DRAFT - Nov 14, 2018

30-Oct-18

**Overview:**  
Executive Office spending expected to increase by 12.8% in 2019 versus 2018 forecast largely due to costs for the consultant for the review of PEO's regulatory programs, higher payment to Engineers Canada and higher travel costs for representing PEO at various external meetings and events.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
810	Engineers Canada	1,017,317	1,003,264	988,050	970,934	(14,053)	(1.4)%	(15,214)	(1.5)%	Increase largely due to higher contribution to Engineers Canada on account of increase in membership. The per member cost of \$10.21 remains unchanged.
875	Audit Committee	43,900	41,200	50,250	38,888	(2,700)	(6.6)%	9,050	18.0%	Audit fees have an inflationary component.
825	Represent PEO	21,850	19,200	25,000	12,159	(2,650)	(13.8)%	5,800	23.2%	Travel related costs for representing PEO at various events.
815	President's Office	162,350	34,850	32,450	40,492	(127,500)	(365.9)%	(2,400)	(7.4)%	Cost for consultant for regulatory review (\$125k approved by Council on Sept 21, 2018) Travel related costs for representing PEO at various events.
830	OSPE-General	1,750	1,450	4,250	2,542	(300)	(20.7)%	2,800	65.9%	Travel related costs for representing PEO at various events.
100	Align Activities	6,250	6,144	1,655	8,921	(106)	(1.7)%	(4,489)	(271.2)%	
805	Executive Operations	-	-	650	1,193	-	-	650	100.0%	
907	Legal Reserve	44,750	44,750	44,750	28,923	-	-	-	-	
928	National Framework Task Forc	-	-	-	4,413	-	-	-	-	
<b>Executive Office Total</b>		<b>\$1,298,167</b>	<b>\$1,150,858</b>	<b>\$1,147,055</b>	<b>\$1,108,465</b>	<b>(\$147,309)</b>	<b>(12.8)%</b>	<b>(\$3,803)</b>	<b>(0.3)%</b>	

Professional Engineers Ontario  
2019 Budget - Finance  
Highlights of significant changes in 2019 budget program expenses as compared to 2018 forecast  
DRAFT - Nov 14, 2018

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30-Oct-18

**Overview:**

Finance department costs are expected to increase by \$33k or 4.8% in 2019 in comparison to the 2018 forecast largely due to increases in credit card transaction costs and insurance premiums for the cyber insurance coverage.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
520	Fees & Accounts Administration	575,600	551,589	482,000	520,876	(24,011)	(4.4)%	(69,589)	(14.4)%	Increase in 2019 for transaction fees as a large number of members make payments through credit cards which have higher fees. Currently over 70% of our members pay their membership dues via credit card.
530	Financial Management	124,536	117,284	108,658	120,262	(7,252)	(6.2)%	(8,626)	(7.9)%	2019 increase in insurance premiums due to the cyber insurance coverage for \$8k which provides enhanced coverage for various types of IT threats, investment fees and bank service charges.
555	Accounts Payable	2,000	1,000	1,650	2,153	(1,000)	(100.0)%	650	39.4%	
575	Finance Committee	8,400	7,850	8,200	6,925	(550)	(7.0)%	350	4.3%	
100	General	250	240	-	475	(10)	(4.2)%	(240)	-	
<b>Finance Total</b>		<b>\$710,786</b>	<b>\$677,963</b>	<b>\$600,508</b>	<b>\$650,691</b>	<b>(\$32,823)</b>	<b>(4.8)%</b>	<b>(\$77,455)</b>	<b>(12.9)%</b>	

Professional Engineers Ontario

2019 Budget - ITS

Highlights of significant changes in 2019 budget program expenses as compared to 2018 forecast

DRAFT - Nov 14, 2018

C-521-2.3  
Appendix C

30-Oct-18

**Overview:**

Increase of \$458k or 31.8% due to projects that will address operational risks from end of life software and hardware that will come into effect in 2019 and early 2020. The upgrade projects are database software, email system, SharePoint server software, document management software, financial system software and staff computer equipment. These projects will increase monthly infrastructure costs, monthly hardware leasing costs, yearly licensing and one time professional services costs.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
715	Information System Operation	1,021,849	875,713	932,847	801,448	(146,136)	(16.7)%	57,134	6.1%	Increase due to Aptify annual maintenance support 2.5% (USD), Aptify licenses for new hires, additional Service desk licenses, Microsoft licenses for End Of Life systems, and Microsoft office 365 subscription
710	InfoSys Dev-General	757,955	497,920	563,703	584,214	(260,035)	(52.2)%	65,783	11.7%	
725	Desktop-General	80,671	31,591	32,000	42,917	(49,080)	(155.4)%	409	1.3%	
720	Data Security-General	22,500	15,000	16,500	6,000	(7,500)	(50.0)%	1,500	9.1%	Vulnerability testing increase from 2 to 3 tests for enhanced security.
100	Align Activities	275	1,979	225	187	1,704	1	(1,754)	(779.6)%	
735	Printing Systems	-	-	-	42,776	-	-	-	-	Moved to Corporate Services in 2018.
730	Web Portal (support)	16,000	18,850	12,260	26,010	2,850	15.1%	(6,590)	(53.8)%	PEO website maintenance support and hosting, Support \$950/month and Hosting \$4,500.
<b>ITS Total</b>		<b>\$1,899,250</b>	<b>\$1,441,053</b>	<b>\$1,557,535</b>	<b>\$1,503,552</b>	<b>(\$458,197)</b>	<b>(31.8)%</b>	<b>\$116,482</b>	<b>7.5%</b>	

Professional Engineers Ontario

2019 Budget - Licensing

Highlights of significant changes in 2019 budget program expenses as compared to 2018 forecast

DRAFT - Nov 14, 2018

C-521-2.3  
Appendix C

30-Oct-18

**Overview:**

Overall a negative variance of 7.9% due to an expected increase in the number of applications. For the last 10 years we are seeing an average of 3.3% increase year over year.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
245	P.Eng. Licensing	788,170	725,483	629,400	655,567	(62,687)	(8.6)%	(96,083)	(15.3)%	This item includes: Technical exams, PPE, ARC business meetings, Academic Assessments, ERC Business meetings interviews - For the last 10 years we have seen an average increase of 3.3% year over year.
285	Experience Requirements Com	35,600	26,189	34,400	26,735	(9,411)	(35.9)%	8,211	23.9%	We are anticipating to increase the number of ERC interviews in 2019 to 2018 budget levels.
248	Licensing committee	16,750	10,750	9,250	7,904	(6,000)	(55.8)%	(1,500)	(16.2)%	The Licensing Committee was created as a standing committee with a budget of \$10,000 in 2015. The 2019 budgeted amount reflect the actual cost of the committee expenses. In the past years, it shared the costs with ARC (common members and common meeting dates) .
525	Document Management Center	119,500	116,450	107,200	83,258	(3,050)	(2.6)%	(9,250)	(8.6)%	The Document Management Centre is responsible for receiving new applications and maintaining members records after licensure; there is an increase in the documents storage fees and scanning services.
250	Provisional Licence	600	550	500	454	(50)	(9.1)%	(50)	(10.0)%	
100	General	14,150	14,150	9,750	10,405	-	-	(4,400)	(45.1)%	
215	CofA Renewal-General	7,000	7,000	6,000	5,291	-	-	(1,000)	(16.7)%	
225	Support Univ-General	500	500	500	27	-	-	-	-	
230	Reinstatement-General	1,700	1,700	1,700	1,725	-	-	-	-	
235	IAMA Transfers	12,250	12,250	6,100	12,341	-	-	(6,150)	(100.8)%	
240	Temporary Licensing	6,800	6,800	5,500	6,715	-	-	(1,300)	(23.6)%	
255	Limited Licensing	2,400	2,400	1,550	1,907	-	-	(850)	(54.8)%	
262	Institute Accreditation	3,700	3,700	3,700	-	-	-	-	-	
270	CofA-General	15,150	15,150	3,000	1,171	-	-	(12,150)	(405.0)%	
275	Consulting Engr. Designation	800	800	800	639	-	-	-	-	
277	Exam Development	1,700	1,700	1,700	429	-	-	-	-	
290	Consulting Engineers Des	21,330	21,330	13,950	17,065	-	-	(7,380)	(52.9)%	
280	Academic Requirements Com	59,900	59,947	47,800	43,915	47	0.1%	(12,147)	(25.4)%	
246	Licensing Enhancements	-	357	-	307	357	100.0%	(357)	-	
<b>Licensing Total</b>		<b>\$1,108,000</b>	<b>\$1,027,206</b>	<b>\$882,800</b>	<b>\$875,855</b>	<b>(\$80,794)</b>	<b>(7.9)%</b>	<b>(\$144,406)</b>	<b>(16.4)%</b>	

**Professional Engineers Ontario**  
**2019 Budget - Regulatory Compliance**  
**Highlights of significant changes in 2019 budget program expenses as compared to 2018 forecast**  
**DRAFT - Nov 14, 2018**

C-521-2.3  
Appendix C

30-Oct-18

**Overview:**

The 2019 budget is expected to increase by 5.8% or \$42k and is aligned with 2018 forecast. The increases in 2019 are largely due to the costs for a public survey which to be undertaken in 2019 and higher costs for media monitoring. In addition, there are higher costs expected for a complex file/case current before the Discipline committee.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
340	Complaints Investigation	215,695	176,353	255,545	165,024	(39,342)	(22.3)%	79,192	31.0%	Complaint files requiring legal opinions and experts were lower in 2018 than budgeted.
320	Enforcement	42,245	16,039	27,225	19,039	(26,206)	(163.4)%	11,186	41.1%	Public survey included (\$12K) in 2019, other budget increases include LinkedIn media monitoring tool (\$2K) and anticipated expert costs (\$5K) for Enforcement matters.
380	Enforcement Committee	6,300	5,589	9,760	8,301	(711)	(12.7)%	4,171	42.7%	
100	Align Activities	3,680	3,504	4,455	6,525	(176)	(5.0)%	951	21.3%	
310	Registration Investigation	10,755	10,705	10,860	10,208	(50)	(0.5)%	155	1.4%	
410	Human Rights Challenges	25,000	25,000	10,000	42,862	-	-	(15,000)	(150.0)%	
929	Repeal Industrial Exception TF	-	-	-	10,349	-	-	-	-	
360	Complaints Com	44,350	44,692	38,950	52,447	342	0.8%	(5,742)	(14.7)%	
415	Small Claims	-	1,200	-	36,790	1,200	100.0%	(1,200)	0.0%	
325	Discipline Prosecution	415,280	438,472	50,875	230,405	23,192	5.3%	(387,597)	(761.9)%	One complex prosecution file (handled externally, investigation and prosecution) has impacted the 2018 Forecast and the 2019 Budget.
<b>Regulatory Compliance Total</b>		<b>\$763,305</b>	<b>\$721,554</b>	<b>\$407,670</b>	<b>\$581,950</b>	<b>(\$41,751)</b>	<b>(5.8)%</b>	<b>(\$313,884)</b>	<b>(77.0)%</b>	

**Professional Engineers Ontario**  
**2019 Budget - Tribunals**  
**Highlights of significant changes in 2019 budget program expenses as compared to 2018 forecast**  
**DRAFT - Nov 14, 2018**

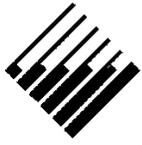
C-521-2.3  
Appendix C

30-Oct-18

**Overview:**

There is a decrease in the 2019 budget of \$43k or 6.2% versus the 2018 forecast reflects the completed "Practitioner Centered Research" project of the 2015-2017 strategic plan initiative.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
120	PEAK	259,350	234,726	272,750	151,937	(24,624)	(10.5)%	38,024	13.9%	The increase is largely for the software costs for external hosting of the PEAK program including the Code of Ethics Module.
160	Professional Standards (PSC)	80,750	78,745	27,900	34,246	(2,005)	(2.5)%	(50,845)	(182.2)%	Added a separate sub-account to track costs for legal services needed to vet documents produced, such as Guidelines, Practice Bulletins and Professional Standards.
111	Practice Advisory	7,950	6,453	6,700	4,916	(1,497)	(23.2)%	247	3.7%	Reflects an anticipated increase request for staff to attend external site visits.
110	Legislation Committee	7,950	7,000	10,850	10,626	(950)	(13.6)%	3,850	35.5%	Reflects a better tracking of the current spend levels for the committee.
157	Registration Committee	32,000	31,717	34,050	31,081	(283)	(0.9)%	2,333	6.9%	
100	Align Activities	1,225	959	925	723	(266)	(27.7)%	(34)	(3.7)%	
180	EABO	1,325	1,085	1,325	2,003	(240)	(22.1)%	240	18.1%	Best estimate based on anticipated level of meetings.
167	Complaints Review Councillor	12,950	12,950	20,450	20,791	-	-	7,500	36.7%	
375	Fees Mediation Committee	6,500	6,500	4,700	4,051	-	-	(1,800)	(38.3)%	Represents best estimate of this committee's work.
158	Discipline Committee	50,850	50,886	50,850	45,330	36	0.1%	(36)	(0.1)%	
125	GOV Relations-General	1,775	1,828	1,775	1,336	53	2.9%	(53)	(3.0)%	
153	Tribunal Operations-Regn.	25,850	26,271	25,850	20,478	421	1.6%	(421)	(1.6)%	
156	Fees Mediation Hearings	-	1,764	-	1,919	1,764	100.0%	(1,764)	-	
154	Tribunal Operation-Discipline	157,295	164,210	169,100	151,922	6,915	4.2%	4,890	2.9%	
827	Policy Development	12,600	76,706	76,550	2,319	64,106	83.6%	(156)	(0.2)%	Practitioner Centered Research has been completed. No additional anticipated project costs for 2019.
<b>Tribunals &amp; Regulatory Affairs Total</b>		<b>\$658,370</b>	<b>\$701,800</b>	<b>\$703,775</b>	<b>\$483,678</b>	<b>\$43,430</b>	<b>6.2%</b>	<b>\$1,975</b>	<b>0.3%</b>	



**Professional Engineers**  
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# **Professional Engineers Ontario**

## **2019 Operating and Capital Budget Assumptions**

Reviewed by FIC on June 5, 2018

# 2019 Budget Assumptions

Reviewed by FIC on June 5, 2018

This document presents key assumptions for revenues, operating expenses and capital expenses related to PEO's 2019 operating and capital budgets.

## A. General Assumptions

In line with previous years, Council-directed projects will be funded from the operating reserve.

## B. Capital Expenditure Assumptions

PEO's capital expenditures in 2019 are expected mainly to be for the following:

### IT projects

To ensure that end of life issues are addressed and to maintain the day to day operations at PEO, capital costs expected to be in the range of \$1M. These costs exclude labour and associated licensing fees.

### Building improvements – recoverable

Repairs/upgrades to common areas of the building costing approximately \$300,000 as recommended by BGIS in the Asset Funding Needs Report updated in 2018.

### Facilities

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

## C. Revenue Assumptions

Based on prior member statistics and current trends, the budget assumptions for the 2019 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 tenth consecutive year and continue to be the lowest in Canada.
- The Financial Credit program will continue; i.e. qualified applicants will be given a waiver of the P.Eng. application fee and first-year EIT fees. This will have an impact on the EIT annual fee and P.Eng. application fee revenues.
- Net growth rate for full-fee P.Eng. members of 1 per cent to 1.5 per cent.
- Net growth rate for retirees and partial fee members of 3 per cent to 4 per cent.
- Miscellaneous revenue from enforcement-related activities, regulatory recoveries, and administrative fees will be factored in the 2019 budget.

### 2. Investment income

PEO's fund manager does not predict returns over a twelve-month cycle but given PEO's portfolio which has over 65 per cent in fixed income instruments and the expected increase in interest rates in the foreseeable future, returns over 4 per cent are unlikely. The return for the year ended December 31, 2017 was 4.16 per cent.

### 3. Advertising income

It is difficult to project a reasonable range for 2019 advertising revenues at this time in large part due to the uncertainty associated with the return of the digital edition of Engineering Dimensions as the default option, as Council decided in February 2018. Beginning with the July/August 2018 issue, licence holders and EITs will be sent the digital edition of the magazine by email unless the print edition has been requested. It is not yet clear how current and potential advertisers will react to this change, as printed versions of publications are typically more appealing to advertisers than digital ones. Later this year, PEO will also

# 2019 Budget Assumptions

Reviewed by FIC on June 5, 2018

be reviewing its options for advertising sales agents for 2019, which adds further uncertainty to any potential forecast.

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

Inducements for approximately 2,500 sf on the 8<sup>th</sup> floor would be \$50 psf and 6 months of free rent, occupancy anticipated at the end of the 4<sup>th</sup> quarter in 2019. Approximately 7,500 sf of the 4<sup>th</sup> floor was leased to The Ontario Film Authority. Occupancy is scheduled for October 1, 2018 and the term of the lease is ten years with an additional renewal term of 5 years. PEO is in negotiations with a law firm to lease the remainder of the space available on the 4<sup>th</sup> floor and we expect an executed lease within the next month. Inducements for approximately 6,700 sf on the 2<sup>th</sup> floor would be \$30 psf and 6 months of free rent, occupancy anticipated at the end of the 3<sup>rd</sup> quarter in 2019. 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 2019 to be budgeted to increase by 3.5 per cent supported by salary market research data. This increase is comprised of:

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

### **2. Benefits**

Benefits include health, vision and dental benefits. For the budget, a premium increase of 2.5 per cent (same as in 2018) has been assumed based on the information received from the benefits provider.

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

The pension plan contribution for 2019 will be based on the three-year mandatory funding valuation conducted by PEO's actuary, Conduent Consultants. Based on the inputs provided by Conduent Consultants, employer costs are projected to be no more than 23 per cent of gross salary in comparison to 19.1 per cent for 2018.

### **4. Statutory deductions**

These include Canada Pension Plan (CPP), Employer Health Tax (EHT) and Employment Insurance (EI). For 2019, it is anticipated that CPP will increase to 5.10 per cent (from 4.95 per cent change from 2018), EHT remains at 1.95 per cent (no change from 2018) and EI is expected to remain the same at 2.5 per cent (2.5 percent in 2018).

### **5. Other assumptions**

- The non-labour / programs spending increase is assumed to be at the forecast inflation of 2.5 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 2019, chapter bank balances and regional business demands.
- The Engineers Canada assessment rate is expected to remain unchanged.
- It is expected that the nature and volume of complaint, discipline, and enforcement files, as well as claims against PEO will remain consistent with previous years.
- These assumptions may be revised as more information / data on various projects and spend items become available.

# 2019 Budget Assumptions

Reviewed by FIC on June 5, 2018

## **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 of mostly broker and legal fees, will increase in 2019 as leases are renewed.

## 2019 CAPITAL BUDGET

**Purpose:** To review and approve the draft 2019 capital budget.

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

That Council approve the draft 2019 capital budget reviewed by the Finance Committee and presented to the meeting as C-521-2.4 Appendix A.

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

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

### 1. Need for PEO Action

The Finance Committee completed its review of the draft 2019 operating and capital budgets (“2019 budgets”) on October 16, 2018. As the next step in Council’s business planning cycle, Council needs to approve the draft 2019 capital budget.

The key highlights of the draft 2019 capital budget are summarized below and copy of the draft 2019 capital budget is attached in **Appendix A**.

The key highlights of the 2019 draft capital budget are summarized below. The total capital budget for 2019 is \$1.82m (vs \$2.52m in 2018) and is comprised of the following parts:

- i. Capital improvements to 40 Sheppard - \$1.66m (vs \$2.13m in 2018)
- ii. Information Technology - \$45k (vs \$342k in 2018); and
- iii. Facilities - \$116k (vs \$45k in 2018)

#### i. Capital improvements to 40 Sheppard

A total amount of \$726k has been budgeted for leasehold improvements (or inducements) which are incentives by way of costs 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 \$923k has been budgeted for capital improvements that are Common Area Maintenance costs (CAM) which are recoverable from tenants and were recommended by BGIS in the Asset Funding Needs Report prepared in July 2018. These planned improvements in 2019 include:

- \$551k for the generator replacement. Approx. \$45k of the total budget of \$595k for this project is expected to be spent in 2018;
- \$83k for security upgrades based on the recommendations made by Toronto PD in light of the security incidents in 2018;
- \$66k for replacing exterior windows;
- \$54k for repairing the base plate in the loading dock area;
- \$23k for the replacement of heat pumps; and
- \$16k for the replacement of the parking garage grates

ii. Information Technology Services (ITS)

A spend on \$45k is expected in 2019 for the Aptify upgrade which is currently underway and expected to be completed by Q1 in 2019. This amount of \$45k is part of the additional spend of \$100k USD on the Aptify upgrade. Approx. 70% of this amount of \$100k USD will be spent in 2018 whereas the remainder is expected to be spent in 2019.

iii. Facilities

The expenditures for facilities in 2019 are:

- \$85k for configuring workstations to accommodate staff seating arrangements;
- \$20k for office furniture
- \$11k for replacing aging AV equipment

**2. Background**

Council approved the following motions in the June 22, 2018 meeting:

- a) That the 2019 Budget Assumptions presented to Council as C-519-2.1, Appendix A and as recommended by the Finance Committee, be approved.
- b) That the Interim Registrar be directed to initiate the budgeting process, per PEO’s Budgeting Cycle, to present the 2019 operating budget and capital budgets at the September 2018 Council meeting based on the approved assumptions.

Per Council direction, the senior management team and staff began work on the 2019 capital budget and 2018 forecast in July. A draft copy of the 2019 capital budget was completed in August and distributed to the Finance committee prior to its meeting on August 28, 2018 and on Sept 6, 2018.

During the Aug 28, 2018 meeting, the Finance Committee met with the members of the senior management team to review the first draft of the 2019 capital budget. At the meeting on Sept 6, 2018, the Finance Committee agreed that the draft version of the 2019 capital budget be presented to Council for information and feedback. The Finance Committee met once again on Oct 16, 2018 to review the draft 2019 operating and capital budgets and agreed that these be presented to Council for approval.

**3. Proposed Action / Recommendation**

That Council approves the draft 2019 capital budget.

**4. Next Steps (if motion approved)**

On receiving Council approval, the 2019 capital budget will be used for supporting PEO operations in 2019.

**5. Peer Review & Process Followed**

<b>Process Followed</b>	In accordance with the Council approved PEO business planning cycle, the draft capital budget ( <b>Appendix A</b> ) is provided to Council for approval.
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	<p>Council passed the following motions in the June 22, 2018 meeting: That:</p> <ul style="list-style-type: none"> <li>a) That the 2019 Budget Assumptions presented to Council as C-519-2.1, Appendix A and as recommended by the Finance Committee, be approved.</li> <li>b) That the Interim Registrar be directed to initiate the budgeting process, per PEO's Budgeting Cycle, to present the 2019 operating budget and capital budgets at the September 2018 Council meeting based on the approved assumptions.</li> </ul> <p>Per Council direction, the senior management team and staff began work on the 2019 budgets and 2018 forecast in July. A draft copy of the 2019 budgets was completed in late August and distributed to the Finance committee prior to its meeting on August 28, 2018. During this meeting, the Finance Committee met with the members of the senior management team to review the first draft of the 2019 budgets. The Finance Committee agreed that the draft version of the 2019 budgets be presented to Council for information and feedback at the September Council meeting on Sept 21, 2018. The Finance Committee met again on October 16, 2018 to review the revised draft 2019 budgets and recommended that these be presented to Council for approval.</p>
<b>Council Identified Review</b>	Council reviewed the draft 2018 budgets on September 21 <sup>th</sup> , 2018.
<b>Actual Motion Review</b>	The Finance Committee met on October 16, 2018 to review the draft 2019 operating and capital budgets and recommended that these be presented to Council for approval.

## 6. Appendices

- Appendix A – 2019 Draft Capital Budget

## Professional Engineers Ontario

## 2019 Capital Budget - DRAFT

DRAFT - Nov 14, 2018

C-521-2.4  
Appendix A

S. No	Project	2018		2019
		Budget	Forecast	Budget
	<b>Leasehold Improvements</b>			
1	PEO Leasehold 4th floor (Inducements)	\$600,000	\$375,000	\$375,000
2	PEO Leasehold 8th floor (Inducements)	120,000	-	150,000
3	PEO Leasehold 2th floor (Inducements)	135,000	-	201,000
4	Security Improvements	80,000	-	-
	<b>TOTAL Leasehold Improvements</b>	<b>935,000</b>	<b>375,000</b>	<b>726,000</b>
	<b>40 Sheppard Ave - Recoverable</b>			
5	2017-03 Elevator Upgrades	499,699	499,699	-
6	2018-01 Heat Pump Replacement	22,651	22,651	-
7	2018-02 Exterior Windows	64,996	40,000	-
8	2018-03 Generator Replacement	596,065	45,000	551,065
9	2018-04 Asset Funding Needs Assessment	15,101	10,000	-
10	4th Floor Renovations		108,000	130,500
11	2019-01 Heat Pump Replacement	-	-	23,104
12	2019-02 Exterior Windows	-	-	66,296
13	2019-03 Repair Loading Dock Base Plate	-	-	53,680
14	2019-04 Parking Garage Grates	-	-	15,559
15	2019-05 Security Upgrades	-	-	82,819
	<b>TOTAL 40 Sheppard - Recoverable</b>	<b>1,198,512</b>	<b>725,350</b>	<b>923,023</b>
	<b>40 Sheppard Ave - Non-Recoverable</b>			
16	4th Floor Renovations	-	12,000	14,500
	<b>TOTAL 40 Sheppard - Non-Recoverable</b>	<b>-</b>	<b>12,000</b>	<b>14,500</b>
	<b>TOTAL 40 Sheppard</b>	<b>2,133,512</b>	<b>1,112,350</b>	<b>1,663,523</b>
	<b>Hardware</b>			
17	Upgrade aging computers	21,000	21,000	-
18	Decommission legacy servers	3,000	-	-
19	NAS replacement	15,000	9,212	-
20	Computers for new hires (contract and full time)	11,000	2,284	-
21	Upgrade aging monitors	2,500	2,500	-
22	UPS battery replacement	1,500	1,500	-
	<b>Total Computer Hardware</b>	<b>54,000</b>	<b>36,496</b>	<b>-</b>
	<b>Software</b>			
23	Upgrade website and portal	100,000	100,000	-
24	Upgrade PEO intranet	11,000	-	-
25	Upgrade SQL from 2008	91,544	91,272	-
26	Upgrade Aptify	70,000	269,974	45,000
27	Upgrade financial system	15,000	-	-
	<b>Total Software</b>	<b>287,544</b>	<b>461,246</b>	<b>45,000</b>
	<b>Total Computer Hardware and Software</b>	<b>341,544</b>	<b>497,742</b>	<b>45,000</b>
	<b>Facilities</b>			
28	Upgrade phone system	10,000	-	-
29	8 new workstations	-	-	85,000
30	Replacement of Office furniture	20,000	20,000	20,000
31	Replace aging AV equipment	15,000	-	11,000
	<b>Total Facilities</b>	<b>45,000</b>	<b>20,000</b>	<b>116,000</b>
	<b>TOTAL Spend on Capital Assets</b>	<b>2,520,056</b>	<b>1,630,092</b>	<b>1,824,523</b>

Notes: Spend on the following capital projects in 2019 has not been factored into the figures above:

- 1) A decision on the online licensing system (OLS) is awaited. Per the tendering process conducted early in 2018, the costs quoted for the project varied from \$400k to \$4m.
- 2) \$108k additional spend on audio visual equipment for the recording of ERC/ARC interviews may be necessary.
- 3) Shaded cells indicate revised figures

## **BORROWING RESOLUTION POLICY**

**Purpose:** To renew PEO’s existing operating line of credit with Scotiabank until January 31, 2020.

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

That Council:

- a) approve the borrowing of money upon the credit of the association by way of:
  - i) an operating overdraft up to an amount not to exceed CAD\$250,000; and
  - ii) use of corporate credit cards with an aggregate limit not to exceed CAD\$120,000.
- b) in compliance with PEO’s Internal Control Banking Policy, hereby confirms that this Borrowing Resolution is to expire on January 31, 2020.

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

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

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

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

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

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

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

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

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

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

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

The Finance Committee recommends that Council:

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

b) In compliance with PEO's Internal Control Banking Policy, confirm that this Borrowing Resolution is renewed to expire on January 31, 2020.

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

If approved by Council, the President and the Registrar will sign the attached (Appendix A) Borrowing Resolution so that Scotiabank can renew the current credit facilities to January 31, 2020.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"><li>The borrowing resolution was developed by staff in 2005, after considering PEO's working capital requirements.</li></ul>
<b>Council Identified Review</b>	N/A
<b>Actual Motion Review</b>	<ul style="list-style-type: none"><li>The borrowing resolution was approved by the Finance Committee in a meeting held on October 16, 2018.</li></ul>

### 5. Appendices

- Appendix A – Borrowing Resolution

**ASSOCIATION OF PROFESSIONAL ENGINEERS OF ONTARIO (PEO)**

**BORROWING RESOLUTION**

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

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

**Resolution**

That Council:

- a) approve the borrowing of money upon the credit of the Association by way of:
  - i) establishing an operating overdraft up to an amount not to exceed CAD \$250,000;  
and
  - ii) obtaining corporate Visa credit cards with an aggregate limit not to exceed CAD\$120,000.
  
- b) confirm that this Borrowing Resolution expires on January 31, 2020.

\* \* \* \* \*

Certified this 16<sup>th</sup> day of November, 2018 to be a true, and a complete copy of section 47 of By-Law No. 1 of the Association and of a resolution passed by Council.

Signed by \_\_\_\_\_  
**David Brown, P.Eng., President**

Signed by \_\_\_\_\_  
**Johnny Zuccon, P. Eng, Interim Registrar**

## POLICY ON NON-BUDGETED SUBSTANTIVE EXPENDITURES

**Purpose:** Super majority (two-thirds) vote on non-budgeted substantive expenditures.

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

That Council Revise PEO Finance Policy to indicate that:

“A two-thirds majority vote is required to pass an item that either i) exceeds \$300,000 beyond the approved capital and operating budget for that fiscal year; or ii) causes an item previously approved outside of the approved capital and operating budget in that fiscal year to exceed \$300,000.”

**Prepared and moved by:** Kelly Reid, P. Eng., IACCM CCMP

### 1. Need for PEO Action

- PEO for the first time in many years is operating with a budget deficit. The new/additional non-budgeted expenditure items that are being submitted to Council for approval need to be paid out from the remaining cash reserve which is not sustainable over the longterm.
- To ensure significant expenditures are implemented in best possible manner (i.e., ensuring value for money) it is imperative that Council feedback be incorporated on these items.
- According to the Government of Canada Not for Profit Corporations website the Board of “Directors and officers are required to exercise at least the level of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.”
- This is an opportunity for PEO Council to add fiducial prudence in approval of these costs.
- Logically more weight should be provided for substantial expenditures versus small ones.
- According to Wainberg’s Society Meetings including Rules of Order, 2<sup>nd</sup> Edition p.200 “...in some cases, a higher percentage than a majority of the votes may be required. For example, a substantial change in the services, assets, or common elements of the corporation requires a vote in favour by the owners who own at least 66<sup>2</sup>/<sub>3</sub>% of the units in the corporation.”
- Generally, boards should consider substantive items to be in range of 2-10% of the budget.
- The parliamentary rules of both the U.S. Senate and House of Representatives provide means by which a supermajority vote can be required for the passage of certain measures. These special rules requiring supermajority votes are most often applied to legislation dealing with the federal budget or taxation. The House and Senate draw authority for requiring supermajority votes from Article 1, Section 5 of the Constitution...” (Oct 2017)
- 7 states require a super majority vote to approve budgets or expenditure caps (Nov 2017).
- League of Wisconsin Municipalities indicate that “The law on changing an adopted budget is important because it is a key consideration in deciding how detailed the budget should be. A two-thirds vote of the entire governing body is required to change an adopted budget...”
- The non-profit organization American Association of Professional Farriers requires per Bylaws – Article VII, Section 3 (Treasurer), Item 3 - c: “Non-budgeted expenditures shall be presented to the Board of Directors for their review and approval. Such non-budgeted expenditures shall require a 2/3 majority vote of the Board for approval.”

**2. Proposed Action / Recommendation**

- Recommendation is to ensure that significant expenditures are approved by a super majority (two-third) vote of council. This ensures that more diligence will be placed in obtaining needed feedback from Council Members either before the vote or after if it is not approved.
- There are no policy (other than changing Finance Policy), financial or legal implications on this.

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

- Revise PEO Finance Policy to reflect approved change.

**4. Policy or Program contribution to the Strategic Plan**

- Enhance Corporate Culture by adding further due diligence on expensive regulatory decisions.

**5. Financial Impact on PEO Budgets (for five years)**

	Operating	Capital	Explanation
<b>Current to Year End</b>	\$0	\$0	
2 <sup>nd</sup>	\$0	\$0	
3 <sup>rd</sup>	\$0	\$0	
4 <sup>th</sup>	\$0	\$0	

**6. Peer Review & Process Followed**

<b>Process Followed</b>	An initial version of this BN was presented at the 518th Meeting of Council (April 21, 2018) where it was tabled with a request that the proposed changes be brought back as a motion to the Council.
<b>Council Identified Review</b>	Council is the appropriate peer group.
<b>Actual Motion Review</b>	<ul style="list-style-type: none"> <li>• Feedback was received from various members of the Council following meeting.</li> <li>• Consulted with Manager, Secretariat. Ensured that if a substantive expenditure motion did not pass it could be brought back to Council more than once in a given year. In these instances, feedback from Council could be incorporated to address concerns and the motion could be brought back until it was approved by two-thirds.</li> <li>• Consulted with Director, Finance to confirm that there would be no unforeseen issues with PEO finance or the budget if this motion passed.</li> <li>• This BN was presented to the AUC on July 13, 2018 and after extensive discussions, the AUC was supportive of proposal in the BN.</li> <li>• This BN was then presented to the FIC at its meeting on July 24, 2018 and the committee unanimously agreed that it be presented to Council for approval.</li> </ul>

## 2018-2020 STRATEGIC PLAN – 2019 STRATEGY PROPOSALS

**Purpose:** *To approve the 2019 Strategies to achieve the 2018-2020 Strategic Plan*

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

**That Council approve the 2019 Strategy proposals to implement the 2018-2020 Strategic Plan, at a cost of \$1.7 million, as presented to the meeting at C-521-2.7, Appendix A.**

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

**Moved by:** B. Dony, P.Eng., Past President

### 1. Need for PEO Action

- In July, the Senior Management Team (SMT) reviewed the 61 proposals submitted by committees by June 30<sup>th</sup> against pre-determined criteria. The top-scoring strategies, one for each of the nine Strategic Objectives, are listed in Appendix A. The complete list of all unique submitted proposals and how they were scored against the criteria is found at Appendix B. The criteria and their scoring scales used for Strategy review is listed in Appendix C.
- Budget implications were prepared for these and provided to the Finance Committee as a separate line item in the 2019 Draft Operating Budget. The total projected cost in 2019 for the nine projects is \$1.7 Million.

### 2. Proposed Action / Recommendation

- The nine proposed projects were selected by SMT based on objective, pre-determined criteria as the most direct, effective ways to achieve the Strategic Objectives approved by Council last November. Committees were all given the opportunity to submit proposals for as many Strategic Objectives as they wished.
- The projected costs in 2019 include 2,470 additional hours of staff time, as well as external consultants. No Council-appointed task forces are required. The vast majority of the projected costs (\$1.16 M) are from the Public Information Campaign initiative.

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

- The total budget for these Strategic Plan Strategies will require Council's approval as part of the final review of the 2019 Operating Budget in November 2018.
- Senior Management Team will begin detailed planning for project initiation starting in January 2019 or sooner if practical.

### 4. Policy or Program contribution to the Strategic Plan

The proposals chosen were the most effective and direct way to achieve the 9 Strategic Objectives contained in the 2018-2020 Strategic Plan

## 5. Financial Impact on PEO Budgets (for five years)

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	Funded from Surplus Fund (Council discretionary funds)
2 <sup>nd</sup>	\$1.704M	\$0	Funded from the Operating Budget (Strategic Plan line item) \$485,000 in consultant costs \$1,219,000 in non-HR operational costs 2,470 staff hours to support and manage projects
3 <sup>rd</sup>	\$440-\$735K	\$0	PIC ongoing costs
4 <sup>th</sup>	\$440-\$735K	\$0	PIC ongoing costs
5 <sup>th</sup>	\$TBD	\$TBD	

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

## 6. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"> <li>• Following two years of development, the 2018-2020 Strategic Plan was approved by Council on November 17, 2017, with the following motions: <b>That Council:</b> <ol style="list-style-type: none"> <li>a) <b>approve the Strategic Plan as presented to the meeting at C-515-2.6, Appendix A;</b></li> <li>b) <b>authorise the Registrar to publicly release the Strategic Plan in accordance with the Communication Plan as presented to the meeting at C-515-2.6, Appendix B;</b></li> <li>c) <b>instruct the Human Resources Committee to consider how to incorporate achievement of the Strategic Plan’s objectives into the Registrar’s performance objectives over the next three years;</b></li> <li>d) <b>task appropriate committees with incorporating and prioritizing relevant strategic plan elements into their workplans.</b></li> <li>e) <b>approve an amendment to the decision briefing note template to include a section indicating how policy or program proposals will contribute to the Strategic Plan Objectives;</b></li> <li>f) <b>instruct the Registrar to provide updates on the progress of realizing the approved Strategic Objectives at the March, June and September Council meetings for the duration of the Plan period; and,</b></li> <li>g) <b>review, update and revise the strategies on an annual basis, as circumstances warrant, as part of the budget planning cycle.</b></li> </ol> </li> <li>• Until now, Council has not been asked to approve any additional budget for implementing the Plan.</li> <li>• On January 17, 2018, President Dony sent letters to some Committee Chairs, asking for each committee to develop, for the consideration of Council, a specific measurable strategy or strategies to be undertaken during the plan period to contribute to these Strategic Objectives, and to be submitted for Council consideration by June 30, 2018.</li> </ul>
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	<ul style="list-style-type: none"> <li>• Senior Management Team subsequently decided to allow other committees to submit strategy proposals.</li> <li>• In addition to the 3 webinars provided for Committee chairs, the Manager, Policy has, upon request, given presentations to the Academic Requirements, Experience Requirements, Licensing Policy, Advisory Committee on Volunteers, Equity &amp; Diversity, Registration, Legislation, Professional Standards, and Awards Committees.</li> <li>• Fifteen Committees, task forces and departments submitted proposals.</li> <li>• The Interim Registrar has provided quarterly updates to Council in March and June 2018.</li> </ul>
<b>Council Identified Review</b>	<ul style="list-style-type: none"> <li>• As this is implementation of a previously-approved Council motion, no further consultation is required.</li> </ul>
<b>Actual Motion Review</b>	<ul style="list-style-type: none"> <li>• See Process followed above</li> <li>• As this is an operational item, the motion was reviewed by the Secretariat, President, President-elect and Past President.</li> </ul>

## 7. Appendices

- Appendix A – 2019 Proposed Strategies for the 2018-2020 Strategic Plan
- Appendix B – Complete List of Scored Proposals as submitted
- Appendix C – Strategy Review Criteria and Scoring Scales

## Appendix A - 2019 Proposed Strategies for the 2018-2020 Strategic Plan

Strategic Objective	Proposal (& Proponent)	Costs
<p>1. <b>Refine the delivery of the PEAK program</b> – PEO’s Practice Evaluation and Knowledge (PEAK) program will be continuously refined through increased outreach efforts and streamlining to ensure all licence holders participate</p>	<p>To improve the integrity of PEAK program data collection processes through use of validation surveys, comparative statistical analysis, and modification of other PEO processes to collect verification data. (PEAK)</p>	<p>\$100,000 + 630 staff hours</p>
<p>2. <b>Heighten delivery and awareness of PEO’s enforcement efforts</b> —PEO will better understand where, how and by whom professional engineering is being performed in Ontario, and under what conditions.</p>	<p>To improve [stakeholder] understanding of the definition of professional engineering by developing explanatory materials and examples. The purpose is to create a better understanding of what activities constitute professional engineering and who may carry these out Ontario. (ENF)</p>	<p>\$5,000 + 780 staff hours</p>
<p>3. <b>Enhance PEO’s public image</b> —PEO will be commonly recognized as the regulator of professional engineering in Ontario</p>	<p>Implement recommendations from the final report of the Public Information Campaign Task Force as/if approved by PEO Council in September 2018 (PICTF)</p>	<p>\$1,160,000 + 60 staff hours</p>
<p>4. <b>Engage chapters as a valuable regulatory resource</b> — PEO chapters will operate as “branch offices” for delivery of regulatory outreach programs</p>	<p>To increase chapter involvement with educating EITs of experience requirements process by developing a chapter-hosted “Experience Requirements Workshop” (RCC)</p>	<p>\$149,000 + 240 staff hours</p>
<p>5. <b>Increase influence in matters regarding the regulation of the profession</b> —PEO will establish a co-regulator relationship with key provincial government ministries to collaboratively advance public safety protection, and will clearly define the circumstances under which an engineering licence is required.</p>	<p>To review the PEA and Regulation 941 for gaps and weaknesses, with a view to ensuring the COC is able to fulfil its regulatory mandate in the public interest (COC)</p>	<p>\$90,000 + 160 staff hours</p>

Strategic Objective	Proposal (& Proponent)	Costs
6. <b>Augment the applicant and licence holder experience</b> —PEO will address any perceived barriers and friction points between itself and its applicants and licence holders, and build “customer satisfaction” into all its regulatory processes and initiatives	To collect data on the number of applicants who do not have a direct P.Eng. supervisor, and survey these applicants for their admissions experience (LIC)	\$100,000 + 180 staff hours
7. <b>Redefine the volunteer leadership framework</b> — PEO-specific leadership values will be consistently practiced by volunteers, and promoted through recruitment, training, mentorship, term limits, succession planning and evaluation	Develop Evaluation Policy and establish Evaluation System to provide a means for delivering continuous improvement through collecting / analyzing statistics on volunteer performance, committee operations and feedback from major functional events. This may require modification to the existing <i>Committees and Task Forces Policy – Reference Guide</i> (ACV)	\$75,000 + 60 staff hours
8. <b>Create a seamless transition from student member to EIT to licence holder</b> —PEO will establish coordinated and integrated systems and outreach programs to allow engineering students to seamlessly proceed through the licensure process	To change the Financial Credit Program to a credit towards the first year’s licence fee and/or EIT Level 2 (ARC)	\$0 + 300 staff hours
9. <b>Enhance corporate culture</b> - PEO will consistently evaluate and review the presence of its core values in the performance of staff and volunteer activities, as well as regulatory decisions.	Update the OOH nomination forms and the criteria for recognition to place more emphasis on a nominee’s volunteer work that demonstrates PEO’s core values. (AWC)	\$25,000 + 60 staff hours
<b>TOTAL</b>		<b>\$1,704,000 + 2,470 staff hours</b>

Strategic Objective	Proposal (& Proponent)	Score
<p><b>1. Refine the delivery of the PEAK program –</b> PEO’s Practice Evaluation and Knowledge (PEAK) program will be continuously refined through increased outreach efforts and streamlining to ensure all licence holders participate</p>	<p>1. To enhance PEO’s data collection processes by adding targeted surveys within the existing PEAK program to collect data for non-PEAK operations and committees. (PEAK)</p>	9
	<p><b>2. To improve the integrity of PEAK program data collection processes through use of validation surveys, comparative statistical analysis, and modification of other PEO processes to collect verification data. (PEAK)</b></p>	13
	<p>3. To improve licence holders’ views about the PEAK program by implementing new communication objectives emphasizing its breadth, usefulness and appropriateness. (PEAK)</p>	10
	<p>4. To improve PEAK program participation rates by implementing a set of C of A focused initiatives aimed at partnering with engineering firms, employers and Consulting Engineers Ontario. (PEAK)</p>	12
	<p>5. To mine detailed actual data from statutory complaints filed, such as practitioner type (practising/non-practising, sole practitioner vs. large consulting firm, etc.), nature of complaint filed, outcome of complaint, etc., to potentially assist with refining the PEAK Program, understand the member base that PEO regulates, and increase influence in matters regarding the regulation of the profession (COC)</p>	11

APPENDIX B - 2018-2020 STRATEGIC PLAN – STRATEGY PROPOSAL SCORING RESULTS

Strategic Objective	Proposal (& Proponent)	Score
<p><b>2. Heighten delivery and awareness of PEO’s enforcement efforts</b> —PEO will better understand where, how and by whom professional engineering is being performed in Ontario, and under what conditions.</p>	1. Engage PEO investigator to provide relevant complaints information (PSC)	7
	2. To improve PEO’s knowledge and understanding of industry practices and gain access to potential infractions by partnering with key stakeholders in industrial, manufacturing and construction sectors (ENF)	7
	<p><b>3. To improve [stakeholder] understanding of the definition of professional engineering by developing explanatory materials and examples. The purpose is to create a better understanding of what activities constitute professional engineering and who may carry these out Ontario. (ENF)</b></p>	11
	4. To improve enforcement for the designations "professional engineer", "engineer" and "consulting engineer" by seeking official mark recognition (ENF)	9
	5. To improve compliance with the <i>Professional Engineers Act</i> by educating affiliated stakeholders on the expectations for compliance and the consequences of non-compliance (ENF)	8
	6. To quantify the extent of non-compliance with the <i>Professional Engineers Act</i> by collecting and analyzing data obtained from external sources and from PEO’s internal registration database (ENF)	9
	7. To achieve more effective and consistent messaging of PEO activities by developing a protocol for communication between PEO committees and staff groups (ENF)	6
	8. To increase the number of reported enforcement infractions by improving awareness of enforcement matters among PEO members (ENF)	5

APPENDIX B - 2018-2020 STRATEGIC PLAN – STRATEGY PROPOSAL SCORING RESULTS

Strategic Objective	Proposal (& Proponent)	Score
3. <b>Enhance PEO’s public image</b> —PEO will be commonly recognized as the regulator of professional engineering in Ontario	1. To organize an <i>EIT Equity &amp; Diversity (E&amp;D) PEO Day</i> to help create content that can be rolled out in the months and years following the event, including capturing of information and engaging members who can help contribute to future videos, article, and other E&D-related content and initiatives (EDC)	5
	2. To increase awareness of the outcomes of the COC's work by the public and the membership, by publishing Voluntary Undertakings in the Gazette, when appropriate. (COC)	13
	<b>3. Implement recommendations from the final report of the Public Information Campaign Task Force as/if approved by PEO Council in September 2018 (PICTF)</b>	<b>14</b>

Strategic Objective	Proposal (& Proponent)	Score
4. <b>Engage chapters as a valuable regulatory resource</b> —PEO chapters will operate as “branch offices” for delivery of regulatory outreach programs	1. The COC is ready to assist in engagement of Chapters as a regulatory resource, most likely by providing presentation content (COC)	5
	<b>2. To increase chapter involvement with educating EITs of experience requirements process by developing a chapter-hosted “Experience Requirements Workshop” (RCC)</b>	<b>11</b>
	3. To increase licensee awareness and knowledge of PEO's regulatory activities by establishing a structured “Chapter Regulatory Seminar” series on regulatory functions and professional standards (RCC)	10
	4. To disseminate information to the public on the value of professional engineering by having chapters partner with the Public Information Campaign (PIC) Task Force on presentations to the public (RCC)	5
	5. To emphasize the fifth (Governance) Essential Purpose of the Chapter by launching a communication campaign that highlights the reporting function of a chapter with regard to enforcement (RCC)	7

APPENDIX B - 2018-2020 STRATEGIC PLAN – STRATEGY PROPOSAL SCORING RESULTS

Strategic Objective	Proposal (& Proponent)	Score
<p>5. <b>Increase influence in matters regarding the regulation of the profession</b> –PEO will establish a co-regulator relationship with key provincial government ministries to collaboratively advance public safety protection, and will clearly define the circumstances under which an engineering licence is required.</p>	<p>1. To create a public safety risk matrix to guide priorities for reducing regulatory conflicts by legal opinions, meeting with ministries, and working with industry stakeholder organizations (LEC)</p>	<p>11</p>
	<p>2. To petition key ministries to become aware of and to reduce the list of regulatory conflicts between the PEA and external statutes by x % (LEC)</p>	<p>9</p>
	<p>3. To identify shortcomings or obstacles, if any, in the staff relationship level between MAG and PEO, and to address them (LEC)</p>	<p>8</p>
	<p>4. To develop strong one-to-one GLP to MPP relationships by having a rep for each MPP from their riding, particularly key government ministers and their staffs, so they seek our advice on any matters related to or affecting the profession and the public interest (GLC)</p>	<p>6</p>
	<p><b>5. To review the PEA and Regulation 941 for gaps and weaknesses, with a view to ensuring the COC is able to fulfil its regulatory mandate in the public interest (COC)</b></p>	<p><b>13</b></p>

APPENDIX B - 2018-2020 STRATEGIC PLAN – STRATEGY PROPOSAL SCORING RESULTS

Strategic Objective	Proposal (& Proponent)	Score
6. <b>Augment the applicant and licence holder experience</b> — PEO will address any perceived barriers and friction points between itself and its applicants and licence holders, and build “customer satisfaction” into all its regulatory processes and initiatives	1. To improve access with adequate technology through an online application system (ARC)	8
	2. To respond to rapid advances in engineering, opportunities and threats in a global society, update principles for qualifications and practice (e.g. Board Sheets and PPE examination) (ARC)	3
	3. To collect information from Chapters on how PEO communicates information about licensure (LIC)	7
	4. To analyze how experience requirements are understood by applicants and whether they need to be based on competencies and attributes instead of time (LIC)	6
	5. To identify harms, potential harms, benefits, and potential benefits to the public by collecting data on start-ups and pilot projects involving new engineering and natural science graduates, emerging technologies, university to commercial technology transfer, new products and services for enforcement issues (LIC)	5
	6. To collect data on the views of Chapters members, licensees, and applicants as to PEO’s admissions process with regards fairness, transparency, and with regards to what seemed reasonable/neutral, what was nice, and what was an issue (LIC)	11
	<b>7. To collect data on the number of applicants who do not have a direct P.Eng. supervisor, and survey these applicants for their admissions experience (LIC)</b>	<b>12</b>
	8. Improve communications with applicants (ERC)	3
	9. Help applicants be better prepared for their interviews (ERC)	5
	10. Ensure that Panel Members are always professional and respectful in conducting interviews (ERC)	7
	11. Make applicants more “at ease” before and during interviews (ERC)	6
	12. Obtain feedback from those interviewed (ERC)	7
	13. Ensure that applicants who were unsuccessful in their interview result and have a valid reason to appeal have an appeal process they can use (ERC)	10
	14. Ensure that different parts of PEO’s Organization work in a coordinated manner (ERC)	3
	15. Enhanced information to the applicants that is clear and easily accessible, especially for the benefit of unrepresented applicants, in terms of what to expect during the hearing process and present their case to the hearing panel (REC)	5
	16. Stricter time frames to get to a hearing (REC)	8
	17. Ensure fairness to all hearing participants (REC)	6

APPENDIX B - 2018-2020 STRATEGIC PLAN – STRATEGY PROPOSAL SCORING RESULTS

Strategic Objective	Proposal (& Proponent)	Score
<p>7. <b>Redefine the volunteer leadership framework</b> —PEO-specific leadership values will be consistently practiced by volunteers, and promoted through recruitment, training, mentorship, term limits, succession planning and evaluation</p>	<p>1. <b>Develop Evaluation Policy and establish Evaluation System to provide a means for delivering continuous improvement through collecting / analyzing statistics on volunteer performance, committee operations and feedback from major functional events. This may require modification to the existing <i>Committees and Task Forces Policy – Reference Guide (ACV)</i></b></p>	11
	<p>2. Bring more representatives from each committee/task force to the Annual Committee Chairs Workshop. Increase the length of the Committee Chairs Workshop for committees to collaborate (ACV)</p>	4
	<p>3. In addition to the Committee Chairs Workshop, consider opportunities to host workshops for regular committee members interested in leadership development. Perhaps at a frequency of once every two years (ACV)</p>	9
	<p>4. Generate various e-learning modules such as “Effective Meetings”, etc. (ACV)</p>	9
	<p>5. Develop a volunteer pool (ACV)</p>	5
	<p>6. Review and update the Order of Honour selection criteria to place more emphasis on the impact a candidate has delivered in their volunteer service to the profession (AWC)</p>	8

APPENDIX B - 2018-2020 STRATEGIC PLAN – STRATEGY PROPOSAL SCORING RESULTS

Strategic Objective	Proposal (& Proponent)	Score
<b>8. Create a seamless transition from student member to EIT to licence holder</b> —PEO will establish coordinated and integrated systems and outreach programs to allow engineering students to seamlessly proceed through the licensure process	1. To empower the applicants and facilitate a sense of moving ahead as the applicants fulfill each requirement (ARC)	3
	<b>2. To change the Financial Credit Program to a credit towards the first year’s licence fee and/or EIT Level 2 (ARC)</b>	<b>13</b>
	3. To revisit/expand the value of the Student Membership Program, in particular for Chapters with universities in their area (ARC)	4
	4. Ensure that Students receive information on EIT Advantages (ERC)	10
	5. Ensure that EITs receive information about licensure processes and PEO Available Resources (ERC)	10
	6. Ensure that Licence Holders are aware of PEO resources (ERC)	3
	7. Ensure that Licence Holders are aware of responsibilities (ERC)	3
	8. Ensure that Government, Employers and General Public are aware of the need of a Licence to perform Engineering work and to provide Engineering Services (ERC)	3
	9. Presentations to Chapters (ERC)	3

Strategic Objective	Proposal (& Proponent)	Score
<b>9. Enhance corporate culture</b> - PEO will consistently evaluate and review the presence of its core values in the performance of staff and volunteer activities, as well as regulatory decisions.	1. Use the vignettes produced for the award ceremonies (OOH and/or OPEA) to demonstrate how the awardees embody the PEO culture and its core values. (AWC)	6
	<b>2. Update the OOH nomination forms and the criteria for recognition to place more emphasis on a nominee’s volunteer work that demonstrates PEO’s core values. (AWC)</b>	<b>11</b>

**Appendix C - Strategy Proposal Review - Criteria and Scoring Scales**

Criterion	Scale
A. Directly supports and achieves the Strategic Objective (top-down, not bottom-up)	1–indirect 2-partial 3–direct 4-multiple objectives
B. Provides <u>impactful change</u> in PEO’s direction, capacity, or priorities from status quo	1- minor 2- substantial 3- major
C. <u>Not</u> a current PEO operational project in annual work plan/budget	1-in plan 2-partial 3-new
D. Specific, Measurable, Attributable, Realistic, Timebound (SMART)	1 point for each (maximum 5)

## 2019 COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER

**Purpose:** To approve the *2019 PEO Committees and Task Forces Membership Roster*.

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

**That Council approve the *2019 PEO Committees and Task Forces Membership Roster* as presented to the meeting at C-521-2.8, Appendix A.**

**Prepared by:** Margaret Braun MEd, CHRE - (Acting) Director, People and Development

**Moved by:** LGA Councillor Chan, P.Eng.

### 1. Need for PEO Action

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

Appendix A is the *2019 PEO Committees and Task Forces Membership Roster* that requires Council approval at this time.

### 2. Proposed Action / Recommendation

Approve the *2019 PEO Committees and Task Forces Membership Roster* per the Committees and Task Forces Policy, Role of Council (Item 4).

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

The approved *2019 PEO Committee and Task Force Membership Roster* will be posted on PEO's website.

### 4. Policy or Program contribution to the Strategic Plan

The motion regarding the *2019 PEO Committees and Task Forces Membership Roster* is related to Objective 9 in the 2018-2020 Strategic Plan.

### 5. Financial Impact on PEO Budgets (for five years)

Not applicable

### 6. 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.
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### 7. Appendices

- Appendix A – *2019 PEO Committees and Task Forces Membership Roster*.

# 2019 PEO ANNUAL COMMITTEES AND TASK FORCES

## MEMBERSHIP ROSTER

**(Effective January 1, 2019)**

C-521-2.8  
Appendix A

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

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

Executive Committee (EXE)		
<b>Mandate as per Terms of Reference</b>	<p>"The Executive Committee,</p> <p>a) may act on behalf of the Council with respect to urgent matters arising between regular meetings of the Council but shall report to the Council with respect to such actions;</p> <p>b) may consult with other committees of the Council;</p> <p>c) shall act upon or report upon matters that are referred to it by the Council;</p> <p>d) may advise the CEO/Registrar or any other officer or official of PEO on matters of policy;</p> <p>e) may make periodic reviews, forecasts, plans and recommendations to the Council concerning the future organization and operation of the Association;</p> <p>f) may advise the Council on matters pertaining to the Canadian Council of Professional Engineers; and</p> <p>g) may advise the Council on all financial matters, including, without limitation, investments, budgets, capital requirements, income, expenditures, salaries, reserves and contingencies or extraordinary expenses, both for current and future operations."</p> <p>[R.R.O. 1990, Reg. 941, s. 29.]</p>	
	<u>EXE Terms of Reference</u>	
<b>Composition</b>	President, president-elect, past-president, appointed and elected vice-presidents, at least one LGA Councillor and additional Councillor(s), if any, as determined by Council at its first meeting following the AGM.	
	<b>EXE Committee Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	President Brown	2016 - AGM 2019
	President-elect Hill	2001/03, 2005/06, 2017 - AGM 2019
	Past President Dony	2015 - AGM 2019
	Vice-president (appointed) Reid	2018 - AGM 2019
	Vice-president (elected) Sterling	2018 - AGM 2019
	Councillor Bhatia	2018 - AGM 2019
	LGA Councillor Chan	2018 - AGM 2019
<b>Committee Advisor</b>	Johnny Zuccon - Interim Registrar	2018

New appointments are in **bold**.

OSPE or Engineers Canada representatives are identified with beige highlight.

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

<b>Audit Committee (AUC)</b>		
<b>Mandate as per Terms of Reference</b>	To oversee the auditing of the association's financial statements by an external auditor; and To monitor the Accounting and Financial reporting processes and Systems of Internal Control.	
	<u>AUC Terms of Reference</u>	
<b>Composition</b>	7 members; at least 3 members must be current members of Council.	
<b>AUC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	Councillor Bhatia (2018)	2011/15, 2017 - AGM 2019
<b>Vice Chair</b>	Councillor Chong (2018)	2006 - AGM 2019
	Councillor Boone	2018 - AGM 2019
	Councillor Hidalgo	2018 - AGM 2019
	Craig Young	2015/2016 - AGM 2019
<b>AUC Subcommittee Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Volunteer Expense Appeal Subcommittee</b>	Councillor Bhatia	2018 - AGM 2019
	Councillor Boone	2018 - AGM 2019
	Councillor Chong	2018 - AGM 2019
<b>Committee Advisor</b>	Chetan Mehta - Director, Finance	2016
<b>Admin Support</b>	Lucy Capriotti - Administrative Assistant, Financial Services	2008

<b>Finance Committee (FIC)</b>		
<b>Mandate as per Terms of Reference</b>	To review financial projections and recommend appropriate financial strategies, including program reviews and capital projects. To review the annual budget and make recommendations to Council. To monitor short term and long term investment policy. For both short term and long term pension funds. To assist in the identification of factors having significant impact on the budget. To review financial performance against the budget. To recommend policies to permit more effective budgetary control, fee remission, investment and insurance.	
	<u>FIC Terms of Reference</u>	
<b>Composition</b>	7 members; 4 members MUST be current members of Council.	
<b>FIC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	LGA Councillor Chan (2018)	2017 - AGM 2019
<b>Vice Chair</b>	Councillor Reid (2018)	2018 - AGM 2019
	Councillor Cutler	2018 - AGM 2019
	LGA Councillor Kirkby	2018 - AGM 2019
	Colin Chan	2018 - AGM 2019
	Linda Drisdelle	2018 - AGM 2019
	Roberto Martini	2018 - AGM 2019

New appointments are in **bold**.

OSPE or Engineers Canada representatives are identified with beige highlight.

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FIC Subcommittee Members (appointed to role)		Contributing From / To
<b>Investment subcommittee</b>	TBD (Council member)	
	TBD (HRC representative)	
	Councillor Kirkby (FIC representative)	2018 - AGM 2019
	TBD (Pension Plan Administrator) (non-voting)	
	Jenny Zang (Pension Plan member)	2018 - AGM 2019
<b>Committee Advisor</b>	Chetan Mehta - Director, Finance	2016
<b>Admin Support</b>	Lucy Capriotti - Administrative Assistant, Financial Services	2008

Human Resources Committee (HRC)		
<b>Mandate as per Terms of Reference</b>	<p>To conduct the recruitment process for the position of CEO/Registrar and make recommendations to Council; participate in the selection of senior staff.</p> <p>To review the performance and compensation of the CEO/Registrar and make recommendations to Council.</p> <p>To establish annual measurable goals and objectives for the position of CEO/Registrar for Council's review and approval.</p> <p>Act as reviewer on significant human resources issues.</p> <p>To work with the government appointments secretariat regarding LGA appointments.</p> <p>Act as reviewer on significant staff human resources issues.</p>	
	<u>HRC Terms of Reference</u>	
<b>Composition</b>	5 members, President, President-elect, Past President, and two current members of Council.	
HRC Members (appointed to role)		Contributing From / To
<b>Chair</b>	President Brown	2014 - AGM 2019
	President-elect Hill	2018 - AGM 2019
	Past President Dony	2016 - AGM 2019
	LGA Councillor Jackson	2018 - AGM 2019
	Councillor Spink	2018 - AGM 2019
<b>Committee Advisor</b>	Scott Clark - Chief Administrative Officer	2012
<b>Staff Support</b>	Margaret Braun - (Acting) Director, People Development	2018

Legislation Committee (LEC)		
<b>Mandate as per Terms of Reference</b>	<p>To provide oversight and guidance to matters pertaining to PEO's Act, Regulation and By-Laws. This will include but not be limited to (i) acting as custodian for PEO Legislation, identifying PEO policies, rules and operational issues which touch on or affect PEO Legislation and providing guidance as to which of these should be put into legislation;(ii) overseeing draft changes to PEO Legislation and (iii) keeping Council apprised of relevant external Legislative initiatives and changes which may affect PEO Legislation.</p>	
	<u>LEC Terms of Reference</u>	
<b>Composition</b>	5 members, all current members of Council.	
LEC Members (appointed to role)		Contributing From / To
<b>Chair</b>	Councillor Houghton (2018)	2016 - AGM 2019
<b>Vice Chair</b>	Councillor MacCumber (2018)	2018 - AGM 2019

New appointments are in **bold**.

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	President Brown	2017 - AGM 2019
	President-elect Hill	2018 - AGM 2019
	Past President Dony	2012 - AGM 2019
	Councillor Chong	2018 - AGM 2019
	Councillor Hidalgo	2017 - AGM 2019
	Councillor Wowchuk	2018 - AGM 2019
<b>Committee Advisor</b>	Johnny Zuccon - Interim Registrar	2010

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

<b>Mandate as per Terms of Reference</b>	<p>The purpose of the Committee is to:</p> <p>a) Build relationships between the leaders of the two organizations to strengthen regulation, service and advocacy for the profession within their respective mandates;</p> <p>b) Facilitate the exchange of information between the two organizations;</p> <p>c) Identify issues and facilitate cooperation between the two organizations in areas of mutual interest / concern; and</p> <p>d) Provide a forum for the discussion and informal resolution of potential areas of opportunity or conflict between the two organizations.</p> <p><u>JRC Terms of Reference</u></p>	
<b>Composition</b>	<p>The Committee consists of the following members: a) The President/Chair plus three (3) senior volunteers of the Ontario Society of Professional Engineers; b) The Chief Executive Officer of the Ontario Society of Professional Engineers; c) The President and three (3) senior volunteers of Professional Engineers Ontario; and d) The Chief Executive Officer of Professional Engineers Ontario.</p>	
<b>OSPE-PEO JRC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Co-Chairs</b>	President Brown	2016 - AGM 2019
	Jonathan Hack (OSPE President/Chair)	2015 - OSPE AGM 2019
	Réjeanne Aimey (OSPE Treasurer)	2018 - OSPE AGM 2019
	Councillor Fraser	2018 - AGM 2019
	President-elect Hill	2017 - AGM 2019
	Sandro Perruzza (OSPE CEO)	2014
	Vice-president (elected) Sterling	2018 - AGM 2019
	Tibor Turi (OSPE Board Director)	2018 - OSPE AGM 2019
	Christina Visser (OSPE Board Director)	2018 - OSPE AGM 2019
<b>Committee Advisor/member</b>	Johnny Zuccon - Interim Registrar	2018

### Regional Councillors Committee (RCC)

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

New appointments are in **bold**.

OSPE or Engineers Canada representatives are identified with beige highlight.

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

<b>RCC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	Councillor Turnbull (2017/2018)	2015 - AGM 2019
<b>Vice Chair</b>	Councillor Robert (2018)	2018 - AGM 2020
	Councillor Bhatia	2017 - AGM 2019
	Councillor Boone	2016 - AGM 2020
	Councillor Chong	2017 - AGM 2019
	Councillor Hidalgo Salgado	2017 - AGM 2019
	Councillor Houghton	2016 - AGM 2020
	Councillor MacCumber	2018 - AGM 2020
	Councillor Subramanian	2018 - AGM 2019
	Councillor Torabi	2018 - AGM 2020
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

## **Section 2: Other Committees Reporting to Council**

**(Operate on a calendar year)**

<b>Academic Requirements Committee (ARC)</b>		
<b>Mandate as per Terms of Reference</b>	To assess the academic qualifications of applicants referred to the Academic Requirements Committee (ARC) by the Registrar or requested the ARC to review their qualifications, To advise Professional Engineers Ontario (PEO) on academic matters relating to PEO Admission procedures and policies, and To oversee the Professional Practice Examination (PPE).	
	<u>ARC Terms of Reference</u>	
<b>Composition</b>	26 members; Majority are Professors/Associate Professors at one of Ontario's Engineering universities. Members MUST be licensed P.Engs.	
<b>ARC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	<b>Ramesh Subramanian (2019)</b>	2013 - Dec 2019
<b>Vice Chair</b>	<b>Waguhi H. EIMaraghy (2019)</b>	1989-94, 1998 - Dec 2019
<b>Council Liaison</b>	Councillor Fraser (2009)	1998 - Dec 2019
	Sanjiwan D. Bhole	2004 - Dec 2019
	Yehoudith (Judith) Dimitriu	1992 - Dec 2019
	Bob Dony (Past Chair 2011-2012)	1998 - Dec 2019
	Amir Fam	2010 - Dec 2019
	Stelian George-Cosh (Past Vice Chair 2011-2014)	2004 - Dec 2019
	Michael Hulley	2017 - Dec 2019
	Ross L. Judd	Pre-1984 - Dec 2019
	Meilan Liu	2010 - Dec 2019
	Joseph (Joe) Lostracco	2014 - Dec 2019
	Ian Marsland	2016 - Dec 2019
	Magdi Emile Mohareb	2010 - Dec 2019
	Girgis (George) Nakhla	2003 - Dec 2019
	Leila Notash (Past Chair 2016-2018)	2003 - Dec 2019
	Remon Pop-Iliev	2005 - Dec 2019
	Amin S. Rizkalla	2010 - Dec 2019

New appointments are in **bold**.

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	Medhat Shehata	2014 - Dec 2019
	Shamim A. Sheikh	2002 - Dec 2019
	Juri Silmberg	Pre-1984 - Dec 2019
	Jacqueline Stagner	2013 - Dec 2019
	J. Allen Stewart	2014 - Dec 2019
	Barna Szabados (Past Chair 2012-2015)	2000 - Dec 2019
	Seimer Tsang	1999 - Dec 2019
	Tze-Wei (John) Yeow	2010 - Dec 2019
	Malgorzata S. Zywno	1993 - Dec 2019
<b>Committee Advisor</b>	Moody Farag - Manager, Admissions	2004

<b>Advisory Committee on Volunteers (ACV)</b>		
<b>Mandate as per Terms of Reference</b>	To assist and advise committees in fulfilling their operational requirement under the policy. To assist Council by reviewing proposed revisions to Committee and Task Force - Mandates, Terms of Reference, Work plans and Human Resource Plans.	
	<u>ACV Terms of Reference</u>	
<b>Composition</b>	7-10 members (all P.Engs) with experience as PEO volunteers at the Council, Committee and Chapter level.	
<b>ACV Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	<i>Sean McCann (2018)*</i>	2015 - Dec 2019
<b>Vice Chair</b>	<i>Lisa Lovery (2018)*</i>	2017 - Dec 2019
<b>Council Liaison</b>	LGA Councillor Chan (2018)	2008 - Dec 2019
	Christian Bellini	2013 - Dec 2019
	Nick Colucci	2002 - Dec 2019
	Márta Ecsedi	2013 - Dec 2019
	Eric Nejat	2018 - Dec 2019
	Vic Pakalnis	2011 - Dec 2019
	2 vacancies (2019)	
<b>ACV Subcommittee Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Self-Evaluation Form and Policy subcommittee</b>	Sean McCann (Chair)	2017 - Dec 2019
	Michael Chan	2017 - Dec 2019
	Denis Dixon	2017 - Dec 2019
	Lisa Lovery	2018 - Dec 2019
	Vic Pakalnis	2017 - Dec 2019
<b>Succession Planning subcommittee</b>	Michael Chan	2017 - Dec 2019
	Denis Dixon	2017 - Dec 2019
	Lisa Lovery	2017 - Dec 2019
	Sean McCann	2017 - Dec 2019
<b>Training and Committee Chairs Workshop Subcommittee</b>	Lisa Lovery (Chair)	2017 - Dec 2019
	Michael Chan	2015 - Dec 2019
	Doug Hatfield	2011/15, 2016 - Dec 2019
	Sean McCann	2015 - Dec 2019

New appointments are in **bold**.

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<b>2019 Vital Signs Survey Subcommittee</b>	Márta Ecsedi	2019 - Dec 2019
	Christian Bellini	2019 - Dec 2019
	TBD	
<b>Committee Advisor</b>	Margaret Braun - (Acting) Director, People Development	2018
<b>Staff Support</b>	Viktoria Aleksandrova - Committee Coordinator	2009

\*Chair / Vice Chair continue pending election in January 2019

<b>Awards Committee (AWC)</b>		
<b>Mandate as per Terms of Reference</b>	To coordinate, manage, promote and monitor the Professional Engineers Ontario (PEO) Ontario Professional Engineers Awards (OPEA) Program, Order of Honour (OOH), and External Honours activities to support achievement of the object of the Act, which states, "Promote awareness of the Profession's contribution to society and the role of the association".	
	<u>AWC Terms of Reference</u>	
<b>Composition</b>	10-12 members, with maximum of 12 members of the association.	
<b>AWC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	<i>John Severino (2017, re-elected 2018)*</i>	2009 - Dec 2019
<b>Vice Chair</b>	<i>Kiran Hirpara (2018)*</i>	2017 - Dec 2019
<b>Council Liaison</b>	Councillor Hidalgo Salgado (2017)	2017 - Council term end
	Kenneth McMartin	2018 - Dec 2019
	Michael Wesa	2018 - Dec 2019
	Matthew Xie	2018 - Dec 2019
	TBD (2 OSPE reps)	
	3 vacancies (2019)	
<b>AWC Subcommittee Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Sterling Award Subcommittee</b>	George Comrie	2009 - Dec 2019
	Andrew M. Dowie	2010 - Dec 2019
	Márta Ecsedi	2009 - Dec 2019
	Kiran Hirpara	2018 - Dec 2019
	Marisa Sterling	2009 - Dec 2019
	Valerie Sterling	2009 - Dec 2019
<b>AWC Subcommittee Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Joint PEO/OSPE OPEA Gala Advisory Subcommittee (GAC)</b>	John Severino	2016 - Dec 2019
	TBD (AWC rep)	
	TBD (2 OSPE reps)	
<b>Committee Advisor</b>	Margaret Braun - (Acting) Director, People Development	2018
<b>Staff Support</b>	Rob Dmochewicz - Recognition Coordinator	2015

\*Chair / Vice Chair continue pending election in January 2019

<b>Central Election and Search Committee (CESC)</b>		
<b>Mandate as per Terms of Reference</b>	The Central Election and Search Committee shall: (a) encourage Members to seek nomination for election to the Council as President-elect, vice-president or a councillor-at-large; (b) assist the Chief Elections Officer as may be required by him or her; and (c) receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council in accordance with this Regulation. O. Reg. 157/07, s. 3 (3) <i>[Excerpt from R.R.O. 1990, REGULATION 941].</i>	
	<u>CESC Terms of Reference</u>	
<b>Composition</b>	6 members; the penultimate past-president; the immediate past-president; the president; and two other Members.	
	<b>CESC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	Penultimate Past President Comrie	2016 - Sept 2019
	Past President Dony	2017 - Sept 2019
	President Brown	2018 - Sept 2019
	Wen (Selina) Di	2018 - Sept 2019
	Javeed Khan	2018 - Sept 2019
<b>Committee Advisor</b>	Scott Clark - Chief Administrative Officer	2007
<b>Staff Support</b>	Ralph Martin - Manager, Secretariat	2014

<b>Complaints Committee (COC)</b>		
<b>Key Duties &amp; Responsibilities as per Terms of Reference</b>	To investigate and consider complaints made by the public or members of the association regarding the conduct or actions of PEO licence holders, or Certificate of Authorization holders. To determine the appropriate course of action with respect to those complaints, in accordance with Section 24(2) of the Act. To direct the Discipline Committee to hear and determine allegations of professional misconduct or incompetence against PEO licence holders or Certificate of Authorization holders that come to the Committee's attention, as deemed necessary. To advise Council on matters relating to incompetence, professional misconduct and the Code of Ethics.	
	<u>COC Terms of Reference</u>	
<b>Composition</b>	Currently 14 members; membership also includes minimum two (2) LGA Councillors/Attorney General appointees. (Quorum requires at least one of either of the LGA members or public appointees). Membership represents a wide field of engineering practice.	
	<b>COC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	<i>Chris Roney (2018)*</i>	1998 - Dec 2019
<b>Vice Chair</b>	<i>Peter Frise (2018)*</i>	1997 - Dec 2019
<b>Council Liaison</b>	TBD	
	Peter R. Braund, LL.M.	2013 - Oct 2021
	Tony Cecutti (Past Chair)	2000 - Dec 2019
	David Filer	1998 - Dec 2019
	Nancy E. Hill	2000 - Dec 2019
	Ewald Kuczera	2016 - Dec 2019
	George McCluskey	2014 - Dec 2019

New appointments are in **bold**.

OSPE or Engineers Canada representatives are identified with beige highlight.

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

	David Moncur	2002 - Dec 2019
	M. Jane Phillips	1986-93, 1995 - Dec 2019
	Keith Stephen	2017 - Dec 2019
	John Zane Swaigen, LL.M.	2013 - Oct 2021
	Nicholas Sylvestre-Williams	2017 - Dec 2019
	David Uren	2017 - Dec 2019
<b>Committee Advisor</b>	Linda Latham - Deputy Registrar, Regulatory Compliance	2010

\*Chair / Vice Chair continue pending election in January 2019

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

<b>Consulting Engineer Designation Committee (CEDC)</b>		
<b>Description</b>	Committee that recommends to Council applicants for designation as a Consulting Engineer and permission for companies to use the title Consulting Engineers or variations thereof.	
	<u>CEDC Terms of Reference</u>	
<b>Composition</b>	Approximately 10 members; MUST be P.Eng.; majority are Consulting Engineers representing a variety of practice disciplines.	
	<b>CEDC Committee Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	Douglas Barker (2018)*	1994 - Dec 2019
<b>Vice Chair</b>	H. Richard Patterson (2018)*	1995 - Dec 2019
<b>Council Liaison</b>	Councillor Bhatia (2018)	2018 - Council term end
	Denis Dixon*	2000 - Dec 2019
	J. Shawn Gibbons*	2006 - Dec 2019
	Richard Kamo	2016 - Dec 2019
	Eric Nejat (Past Chair)*	1995 - Dec 2019
	Donald Christopher Redmond*	2001 - Dec 2019
	Steven van der Woerd	2015 - Dec 2019
	TBD (CEO representative)	2017 - Dec 2019
	<i>Christian Bellini (observer)</i>	2016 - Dec 2019
	<b>CEDC Subcommittee Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Eastern Subcommittee</b>	J. Shawn Gibbons - Chair	2006 - Dec 2019

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	Andrew Lawton	2012 - Dec 2019
	Donald Plenderleith	2016 - Dec 2019
	Andrew John Robinson	1991 - Dec 2019
<b>Northern Subcommittee</b>	Donald Christopher Redmond - Chair (2018)	2001 - Dec 2019
	Richard Kamo	2016 - Dec 2019
<b>Southern Subcommittee</b>	Steven van der Woerd - Chair (2015)	2015 - Dec 2019
	Adrian Pierorazio	2015 - Dec 2019
<b>Toronto Subcommittee</b>	Denis Dixon - Chair (2018)	2000 - Dec 2019
	Douglas Barker	1994 - Dec 2019
	Levente Laszlo Diosady	2007 - Dec 2019
	Charles Eddie	2016 - Dec 2019
	Santosh Gupta	2016 - Dec 2019
	Eric Nejat	1995 - Dec 2019
	John Rosenthal	2016 - Dec 2019
	Thomas Henry Woolhouse	2006 - Dec 2019
<b>Western Subcommittee</b>	H. Richard Patterson - Chair (2015)	1995 - Dec 2019
	Gordon Debbert	2017 - Dec 2019
	George Matsis	2017 - Dec 2019
	Robert Brian Pula	<2003 - Dec 2019
<b>Committee Advisor</b>	Faris Georgis - Manager, Registration	2016

\*Members appointed pending outcome of temporary exemption request to the Advisory Committee on Volunteers (ACV).

<b>Discipline Committee (DIC)</b>		
<b>Mandate as per Terms of Reference</b>	<p>To hear and determine allegations of professional misconduct or incompetence against a member of the association, a holder of a Certificate of Authorization, a limited licence, a provisional licence, or a temporary licence</p> <p>To hear applicants for reinstatement under section 37 of the Professional Engineers Act.</p> <p>Perform such other duties assigned by Council.</p>	
	<u>DIC Terms of Reference</u>	
<b>Composition</b>	<p>Set out in the <i>Professional Engineers Act</i>:</p> <p>27. (1) The Discipline Committee is continued and shall be composed of the following persons appointed by the Council:</p> <ol style="list-style-type: none"> <li>1. At least one elected member of the Council.</li> <li>2. At least one member of the Association who is,               <ol style="list-style-type: none"> <li>i. a member of the Council appointed by the Lieutenant Governor in Council, or</li> <li>ii. not a member of the Council, and approved by the Attorney General.</li> </ol> </li> <li>3. At least one person who is,               <ol style="list-style-type: none"> <li>i. a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c), or</li> <li>ii. neither a member of the Council nor a member of the Association, and approved by the Attorney General.</li> </ol> </li> <li>4. At least three members of the Association each of whom has at least 10 years experience in the practice of professional engineering. 2010, c. 16, Sched. 2, s. 5 (59).</li> </ol>	
	<b>DIC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	<i>John Vieth (2018)*</i>	2004 - Dec 2019
<b>Vice Chair</b>	<b><i>Stella Harmantas Ball, LL.B. (2018)*</i></b>	2013 - Oct 2021
<b>Council Liaison</b>	Councillor Chong (2018)	2012 - AGM 2019

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<b>Appointed per 27. (1) 1.</b> At least one elected member of the Council.	Councillor Turnbull	2015 - AGM 2019
<b>Appointed per 27. (1) 2.</b> At least one member of the Association who is, i. a member of the Council appointed by the Lieutenant Governor in Council, or ii. not a member of the Council, and approved by the Attorney General.	LGA Councillor Chan	2016 - Council term end
	LGA Councillor Kirkby	2016 - Council term end
	Paul Ballantyne (2016, 3-year AG appointment)	2010 - Dec 2019
	Councillor Bhatia (2016, 3-year AG appointment)	2009 - Dec 2019
	Rishi Kumar (2016, 3-year AG appointment)	2004 - Dec 2019
<b>Appointed per 27. (1) 3.</b> At least one person who is i. a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c), or ii. neither a member of the Council nor a member of the Association, and approved by the Attorney General.	LGA Councillor Lederman, QC	2016 - Council term end
	LGA Councillor Rush, C.E.T.	2016 - Council term end
	<b>David N. Germain, J.D.</b>	2013 - Oct 2021
	<b>Kathleen L. Robichaud, LL.B.</b>	2013 - Oct 2021
<b>Appointed per 27. (1) 4.</b> At least three members of the Association each of whom has at least 10 years experience in the practice of professional engineering.	James Amson	2011 - Dec 2019
	Kam Elguindi	1993-95, 1998 - Dec 2019
	Aubrey Friedman	2004 - Dec 2019
	Charles McDermott	2018 - Dec 2019
	Jag Mohan	1990 - Dec 2019
	Nick Monsour	1987 - Dec 2019
	Sean O'Brien	2018 - Dec 2019
	Anne Poschmann	1993 - Dec 2019
	Pat Quinn	2011 - Dec 2019
	Glenn Richardson	1997 - Dec 2019
	David Robinson	2004 - Dec 2019
	Edward Rohacek	1985 - Dec 2019
	Michael Rosenblitt	2018 - Dec 2019
	L. Brian Ross	1995 - Dec 2019
	Virendra (Vinni) Sahni	2018 - Dec 2019
	Tommy Sin	2018 - Dec 2019
	Albert Sweetnam	2002 - Dec 2019
	Gary Thompson	2018 - Dec 2019
	John Tyrrell	2018 - Dec 2019
	R. Anthony Warner	2000 - Dec 2019
Michael Wesa	1992 - Dec 2019	
Rob Willson	2011 - Dec 2019	
<b>Committee Advisor</b>	Johnny Zuccon - Interim Registrar	2008

\*Chair / Vice Chair continue pending election in January 2019

### Education Committee (EDU)

<b>Description</b>	Committee on awareness matters involved in pre-university student and educator outreach and curriculum issues involving math, science and technology.
	<u>EDU Terms of Reference</u>

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<b>Composition</b>	7-10 members; representation from chapter education activities; elementary/secondary/post-secondary schools and private sector companies.	
<b>EDU Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	<i>Paymon Sani-Bakhtiari (2018)*</i>	2016 - Dec 2019
<b>Vice Chair</b>	<i>John Hazel (2017, re-elected 2018)*</i>	2016 - Dec 2019
<b>Council Liaison</b>	LGA Councillor Olukiyesi (2017)	2017 - Council term end
	Karen Cain	2015 - Dec 2019
	Radomir Grigorov	2015 - Dec 2019
	Richard Hui	2017 - Dec 2019
	Samer Inchasi (Past Chair)	2010 - Dec 2019
	Annabelle Lee	2018 - Dec 2019
	David Steeves	2017 - Dec 2019
	Priscilla Williams, EIT (EIT representative)	2014 - Dec 2019
	1 vacancy (Student rep)	
<b>Committee Advisor</b>	Tracey Caruana - Manager, Engineering Intern Programs	2016
<b>Staff Support</b>	Sami Lamrad - EIT/Student Programs Coordinator	

\*Chair / Vice Chair continue pending election in January 2019

<b>Enforcement Committee (ENF)</b>		
<b>Mandate as per Terms of Reference</b>	To advise Council on matters relating to the enforcement of the provisions of the <i>Professional Engineers Act</i> dealing with unlicensed and unauthorized practice.	
	<u>ENF Terms of Reference</u>	
<b>Composition</b>	Up to 10 members; All MUST be P.Eng.; One must be a lawyer as well; representation from a variety of engineering practice.	
<b>ENF Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	<i>Roger Barker (2017)*</i>	2010 - Dec 2019
<b>Vice Chair</b>	<i>Stephen Georgas, LL.B. (2017)*</i>	2012 - Dec 2019
<b>Council Liaison</b>	LGA Councillor Olukiyesi (2018)	2018 - Council term end
	Joe Adams	2015 - Dec 2019
	Peter Broad (Past Chair)	2009 - Dec 2019
	Tyler Ing	2018 - Dec 2019
	Gordon Ip	2018 - Dec 2019
	Juwairia Obaid	2018 - Dec 2019
	Edward Poon	2008 - Dec 2019
	2 vacancies	
<b>Committee Advisor</b>	Cliff Knox - Manager, Enforcement	2015
<b>Staff Support</b>	Steven Haddock - Enforcement and Advisory Officer, Regulatory Compliance	2002
	Ashley Gismondi - Enforcement and Outreach Officer, Regulatory Compliance	2016

\*Chair / Vice Chair continue pending election in 2019

<b>Equity and Diversity Committee (EDC)</b>		
<b>Mandate as per Terms of Reference</b>	To recommend action plan to integrate equity and diversity values and principles into the general policy and business operations of PEO.	
	<u>EDC Terms of Reference</u>	
<b>Composition</b>	No more than 9 members; represents broad diversity of PEO membership.	
	<b>EDC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	<i>Greg Allen (2018)*</i>	2012 - Dec 2019
<b>Vice Chair</b>	<i>Vera Straka (2018)*</i>	2011 - Dec 2019
<b>Council Liaison</b>	Councillor Subramanian (2018)	2018 - Council term end
	Nima Eslaminasab	2016 - Dec 2019
	Georgia Fotopoulos	2018 - Dec 2019
	Manasi Koushik	2018 - Dec 2019
	Ryan Zizzo	2018 - Dec 2019
	1 vacancy	
<b>Committee Advisor</b>	Margaret Braun - (Acting) Director, People Development	2018
<b>Staff Support</b>	Rob Dmochewicz - Recognition Coordinator	2015

\*Chair / Vice Chair continue pending election in January 2019

<b>Experience Requirements Committee (ERC)</b>		
<b>Mandate as per Terms of Reference</b>	To assess the experience of applicants through file review and by personal interview as may be required: (a) To determine if experience under the Regulations has been met; (b) To recommend to the ARC how experience should be taken into account in assigning of examinations; (c) To interview applicants where there is a question of the ability to communicate effectively in English; and (d) in the case of reinstatement – to assess applicant's knowledge and understanding of the current laws and standards governing the practice of professional engineering.	
	<u>ERC Terms of Reference</u>	
<b>Composition</b>	Currently 156 members; membership is restricted; MUST be P.Eng.; MUST have at least 10 years of engineering work experience.	
	<b>ERC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	<i>David Kiguel (2018)*</i>	2004 - Dec 2019
<b>Vice Chair</b>	<i>Changiz Sadr (2018)*</i>	2003 - Dec 2019
<b>Council Liaison</b>	Vice-president (elected) Sterling (2018)	2018 - Council term end
	Samuel Abd el Malek	2007 - Dec 2019
	Galal Abdelmessih	2004 - Dec 2019
	Mokhtar Aboelazz	2018 - Dec 2019
	Ali Afshar	2006 - Dec 2019
	Shah Alamgir	2012 - Dec 2019
	Hisham Alkabie	2018 - Dec 2019
	Ilir Angjeli	2018 - Dec 2019
	George Apostol	2000 - Dec 2019
	Nanjappan Ardhanarisamy	2014 - Dec 2019
	Behrouz (Bruce) Atrie	2004 - Dec 2019
	Magdy Milad Attia	2009 - Dec 2019

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Afshin Azadmanesh Samimi	2013 - Dec 2019
Arshad Azhar	2005 - Dec 2019
Naeim Azizi Tavakkoli	2013 - Dec 2019
Devinder Bahra	2004 - Dec 2019
Steven Bailey	2013 - Dec 2019
Adam Balogh	2004/11, 2015-Dec 2019
Christian Bellini	2005 - Dec 2019
Mark Bendix	2003 - Dec 2019
Md Soharab U. Bhuiyan	2008 - Dec 2019
Duncan Blachford	2012 - Dec 2019
Spiridon Bot	2006 - Dec 2019
Mohamed Boutazakhti	2008 - Dec 2019
Albena Bukurova	2016 - Dec 2019
Ruben Burga	2012 - Dec 2019
Betty Anne Butcher	1996 - Dec 2019
Jeremy Carkner	2012 - Dec 2019
Pellegrino V. Castaldo	2013 - Dec 2019
Raju Chander	2006 - Dec 2019
Michael Chapman	2006 - Dec 2019
V. George Chelvanayagam	2004 - Dec 2019
Andrew Cornel	2015 - Dec 2019
Dan Cosmin	2006 - Dec 2019
Michael Dang	2000 - Dec 2019
Farid Danial	2005 - Dec 2019
Roger De Gannes	2013 - Dec 2019
Charles De la Riviere	2002 - Dec 2019
Savio DeSouza	2015 - Dec 2019
Milorad Dimitrijevic	2006 - Dec 2019
Mircea Dreve	2005 - Dec 2019
Afshin Ebtekar	2004 - Dec 2019
S. Jalal Emami	2005 - Dec 2019
Hassan Erfanirad	2005 - Dec 2019
Zbigniew Ewertowski	2004 - Dec 2019
Reda Fayek	2006 - Dec 2019
Roberto Floh	1996 - Dec 2019
Rabiz Foda	2000 - Dec 2019
Shaun Gao	2018 - Dec 2019
Hazem Gidamy	2016 - Dec 2019
Dalila Giusti	2001 - Dec 2019
Branislav Gojkovic	2004 - Dec 2019
Mohinder Grover	1999 - Dec 2019
Liang Guo	2014 - Dec 2019
Ravi Gupta (Past Vice Chair 2012-13)	1992 - Dec 2019
Santosh Gupta (Past Chair 2012/15, 2016)	2000 - Dec 2019
Mohamed Hamed	2016 - Dec 2019

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Faiz Hammadi	2005 - Dec 2019
Md Akhtar Hossain	2013 - Dec 2019
Magued Ibrahim	2004 - Dec 2019
Shawky Ibrahim	2004 - Dec 2019
Marios A. Ioannidis	2010 - Dec 2019
Gordon Ip	2016 - Dec 2019
William Jackson	1996 - Dec 2019
Peter Jarrett	1998 - Dec 2019
Ayvun E. Jeganathan	2005 - Dec 2019
Jega Jeganathan	2014 - Dec 2019
Torben Jensen	2016 - Dec 2019
David A. Kahn	2009 - Dec 2019
Witold Kellerman	2016 - Dec 2019
Vyjayanthi Keshavamurthy	2014 - Dec 2019
Mohammad Khalid	2013 - Dec 2019
Nazli Khan	2014 - Dec 2019
Saleemullah Khan	2006 - Dec 2019
Vitali Kovaltchouk	2015 - Dec 2019
Berta Krichker	1998 - Dec 2019
Rishi Kumar	2004 - Dec 2019
C. LeRoy Lees	1999 - Dec 2019
Dexter Lestage	2005 - Dec 2019
Guo Min (Galen) Li	2006 - Dec 2019
John Lill	2010 - Dec 2019
Wayne Mac Culloch	2018 - Dec 2019
Bosko Madic	2005 - Dec 2019
Yogarane (Ranee) Mahalingam	2006 - Dec 2019
Nazmy Markos	2007 - Dec 2019
Alexei Martchenko	2005 - Dec 2019
Daniel Martis	2016 - Dec 2019
Hugo Maureira	2016 - Dec 2019
James McConnach	2001 - Dec 2019
Florin Merauta	2014 - Dec 2019
Huirong Min	2013 - Dec 2019
Bahram Mirpourian	2002 - Dec 2019
Cameran Mirza	1998 - Dec 2019
Michael Mladjenovic	2013 - Dec 2019
Jiteshkumar Modi	2004 - Dec 2019
Gerald Monforton	2018 - Dec 2019
Zoran Mrdja	2005 - Dec 2019
Muhammad Mudassar	2008 - Dec 2019
Anis Muhammad	2005 - Dec 2019
Thamir (Tom) Murad	2004 - Dec 2019
Eric Nejat	2016 - Dec 2019
Franz Newland	2015 - Dec 2019

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Catalin Gabriel Onea	2005 - Dec 2019
Mario A. Orbeagozo	2004 - Dec 2019
Daniel R. Ospina	2013 - Dec 2019
Tibor Palinko	2002 - Dec 2019
Efeng (Michael) Pan	2013 - Dec 2019
Anthony Paz	1998 - Dec 2019
Andrew Tadeusz Poray	2009 - Dec 2019
Saverio Pota	2015 - Dec 2019
Eugene J. Puritch	2007 - Dec 2019
Majid Rahimi-Chatri	2008 - Dec 2019
Touraj Rahnamoun	2015 - Dec 2019
Julija Rakocevic	2013 - Dec 2019
Venkatasubramanian Raman	2006 - Dec 2019
Mario R. Ramirez-Roldan	2010 - Dec 2019
Comondore (Ravi) Ravindran	2001 - Dec 2019
Farzad Rayegani	2002 - Dec 2019
Shiraz Yusuf Rehmani	2013 - Dec 2019
Amin Rizkalla	2005 - Dec 2019
Ghaus M. Rizvi	2013 - Dec 2019
Yuliya (Julia) Rozhko	2005 - Dec 2019
Karl Rueb	2016 - Dec 2019
Titus Rusu	2013 - Dec 2019
Lionel Ryan	2018 - Dec 2019
Saeid Safadel	2004 - Dec 2019
Magdy S. Samaan	2008 - Dec 2019
William S. Sanabria Nunez	2010 - Dec 2019
Peter Schmidt	2000 - Dec 2019
George S. Semaan	2005 - Dec 2019
Vladimir (Walter) Serov	2008 - Dec 2019
Tahir Shafiq	1995 - Dec 2019
Urmish Shah	2008 - Dec 2019
Abdul Waheed Shaikh	2012 - Dec 2019
Sat Sharma	2015 - Dec 2019
Duncan Sidey	2006 - Dec 2019
Frank Sigouin-Allan	2001 - Dec 2019
Ferdo Simov	2004 - Dec 2019
John M. Smith	2005 - Dec 2019
Saleh Tadros	2000 - Dec 2019
Sasa (Sasha) Tasic	2005 - Dec 2019
Mihir Thakkar	2009 - Dec 2019
Uthayakaren Thurairajah	2015 - Dec 2019
William Van-Heyst	2012 - Dec 2019
Julio Vilar	2016 - Dec 2019
Cathy Wang	2018 - Dec 2019
Feng Xia (Iris) Wang	2016 - Dec 2019

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	Jianguo Wang	2010 - Dec 2019
	Mingchun (David) Wang	2008 - Dec 2019
	Michael Wong	2018 - Dec 2019
	Donald Worth	1999 - Dec 2019
	Yu Song (Matthew) Xie	2000 - Dec 2019
	Shigong (George) Yin	2004 - Dec 2019
	Sufang (Sarah) Zhang	2005 - Dec 2019
<b>Committee Advisor</b>	Pauline Lebel - Manager, Licensure	2011

\*Chair / Vice Chair continue pending election in January 2019

<b>Fees Mediation Committee (FMC)</b>		
<b>Description</b>	Pursuant to Section 32 of the <i>Professional Engineers Act</i> and Sections 30 and 31 of Regulation 941, the committee is formed as required to mediate or arbitrate fee disputes between engineers and their clients. Council designates members as being eligible to serve on the Fees Mediation Committee.	
	<u>FMC Terms of Reference</u>	
<b>Composition</b>	6 members are currently designated as eligible to serve on the FMC. Committee members are designated by Council. The Complaints Review Councillor and members of Complaints or Discipline Committees are not eligible for membership on the FMC.	
	<b>FMC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	<i>Kathryn G. Sutherland (2006)*</i>	2006 - Dec 2019
	Gordon Danson	2006 - Dec 2019
	Billy Haklander	2018 - Dec 2019
	Peter F. Scott	1989 - Dec 2019
	Jude Tremblay	2018 - Dec 2019
	Paul Walters	2018 - Dec 2019
<b>Committee Advisor</b>	Sal Guerriero - Manager, Tribunals	2012
<b>Staff Support</b>	Svitlana Tereshchenko - Tribunals Law Clerk	2012

\*Chair continues pending election in January 2019

<b>Government Liaison Committee (GLC)</b>		
<b>Mandate as per Terms of Reference</b>	To provide oversight and guidance for the PEO Government Liaison Program (GLP).	
	<u>GLC Terms of Reference</u>	
<b>Composition</b>	Member of the Regional Councillors Committee (RCC), 2 LGA members of Council, Chapter GLP Chair, P.Eng. active in a Riding Association, P.Eng. member of OSPE's Political Action Network, P.Eng. member of Engineers Canada Bridging Engineers and Government Program, Executive Director of the Ontario Centre of Engineering and Public Policy, the President and the President-elect are ex-officio members.	
	<b>GLC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	<i>Councillor Turnbull (RCC representative) (2018)*</i>	2016 - AGM 2019
<b>Vice Chair</b>	<i>Gabriel Tse (Chapter GLP Chair) (2016)*</i>	2014 - Dec 2019
	LGA Councillor Kirkby	2017 - Council term end
	Arjan Arenja (GLC Chair)	2018 - Dec 2019
	Nick Colucci (ACV representative)	2017 - Dec 2019

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	Jerome James (OSPE PAN)	2018 - OSPE AGM 2019
	Christine Hill (CEO representative)	2018 - Dec 2019
	Daniel King, EIT	2015 - Dec 2019
	Jeffrey Lee (P.Eng. in Riding Association)	2018 - Dec 2019
	Angel Serah (student representative)	2014 - Dec 2019
	Rakesh Shreewastav (Engineers Canada BG&E)	2015 - Dec 2019
<b>Ex-officio members</b>	Johnny Zuccon - Interim Registrar	2018
	Howard Brown - GLP Consultant	2010
<b>Committee Advisor</b>	Jeannette Chau - Manager, Government Liaison Programs	2011

\*Chair / Vice Chair continue pending election in January 2019

<b>Licensing Committee (LIC)</b>		
<b>Mandate as per Terms of Reference</b>	To coordinate and integrate the ongoing development of PEO's licensing requirements and processes, including the inputs of other PEO committees and external stakeholders involved in the licensing process.	
	<u>LIC Terms of Reference</u>	
<b>Composition</b>	Nine members as follows: two (2) to be nominated by the Academic Requirements Committee (ARC) – one for a 3-year term, and one for a 2-year term; two (2) to be nominated by the Experience Requirements Committee (ERC) – one for a 3-year term, and one for a 2-year term; one(1) to be nominated by the Registration Committee (REC) for a 3-year term; one (1) to be nominated by the Legislation Committee (LEC) for a 1-year term, as liaison with LEC and Council; three (3) other members to be drawn from among PEO volunteers with extensive domain knowledge of licensure – one for a 3-year term, and two for a 2-year term.	
	<b>LIC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	<i>Barna Szabados (ARC, 3-year term) (2018)*</i>	2014 - Dec 2020
<b>Vice Chair</b>	<i>Santosh Gupta (ERC, 3-year term) (2018)*</i>	2014 - Dec 2020
<b>Council Liaison</b>	Councillor Fraser (2018) (ARC, 2-year term)	2014 - Dec 2020
	Christian Bellini (member-at-large, 2-year term)	2014 - Dec 2020
	George Comrie (member-at-large, 3-year term)	2014 - Dec 2020
	Mohinder Grover (ERC, 2-year term)	2019 - Dec 2020
	David Kiguel (member-at-large, 2-year term)	2017 - Dec 2019
	Lola Hidalgo (member-at-large, 3-year term)	2018 - Dec 2020
	David Kiguel (member-at-large, 2-year term)	2017 - Dec 2019
	TBD (LEC, 1-year term)	
<b>Committee Advisor</b>	Michael Price - Deputy Registrar, Licensing and Registration	2014

\*Chair / Vice Chair continue pending election in January 2019

<b>PEO-OAA Joint Liaison Committee (PEO-OAA JLC) - inactive</b>		
<b>Mandate as per Terms of Reference</b>	To coordinate the enforcement of the <i>Professional Engineers Act</i> and the <i>Architects Act</i> with respect to required engineering and architectural qualifications for the design and general review services related to building construction. This committee is also expected to discuss any issues which may arise relating to scope of work. The committee will refer issues as necessary to the Joint Practice Board, Council, Enforcement Committee or other groups.	
	<u>JLC Terms of Reference</u>	

New appointments are in **bold**.

OSPE or Engineers Canada representatives are identified with beige highlight.

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

<b>Composition</b>	Committee is administered jointly by PEO and OAA; currently, 5 PEO representatives with extensive Ontario Building Code experience.	
<b>PEO-OAA JLC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Co-Chair</b>	Chris Roney (2008) (PEO)	2008
<b>Co-Chair</b>	TBD (OAA)	
<b>Council Liaison</b>	TBD	
	Mark Bendix	2008
	David Dengler	2008
	David Tipler	2008
<b>Committee Advisor</b>	Bernard Ennis - Director, Policy and Professional Affairs	2008

<b>Professional Standards Committee (PSC)</b>		
<b>Mandate as per Terms of Reference</b>	To fulfill that part of the second of the additional objects of the Act dealing with establishing, maintaining and developing standards of practice: 2(4) For the purpose of carrying out its principal object, the Association has the following additional objects: 2. To establish, maintain and develop standards of qualification and standards of practice for the practice of professional engineering.	
	<u>PSC Terms of Reference</u>	
<b>Composition</b>	Approximately 12 members; MUST be P.Eng.; Volunteers represent a variety of engineering practice; also operates with a number of Guideline sub-groups of non-committee members.	
<b>PSC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	<i>Wai-Man (Fanny) Wong (2018)*</i>	2010 - Dec 2019
<b>Vice Chair</b>	<i>Neil Kennedy (2018)*</i>	2015 - Dec 2019
<b>Council Liaison</b>	Councillor MacCumber (2018)	2018 - Council term end
	Jamie Catania	2014 - Dec 2019
	Roger Jones	2010 - Dec 2019
	Dale Kerr	2015 - Dec 2019
	James Lowe	2018 - Dec 2019
	Nicholas Pfeiffer (Past Chair)	2012 - Dec 2019
	L. Brian Ross	1999 - Dec 2019
	1 vacancy	
<b>PSC Subcommittee Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Coordinating Licensed Professionals Subcommittee</b>	Wai-Man (Fanny) Wong - Chair	2017 - Dec 2019
	Mark Bendix	2017 - Dec 2019
	Eric Czerniak	2017 - Dec 2019
	Majid Haji-Alikhani	2017 - Dec 2019
<b>Design Evaluations of Demountable Event Structures Subcommittee</b>	Neil Kennedy - Chair	2016 - Dec 2019
	Jeff Archbold	2016 - Dec 2019
	Antonio (Tony) Crimi	2016 - Dec 2019
	Ronald (Ron) Koerth	2016 - Dec 2019
	J. Albert Schepers	2016 - Dec 2019
	James Wilkinson	2016 - Dec 2019

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<b>Environmental Site Assessment Subcommittee</b>	Andy Lee - Chair	2017 - Dec 2019
	Adrian Bishop	2017 - Dec 2019
	Andrea Bulanda	2017 - Dec 2019
	Dave Flynn	2017 - Dec 2019
	Tom Grimminck	2017 - Dec 2019
	Thomas Jones	2017 - Dec 2019
	Asif Rashid	2017 - Dec 2019
	<i>Andrea Brown (MECP observer)</i>	2017
	<i>Richard Saunders (MECP observer)</i>	2017
	<i>Jennifer Volpato (MECP observer)</i>	2017
<b>ESDM Reports Subcommittee</b>	Sadie Bachynski	2017 - Dec 2019
	Linda Drisdelle	2017 - Dec 2019
	Al Lightstone	2017 - Dec 2019
	Ravi Mahabir	2017 - Dec 2019
	Nicholas Sylvestre-Williams	2017 - Dec 2019
	Tony Van Der Vooren	2017 - Dec 2019
	<i>Sushant Agarwal (MECP observer)</i>	2017
	<i>Lisa MacCumber (MECP observer)</i>	2017
	<i>Anthony Martella (MECP observer)</i>	2017
<b>Guideline for Performance Audits and Reserve Funds Studies for Condominiums Subcommittee</b>	Dale D. Kerr - Chair	2012 - Dec 2019
	Hitesh Doshi	2012 - Dec 2019
	Henry J. Jansen	2012 - Dec 2019
	Sally Thompson	2017 - Dec 2019
	Edgar Beltran Vargas	2012 - Dec 2019
<b>Guideline for Preparing As-Built and Record Documents Guideline Subcommittee</b>	Wai-Man (Fanny) Wong - Chair (2012)	2012 - Dec 2019
	Sen Hu	2013 - Dec 2019
	James R.H. Lowe	2013 - Dec 2019
	Praneeta Moti	2013 - Dec 2019
	Peter Cornelius Rusch	2013 - Dec 2019
<b>Mineral Projects Subcommittee</b>	Jason Cox	2017 - Dec 2019
	Mike Hoffman	2017 - Dec 2019
	Eugene Puritch	2017 - Dec 2019
	<i>Craig Waldie (OSC observer)</i>	2017
<b>Structural Engineering Assessment Guideline Subcommittee</b>	L. Brian Ross - Chair (2013)	2013 - Dec 2019
	Norm Becker	2013 - Dec 2019
	Jeremy Bishop	2013 - Dec 2019
	Donald R. Ireland	2013 - Dec 2019
	Neil A. Kennedy	2013 - Dec 2019
	Rashmi Nathwani	2014 - Dec 2019
	Will Teron	2013 - Dec 2019
	<i>Roger Jeffreys (observer)</i>	since 2015
<b>The Use of Professional Engineer Seal Subcommittee</b>	L. Brian Ross - Chair (2017)	2017 - Dec 2019
	Dan Gartenburg	2017 - Dec 2019
	Peter Cornelius Rusch	2017 - Dec 2019
	Nasir Qureshi	2017 - Dec 2019
	<i>Ray Yousef (ESA observer)</i>	2017

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	<i>Lola Mireya Hidalgo (MTO observer)</i>	2017
<b>Committee Advisor</b>	José Vera - Manager, Practice and Standards	2011
<b>Staff Support</b>	Sherin Khalil - Standards and Guidelines Development Coordinator	2014

\*Chair / Vice Chair continue pending election in January 2019

<b>Registration Committee (REC)</b>		
<b>Description</b>	To hold hearings, when required by the applicant, subsequent to a receipt of a Registrar's Notice of a proposal to refuse to issue a licence, limited licence, temporary licence, provisional licence and Certificate of Authorization. To hold hearings at the request of a licensee or certificate holder in respect of a Registrar's proposals to suspend or revoke a limited licence, temporary licence, provisional licence and Certificate of Authorization.	
	<u>REC Terms of Reference</u>	
<b>Composition</b>	10 members	
	<b>REC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	<i>Virendra Sahni (2016)*</i>	2004 - Dec 2019
<b>Vice Chair</b>	<i>Chee Lee (2016)*</i>	2006 - Dec 2019
<b>Council Liaison</b>	LGA Councillor Chan (2017)	2017 - Council term end
	LGA Councillor Lederman, QC	2018 - Dec 2019
	Stella Harmantas Ball, LL.B.	2016 - Oct 2021
	Paul Ballantyne	2016 - Dec 2019
	Bogdan Damjanovic	2006 - Dec 2019
	Joseph Khatamay	2004 - Dec 2019
	Charles McDermott	2016 - Dec 2019
	Simon Sukstorf	2014 - Dec 2019
	Anthony C Tam	2000 - Dec 2019
<b>Committee Advisor</b>	Johnny Zuccon - Interim Registrar	2008

\*Chair / Vice Chair continue pending election in January 2019

<b>Volunteer Leadership Conference Planning Committee (VLCPC)</b>		
<b>Mandate as per Terms of Reference</b>	The Volunteer Leadership Conference Planning Committee (VLCPC) is responsible for organizing an annual conference, to be held in conjunction with PEO's Annual General Meeting, that would involve both chapter and committee volunteer leaders and include topics related to PEO policy, governance issues, regulatory process and leadership development with a regulatory focus.	
	<u>VLCPC Terms of Reference</u>	
<b>Composition</b>	The VLCPC membership will consist of: one representative/advisor from the Executive Committee (EXE), to be appointed by the EXE; two representatives/advisors from the Advisory Committee on Volunteers (ACV), to be appointed by the ACV; two representatives/advisors from the Regional Councillors Committee (RCC), to be appointed by the RCC; Director, People Development; and Manager, Chapters.	
	<b>VLCPC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	<i>Márta Ecsedi (2018)* (ACV representative)</i>	2016 - AGM 2019
<b>Vice Chair</b>	<i>Guy Boone (2018)* (RCC representative)</i>	2018 - AGM 2019

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	Nancy Hill (EXE representative)	2018 - AGM 2019
	Nick Colucci (ACV representative)	2018 - AGM 2019
	Warren Turnbull (RCC representative)	2015 - AGM 2019
<b>Committee Advisors</b>	Margaret Braun - (Acting) Director, People Development	2018
	Adeilton Ribeiro - (Acting) Manager, Chapters	2018
<b>Staff Support</b>	Viktoria Aleksandrova - Committee Coordinator	2014

\*Chair / Vice Chair continue pending election in June 2019

### Section 3: Regional Committees

<b>East Central Regional Congress Committee</b>		
<b>Mandate</b>	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
<b>Composition</b>	14 members: two (2) Regional Councillors , two (2) official delegates per each of the six (6) Chapters within the East Central Region.	
	<b>Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Chong (2018)	2017 - AGM 2019
<b>Vice Chair</b>	Councillor Torabi (2018)	2018 - AGM 2020
	East Toronto Chapter delegates (2)	n/a
	Lake Ontario Chapter delegates (2)	n/a
	Scarborough Chapter delegates (2)	n/a
	Simcoe Muskoka Chapter delegates (2)	n/a
	Willowdale Thornhill Chapter delegates (2)	n/a
	York Chapter delegates (2)	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

<b>Eastern Regional Congress Committee</b>		
<b>Mandate</b>	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
<b>Composition</b>	16 members: two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the Eastern Region.	
	<b>Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Bhatia (2018)	2017 - AGM 2019
<b>Vice Chair</b>	Councillor Boone (2018)	2016 - AGM 2020
	Algonquin Chapter delegates (2)	n/a
	Kingston Chapter delegates (2)	n/a
	Ottawa Chapter delegates (2)	n/a
	Peterborough Chapter delegates (2)	n/a
	Quinte Chapter delegates (2)	n/a
	Thousand Island Chapter delegates (2)	n/a
	Upper Canada Chapter delegates (2)	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

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<b>Northern Regional Congress Committee</b>		
<b>Mandate</b>	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
<b>Composition</b>	16 members: two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the Northern Region.	
<b>Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Subramanian (2018)	2018 - AGM 2019
<b>Vice Chair</b>	Councillor Robert (2018)	2018 - AGM 2020
	Algoma Chapter delegates (2)	n/a
	Lake of the Woods Chapter delegates (2)	n/a
	Lakehead Chapter delegates (2)	n/a
	North Bay Chapter delegates (2)	n/a
	Porcupine Kapuskasing Chapter delegates (2)	n/a
	Sudbury Chapter delegates (2)	n/a
	Temiskaming Chapter delegates (2)	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

<b>West Central Regional Congress Committee</b>		
<b>Mandate</b>	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
<b>Composition</b>	16 members: Two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the West Central Region.	
<b>Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Turnbull (2018)	2015 - AGM 2019
<b>Vice Chair</b>	Councillor MacCumber (2018)	2018 - AGM 2020
	Brampton Chapter delegates (2)	n/a
	Etobicoke Chapter delegates (2)	n/a
	Kingsway Chapter delegates (2)	n/a
	Mississauga Chapter delegates (2)	n/a
	Oakville Chapter delegates (2)	n/a
	Toronto Humber Chapter delegates (2)	n/a
	West Toronto Chapter delegates (2)	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

<b>Western Regional Congress Committee</b>		
<b>Mandate</b>	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
<b>Composition</b>	20 members: Two (2) Regional Councillors, two (2) official delegates per each of the nine (9) chapters within the Western Region.	
<b>Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Lola Hidalgo Salgado (2018)	2017 - AGM 2019
<b>Vice Chair</b>	Councillor Houghton (2018)	2016 - AGM 2020

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	Brantford Chapter delegates (2)	n/a
	Chatham Kent Chapter delegates (2)	n/a
	Georgian Bay Chapter delegates (2)	n/a
	Grand River Chapter delegates (2)	n/a
	Hamilton-Burlington Chapter delegates (2)	n/a
	Lambton Chapter delegates (2)	n/a
	London Chapter delegates (2)	n/a
	Niagara Chapter delegates (2)	n/a
	Windsor-Essex Chapter delegates (2)	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

### East Central Regional Election and Search Committee – (RESC)

<b>Mandate</b>	To find, motivate and act as a resource for suitable potential candidates for the election of East Central Region Councillor.	
<b>Composition</b>	<i>7 members: Vice Chair of the East Central Regional Congress Committee (aka junior East Central Regional Councillor), the elected Chapter Chairs from the six (6) Chapters within the East Central Region.</i>	
	<b>Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Torabi (2018)	2018 - AGM 2019
	East Toronto Chapter Chair	n/a
	Lake Ontario Chapter Chair	n/a
	Scarborough Chapter Chair	n/a
	Simcoe Muskoka Chapter Chair	n/a
	Willowdale Thornhill Chapter Chair	n/a
	York Chapter Chair	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

### Eastern Regional Election and Search Committee – (RESC)

<b>Mandate</b>	To find, motivate and act as a resource for suitable potential candidates for the election of Eastern Region Councillor.	
<b>Composition</b>	<i>8 members: Vice Chair of the Eastern Regional Congress Committee (aka junior Eastern Regional Councillor), the elected Chapter Chairs from the seven (7) Chapters within the Eastern Region.</i>	
	<b>Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Boone (2018)	2018 - AGM 2019
	Algonquin Chapter Chair	n/a
	Kingston Chapter Chair	n/a
	Ottawa Chapter Chair	n/a
	Peterborough Chapter Chair	n/a
	Quinte Chapter Chair	n/a
	Thousand Island Chapter Chair	n/a
	Upper Canada Chapter Chair	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

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<b>Northern Regional Election and Search Committee – (RESC)</b>		
<b>Mandate</b>	To find, motivate and act as a resource for suitable potential candidates for the election of Northern Region Councillor.	
<b>Composition</b>	<i>8 members: Vice Chair of the Northern Regional Congress Committee (aka junior Northern Regional Councillor), the elected Chapter Chairs from the seven (7) Chapters within the Northern Region.</i>	
<b>Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Robert (2018)	2018 - AGM 2019
	Algoma Chapter Chair	n/a
	Lake of the Woods Chapter Chair	n/a
	Lakehead Chapter Chair	n/a
	North Bay Chapter Chair	n/a
	Porcupine Kapuskasing Chapter Chair	n/a
	Sudbury Chapter Chair	n/a
	Temiskaming Chapter Chair	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

<b>West Central Regional Election and Search Committee – (RESC)</b>		
<b>Mandate</b>	To find, motivate and act as a resource for suitable potential candidates for the election of West Central Region Councillor.	
<b>Composition</b>	<i>8 members: Vice Chair of the West Central Regional Congress Committee (aka junior West Central Regional Councillor), the elected Chapter Chairs from the seven (7) Chapters within the West Central Region.</i>	
<b>Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor MacCumber	2018 - AGM 2019
	Brampton Chapter Chair	n/a
	Etobicoke Chapter Chair	n/a
	Kingsway Chapter Chair	n/a
	Mississauga Chapter Chair	n/a
	Oakville Chapter Chair	n/a
	Toronto Humber Chapter Chair	n/a
	West Toronto Chapter Chair	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

<b>Western Regional Election and Search Committee – (RESC)</b>		
<b>Mandate</b>	To find, motivate and act as a resource for suitable potential candidates for the election of East Central Region Councillor.	
<b>Composition</b>	<i>10 members: Vice Chair of the Western Regional Congress Committee (aka junior Western Regional Councillor), the elected Chapter Chairs from the seven (9) Chapters within the Western Region.</i>	
<b>Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Houghton (2018)	2018 - AGM 2019

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	Brantford Chapter Chair	n/a
	Chatham Kent Chapter Chair	n/a
	Georgian Bay Chapter Chair	n/a
	Grand River Chapter Chair	n/a
	Hamilton Burlington Chapter Chair	n/a
	Lambton Chapter Chair	n/a
	London Chapter Chair	n/a
	Niagara Chapter Chair	n/a
	Windsor Essex Chapter Chair	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

### Section 4: Task Forces

<b>30 by 30 Task Force (30/30 TF)</b>		
<b>Mandate as per Terms of Reference</b>	For PEO to show visible leadership in addressing the underrepresentation of women licensed in the profession by formally endorsing the 30 by 30 initiative with Engineers Canada and committing to undertaking an action plan to resolve this inequity.	
	<u>30 by 30 Terms of Reference</u>	
<b>30 by 30 Task Force Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	Helen Wojcinski (Ontario rep from Engineers Canada Equitable Participation Committee 2017-2018)	2018 - TBD
<b>Vice Chair</b>	Christian Bellini (Member of EXE 2017-2018)	2018 - TBD
<b>Council Liaison</b>	Bob Dony (PEO President 2017-2018) (2018)	2018 - TBD
	Councillor Hidalgo (PEO Councillor)	2018 - TBD
<b>Committee Advisor</b>	Jeannette Chau - Manager, Government Liaison Programs	2018

<b>Governance Working Group Phase 1 (GWGP1)</b>		
<b>Mandate as per Terms of Reference</b>	To deliver a report for Council approval prior to the 2019 AGM to confirm if a governance review is warranted.	
	<u>GWGP1 Terms of Reference</u>	
<b>GWGP1 Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	LGA Councillor Spink (2018)	2018 - TBD
<b>Vice Chair</b>	Councillor Fraser (2018)	2018 - TBD
<b>Council Liaison</b>	LGA Councillor Lederman, QC (2018)	2018 - Council term end
	George Comrie	2018 - TBD
	Katherine Crewe	2018 - TBD
	Jim Grey	2018 - TBD
	Gillian Julien	2018 - TBD
<b>Committee Advisor</b>	Scott Clark - Chief Administrative Officer	2018
<b>Staff Support</b>	Ralph Martin - Manager, Secretariat	2018

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<b>Emerging Disciplines Task Force (EDTF)</b>		
<b>Mandate as per Terms of Reference</b>	To develop a clear understanding of emerging engineering practices (Established by Council Motion, March 28, 2008)	
	<u>EDTF Terms of Reference</u>	
<b>EDTF Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	Peter DeVita (2008)	2008 - Dec 2019
<b>Vice Chairs</b>	George Comrie (2010)	2008 - Dec 2019
	Argyrios (Gerry) Margaritis (2010)	2008 - Dec 2019
<b>Council Liaison</b>	TBD	
	Laura Deakin	2010 - Dec 2019
	James Finch	2008 - Dec 2019
	Brian Haydon (Canadian Standards Association)	2012 - Dec 2019
	Roger Jones	2010 - Dec 2019
	Yuri Kuzyk	2008 - Dec 2019
	Tyson Macaulay	2009 - Dec 2019
	Ian Marsland	2011 - Dec 2019
<b>Observers</b>	<i>Corneliu Chisu (member 2010-2012)</i>	<i>since 2012</i>
	<i>Tze-Wei (John) Yeow (member 2009-2012)</i>	<i>since 2012</i>
<b>Committee Advisor</b>	Jordan Max - Manager, Policy	2008

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

<b>Succession Planning Task Force (SPTF)</b>		
<b>Mandate as per Terms of Reference</b>	Task Force that develops an implementation program for the succession planning recommendations approved by Council at its June 23, 2017 meeting.	
	<u>SPTF Terms of Reference</u>	
<b>SPTF Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	TBD	

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<b>Vice Chair</b>	TBD	
	Paul Ballantyne	2018 - TBD
	Cassie Frengopoulos	2018 - TBD
	Ken McMartin	2018 - TBD
	Michael Wesa	2018 - TBD
	Rob Willson	2018 - TBD
<b>Committee Advisor</b>	Scott Clark - Chief Administrative Officer	2018
<b>Staff Support</b>	Ralph Martin - Manager, Secretariat	2018

### Section 5: Appointments to External Boards

<b>Canadian National Exhibition Association (CNEA)</b>	<b>Term End</b>
Kathryn Woodcock (appointed as of Oct 2017)	Oct 2018*

\*Appointment term is under review by the Canadian National Exhibition Association (CNEA)

<b>Engineers Canada - Board of Directors</b>	<b>Term End</b>	
Annette Bergeron	(appointed as of March 2014, re-appointed as of EC AGM 2018)	EC AGM 2020
Christian Bellini	(appointed as of EC AGM 2018)	EC AGM 2021
David Brown	(appointed as of EC AGM 2016)	EC AGM 2019
Dannu Chui	(appointed as of EC AGM 2017)	EC AGM 2020
Rakesh Shreewastav	(appointed as of June 2013, re-appointed as of EC AGM 2018)	EC AGM 2019

<b>National Engineering Month Ontario Steering Committee (NEMOSC)</b>	<b>Term End</b>
George Comrie	TBD

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

### Section 6: Nominations to External Boards

<b>Canadian Engineering Accreditation Board (CEAB) - Member from Ontario</b>	<b>Term</b>
Ramesh Subramanian (nomination approved in Sept 2018)*	3-year term*

\*Pending approval by Nominating Committee of Engineer's Canada

<b>Canadian Engineering Qualifications Board (CEQB) - Member from Ontario</b>	<b>Term</b>
Roydon Fraser (appointed as of Feb 2014, re-appointed in April 2017)	July 1, 2017 - June 30, 2020

<b>Greater Toronto Airports Authority (GTAA) - PEO nominee</b>	<b>Term End</b>
Kathy Milsom (appointed as of May 2013, re-appointed in 2016)	May 2019

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<b>Section 2: Other Committees reporting to Council</b>	
Academic Requirements Committee (ARC)	page 5
Advisory Committee on Volunteers (ACV)	page 6
Awards Committee (AWC)	page 7
Central Election and Search Committee (CESC)	page 8
Complaints Committee (COC)	page 8
Complaints Review Councillor (CRC)	page 9
Consulting Engineer Designation Committee (CEDC)	page 9
Discipline Committee (DIC)	page 10
Education Committee (EDU)	page 11
Enforcement Committee (ENF)	page 12
Equity and Diversity Committee (EDC)	page 13
Experience Requirements Committee (ERC)	page 13
Fees Mediation Committee (FMC)	page 17
Government Liaison Committee (GLC)	page 17
Licensing Committee (LIC)	page 18
PEO-OAA Joint Liaison Committee (JLC)	page 18
Professional Standards Committee (PSC)	page 19
Registration Committee (REC)	page 21
Volunteer Leadership Conference Planning Committee (VLCPC)	page 21
<b>Section 3: Regional Committees</b>	
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Eastern Regional Congress Committee	page 22
Northern Regional Congress Committee	page 23
West Central Regional Congress Committee	page 23
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East Central Regional Election and Search Committee	page 24
Eastern Regional Election and Search Committee	page 24
Northern Regional Election and Search Committee	page 25
West Central Regional Election and Search Committee	page 25
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<b>Section 4: Task Forces</b>	
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Public Information Campaign (PIC) Task Force	page 27
Succession Planning Task Force (SPTF)	page 27
<b>Section 5: Appointments to External Boards</b>	
<b>Section 6: Nominations to External Boards</b>	
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New appointments are in **bold**.

OSPE or Engineers Canada representatives are identified with beige highlight.

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

# Briefing Note – Decision

C-521-2.9

## COMMITTEE / TASK FORCE ANNUAL WORK AND HUMAN RESOURCES PLANS

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

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

**That Council approve the committee / task force work plans and human resources plans as presented to the meeting at C-521-2.9, Appendices A to N.**

**Prepared by:** Margaret Braun MEd, CHRE - (Acting) Director, People and Development

**Moved by:** LGA Councillor Chan, P.Eng.

### 1. Need for PEO Action

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

One of the roles of Council, as identified in the *Committees and Task Forces Policy* (Role of Council, Item 3), is to approve committee/task force mandates, Terms of Reference, annual work plans, and annual human resources plans. Below is the *2019 Work and HR Plans Submission Log*:

Other Committees Reporting to Council	2019 Work Plan	2019 HR plan
Academic Requirements Committee (ARC)	No changes	No changes
Advisory Committee on Volunteers (ACV)	Submitted	Submitted
Awards Committee (AWC)	Submitted	Submitted
Central Election and Search Committee (CESC)	In progress	In progress
Complaints Committee (COC)	Submitted	In progress
Complaints Review Councillor (CRC)	No changes	No changes
Consulting Engineer Designation Committee (CEDC)	Submitted	Submitted
Discipline Committee (DIC)	Submitted	Submitted
Education Committee (EDU)	Submitted	Submitted
Enforcement Committee (ENF)	Submitted	Submitted
Equity and Diversity Committee (EDC)	Submitted	No changes
Experience Requirements Committee (ERC)	Submitted	No changes
Fees Mediation Committee (FMC)	Submitted	Submitted
Government Liaison Committee (GLC)	Submitted	Submitted
Licensing Committee (LIC)	In progress	In progress
Professional Standards Committee (PSC)	Submitted	Submitted
Registration Committee (REC)	Submitted	Submitted
Volunteer Leadership Conference Planning Committee (VLCPC)	In progress	In progress

Task Forces	2019 Work Plan
30 by 30 Task Force (30x30 TF)	Submitted
Emerging Discipline Task Force (EDTF)	No info
Governance Working Group Phase 1 (GWGP1)	In progress
Public Information Campaign Task Force (PIC TF)	Final report going to Council in November.
Succession Planning Task Force (SPTF)	Recently formed, TF has not met yet.

## 2. Proposed Action / Recommendation

That Council approve the submitted human resources plans and work plans for the respective committees/task force, as identified in the table above.

## 3. Next Steps (if motion approved)

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

## 4. Policy or Program contribution to the Strategic Plan

The motion regarding Committee / Task Force Annual Work and Human Resources Plans is related to Objective 9 in the 2018-2020 Strategic Plan.

## 5. Financial Impact on PEO Budgets (for five years)

Not applicable

## 6. 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>
<b>Council Identified Review</b>	Not applicable
<b>Actual Motion Review</b>	Not applicable

## 7. Appendices

- Appendix A – Advisory Committee on Volunteers (ACV)
  - i) 2019 Human Resources Plan (changes are highlighted in grey)
  - ii) 2019 Work Plan
- Appendix B – Awards Committee (AWC)
  - i) 2019 Human Resources Plan (changes are highlighted in grey)
  - ii) 2019 Work Plan
- Appendix C – Complaints Committee (COC)
  - i) 2019 Work Plan
- Appendix D – Consulting Engineer Designation Committee (CEDC)
  - i) 2019 Human Resources Plan (changes are highlighted in grey)
  - ii) 2019 Work Plan
- Appendix E – Discipline Committee (DIC)
  - i) 2019 Human Resources Plan (changes are highlighted in grey)
  - ii) 2019 Work Plan
- Appendix F – Education Committee (EDU)
  - i) 2019 Human Resources Plan (changes are highlighted in grey)
  - ii) 2019 Work Plan
- Appendix G – Enforcement Committee (ENF)
  - i) 2019 Human Resources Plan (changes are highlighted in grey)
  - ii) 2019 Work Plan

- Appendix H – Equity and Diversity Committee (EDC)
  - i) 2019 Work Plan
- Appendix I – Experience Requirements Committee (ERC)
  - i) 2019 Work Plan
- Appendix J – Fees Mediation Committee (FMC)
  - i) 2019 Human Resources Plan (changes are highlighted in grey)
  - ii) 2019 Work Plan
- Appendix K – Government Liaison Committee (GLC)
  - i) 2019 Human Resources Plan (changes are highlighted in grey)
  - ii) 2019 Work Plan
- Appendix L – Professional Standards Committee (PSC)
  - i) 2019 Human Resources Plan (changes are highlighted in grey)
  - ii) 2019 Work Plan
- Appendix M – Registration Committee (REC)
  - i) 2019 Human Resources Plan (changes are highlighted in grey)
  - ii) 2019 Work Plan
- Appendix N – 30 by 30 Task Force (30/30 TF)
  - i) 2019 Human Resources Plan
  - ii) 2019 Work Plan

## HUMAN RESOURCES PLAN - 2019

### ADVISORY COMMITTEE ON VOLUNTEERS (ACV)

<b>Committee:</b> <i>Advisory Committee on Volunteers (ACV)</i>	<b>Plan Year:</b> 2019
<b>Committee Review Date:</b> <i>October 2018</i>	<b>Date Council Approved:</b> TBD

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

**HUMAN RESOURCES PLAN - 2019**  
**ADVISORY COMMITTEE ON VOLUNTEERS (ACV)**

**APPENDIX A**

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

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

**Action plan for volunteer recruitment**

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

**Comments**

## WORK PLAN - 2019

### ADVISORY COMMITTEE ON VOLUNTEERS (ACV)

Approved by Committee: <i>October 2018</i>		Review Date: <i>September 2019</i>	
Approved by Council: <i>TBD</i>		Approved Budget [2019]: <i>TBD</i>	
Mandate [as approved by Council]:	<ul style="list-style-type: none"> <li>To assist and advise committees in fulfilling their operational requirements under the Committees and Task Forces Policy.</li> <li>To assist Council by reviewing proposed revisions to Committee and Task Force - Mandates, Terms of Reference, Work Plans and Human Resource Plans.</li> </ul>		
Equity and Diversity Awareness	<ol style="list-style-type: none"> <li>Was the E &amp; D module reviewed in order to have tasks and activities align with the E&amp;D Policies? <b>YES</b></li> <li>Is each task/activity being done in an equitable manner and engaging diverse groups? <b>YES, the multi-cultural calendar was considered when scheduling the workshop date.</b></li> <li>Are there any barriers to information dissemination, human resources, physical space, and cultural differences? <b>NO, persons with disabilities and food allergies were appropriately accommodated.</b></li> </ol>		
Tasks, Outcomes and Success Measures:	<b>Part 1: Activities – ACV Terms of Reference</b>	<b>Current status (Date):</b>	<b>Due date:</b>
	1. Assist committees/task forces in the preparation of Mandates, Terms of Reference, annual Work Plans and Human Resources (HR) Plans. <i>[Refer to Responsibility 1]</i>	Ongoing	As requested
	2. Identify volunteer training programs. Facilitate implementation of training programs for volunteers. <i>[Refer to Responsibility 2]</i>	Ongoing	As requested
	3. Host Annual workshop of Chairs and Committee Advisors. <i>[Refer to Responsibility 4]</i>	Ongoing	October 26, 2018
	4. Review and refine, if required, guidelines and templates for Committee Work and HR plans. <i>[Refer to Responsibility 5]</i>	Ongoing	As requested
Tasks, Outcomes and Success Measures:	<b>Part 2: Activities – General Operations</b>	<b>Current status (Date):</b>	<b>Due date:</b>
	1. Elect ACV Chair and Vice-Chair for 2019.	In progress	January 2019
	2. Prepare an Annual Report for 2018 to be presented at 2019 PEO AGM.	In progress	Feb-March 2019
	3. Work on development of the 2020 Vital Signs Survey of committee members.	In progress	Jan – Dec 2019
	5. Monitor and ensure ACV webpage is up-to-date.	Ongoing	As requested
	6. Prepare, approve and submit for approval to November Council an ACV Work & HR Plan for 2020.	In progress	September 2019
	7. Prepare, approve and submit for approval to November Council for approval an ACV Roster for 2020.	In progress	September 2019

## WORK PLAN - 2019

### ADVISORY COMMITTEE ON VOLUNTEERS (ACV)

	8. <i>Develop draft committee volunteer self-evaluation policy and procedures.</i>	<i>In progress</i>	<i>In progress</i>
	9. <i>Develop and implement the ACV Succession Plan.</i>	<i>In progress</i>	<i>November 2019</i>
	<b>Part 3: Activities Supporting Committees and Task Forces Policy and Reference Guide:</b>	<b>Current status (Date):</b>	<b>Due date:</b>
	1. <i>Make recommendations to Council on Mandates, Terms of Reference, Work Plans and HR Plans.</i> <i>[Responsibility 5]</i>	<i>Ongoing</i>	<i>As requested</i>
	2. <i>Assist committee/task forces with preparation of the Annual Roster of committee members.</i> <i>[Responsibility 6]</i>	<i>Ongoing</i>	<i>As requested</i>
	3. <i>At the request of Council, review new Committee and Task Force Policy &amp; Procedures.</i>	<i>Ongoing</i>	<i>As requested</i>
	4. <i>Appoint one representative to the Government Liaison Committee (GLC).</i>	<i>Ongoing</i>	<i>January 2019</i>
	5. <i>Appoint two representatives to the Volunteer Leadership Conference (VLC) Planning Committee.</i>	<i>Ongoing</i>	<i>June 2019</i>
<b>Inter-committee collaboration:</b>	Equity and Diversity Committee (EDC) Regional Councillors Committee (RCC) Human Resources Committee (HRC) Other committees and task forces reporting to Council		
<b>Stakeholders:</b>	PEO Council / Committees and Task Forces / Chapters Engineers Canada Other agencies and organizations		

# Human Resources Plan – 2019

C-521-2.9  
Appendix B(i)

## AWARDS COMMITTEE (AWC)

<b>Committee:</b> <i>Awards Committee</i>	<b>Date Developed:</b> <i>September 2018</i>
<b>Committee Review Date:</b>	<b>Date Council Approved:</b> <i>TBD</i>

Categories	Target / Ideal (To meet the needs of the Committee)	Currently in Place	Gap [ST = Short-term Goal LT = Long-term Goal]
<b>Core Competencies</b> <ul style="list-style-type: none"> <li>• Skills/Abilities</li> <li>• Expertise/Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Key objectives and core competencies are listed in Appendix A</li> </ul>	<ul style="list-style-type: none"> <li>• See Appendix A</li> </ul>	<ul style="list-style-type: none"> <li>• No gaps</li> </ul>
<b>Committee Membership</b>	<ul style="list-style-type: none"> <li>• <b>11 members</b></li> <li>• At least 1 Councillor, 2 OSPE appointees, 1 OOH Companion and at least 3 from the OOH list and from the OPEA</li> </ul>	<ul style="list-style-type: none"> <li>• <b>8 members</b> (2 OSPE &amp; 1 Councillor) – after 3 senior members of the AWC retiring at the end of 2018</li> <li>• <b>5 OOH</b> (1 Companion)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>3 Members</b></li> <li>• <b>1 OPEA recipient</b></li> </ul>
<b>Broad Engagement Career Stage</b>	<ul style="list-style-type: none"> <li>• At least 1 from every career stage ( i.e. early, mid and late)</li> </ul>	<ul style="list-style-type: none"> <li>• <b>6 senior</b> in career</li> <li>• <b>2 mid</b> in career</li> <li>• <b>Majority in Class F</b></li> </ul>	<ul style="list-style-type: none"> <li>• <b>1 early in career</b></li> </ul>
<b>Disciplines &amp; Sectors</b>	<ul style="list-style-type: none"> <li>• At a minimum: 1 from government, 1 from academia, 6 from a wide variety of disciplines and sectors</li> </ul>	<ul style="list-style-type: none"> <li>• Academia, aerospace, automotive, federal / provincial , municipal, private (energy/power, management consulting, legal)</li> <li>• Biochemical, biotech, nanotech chemical, civil, forensic, electrical, mechanical, metallurgical, environmental, chemical</li> </ul>	<ul style="list-style-type: none"> <li>• Academic</li> <li>• Environmental</li> </ul>
<b>Gender / Diversity</b>	<ul style="list-style-type: none"> <li>• At least 1/3 female members</li> </ul>	<ul style="list-style-type: none"> <li>• <b>3 female</b> and 5 male members</li> </ul>	<ul style="list-style-type: none"> <li>• <b>1 female</b></li> </ul>
<b>Geographic Representation</b>	<ul style="list-style-type: none"> <li>• Full geographic representation</li> </ul>	<ul style="list-style-type: none"> <li>• Geographic representation across all regions</li> </ul>	<ul style="list-style-type: none"> <li>• <b>South-Western Ontario</b></li> </ul>
<b>CEAB / International Engineering Graduates</b>	<ul style="list-style-type: none"> <li>• A minimum of 3 CEAB &amp; 2 International engineering graduates</li> </ul>	<ul style="list-style-type: none"> <li>• <b>7 CEAB</b> and 1 IEG</li> </ul>	<ul style="list-style-type: none"> <li>• <b>1 IEG</b></li> </ul>
<b>Licensed –vs– Non-licensed</b>	<ul style="list-style-type: none"> <li>• All P.Engs.</li> </ul>	<ul style="list-style-type: none"> <li>• All P.Engs.</li> </ul>	<ul style="list-style-type: none"> <li>• No gap</li> </ul>
<b>Volunteer Development Plans</b> <ul style="list-style-type: none"> <li>• List potential development opportunities</li> </ul> <b>[See Appendix B]</b>	<ul style="list-style-type: none"> <li>• Advancement to Vice Chair / Chair / Past Chair</li> <li>• Lateral move to other committee/task force</li> <li>• Election to Council</li> <li>• Appointment to external agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Vice Chair appointed by AWC with expectation he / she will become Chair and that current Chair will become Past Chair</li> <li>• For the other roles member self-identify future plans</li> </ul>	<ul style="list-style-type: none"> <li>• No gap</li> </ul>
<b>Succession Planning</b> <ul style="list-style-type: none"> <li>• Time on Committee</li> </ul>	<ul style="list-style-type: none"> <li>• At least 2 members with 0 to 5 years on committee</li> <li>• At least 2 members with 5 to 10 years</li> </ul>	<ul style="list-style-type: none"> <li>• Chair – Jan 2017</li> <li>• 0 to 5 years = <b>7</b></li> <li>• 5 to 10 years = <b>1</b></li> <li>• Over 10 years = <b>0</b></li> </ul>	<ul style="list-style-type: none"> <li>• No gap</li> </ul>
<b>Terms of Office:</b> <ul style="list-style-type: none"> <li>• Chair/Vice Chair</li> <li>• Committee members</li> </ul>	<ul style="list-style-type: none"> <li>• Maximum three (3) consecutive years</li> <li>• At least every two (2) years a new member joins the committee</li> </ul>		

## APPENDIX A

# Human Resources Plan – 2019

## AWARDS COMMITTEE (AWC)

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

<u>List top 3–5 Committee Work Plan Outcomes:</u>	<u>List <b>core competencies</b> for each Work Plan outcome:</u>
1. List of recommended nominees for the OOH, Sterling and OPEA Award submitted to Council (and in the case of OPEA, OSPE board) for approval	<ul style="list-style-type: none"> <li>- Possess a good knowledge of PEO award criteria and selection process</li> <li>- Facilitation, review and evaluation of nomination submissions for OPEA, OOH and Sterling awards programs; independently and then through participation in a structured committee process</li> </ul>
2. A balanced and high caliber pool of nominees for all Awards Programs and External Honours	<ul style="list-style-type: none"> <li>- Ability to develop relationships with engineering stakeholders to promote awareness of awards programs and solicit increased nominations</li> <li>- Ability to oversee, facilitate and evaluate Awards Program Communication Plan and periodically monitor for effectiveness</li> <li>- Promote and make presentations on the Awards Program at Chapter or PEO events, RCC, other external venues, etc.</li> </ul>
3. PEO website that promotes the Awards Program and is user friendly in accessing and completing the nomination processes for the various awards	<ul style="list-style-type: none"> <li>- Proficient understanding of Awards Program nomination process and best practices used in other programs</li> <li>- Ability to contribute to promotion of Awards Programs, website development and electronic submissions</li> </ul>
4. Greater efficiency and easier participation for AWC and PEO members by leveraging technology	<ul style="list-style-type: none"> <li>- Ability to work with technology such as SharePoint and video conferencing</li> </ul>

### B. Action plan for volunteer recruitment

<u>List top 2 – 3 preferred core competencies (knowledge, skills, abilities)</u>	<u>List <b>specific attributes</b> for each core competency</u>	<u>Briefly state <b>how you will meet your needs</b></u>	<b>Resources Needed</b>	<b>Target Date for completion</b>
<ul style="list-style-type: none"> <li>• Ability to assess and make recommendations on how service years are to be calculated for OOH recipients.</li> <li>• Ability to review and understand selection criteria used for the OPEA award recipients – especially Citizenship Award and the new Engineering Project or Achievement Award</li> <li>• Ability to determine process for awarding the Engineering Project or Achievement Award during the OPEA gala.</li> </ul>		Facilitated strategic session (no external resources required)		June 2018 Strategic Session
Ability to work with technology such as SharePoint and video conferencing		PEO training sessions	PEO IT staff	Ongoing at each meeting

# Work Plan – 2019 Awards Committee (AWC)

C-521-2.9 Appendix B(ii)
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<b>Approved by Committee:</b>	<b>Review Date:</b> September 2019
<b>Approved by Council:</b> TBD	<b>Approved Budget:</b> [\$15,025.00 – AWC] [\$4,000 – Sterling Award]
<b>Mandate [as approved by Council]:</b>	To coordinate, manage, promote and monitor the Professional Engineers Ontario (PEO) <u>Ontario Professional Engineers Awards (OPEA) Program, Order of Honour (OOH), Sterling Engineering Intern Award,</u> and External Honours activities to support achievement of the additional object of the Act, which states, "To promote public awareness of the role of the association". (Section 2(4) 4)
<b>Terms of Reference [Key duties]:</b>	<ol style="list-style-type: none"> <li>1. Encourage the nomination and celebration of deserving colleagues for recognition through Professional Engineers Awards Programs (OOH, OPEA and Sterling) and External Honours.</li> <li>2. Promote and raise awareness of the Awards program through:             <ol style="list-style-type: none"> <li>(a) representation at Committee and Chapter events, and</li> <li>(b) communications with employers of engineers, learned societies, associations, and others.</li> </ol> </li> <li>3. Monitor and review past award recipients and other award programs to identify persons deserving further recognition through upgrades or other awards.</li> <li>4. Review and assess eligible nominations for the Ontario Professional Engineers Awards (OPEA), Order of Honour (OOH), Sterling Award and External Awards programs and make recommendations for potential awardees for approval by PEO Council, and by the OSPE Board regarding the OPEA awardees only.</li> <li>5. Participate in establishing parameters for the award ceremonies to recognize recipients of the OOH and OPEA. Participate in the ceremonies.</li> <li>6. Monitor the awards program strategies.</li> <li>7. Review and consider / recommend to Council awards program changes and/or new awards where appropriate.</li> <li>8. Oversight of the nomination for the Engineers Canada Fellowship program and for the Ontario Volunteer Service Award.</li> </ol>
<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</li> <li>2. Is each task/activity being done in an equitable manner and engaging diverse groups? YES</li> <li>3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? NO</li> </ol>

## Work Plan – 2019 Awards Committee (AWC)

<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activities:</b>	<b>Outcomes and Success Measures:</b>	<b>Due date:</b>
	1.1 Facilitate nominations for potential candidates for all awards programs, including keeping track of high calibre candidates for the OPEA awards, OOH upgrades.  1.2 Identify and facilitate eligible nominations for the various External Honours Programs.	A balanced and high calibre pool of nominees for all Awards Programs	Ongoing  Ongoing
	2.1 Contribute and provide input into the development of PEO website as it pertains to the Awards Program. Utilize web-based video-telecom communication and other tools for AWC business.  2.2 Raise the profile of the Ontario Professional Engineers Award for Engineering Project or Achievement.	Promotion of Awards Program on PEO website. User-friendly online nomination process.	Ongoing  Ongoing
	4.1 Assess eligible nominations for the association's OOH.  4.2 Assess applications for the Sterling Award.  4.3 Assess eligible nominations for the OPEA.	List of recommended nominees for the OOH, Sterling and OPEA Award submitted to Council (and in the case of OPEA, OSPE board) for approval	Nov 2019  Nov 2019  Apr 2019
	5.1 Review and update new online survey for the OPEA Gala.  5.2 PEO/OSPE GAC Subcommittee <ul style="list-style-type: none"> <li>• Develop protocol for use of vignettes post award ceremony</li> <li>• Develop protocol for dealing with pictures from the award ceremonies</li> </ul>		Dec 2018  Ongoing

## Work Plan – 2019 Awards Committee (AWC)

	<p>7.1 Review and update the OPEA and OOH nomination forms and process.</p> <p>7.2 Review and update the OOH selection criteria to place more emphasis on the impact a candidate has delivered in their volunteer service to the profession with respect to advancing PEO's Mission.</p> <p>7.3 Implement a newly updated Application Form for the Sterling Engineering Intern Award.</p>	<p>Recognize those that demonstrate leadership and volunteer service that advances PEO's mission</p>	<p>Ongoing</p> <p>2019, for implementation in 2020</p> <p>2019</p>
<b><i>Inter-committee collaboration:</i></b>	Regional Councillors Committee (RCC) – Volunteer recognition		
<b><i>External Stakeholders:</i></b>	OSPE Staff and OSPE Board of Directors Engineers Canada Provincial and Federal Government		

# WORK PLAN - 2019 COMPLAINTS COMMITTEE (COC)

C-521-2.9  
Appendix C(i)

<b>Approved by Committee October 11, 2018</b>	<b>Review Date:</b>
<b>Approved by Council: [DATE]</b>	<b>Approved Budget:</b>
<b>Mandate [as approved by Council]:</b>	<p><b>Duties of Complaints Committee</b></p> <p><u>24. (1)</u> The Complaints Committee shall consider and investigate complaints made by members of the public or members of the Association regarding the conduct or actions of a member of the Association or holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence, but no action shall be taken by the Committee under subsection (2) unless,</p> <ul style="list-style-type: none"> <li>(a) a written complaint in a form that shall be provided by the Association has been filed with the Registrar and the member or holder whose conduct or actions are being investigated has been notified of the complaint and given at least two weeks in which to submit in writing to the Committee any explanations or representations the member or holder may wish to make concerning the matter; and</li> <li>(b) the Committee has examined or has made every reasonable effort to examine all records and other documents relating to the complaint. R.S.O. 1990, c. P.28, s. 24 (1); 2001, c. 9, Sched. B, s. 11 (30).</li> </ul> <p><b>Idem</b></p> <p><u>(2)</u> The Committee in accordance with the information it receives may,</p> <ul style="list-style-type: none"> <li>(a) direct that the matter be referred, in whole or in part, to the Discipline Committee;</li> <li>(b) direct that the matter not be referred under clause (a); or</li> <li>(c) take such action as it considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. R.S.O. 1990, c. P.28, s. 24 (2).</li> </ul> <p><b>Decision and reasons</b></p> <p><u>(3)</u> The Committee shall give its decision in writing to the Registrar for the purposes of subsection (4) and, where the decision is made under clause (2) (b), its reasons therefor. R.S.O. 1990, c. P.28, s. 24 (3).</p> <p><b>Notice</b></p> <p><u>(4)</u> The Registrar shall mail to the complainant and to the person complained against a copy of the written decision made by the Complaints Committee and its reasons therefor, if any, together with notice advising the complainant of the right to apply to the Complaints Review Councillor under section 26. R.S.O. 1990, c. P.28, s. 24 (4); 2006, c. 19, Sched. B, s. 14.</p> <p><b>Hearing</b></p> <p><u>(5)</u> The Committee is not required to hold a hearing or to afford to any person an opportunity for a hearing or an opportunity to make oral submissions before making a decision or giving a direction under this section. R.S.O. 1990, c. P.28, s. 24 (5).</p>
<b>Terms of Reference [Key duties]:</b>	<p>To investigate and consider complaints made by the public or members of the association regarding the conduct or actions of PEO licence and Certificate of Authorization holders.</p> <p>To determine the appropriate course of action with respect to those complaints, in accordance with Section 24(2) of the Act.</p> <p>To refer matters for the Discipline Committee to hear and determine allegations of professional misconduct or incompetence against licence holders or Certificate of Authorization holders, as deemed necessary.</p>

## WORK PLAN - 2019 COMPLAINTS COMMITTEE (COC)

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

# HUMAN RESOURCES PLAN - 2019

## CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

Committee: Consulting Engineer Designation Committee (CEDC)	
Committee Review Date: August 16, 2018	

Categories	Currently in Place	Required in 12 months (Identified "Gap" for each Core Competency)	Required in 2 to 5 years
<b>Core Competencies</b> <ul style="list-style-type: none"> <li>• Skills</li> <li>• Abilities</li> <li>• Expertise</li> <li>• Knowledge</li> </ul> <p style="text-align: right; margin: 0;"><i>[See Appendix A]</i></p>	Key objectives & core competencies are listed in Appendix A	No gap	No gap
<b>Committee Membership</b>	9 Members	No gap	No gap
<b>Broad Engagement</b> Career Stage	At least 15 years of Canadian experience as CED.	No gap	No gap
Disciplines	Need as broad a coverage as possible (there are potentially 30 disciplines, but only about 9 Members)	Most disciplines now represented, but possibility may arise that CEDC will require additional reps. from emerging engineering disciplines.	Minimum one member from emerging engineering disciplines. Search continues.
Experience Level	All E level or greater	No gap	No gap
Gender / Diversity	All committee members are male.	All males	At least 1 female member. Search is ongoing.
Geographic Representation	Western, Toronto, Eastern, Southern, Northern (5 Regional Subcommittees)	No gap in CEDC.	No gap.
Licensed -vs- Non-licensed	All P. Engs, Majority CEDs	No gap	No gap

## HUMAN RESOURCES PLAN - 2019

### CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

<p><b>Volunteer Development Plans</b> List Potential development opportunities</p>	<ul style="list-style-type: none"> <li>• Advancement to Chair/Vice Chair</li> <li>• Lateral moves to other committee/task force</li> <li>• Election to Council</li> <li>• Appointment to external agencies or boards</li> <li>• Equity and diversity training</li> </ul>	<p>Several members are active in other PEO committees and on external agencies.</p>	<p>Members are encouraged to participate and provide outreach to external agencies and associations.</p>
<p><b>Volunteer Training</b></p>	<p>New members are trained for necessary skills to perform their duties.</p>		
<p><b>Succession Planning</b>  Time on Committee</p>	<ul style="list-style-type: none"> <li>• At least 2 members with 0 to 5 years on committee</li> <li>• At least 2 members with 5 or more years on committee</li> </ul>	<ul style="list-style-type: none"> <li>• 0 to 5 years = 3</li> <li>• 5 to 10 years = 0</li> <li>• 10 to 15 years = 1</li> <li>• Over 15 years = 5</li> </ul>	
<p><b>Terms of Office</b></p> <ul style="list-style-type: none"> <li>• Chair/Vice Chair</li> <li>• Committee members</li> </ul>	<ul style="list-style-type: none"> <li>• Chair: Maximum of 3 consecutive years, subject to annual renewal.</li> <li>• Vice Chair: Maximum of 3 consecutive years, subject to annual renewal.</li> <li>• Members: Appointed annually for a one-year term, from January to December. May be re-appointed to a maximum of 10 cumulative years*.</li> </ul> <p>*Committee has indicated it will make a case to appeal this provision to Council</p>		

**HUMAN RESOURCES PLAN - 2019**  
**CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)**

**HR Plan APPENDIX A**

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

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

## Work Plan - 2019

### CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

<b>Approved by Committee:</b> August 16, 2018	<b>Review Date:</b> August 2018
<b>Approved by Council:</b>	<b>Approved Budget:</b> -
<b>Mandate [as approved by Council]:</b>	<p>To make recommendations to Council respecting all matters relating to applications for designation and re-designation as a consulting engineer, and applications from Certificate of Authorization Holders for permission to use the title "Consulting Engineer" as specified in Regulation 941. The legislated mandate is as follows:</p> <p><b>56.</b> (1) The Council shall designate as a consulting engineer every applicant for the designation who,</p> <ul style="list-style-type: none"> <li>(a) is a Member;</li> <li>(b) is currently engaged, and has been continuously engaged, for not less than two years or such lesser period as may be approved by the Council, in the independent practice of professional engineering in Canada;</li> <li>(c) has, since becoming a Member, had five or more years of professional engineering experience that is satisfactory to the Council;</li> <li>(d) has passed the examinations prescribed by the Council or has been exempted therefrom, pursuant to subsection (2). R.R.O. 1990, Reg. 941, s. 56 (1); O. Reg. 402/07, s. 1.</li> </ul> <p>(2) The Council may exempt an applicant from any of the examinations mentioned in clause (1) (d) where the Council is of the opinion that the applicant has appropriate qualifications. R.R.O. 1990, Reg. 941, s. 56 (2).</p> <p><b>57.</b> (1) Designation as a consulting engineer expires five years from the date of issuance of notice of the designation. R.R.O. 1990, Reg. 941, s. 57 (1).</p> <p>(2) The Council shall redesignate as a consulting engineer every applicant who,</p> <ul style="list-style-type: none"> <li>(a) is a Member;</li> <li>(b) is currently engaged in the independent practice of professional engineering in Canada; and</li> <li>(c) has during the five years since the date of issue of the applicant's most recent designation as a consulting engineer had professional engineering experience satisfactory to the Council. R.R.O. 1990, Reg. 941, s. 57 (2); O. Reg. 402/07, s. 2.</li> </ul> <p><b>58.</b> The Registrar, upon the granting or refusing of an application for a designation or redesignation shall mail forthwith to the applicant a notice stating,</p> <ul style="list-style-type: none"> <li>(a) that the applicant has or has not been granted a designation or redesignation as a consulting engineer, as the case may be; and</li> <li>(b) in the case of a refusal to grant the designation or redesignation, the reasons therefor. R.R.O. 1990, Reg. 941, s. 58.</li> </ul> <p><b>59.</b> A Member who has been designated or redesignated as a consulting engineer may use the title "consulting engineer" or a variation thereof approved by Council from time to time so long as the Member is in the independent practice of professional engineering and the designation or redesignation is valid. R.R.O. 1990, Reg. 941, s. 59.</p> <p><b>60.</b> For the purpose of this Regulation, a Member shall be deemed to be in the independent practice of professional engineering if the Member,</p>

**Work Plan - 2019**  
**CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)**

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

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

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

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

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

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

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

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

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

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

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

(2) Upon receipt of a request from an applicant pursuant to subsection (1), the Council shall reconsider the application, taking into account the additional information, if any, submitted by the applicant with the request. R.R.O. 1990, Reg. 941, s. 64 (2).

(3) Upon the reconsideration, the Council may make findings of fact by such

## Work Plan - 2019

### CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

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

## Work Plan - 2019

### CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)

	<p>(e) the length of time engaged in independent practice required (s. 61).</p> <ol style="list-style-type: none"> <li>3. Peer review of applicants by subcommittee with overview by Committee consensus.</li> <li>4. Reference report on applicant's performance by referees, including a designated Consulting Engineer.</li> <li>5. When required, a special examination of the candidate by comprehensive interview and candidate follow-up response.</li> <li>6. Provide Council information on the role of CEDC and newly implemented voluntary PEAK program.</li> </ol> <p><b>Success Measurements of Key Duties and Responsibilities:</b></p> <ol style="list-style-type: none"> <li>1. Increased recognition of CED by governments, client groups and the public.</li> <li>2. Interpretative guideline is current and relevant.</li> <li>3. Re-structure committee to meet demand for recognition of emerging engineering disciplines.</li> </ol> <p>The Chair shall submit an annual report, not later than January 15<sup>th</sup> of each year to the CEO/Registrar of the activities of the Committee.</p> <p>By September 30<sup>th</sup> of each year, CEDC shall prepare an annual work plan for the following year. The work plan will include anticipated outcomes, deliverables, and a continuous improvement component. This will be presented to Council at the following January meeting.</p>
<p><b>Equity and Diversity Awareness</b></p>	<p>CEDC chair attended an Equity and Diversity Committee presentation &amp; CEDC members were all emailed the committee's report.</p> <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>

**Work Plan - 2019**  
**CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)**

Tasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	<p><b>Consulting Engineer Designation Applications:</b></p> <p>Under Section 61(2) of Regulation 941 under the <i>Professional Engineers Act</i>, the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC may recommend that Council approve the following typical motions:</p> <ul style="list-style-type: none"> <li>• Exemption from examinations and the applications for <b>designation</b> as Consulting Engineer.</li> <li>• Applications for <b>re-designation</b> as Consulting Engineer.</li> <li>• <b>Permission to use</b> the title “Consulting Engineers” to specific firms.</li> </ul>	<p><b>Outcomes:</b></p> <p><b><u>Legal Implications/Authority</u></b></p> <ol style="list-style-type: none"> <li>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.</li> <li>2. Pursuant to Section 56(1) Council <b>shall</b> designate as a Consulting Engineer every applicant for the Designation who meet the requirements set out in Section 56(1)(a-d). As a result there does not appear to be any discretion for Council to refuse applicants who meet the requirements.</li> <li>3. Pursuant to Section 57(2) Council <b>shall</b> 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.</li> <li>4. Pursuant to section 67, Council has the authority to approve a</li> </ol>	<p>CEDC reports regularly (four times each year) regarding mandate to Council as per Regulation.</p>

**Work Plan - 2019**  
**CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)**

		<p>firm's use of the title "consulting engineers" approved by Council provided the applicant meets the requirements set out in section 67.</p> <p><b>Success measures:</b>  <b>General:</b> Increased recognition of CED by governments, client groups and the public through increased liaison with PEO's Government Liaison Committee (GLC) and Consulting Engineers of Ontario.</p> <p><b>Measure A (refined):</b></p> <ul style="list-style-type: none"> <li>• Number of CEDs expressed as a percentage of the number of P.Engs. listed in section F on the applications for C of As.</li> </ul>	<ul style="list-style-type: none"> <li>• Was 6.13% on Aug 10, 2018</li> <li>• Was 6.14% on Aug 23, 2017</li> <li>• Was 6.7% on Aug 3, 2016</li> <li>• Was 7% on Aug 19, 2015</li> <li>• Was 8.6% on Aug. 19, 2014.</li> <li>• Was 8.4% on Aug. 29, 2013.</li> <li>• (Corresponding data not available for Jul. 29, 2011.)</li> </ul>
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**Work Plan - 2019**  
**CONSULTING ENGINEER DESIGNATION COMMITTEE (CEDC)**

		<p><b>Related Measure:</b></p> <ul style="list-style-type: none"> <li>Number of CEDs expressed as a percentage of the <b>TOTAL</b> number of P.Engs.</li> </ul>	<ul style="list-style-type: none"> <li>Was 1.2% on Aug 10, 2018</li> <li>Was 1.2% on Aug 23, 2017</li> <li>Was 1.3% on Aug 3, 2016</li> <li>Was 1.4% on Aug 19, 2015</li> <li>Was 1.7% on Aug. 19, 2014.</li> <li>Was 1.5% on Aug. 29, 2013.</li> <li>Was 1.6% on July 19, 2011.</li> </ul>
	Maintain the Interpretive Guideline	Interpretative Guideline is current and relevant. Last updated on October 2014.	As needed.
<b>Inter-committee collaboration:</b>	Will be established when necessary.		
<b>Stakeholders:</b>	Consulting Engineers Ontario (CEO)		CEO is represented with an appointed member.

# HUMAN RESOURCES PLAN - 2019

## DISCIPLINE COMMITTEE (DIC)

C-521-2.9  
Appendix E(i)

<b>Committee:</b> Discipline Committee		<b>Date Developed:</b> December 2017	
<b>Committee Review Date:</b> September 28, 2018		<b>Date Council Approved:</b>	
Categories	Currently in Place	Required in 12 Months (Identified "Gap" for each Core Competency)	Required in 2 to 5 Years
<b>Core Competencies</b>	See Appendix A	See Appendix A	
<b>Committee Membership</b>	42 members	40 – 50 members	40 – 50 members
<b>Broad Engagement</b>	<p>Elected Councillor: 3</p> <p>LGA (P.Eng.) Councillor: 2</p> <p>AG (P.Eng.) Members: 3</p> <p>LGA (Lay) Councillor: 2</p> <p>Attorney General (AG) appointee (LL.B.): 4</p> <p>General Member: 28</p>	<p>Improve diversity by recruiting more female General Members and female Elected Councillors to serve on the committee.</p>	<p>50% of Committee members have less than 10 years of service on the Discipline Committee</p>
<b>Volunteer Development Plans</b>	<p><b><u>All Members</u></b></p> <p><b><u>New Members:</u></b></p> <p>a. Attend a DIC meeting and a basic training session</p> <p>b. Participate as a panel member at a contested hearing</p> <p><b><u>New Scribes:</u></b></p> <p>c. Act as a panel scribe (Prerequisite: a and b)</p>	<p><b><u>All Members</u></b></p> <p>Performance Evaluation of panel members to measure sufficiency and effectiveness of training. (in the process of being developed by the Evaluation Task Group)</p> <p><b><u>New Members:</u></b></p> <p>a. Attend the two-day training session developed by the Training Task Group (TTG)</p> <p>b. No Change</p> <p><b><u>New Scribes:</u></b></p> <p>c. Attend the two-day training session developed by the TTG</p>	

**HUMAN RESOURCES PLAN - 2019**  
**DISCIPLINE COMMITTEE (DIC)**

	<p><b><u>Experienced Members:</u></b></p> <p>d. Participate as a panel member at contested hearings (Prerequisite: a and b)</p> <p>e. Participate on subcommittee (Prerequisite: a, b, c, d)</p> <p>f. Attend bi-annual refresher training</p> <p>g. Present training material at a DIC meeting</p> <p><b><u>New Panel Chairs:</u></b></p> <p>h. Attend panel chair training (Prerequisites: d)</p> <p>i. Conduct a panel for a hearing within 12 months after receiving the training (Prerequisite: h)</p> <p><b><u>New Pre-Hearing Conference Chairs:</u></b></p> <p>j. Participate as an observer first prior to presiding at a pre-hearing (Prerequisite: d)</p>	<p><b><u>Experienced Members:</u></b></p> <p>d. No change</p> <p>e. No change</p> <p>f. Attend the two-day training session developed by the TTG.</p> <p>g. Replaced by dedicated training sessions</p> <p><b><u>New Panel Chairs:</u></b></p> <p>h. Obtain SOAR Certificate in Adjudication</p> <p>i. No change</p> <p><b><u>New Pre-Hearing Conference Chairs:</u></b></p> <p>j. No change</p>	<p>f. Attend bi-annual refresher training session (to be developed by TTG).</p> <p>g. volunteer to present refresher training to more junior DIC members.</p> <p><b><u>Panel Chairs</u></b></p> <p>h. All chairs to obtain SOAR certification.</p>
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# HUMAN RESOURCES PLAN - 2019

## DISCIPLINE COMMITTEE (DIC)

### APPENDIX A

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

List Top 3-5 Committee Work Plan Outcomes:	List Core Competencies for Each Work Plan Outcome:
<p>Hear and Decide Matters (Panel Members)</p>	<ul style="list-style-type: none"> <li>a. Knowledge of the applicable sections of the <i>Professional Engineers Act</i> and its Regulations, the <i>Statutory Powers and Procedures Act</i>, the DIC Rules of Procedure and the DIC Handbook:               <ul style="list-style-type: none"> <li>i. Panel chair – Comprehensive Knowledge</li> <li>ii. Experienced Members – Detailed Knowledge</li> <li>iii. New Members – Basic Knowledge</li> </ul> </li> <li>b. Ability to contribute to the panel’s deliberations by understanding the legal arguments presented, finding facts, weighing evidence, and making fair, reasonable decisions that apply the law to the facts and evidence. (all panel members).</li> <li>c. Be committed and enthusiastic. Judicial Temperament. (all panel members).</li> <li>d. Ability to write Decisions and Reasons (scribes).</li> <li>e. Ability to conduct a hearing, including involving the ILC where appropriate (panel chair).</li> <li>f. Have the time required to sit on panels (all panel members).</li> <li>g. Familiarity with Decisions and Reasons in previous matters, judicial reviews of administrative decisions, and PEO reviews of the Complaints and Discipline process (panel chair and experienced members).</li> </ul>
<p>Set hearings (Chair, DIC)</p>	<ul style="list-style-type: none"> <li>a. Ability to obtain mutually available dates from the parties, appoint a panel and issue the Notice of Hearing within the prescribed statutory time.</li> <li>b. Experience conducting a pre-hearing conference.</li> </ul>
<p>Develop Volunteers (Chair, Vice-Chair, DIC)</p>	<ul style="list-style-type: none"> <li>a. Identify training requirements and resources.</li> <li>b. Organize training sessions.</li> <li>c. Conduct training sessions.</li> </ul>

# HUMAN RESOURCES PLAN - 2019

## DISCIPLINE COMMITTEE (DIC)

List Top 3-5 Committee Work Plan Outcomes:	List Core Competencies for Each Work Plan Outcome:
Develop Policy and Plans (Chair, Vice-Chair)	<ul style="list-style-type: none"> <li>a. Develop and analyze policy alternatives.</li> <li>b. Draft proposals to amend the DIC Handbook, Work Plan, and HR Plan.</li> </ul>
Perform Administrative Functions (Chair, DIC)	<ul style="list-style-type: none"> <li>a. Respond to information requests from PEO and Council.</li> <li>b. Draft and provide administrative reports.</li> <li>c. Communicate with Council.</li> </ul>

### 2. Competency Gaps and Action Plan

List top 2 - 3 core competencies missing from the current Committee (knowledge, skills, abilities)	List <u>specific gaps</u> for each core competency	Briefly state <u>how you will close each gap</u>  [i.e.: development plan for current member(s); request for additional volunteer resources]	Resources Needed	Target Date for Completion
Ability to contribute to the panel's deliberations	Understanding allegations and the legal arguments presented, contributing to panels' deliberations and finding facts.	Training and experience (including observing hearings).	Trainers to be identified by the TTG	Experience – Annually, Training – Initial two-day course plus bi-annual refresher
Ability to write Decisions and Reasons	Willingness to write the Decisions and Reasons; ability to communicate effectively in writing; have the time to draft Decisions and Reasons.	Training and experience.	Trainers to be identified by the TTG	Experience – Annually, Training – Initial two-day course plus bi-annual refresher
Comprehensive Knowledge	Of the applicable sections of the PEA and its Regulations, and the DIC's Rules, and detailed knowledge of the DIC Handbook.	Training and experience.	Trainers to be identified by the TTG	Experience – Annually, Training – Initial two-day course plus bi-annual refresher

# HUMAN RESOURCES PLAN - 2019

## DISCIPLINE COMMITTEE (DIC)

List top 2 - 3 core competencies missing from the current Committee (knowledge, skills, abilities)	List <u>specific gaps</u> for each core competency	Briefly state <u>how you will close each gap</u> [i.e.: development plan for current member(s); request for additional volunteer resources]	Resources Needed	Target Date for Completion
Time	The number of practicing engineers on the DIC needs to be increased.	Improving procedures to fairly expedite the hearing process, and encourage companies to allow their employees to participate.	DIC and Council	Medium-term (3-5 years)

**3. Comments**

# WORK PLAN – 2019

## DISCIPLINE COMMITTEE (DIC)

<b>Approved by Committee:</b> September 28, 2018	<b>Review Date:</b>
<b>Approved by Council:</b>	<b>Budget:</b> Committee: \$50,850 (pending Council approval of 2019 budget)

<b>Mandate:</b>	<p>The Discipline Committee (“DIC”) is an independent administrative tribunal whose mandate is, as per sec. 27.1 and 28 of the <i>Professional Engineers Act</i> (“PEA”), which state, in part:</p> <p><b>27.1</b> The Council or the Executive Committee may, by resolution, refer to the Discipline Committee for hearing and determination any allegation of professional misconduct or incompetence on the part of a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence specified in the resolution.</p> <p><b>28</b> (1) The Discipline Committee shall,</p> <p>(a) when so directed by the Council, the Executive Committee or the Complaints Committee, hear and determine allegations of professional misconduct or incompetence against a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence;</p> <p>(b) hear and determine matters referred to it under section 24, 27.1 or 37; and</p> <p>(c) perform such other duties as are assigned to it by the Council.</p> <p>The DIC Chair assigns members to a panel and designates one of them to act as the Chair of the panel pursuant to Section 27 of the PEA. Panels hear and determine allegations of professional misconduct or incompetence against a member or licence holder.</p> <p>The DIC operates within the provisions of the <i>Statutory Powers Procedure Act</i> (“SPPA”).</p>																
<b>Terms of Reference:</b>	Refer to the DIC Terms of Reference approved by Council																
<b>Membership:</b>	<p>PEO Council appoints people to the DIC. The Chair is selected by the members of the DIC.</p> <table style="width: 100%; border: none;"> <tr> <td style="padding-left: 20px;">Section 27(1)(1): Elected Councillor</td> <td style="text-align: right; padding-right: 20px;">3</td> </tr> <tr> <td style="padding-left: 20px;">Section 27(1) 2(i): LGA (P.Eng.) Councillor</td> <td style="text-align: right; padding-right: 20px;">2</td> </tr> <tr> <td style="padding-left: 20px;">Section 27(1) 2(ii): AG (Lay) (P.Eng.) Members</td> <td style="text-align: right; padding-right: 20px;">3</td> </tr> <tr> <td style="padding-left: 20px;">Section 27(1) 3 (i): LGA (Lay) Councillor</td> <td style="text-align: right; padding-right: 20px;">2</td> </tr> <tr> <td style="padding-left: 20px;">Section 27(1) 3 (ii): AG (LL.B.) Appointee</td> <td style="text-align: right; padding-right: 20px;">4</td> </tr> <tr> <td style="padding-left: 20px;">Section 27(1)(4): General Member</td> <td style="text-align: right; padding-right: 20px;">28</td> </tr> <tr> <td style="padding-left: 20px;">Current roster as of September 28, 2018: Total:</td> <td style="text-align: right; padding-right: 20px;"><u>42</u></td> </tr> </table>			Section 27(1)(1): Elected Councillor	3	Section 27(1) 2(i): LGA (P.Eng.) Councillor	2	Section 27(1) 2(ii): AG (Lay) (P.Eng.) Members	3	Section 27(1) 3 (i): LGA (Lay) Councillor	2	Section 27(1) 3 (ii): AG (LL.B.) Appointee	4	Section 27(1)(4): General Member	28	Current roster as of September 28, 2018: Total:	<u>42</u>
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Current roster as of September 28, 2018: Total:	<u>42</u>																
<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activities</b>	<b>Outcomes/ Success Measures</b>	<b>Due Date</b>														
	1. Canvass members for Hearings and achieve:  Responses from total roster within one week:	90% response within 7 days with:	Normal committee operations														

**WORK PLAN – 2019**  
**DISCIPLINE COMMITTEE (DIC)**

	<p>“Yes” available responses: “Not” available responses: No response:</p>	<p>&gt; 50% &lt; 40% &lt; 10%</p>	
	2. Scheduling hearings	<p>Notice of Hearing issued within 90 days of referral</p> <p>Parties are given ample opportunity to prepare for the hearing</p>	Normal committee operations
	3. Issue Decisions and Reasons	<p>Decisions and Reasons released in timely manner: 90 days for merits decision, 60 days for penalty/costs decisions, 60 days for sanctions and publication decisions</p> <p>after receiving final submissions from the parties.</p>	Report to Council every 6 months
	4. Hold a DIC general meeting	2 per year	annual
	5. Implement the recommendations of the Training Task Group to provide adjudication training resources to all committee members	<p>Improve expediency, fairness and quality of decisions.</p> <p>All DIC members serving on panels have completed the adjudication training.</p>	Complete in 2019
	6. Implement the recommendations of the Evaluation Task Group to implement a peer evaluation process for committee members.	<p>Evaluation results available for all DIC members.</p> <p>Data used by DIC Chair to improve member performance through targeted coaching and training.</p>	Complete in 2019
	7. Harmonize Handbook with current rules and procedures.	Review and update	<b>Complete in 1H2019</b>
<b>Planned Achievements</b>	<p>To improve the performance of the Committee according to the Success Measures listed above by implementing:</p> <ul style="list-style-type: none"> <li>A comprehensive training program for all DIC members</li> <li>A process to evaluate the performance of all DIC members while serving on discipline panels</li> <li>Improvements to rules and procedures to fairly expedite the process of hearing and deciding matters.</li> </ul> <p>Refer to the DIC HR Plan approved by Council</p>		

# HUMAN RESOURCES PLAN - 2019

## EDUCATION COMMITTEE (EDU)

C-521-2.9  
Appendix F(i)

Committee: Education Committee (EDU)	Date Developed: October 2018
Committee Review Date: 04 October 2018	Date Council Approved:

	Currently in Place	Required in 12 months (Identified "Gap" for each Core Competency)	Required in 2 to 5 years
<b>Core Competencies</b> <ul style="list-style-type: none"> <li>• Skills</li> <li>• Abilities</li> <li>• Expertise</li> <li>• Knowledge</li> </ul>	EDU has a strong, diverse and talented volunteer membership	N/A	Representative from the Board of Education
<b>Committee Membership</b>	9 Members, each a representative according to the EDU Terms of Reference	No gap	Dependent upon renewal of committee membership and Succession Planning
<b>Broad Engagement</b>			
<ul style="list-style-type: none"> <li>• Career Stage</li> </ul>	At least 1 from every career stage.	No gap	1 Other (student)
<ul style="list-style-type: none"> <li>• Experience Level</li> </ul>	No gap	No gap	1 EIT, 1 Other (student)
<ul style="list-style-type: none"> <li>• Gender/Diversity</li> </ul>	3 female, 6 males	Gender balance	Gender balance
<ul style="list-style-type: none"> <li>• Geographic Representation</li> </ul>	No full geographic representation  Eastern: 11% Western: 22% Northern: 0% East/West Central: 67% (or east central = 56%, west central = 11%)	4 out of 5 regions represented	4 out of 5 regions represented
<ul style="list-style-type: none"> <li>• CEAB Graduates – vs– IEG</li> </ul>	N/A	N/A	IEG representative
<ul style="list-style-type: none"> <li>• Licensed –vs– Non-licensed</li> </ul>	1 non-licensed member: 1 EIT	No gap	1 EIT, 1 Other (student)
<b>Volunteer Development Plans</b>	N/A	Hold a one-day workshop where EDU committee members can attend to receive training in education-related matters and EDU Long-term strategy development. The workshop will explore and identify core	Reviewed Annually

## HUMAN RESOURCES PLAN - 2019

### EDUCATION COMMITTEE (EDU)

		competencies pertaining to EDU sub-committee work.	
<b>Succession Planning</b> <ul style="list-style-type: none"><li>List the members</li></ul>	Succession Plan as identified in revised Terms of Reference in accordance with new Council directive.	Reviewed Annually.	Reviewed Annually
<b>Term of Office</b> <ul style="list-style-type: none"><li>Chair</li><li>Committee members</li></ul>	Term limits as identified in revised Terms of Reference in accordance with new Council directive.	Reviewed Annually	Reviewed Annually

DRAFT

# WORK PLAN - 2019 Education Committee (EDU)

C-521-2.9  
Appendix F(ii)

<b>Approved by Committee:</b> October 3, 2018	<b>Review Date:</b>
<b>Approved by Council:</b> [DATE]	<b>Approved Budget:</b> [DATE]
<b>Mandate [as approved by Council]:</b>	<p>Whereas, there has been a recent declining interest among students (especially female students) in STEM-related careers, and whereas, identified root causes for this decline include images of science, perception of careers, curriculum, teacher experience and gender-based perceptions, therefore, the Education Committee (EDU) commits:</p> <ul style="list-style-type: none"> <li>• To be a leader and value-added influence in the development of education policy, curriculum, and outreach such that high school graduates will have the necessary knowledge, skill, and motivation to succeed in an engineering program.</li> <li>• To support PEO's Envisioned Future (Source: "PEO Envisioned Future", C-459-6.6, Appendix A, approved by Council Sept. 2009) as it relates to "Public awareness of the role of the Association" (PEA Sect 2 (4)4 – <i>Additional Object</i>).</li> <li>• To "support and encourage public information and interest in the past and present role of professional engineering in society" in PEA Sect 8(20). <i>[Approved by Council: 22 March 2013]</i></li> <li>• To comply with "PEO Strategic plan" by conducting annual reviews and proposing new actions aligned with the future PEO goals and objectives.</li> </ul>
<b>Terms of Reference [Key duties]:</b>	<p>The EDU Key Duties and Responsibilities are to support the PEO Envisioned Future and are an important portion of the EDU Terms of Reference. EDU addresses science, math and technology, literacy and other educational issues of relevance to PEO leading up to (but not including) the University / College educational level. The key duties of the Education Committee are:</p> <ol style="list-style-type: none"> <li>1.0 <b>Chapters:</b> Provide support for PEO Chapters to achieve their education outreach goals. The PEO Education committee plans and helps PEO chapters implement valuable learning activities for aspiring engineers, which aids the long-term health of the profession.</li> <li>2.0 <b>Equity and Diversity:</b> Ensure that principles of equity and diversity are reflected in key activities (i.e. French translations of booklets and brochures) supported by the committee.</li> <li>3.0 <b>Guidance to PEO Council</b> on education-related policy: Research and articulate proposed positions on elementary and secondary school education - mathematics, sciences and technology in particular and recommend same to Council.</li> <li>4.0 <b>Strategic Relationships:</b> Establish productive relationships with other organizations whose objects are complimentary.</li> <li>5.0 <b>Program Development:</b> <ul style="list-style-type: none"> <li>• To enhance PEO's public image (A 2018-2020 strategic objective of PEO) by educating Ontarians on the important roles and valuable contributions of professional engineers and of the self-regulating engineering profession in society. <ul style="list-style-type: none"> <li>➤ <i>One key input to the overall PEO "regulatory" process is elementary and secondary education (with particular emphasis on STEM education in the academic preparation for aspiring engineers).</i></li> </ul> </li> <li>• To encourage STEM education from an early age as a matter of sound public policy.</li> </ul> </li> </ol>

## WORK PLAN - 2019 Education Committee (EDU)

	<ul style="list-style-type: none"> <li>➤ <i>Elementary and secondary engineering education is very important to PEO in the overall context of public safety and protecting the public interest.</i></li> <li>• To encourage and assist young people in making informed career choices related to science, technology, and engineering.             <ul style="list-style-type: none"> <li>➤ <i>PEO needs to be certain that there remains a steady flow of talented and skilled individuals into the regulatory framework for engineers. This will ensure the continued existence of a self-regulating engineering profession which strives to keep society safe and also to promote a viable economy in Ontario.</i></li> </ul> </li> <li>• To advise government and the public on educational requirements (e.g. curriculum) for the knowledge economy in general and for engineering in particular.</li> <li>• To support the 30 by 30 program, in order that female students have role models for female engineering leaders</li> </ul> <p>This may include (but is not limited to) the following:</p> <p>5.1 <b>Reaching out to the public</b> - Support holding public events that promote awareness of and the importance of science, technology, engineering and math education (STEM) and the PEO's role in protecting public safety and the public welfare.</p> <p>5.2 <b>Reaching out to the teachers</b> - Support holding information sessions for teachers (as required).</p> <p>5.3 <b>Hard skills development</b> – Focus on “Thinking Skills” and “Lifelong Learning” as the key essential skills for our future engineers.</p> <p>5.4 <b>Soft skills development</b> - Focus on Integrity, Work Ethic, Teamwork and Accountability as crucial work habits for our future engineers.</p>		
<b>Equity and Diversity Awareness</b>	<p>Q1. <i>Was the E &amp; D module reviewed in order to have tasks and activities align with the E&amp;D Policies? Yes.</i></p> <p>Q2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups? Yes.</i></p> <p>Q3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences? No.</i></p>		
<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activities:</b> CD -- Culture and Diversity <ul style="list-style-type: none"> <li>• <i>Ensure that principles of equity and diversity are reflected in key activities supported by EDU.</i></li> </ul>	<b>Outcomes Success measures</b> - Develop learning activities for the under-represented groups in engineering in collaboration with the different participating associations and institutions.  - Consult with other organizations to create inclusive messaging for the under-represented groups in engineering, and to encourage our young and bright female and under-represented students to pursue future careers in science and engineering.	<b>Due date:</b> 2019

**WORK PLAN - 2019**  
**Education Committee (EDU)**

		<ul style="list-style-type: none"> <li>- Encourage local and Ontario-wide business sponsorship to increase funding for future education outreach activities.</li> <li>- Engage the post-secondary engineering Chapter scholarship recipients in EDU activities.</li> <li>- Encourage post-secondary Chapter scholarship recipients to share their experience with our young minds and the future leaders.</li> </ul>	
	<p>CL -- Chapter Liaison</p> <ul style="list-style-type: none"> <li>• <i>Provide enhanced support for the chapter system as recently generally requested by Council.</i></li> </ul>	<ul style="list-style-type: none"> <li>- Liaise with the Chapters on a regular basis through circulation of an interactive website / discussion forum.</li> <li>- Communicate the EDU team activities with an annual digital newsletter and other new forms of digital communication.</li> <li>- Form a Chapter Liaison sub-committee to visit multiple education events held by our chapters and other education organizations each year and, document and pass the knowledge and new skills to the EDU committee members for leading them to success with reaching out to the public and informing them about our profession.</li> <li>- Review chapter funding requests.</li> <li>- Document chapter activity content for evaluation and lessons learned.</li> <li>- Share lessons learned with other EDU stake holders.</li> </ul>	2019
	<p>EC -- Education Conference</p> <ul style="list-style-type: none"> <li>• <i>Organize a conference which will provide the chapters with resources and information to develop innovative education outreach programs</i></li> </ul>	<ul style="list-style-type: none"> <li>- Execute an Education Conference with the active participation of PEO Chapters, with a view toward cost efficiencies through ongoing evolution of the structure, format and frequency of the conference.</li> <li>- Invite stakeholders from the government and our organization to attend the event.</li> </ul>	2019

**WORK PLAN - 2019**  
**Education Committee (EDU)**

		<ul style="list-style-type: none"> <li>- Create awareness about the education program and identify the areas where it needs improvement.</li> <li>- Decide on new actions with Boards of Education to address the current and future needs.</li> <li>- Enable Chapters to develop educational outreach programs that engage students, educators, and the public at large in understanding the diversity of the engineering profession.</li> <li>- Develop a strong partnership between the Chapters and the Education Committee to work together to enhance the promotion of our regulatory engineering profession.</li> <li>- Plan speakers and stakeholders with the ability to make a change to the education curriculum to attend the conference each year.</li> <li>- Include 'Hands-On' learning activities and take aways to the conference scheme.</li> <li>- Initiate new activities and meet semi-annually to measure progress and decide on new actions.</li> <li>- Plan documented activities and material for the education and training of the conference participants.</li> <li>- Invite chapters and members with an interest and current stake in the activities to attend the conference and draw conclusions and decide on new actions from the discussion items at the conference.</li> </ul> <p><i><b>Q2:</b> The multi-cultural calendar was considered when scheduling the workshop date.</i></p> <p><i><b>Q3:</b> Persons with disabilities and food allergies were appropriately accommodated.</i></p>	
	EIF -- Engineering Innovations Forum Liaison	- Liaise with Engineering Innovations Forum by attending multiple meetings.	2019

## WORK PLAN - 2019 Education Committee (EDU)

	<ul style="list-style-type: none"> <li><i>To raise public awareness of engineering innovations and their impacts on Ontario elementary and secondary school students.</i></li> </ul>	<ul style="list-style-type: none"> <li>- Collaborate with industry leaders to promote the culture of innovation in our society.</li> <li>- Connect with post-secondary institutions and our bright students to drive and promote innovation activities</li> </ul>	
	<p>ER -- Educator Resources</p> <ul style="list-style-type: none"> <li><i>Contribute to science, math and technology curriculum development.</i></li> </ul>	<ul style="list-style-type: none"> <li>- Research and review information relating to what society needs from an education system, including creating and distributing relevant communications through applicable media.</li> <li>- Share descriptive and concise messages about our organization and regulated practice of the engineering through our communication channels.</li> <li>- Work with the Ministry of Education to revise Ontario's Math education curriculum.</li> <li>- Collaborate with the Ministry of Education to produce STEM education activities</li> <li>- Review and critic the teaching and education practices in our province</li> <li>- Design an EDU website with our view and recommendations about the education systems in Ontario.</li> <li>- Collaborate with engineering faculties, and partner with others (i.e. Let's Talk Science, Science Rendezvous, FIRST Robotics) with respect to outreach events and programs.</li> </ul>	2019
	<p>LTP -- Long-Term Planning</p> <ul style="list-style-type: none"> <li><i>To formulate a long-term strategy to increase Ontario Secondary School student awareness and interest in Engineering as a rewarding profession; to identify the competencies required for success in an Engineering program at University; to focus on development of the "essential" skills through self-directed learning beyond the Ontario education</i></li> </ul>	<ul style="list-style-type: none"> <li>- Monitor EDU committee activities and prepare a summary report to identify how the committee has achieved the goal of increased awareness.</li> <li>- Maintain strong partnerships with stakeholders (both internal and external to PEO) and as pertaining to elementary, secondary and post-secondary education and development of "essential skills".</li> </ul>	2019

## WORK PLAN - 2019 Education Committee (EDU)

	<i>curriculum; and, to provide access and support to a variety of external educational resources available at PEO.</i>	- Complete the Terms of Reference / Human Resources Plan / Work Plan for 2020 in collaboration with EDU Committee members.	
	<p>POS -- Articulate PEO Positions</p> <ul style="list-style-type: none"> <li>• <i>Research and articulate proposed PEO positions on elementary and secondary school education, relating to mathematics, sciences and technology in particular.</i></li> </ul>	<ul style="list-style-type: none"> <li>- Statements / positions relating to Physics, Computer Science and Computer Engineering Education (in collaboration with OSPE) to be considered for proposals to PEO Council.</li> <li>- Work with the Ontario government and the Ministry of Education with respect to the current Ontario math curriculum, as a expert consultant to ensure the STEM curriculum evolves to equip graduates for success in a knowledge-based global economy</li> </ul>	2019
	<p>PWC -- Province Wide Challenge</p> <ul style="list-style-type: none"> <li>• <i>Coordinate Development of a Province-Wide Engineering Challenge.</i></li> </ul>	<ul style="list-style-type: none"> <li>- Target senior primary and junior secondary students with province wide engineering challenges that promote our organization regulatory image.</li> <li>- Work with the Chapter Liason sub-committee to hold the first province wide 'PEO Engineering Math Competition'.</li> <li>- Plan 'PEO Design Challenge' competition' at the 'Skills Ontario event'.</li> <li>- Work with external public and private sector partners for financial support and sponsorship</li> </ul>	2019
	Prepare and submit Annual EDU report to council	Submitted.	2019
	Develop and submit 2020 Work Plans and HR Plans for Council's approval	Submitted.	Sept, 2019
	Hold regular EDU meetings	At least 6 meetings per year.  <b>Q2:</b> <i>The multi-cultural calendar was considered when scheduling the workshop date.</i> <b>Q3:</b> <i>Persons with disabilities and food allergies were appropriately accommodated.</i>	2019
<b>Stakeholders:</b>	PEO Council, PEO Chapters , GLC, OSPE		
<b>Version Control</b>	Version 1.0 [October 3, 2018] Changes were made to sections in the Education Conference (EC)		

# HUMAN RESOURCES PLAN - 2019 ENFORCEMENT COMMITTEE (ENF)

C-521-2.9  
Appendix G(i)

Committee: <b>Enforcement Committee</b>	Date Developed: August 2018
Committee Review Date: <b>September 11, 2018</b>	Date Council Approved:

	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
<b>Core Competencies</b> <ul style="list-style-type: none"> <li>Skills</li> <li>Abilities</li> <li>Expertise</li> <li>Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>Key objectives &amp; core competencies are listed in Appendix A</li> </ul>	<ul style="list-style-type: none"> <li>- Industry experience</li> <li>- Legal understanding</li> <li>- Understanding of public protection and role of a regulator</li> <li>- Experience with standards bodies</li> </ul>	[ST] - Visioning/Strategic Thinking
<b>Committee Membership</b>	<ul style="list-style-type: none"> <li>10</li> </ul>	8	2 vacancies
<b>Broad Engagement</b> Career Stage	<ul style="list-style-type: none"> <li>A minimum of 5 practising engineers</li> <li>A blend of early/mid/late career stages</li> </ul>	<ul style="list-style-type: none"> <li>- 4 members declared as practicing (PEAK)</li> <li>- 2 members are retired; 4 in late career (average 27yr Licensed)</li> </ul>	None
Disciplines	<ul style="list-style-type: none"> <li>A cross-section of emerging disciplines</li> </ul>	Civil [2], Metallurgical [1], Computer/Software [2], Mechanical [2], Chemical [1]	[ST] - Structural, Biomedical
Experience Level	<ul style="list-style-type: none"> <li>A mix of Class A – F</li> </ul>	A-F (median D)	None
Gender / Diversity	<ul style="list-style-type: none"> <li>At least 30% women</li> <li>Diversity in all areas</li> </ul>	1 female member; average age is 60. Good mix of ethnicity.	- Female members [ST]
Geographic Representation	<ul style="list-style-type: none"> <li>Cross-section of industry types with regional balance to where engineers work</li> </ul>	Western [3], West Central [2], East Central [3]	Eastern, Northern [LT] Chapter Diversity [LT]
CEAB Grads/ Foreign-trained	<ul style="list-style-type: none"> <li>50 / 50 split of CEAB and internationally trained graduates</li> </ul>	63% CEAB / 37% foreign trained	Non-CEAB members
Licensed –vs– Non-licensed	<ul style="list-style-type: none"> <li>All licence holders</li> <li>1 member is a lawyer</li> </ul>	<ul style="list-style-type: none"> <li>- All members licensed</li> <li>- 1 members is a lawyer</li> </ul>	None
<b>Volunteer Development Plans</b> <ul style="list-style-type: none"> <li>List potential</li> </ul>	<ul style="list-style-type: none"> <li>To learn legal enforcement process</li> </ul>	None at present.  Most members have served on other PEO	- Have members attend enforcement case hearing in superior

## HUMAN RESOURCES PLAN - 2019

### ENFORCEMENT COMMITTEE (ENF)

development opportunities		committees.	court [ST] - Could provide good background for Complaints, Discipline and Registration committees [LT]
<b>Succession Planning</b> • Time on Committee	<ul style="list-style-type: none"> <li>• 3-5 year term for members (maximum of 10 yrs on ENF)</li> <li>• 2 year term for Chair and Vice Chair</li> </ul>	<ul style="list-style-type: none"> <li>- average 5 yrs on ENF</li> <li>- 2 yr terms for Chair and Vice Chair</li> </ul>	None
<b>2019 Succession Plan</b>	<ul style="list-style-type: none"> <li>• Average 5 yrs on ENF</li> <li>• New Chair and Vice Chair elected</li> <li>• Retire 2 members</li> </ul>	<ul style="list-style-type: none"> <li>- average 6 yrs on ENF (if vacancies not filled)</li> <li>- 8 members to year end</li> </ul>	- 2 new members
<b>2020 Succession Plan</b>	<ul style="list-style-type: none"> <li>• Average 5 yrs on ENF</li> <li>• Chair and Vice Chair are continued</li> <li>• Retire 1 member</li> </ul>	<ul style="list-style-type: none"> <li>- average 7 yrs on ENF (if vacancies not filled)</li> <li>- 9 members to year end</li> </ul>	- 1 new member
<b>Terms of Office:</b> • Chair/Vice Chair • Committee members	<ul style="list-style-type: none"> <li>• Committee members have a 1-year term with a request for re-appointment up to 10 years.</li> <li>• Ideally the Chair would serve for 2 years; the Vice Chair 2 years, and the Vice Chair would transition into the role of Chair.</li> <li>• Chair and Vice Chair have a 1-year term of office with a possible re-election for up to three consecutive terms.</li> </ul>		

# WORK PLAN - 2019 ENFORCEMENT COMMITTEE

C-521-2.9  
Appendix G(ii)

<b>Approved by Committee:</b> September 11, 2018		<b>Review Date:</b> September 2019	
<b>Approved by Council:</b>		<b>Approved Budget:</b>	
<b>Mandate [as approved by Council]:</b>	Mandate is to advise Council on matters relating to the enforcement of the provisions of the Professional Engineers Act dealing with unlicensed and unauthorized practice. Standing committee of Council established by Council on September 24, 1999.		
<b>Terms of Reference [Key duties]:</b>	<ol style="list-style-type: none"> <li>1. To prepare and present policy proposals to Council on issues relating to PEO's enforcement activity.</li> <li>2. To act as an advisory body to the Registrar, Council and PEO committee and task forces on policy matters relating to enforcement.</li> </ol>		
<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activities:</b>	<b>Outcomes Success measures</b>	<b>Due date:</b>
	Subcommittee 2017-A: Provide guidance for Outreach objectives and content; identify specific audiences and key messages to convey; develop a short term and long-term strategy.	Create a sustainable program of key topics and a preliminary schedule for delivery to stakeholders.  <b>Note:</b> Outreach to EITs and engineering students has been handed off; now the work has shifted to outreach for Chapters	Ongoing
	Subcommittee 2017-B: Identify activities to achieve enhanced enforcement within manufacturing and industry in general.	Identify areas of concern and propose activities to address or mitigate those concerns.	Continuing to early 2019
	Subcommittee 2017-C: Prepare policy development materials and rationale to migrate Pre-Start Health and Safety Review guideline to a performance standard.	Proposal to be submitted to Council and PSC for consideration.	Completed Awaiting PSC response
	Subcommittee 2018-A: Improve understanding of the definition of professional engineering by developing explanatory materials and examples.	Identify and develop 3-5 representative examples of engineering practice that includes traditional & emergent activities	Fall 2019
	Subcommittee 2018-B: Review the Professional Engineers Act and Regulations for gaps and weaknesses that impact PEO's ability to enforce against unlicensed persons or organizations.	Prepare a report to Council on findings and recommendations for potential amendments	Fall 2019
	New Activities for 2019: Activities assigned by Council as a result of 2018-2020 Strategic Plan objectives.	TBD	TBD

## WORK PLAN - 2019 ENFORCEMENT COMMITTEE

<b>Inter-committee collaboration:</b>	Emerging Disciplines Task Force; Professional Standards Committee; Licensing Committee
<b>Stakeholders:</b>	Ministry of the Attorney General of Ontario

<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? <b>YES</b></li><li>2. Is each task/activity being done in an equitable manner and engaging diverse groups? <b>YES</b></li><li>3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? <b>NO</b></li></ol>
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September 11, 2018

**WORK PLAN - 2019**  
**EQUITY AND DIVERSITY COMMITTEE (EDC)**

C-521-2.9 Appendix H(i)
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<b>Approved by Committee:</b> September 2018		<b>Review Date:</b> September 2019	
<b>Approved by Council:</b>		<b>Approved Budget:</b> TBD	
<b>Mandate [as approved by Council]:</b>			
<ul style="list-style-type: none"> <li>Recommend action plan to integrate equity and diversity values and principles into the general policy and business operations of PEO.</li> </ul>			
<b>Terms of Reference [Key Duties and Responsibilities]:</b>			
<p>1. Recommend mechanisms to ensure:</p> <ul style="list-style-type: none"> <li>There are no groups excluded from the structural life of PEO and communicate PEO's clear commitment to the values and principles of equity and diversity.</li> <li>There is an environment in PEO in which the members of diverse groups are recognized and valued.</li> <li>That regulatory procedures for licensing, complaints, discipline and enforcement, and all PEO meetings and communications with members and the public, reflect the values set out in PEO's Equity and Diversity Policy.</li> <li>There is equity and diversity training for Councillors, PEO staff, committee members, Chapter executives and other volunteers.</li> </ul> <p>2. Recommend mechanisms to monitor compliance and effectiveness of PEO's Equity and Diversity Policy.</p> <p>3. Be a catalyst for new initiatives that will help develop an understanding of and commitment to equity and diversity.</p>			
<b>Equity and Diversity Awareness</b>			
<ul style="list-style-type: none"> <li>The equity and diversity web-module was considered when planning tasks and activities for 2019.</li> <li>Tasks/activities to be undertaken in 2019 will be done in an equitable manner, engaging diverse groups within PEO Chapters and Committees.</li> <li>The multi-cultural calendar was considered when scheduling meetings and/or events.</li> </ul>			
<b>Action Plan &amp; Activities:</b>		<b>Current Status (Date):</b>	<b>Due Date:</b>
<b>PEO Council demonstrates leadership regarding E&amp;D</b>			
1. Create a new E&D module / presentation, to be viewed by all PEO members.		Options to be explored	
<b>Facilitate PEO delivery of ongoing information, training and resource support to help staff and volunteers develop capacity to address equity and diversity issues.</b>			
2. Publish an article in Engineering Dimensions, featuring EDC members and committee work. Request members' feedback on positive and negative stories about EDI.		In progress	TBD

**WORK PLAN - 2019  
EQUITY AND DIVERSITY COMMITTEE (EDC)**

Action Plan & Activities (continued):	Current Status (Date):	Due Date:
<b><i>Provide guidance to volunteers about their roles in implementing the E&amp;D policy.</i></b>		
3. EDC members to review and update E&D presentation and to continue its facilitation to chapters and committees as requested.	In progress	Ongoing
4. Review all committees 2019 Work Plans to identify outcomes resulted from incorporating the E&D awareness component in new Work Plan template.	Standing annual agenda item	Spring 2019
<b><i>Promote PEO activities in recruitment and retention of volunteers, with a focus on achieving equity and increasing diversity within the engineering profession.</i></b>		
5. EDC members to encourage members from various demographics to apply on volunteer openings, to run for elected Council positions and to seek out and encourage diverse nominees to official PEO Awards Program.	Standing annual agenda item	Ongoing
6. Lead communication and promotion of a chapter Equity & Diversity recognition award.	Final package available and communicated to Chapter Chairs	Summer 2019
<b><i>Seek to identify and work to remove barriers that limit access to PEO services and programs in areas such as information dissemination, human resources, physical space and cultural difference.</i></b>		
7. Develop project plan to identify perceived barriers and recommendations for change.	Continue to monitor ongoing activities and avoid overlapping	TBD
<b><i>Inter-committee collaboration:</i></b>	<ul style="list-style-type: none"> <li>- All PEO committees and task forces; namely the Advisory Committee on Volunteers – offering help as requested or in relation with E&amp;D training</li> <li>- Chapters and Regional Councillors Committee (RCC) – promoting awareness of E&amp;D, and training of Chapter volunteers</li> </ul>	

# WORK PLAN - 2019

## Experience Requirements Committee (ERC)

C-521-2.9  
Appendix I(i)

<b>Approved by Committee:</b>	<b>Review Date:</b> <i>October 25, 2018</i>
<b>Approved by Council:</b> <i>[DATE]</i>	<b>Approved Budget:</b> <i>[AMOUNT] [DATE]</i>
<b>Mandate [as approved by Council]</b>	<p>1) The Experience Requirements Committee (ERC) is continued and shall be composed of a chair appointed by Council, the immediate past chair, if any, and such other Members as are appointed by the Council and three members of the Committee constitute a quorum. R.R.O. 1990, Reg. 941, s. 41 (1).</p> <p>(2) Where an application for the issuance of a licence, temporary licence or limited licence is referred to the Experience Requirements Committee pursuant to the Act, the Committee shall,</p> <ul style="list-style-type: none"> <li>(a) assess the experience qualifications of the applicant; and</li> <li>(b) determine whether the applicant meets the experience requirements prescribed by this Regulation and so advise the Registrar. R.R.O. 1990, Reg. 941, s. 41 (2).</li> <li>(c) if the Committee determines that the applicant does not meet the experience requirements, specify the experience requirements that the applicant must meet, for the purposes of the notice referred to in subsection 14(6) of the Act R.R.O. 1990 Reg. 941 s. 41(2); O.Reg 71/15, s. 13.</li> </ul> <p>(2.1) If the Experience Requirements Committee is requested to assess, for the purposes of section 51.1, an applicant for the reinstatement of a licence or limited licence, the Committee shall,</p> <ul style="list-style-type: none"> <li>(a) assess the applicant's knowledge and understanding of the current laws and standards governing the practice of professional engineering; and</li> <li>(b) determine whether the applicant's knowledge and understanding is sufficient to warrant the reinstatement of his or her licence or limited licence and so advise the Registrar. O. Reg. 143/08, s. 6.</li> </ul> <p>(3) For the purpose of carrying out its duties, the Experience Requirements Committee may, in the discretion of the Committee and on its own initiative, interview the applicant. R.R.O. 1990, Reg. 941, s. 41 (3).</p> <p>(4) The Committee shall interview the applicant if there is a question raised with respect to the ability of the applicant to communicate adequately in the English language. R.R.O. 1990, Reg. 941, s. 41 (4).</p>
<b>Terms of Reference [Key duties]</b>	<p>To assess the experience of applicants through file review and by personal interview as may be required :</p> <ul style="list-style-type: none"> <li>(a) To determine if experience requirements under the Regulations has been met;</li> <li>(b) To recommend to the Academic Requirements Committee (ARC) how experience can be taken into account in assigning of examinations;</li> <li>(c) To interview applicants where there is a question of the ability to communicate effectively in English;</li> <li>(d) In the case of reinstatement – to assess applicant's knowledge and understanding of the current laws and standards governing the practice of professional engineering as per ERC guidelines.</li> </ul> <p>To advise the Registrar with respect to the foregoing. (Mandate approved in principle by Council).</p>
<b>Equity and Diversity Awareness</b>	<p>The Equity and Diversity Module was made available to the ERC members for training and resource purposes. All new ERC members are required to complete the module before having their membership approved by council. The majority of the committee members are</p>

## WORK PLAN - 2019

### Experience Requirements Committee (ERC)

	themselves foreign educated professional engineers who were themselves interviewed prior to licensure.		
<b>Tasks, Outcomes and Success Measures</b>	<b>Task/Activities</b>	<b>Outcomes Success measures</b>	<b>Due date</b>
	Timely and appropriate advice to the Registrar or Deputy Registrar and to applicants with respect to the appropriateness of the experience.	Monthly approval of ERC interview recommendations	Ongoing
	Timely and appropriate advice to the ARC with respect to recommendations on exam programs and academic qualifications of applicants.	Monthly recommendations for ARC approval	Ongoing
	Modifications and improvements to ERC Operating Policies and Procedures Manual for the purpose of documenting the current ERC interview processes.	Approved manual to be used as a resource by current ERC members and as a training tool for new members	Ongoing
	Implementation of Consultant's recommendations for the interview process.	Development of procedures enhancements and subsequent training of ERC members	Ongoing
	Implementation of competency-based interviews.	Development of process, semi structured questions, reporting forms.	Mid 2019
	Members should engage in training as required to ensure they are up-to-date in types of interviews, ERC policies and procedures, etc.	Training is provided to current and new ERC members. Annual training is conducted in December.	Ongoing
	Provide timely input to the Licensing Committee (LIC), Academic Requirements Committee and other committees as requested	Recommendations to various committees with respect to experience assessments and requirements for licensure.	Ongoing
	Persons with disabilities and food allergies are appropriately accommodated.  Special religious and multi-cultural requirements are accommodated.	Individual preferences for food are accommodated  Scheduling of interviews provides flexibility to applicants and ERC members in consideration of these special requirements.	Ongoing

## WORK PLAN - 2019

### Experience Requirements Committee (ERC)

<p><b>Committee/ Task Force Members</b></p>	<p>David Kiguel, P.Eng. - Chair, re-elected for 2019. Changiz Sadr, P.Eng. – Vice Chair, until December 2018 needs to be updated once election process is completed.</p> <p>There are more than 160 members. Council confirms existing membership, approves new names and takes note of members who leave. According to the Council approved ERC Terms of Reference, there is no term limit imposed on the general membership of this committee</p> <p>The ERC has a Sub-Committee (ERCSC) composed by the ERC Chair, the ERC Vice-Chair, the ERC Immediate Past-Chair and up-to seven (7) elected ERC Members-at-large, representing a diversity of gender and disciplines. The purpose and responsibility of the ERCSC is to (a) assist and advise the ERC in completing its work; and (b) carry out and report on specific tasks assigned by the ERC.</p>
<p><b>Inter- committee collaboration</b></p>	<p>The ERC will provide recommendations to the ARC with respect to applicants' exam programs and academic qualifications. The ERC will provide recommendations to the Legislation Committee, the Licensing Committee and other PEO committees as requested. The ERC members may be requested to provide evidence in Registration Hearings.</p>
<p><b>Stakeholders:</b></p>	

**HUMAN RESOURCES PLAN - 2019**  
**FEES MEDIATION COMMITTEE (FMC)**

C-521-2.9 Appendix J(i)
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Committee: Fees Mediation	Date Developed:
Committee Review Date: <u>October 2, 2018</u>	Date Council Approved:

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

**HUMAN RESOURCES PLAN - 2019**  
**FEES MEDIATION COMMITTEE (FMC)**

**APPENDIX A**

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

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

**B. Competency gaps and action plan**

**HUMAN RESOURCES PLAN - 2019**  
**FEES MEDIATION COMMITTEE (FMC)**

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

**C. Comments**

**WORK PLAN - 2019  
FEES MEDIATION COMMITTEE (FMC)**

C-521-2.9  
Appendix J(ii)

<b>Approved by Committee:</b> <span style="background-color: yellow;">October 2, 2018</span>	<b>Review Date:</b>
<b>Approved by Council:</b>	<b>Approved Budget:</b> <span style="background-color: yellow;">\$6,500</span> <span style="background-color: yellow;">*subject to the approval of the overall PEO budget by Council</span>
<b>Mandate [as approved by Council]:</b>	<p><b>Fees Mediation Committee</b></p> <p><u>32. (1)</u> No person who is a member of the Complaints Committee or the Discipline Committee shall be a member of the Fees Mediation Committee. R.S.O. 1990, c. P.28, s. 32 (1).</p> <p><b>Duties of Fees Mediation Committee</b></p> <p><u>(2)</u> The Fees Mediation Committee,</p> <p>(a) shall, unless the Committee considers it inappropriate to do so, mediate any written complaint by a client of a member of the Association or of a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence in respect of a fee charged for professional engineering services provided to the client; and</p> <p>(b) shall perform such other duties as are assigned to it by the Council. R.S.O. 1990, c. P.28, s. 32 (2); 2001, c. 9, Sched. B, s. 11 (48).</p> <p><b>Arbitration by Fees Mediation Committee</b></p> <p><u>(3)</u> The Fees Mediation Committee, with the written consent of all parties to the dispute, may arbitrate a dispute in respect of a fee between a client and a member of the Association or a holder of a certificate of authorization, temporary licence, provisional licence or limited licence and in that case the decision of the Fees Mediation Committee is final and binding on all parties to the dispute. R.S.O. 1990, c. P.28, s. 32 (3); 2001, c. 9, Sched. B, s. 11 (49).</p> <p><b>Procedure</b></p> <p><u>(4)</u> Where the Fees Mediation Committee acts as arbitrator under subsection (3), the <i>Arbitration Act, 1991</i> does not apply. R.S.O. 1990, c. P.28, s. 32 (4); 2010, c. 16, Sched. 2, s. 5 (63).</p> <p><b>Enforcement</b></p> <p><u>(5)</u> A decision by the Fees Mediation Committee under subsection (3), exclusive of the reasons therefor, certified by the Registrar, may be filed with the Superior Court of Justice and when filed the decision may be enforced in the same manner as a judgment of the court. R.S.O. 1990, c. P.28, s. 32 (5); 2001, c. 9, Sched. B, s. 11 (66).</p>
<b>Terms of Reference [Key duties]:</b>	To review and mediate or arbitrate fee disputes between engineers, engineering companies and their clients in accordance with the Act and Regulations.
<b>Equity and Diversity Awareness</b>	<p><b>Equity and Diversity Awareness</b></p> <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>

**WORK PLAN - 2019  
FEES MEDIATION COMMITTEE (FMC)**

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

DRAFT

**HUMAN RESOURCES PLAN - 2019**  
**GOVERNMENT LIAISON COMMITTEE (GLC)**

C-521-2.9  
Appendix K(i)

Committee: Government Liaison Committee (GLC)	Date Developed: September 2018
Committee Review Date: September, 2018	Date Council Approved:

	Currently in Place	Required in 12 months (Identified "Gap" for each Core Competency)	Required in 2 to 5 years
<b>Core Competencies</b> <ul style="list-style-type: none"> <li>• Skills</li> <li>• Abilities</li> <li>• Expertise</li> <li>• Knowledge</li> </ul>	Key objectives and core competencies are listed in Appendix A	<ul style="list-style-type: none"> <li>• See Appendix A</li> </ul>	No gap
<b>Committee Membership</b>	11 Members, each a representative according to the GLC Terms of Reference	<ul style="list-style-type: none"> <li>• See Appendix B</li> </ul>	Dependent upon renewal of committee membership
<b>Broad Engagement</b>			
<ul style="list-style-type: none"> <li>• Career Stage</li> </ul>	At least 1 from every career stage	At least 1 from every career stage	No gap
<ul style="list-style-type: none"> <li>• Diversities of Sources</li> </ul>	At least 1 representative from key stakeholders for information and cooperation related to Provincial Government interaction	<ul style="list-style-type: none"> <li>• See Appendix B</li> </ul>	No gap
<ul style="list-style-type: none"> <li>• Experience Level</li> </ul>	A minimum of 1 member in C-Level, 2 in A-Level	A Level or greater	No gap
<ul style="list-style-type: none"> <li>• Gender Diversity</li> </ul>	To achieve gender balance consistent with PEO's goals. Currently 1 female, 10 males	1 female, 10 males	Dependent upon members selected to committee – will request female appointees when possible
<ul style="list-style-type: none"> <li>• Geographic Representation</li> </ul>	Full geographic representation	4 out of 5 regions represented	No gap
<ul style="list-style-type: none"> <li>• CEAB Graduates – vs– IEG</li> </ul>	N/A	N/A	N/A
<ul style="list-style-type: none"> <li>• Licensed –vs– Non-licensed</li> </ul>	2 non-licensed members (1 EIT, 1 student member)		No gap
<b>Volunteer Development Plans</b>	See Appendix C	See Appendix C	See Appendix C
<b>Succession Planning</b> <ul style="list-style-type: none"> <li>• List the members</li> <li>• Term of office for committee members</li> </ul>	Length of term will be two years for each member. Members may be reappointed for an additional two terms, to a maximum of six years.	<ul style="list-style-type: none"> <li>• In 2018 replace "P.Eng. active in a Riding Association"</li> </ul>	<ul style="list-style-type: none"> <li>• In 2019 replace "student rep"</li> <li>• In 2019 replace "EIT rep"</li> <li>• In 2020 replace "active chapter member"</li> </ul>

**HUMAN RESOURCES PLAN - 2019**  
**GOVERNMENT LIAISON COMMITTEE (GLC)**

	When a member's term expires, or a member resigns, Council (or the recommending party) will be asked to appoint a replacement(s)		
<b>Term of Office</b>			
• Chair	• Chair is elected on an annual basis by the committee to a maximum of term of chair of 3 consecutive years.	New Chair elected in 2018	
• Vice Chair	• Vice Chair is elected on an annual basis by the committee.	New Vice Chair elected in 2016, re-elected in 2017 and 2018	New Vice Chair required in 2019 (Term Limit reached)

**Committee Roster (Sept 2018)**

<b>Name</b>	<b>Position (as defined in Terms of Reference)</b>	<b>Appointed</b>	<b>Term</b>
Warren Turnbull, P.Eng.	RCC representative (Chair 2018)	2016	3 years
Gabriel Tse, P.Eng.	Active chapter member (Vice Chair 2015-18)	2014	5 years
Angel Serah	Student representative	2014	5 years
Daniel King, EIT	EIT representative	2015	4 years
Rakesh Shreewastav, P.Eng.	Engineers Canada representative	2015	4 years
Tim Kirkby, P.Eng.	Member of Council	2017	2 years
Nick Colucci, P.Eng.	ACV representative	2017	2 years
Jeremy Carkner, P.Eng.	CEO representative	2018	1 year
Arjan Arenja, P.Eng.	Active chapter member	2018	1 year
Jeffrey Lee, P.Eng.	P.Eng. in a Riding Association	2018	1 year
Jerome James, P.Eng.	OSPE representative	2018	1 year

**APPENDIX A**

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

<u>List top 3–5 Committee Work Plan Outcomes:</u>	<u>List core competencies for each Work Plan outcome:</u>
○ Monitor & evaluate regulatory issues requiring liaison with the government and advise council on strategic initiatives to affect such liaison (Key Responsibilities # 1)	- Possess a good knowledge of PEO and Committees related goals, objectives and information available related to government liaison - Possess strategic thinking abilities - Initiate recommendations for change
○ Coordinate the activities of the GLP (Key Responsibilities # 2)	- Key persons must be good communicators, knowledgeable and willing to work with others - Ability to organize functions and ensure objectives of this function are achieved - Be familiar with current PEO Government Liaison issues
○ Coordinate with other government relations initiatives within the engineering profession (Key	- Ability to develop relationships with stakeholders to advance cooperation efforts (ref. item 2 of Work plan) - Willingness to work with stakeholders within the confines of PEO

**HUMAN RESOURCES PLAN - 2019**  
**GOVERNMENT LIAISON COMMITTEE (GLC)**

Responsibilities # 3)	<p>guidelines and accepting differences while working to achieve common objectives</p> <ul style="list-style-type: none"> <li>- Conflict resolution skills</li> <li>- Possess effective meeting &amp; action implementation skills</li> </ul>
○ Enhance Government Outreach (Key Responsibilities # 7)	<ul style="list-style-type: none"> <li>- Ability to establish and clarify goals, expectations, obligations, roles and responsibilities of GLC.</li> <li>- Ability to evaluate effectiveness of government liaison program once per year.</li> <li>- Ability to conduct analysis, summarize results and follow up with recommendations for continuous improvement</li> </ul>
○ Host Annual Queen's Park MPP reception and/or GLC conference	<ul style="list-style-type: none"> <li>- Key persons must be good communicators, knowledgeable and willing to work with others</li> <li>- Ability to organize functions and ensure objectives of this function are achieved</li> <li>- Be familiar with current PEO Government Liaison issues</li> </ul>

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

<p><b>Constituency &amp; Qualifications of Committee/Task Force Members</b></p>	<p>The committee will be composed of the following 11 members.</p> <ul style="list-style-type: none"> <li>• Member of the Regional Councillors Committee (recommended by Regional Councillors Committee)</li> <li>• Member of Council</li> <li>• Two (2) active members of a chapter who have experience with GLP or government relations or public policy.</li> <li>• A member of the Advisory Committee on Volunteers (recommended by the Advisory Committee on Volunteers)</li> <li>• P.Eng. active in a Riding Association (recommended by GLP Consultant)</li> <li>• P.Eng. member of the Ontario Society of Professional Engineers (OSPE) (recommended by OSPE)</li> <li>• P.Eng. representative of Engineers Canada (recommended by Engineers Canada)</li> <li>• P.Eng. member of the Consulting Engineers of Ontario (recommended by CEO)</li> <li>• Student representative</li> <li>• EIT representative</li> </ul> <p>The President and the President-elect are ex-officio members, as required by section 30(3) of By-Law No.1. In addition, the CEO/Registrar and the GLP consultant shall be ex-officio members.</p>
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**APPENDIX C**

**HUMAN RESOURCES PLAN - 2019**  
**GOVERNMENT LIAISON COMMITTEE (GLC)**  
**Volunteer Development Plans**

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

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**WORK PLAN - 2019**  
**GOVERNMENT LIAISON COMMITTEE (GLC)**

C-521-2.9  
Appendix K(ii)

Approved by Committee: <i>September ??, 2018</i>		Review Date: <i>September ??, 2018</i>	
Approved by Council: <i>[DATE]</i>		Approved Budget: <i>[AMOUNT] [DATE]</i>	
Mandate [as approved by Council]:	<i>To provide oversight and guidance for the PEO Government Liaison Program (GLP). [APPROVED BY COUNCIL June 2011]</i>		
Equity and Diversity Awareness	<ol style="list-style-type: none"> <li>1. Was the E &amp; D module reviewed in order to have tasks and activities align with the E&amp;D Policies? YES</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>		
Tasks, Outcomes and Success Measures:	Task/Activities [as per Terms of Reference – Key Duties]:	Outcomes Success measures	Due date:
	<b>1. MONITOR REGULATORY ISSUES</b>		
	<i>Monitor and evaluate regulatory issues requiring liaison with the government and advise Council of strategic initiatives to effect such liaison.</i>	<i>a. Subcommittee meets 10 times per year.</i>	2019
	<i>a. Monitor regulatory issues and emerging issues.</i>	<i>b. GLP Info Notes developed, reviewed and shared with Council and GLP chairs.</i>	As required
	<i>b. Develop, review and revise GLP Info Notes.</i>		
	<b>2. COORDINATE ACTIVITIES OF GOVERNMENT LIAISON PROGRAM</b>		
	<i>Implement “Improving Assessment Tool of GLP Engagement in the Chapters”.</i>	<i>a. Chapter self-assessment reports. Chapters use the template to develop a plan of GLP activities in the chapter.</i>	Sept 2018
		<i>b. Manager GLP and GLC use the reports to assess Chapters’ needs for assistance and/or training</i>	
	<i>Coordinate GLP training including overseeing the:</i>		
	<i>a. planning of GLP Academy (training) or GLC conference</i>	<i>a. 1 per region per year or one central conference</i>	2019
<ul style="list-style-type: none"> <li>• The multi-cultural calendar was considered when scheduling the workshop dates.</li> <li>• Persons with disabilities and food allergies were appropriately accommodated.</li> </ul>			
<i>b. consultant (learning and development) developing the certification program for GLP Reps.</i>	<i>b. certification program launched</i>	Qtr. 1 - 2019	
<i>Monitor progress on the GLP Audit Implementation plan</i>	<i>Quarterly reports</i>	2019	
<i>Encourage all chapters to aim for gender balance in the recruitment of their GLP members</i>	<i>Goal 30% by 2030 – 10% greater female participation amongst all GLP reps.</i>	End 2019	
<i>Encourage more in person engagement by GLP reps through the invitation of one per face-to-face GLC meeting</i>	<i>Encourage chapter GLP reps to engage with the GLC and to be active on GLC working groups, etc.</i>	End 2019	

**WORK PLAN - 2019**  
**GOVERNMENT LIAISON COMMITTEE (GLC)**

<b>3. COORDINATE Government Relations with ENGINEERING PROFESSION</b>		
Hold regular GLC meetings	a. At least 6 meetings per year b. regular reports from CEO, OSPE, Engineers Canada and ESCCO	2019
Engage chapters in the development of a strong one-to-one GLP to MPP relationship with all MPP's within the Chapter.	No. of active trained & certified GLP reps No. of requests from MPP's, their staff or Government staff to provide input on legislation that impacts regulation of the profession No. of changes to legislation that are implemented due to interactions with PEO	2019
Liaise regularly with OSPE/PAN and share best practices for joint meetings with MPPs.	connect local PAN reps with GLP reps	Ongoing
<b>4. MATTERS DELEGATED BY COUNCIL</b>		
Consider any other matter related to the Government Liaison Program delegated to the committee by the Council.  Consider matters at regular GLC meetings. Strike subcommittee, if required, to focus on the matter.	Respond to Council's request	As required
<b>5. CONSULT TO ADVANCE SUPPORT OF PEO FROM GOVERNMENT</b>		
Consult as required with Council, chapters, members, staff, with respect to opportunities to advance support of PEO from government.	Promote availability to consult.	ongoing
<b>6. RECEIVE AND REVIEW REPORTS FROM PEO COMMITTEES</b>		
Establish, receive and review reports from PEO committees as it considers appropriate. Liaise with Legislation Committee (LEC), Regional Councillors Committee (RCC), Joint Relations Committee (JRC)	a. Invite speaker to present to GLC, receive reports or attend meetings of other committees as observer. b. develop protocol for LEC to engage GLP	ongoing  Qtr. 1 - 2019
<b>7. ENHANCE GOVERNMENT OUTREACH</b>		
Maintain manual MPP Interaction Database	Maintain for GLP chairs to report on their interactions.	Ongoing
Develop online MPP Interaction Database	To assist GLP chairs to report on their MPP interactions	Qtr. 4 - 2019
Expand "Take Your MPP to Work Day": Consider a window (Constituency Week in November?) when all chapters arrange initiative in their local community.	Number of MPP's participating: 7 from all parties	December 2019
Organize Queen's Park Day The multi-cultural calendar was considered when scheduling the workshop date. <ul style="list-style-type: none"> <li>Persons with disabilities and food allergies were appropriately accommodated.</li> </ul>	Event delivered.	4 <sup>th</sup> Qtr. - 2019
<b>8. WORK PLAN</b>		
Prepare and update GLC Operational Plan	Update at least quarterly	End of each quarter
Develop and submit 2020 Work Plans and HR Plans for Council's approval	Submitted by due date	Sept 2019

**WORK PLAN - 2019**  
**GOVERNMENT LIAISON COMMITTEE (GLC)**

	<i>Prepare and submit Annual GLC report to Council</i>	<i>Submitted by due date</i>	Feb 2019
<b>Inter-committee collaboration:</b>	<i>Participation in Chairs Meetings, consult with Legislation Committee (LEC), liaise with Regional Councillors Committee (RCC) and Joint Relations Committee (JRC)</i>		
<b>Stakeholders:</b>	<i>PEO Council, PEO Chapters, OSPE, CEO, Engineers Canada, ESSCO, Government (MPPs of all parties, civil servants)</i>		

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# HUMAN RESOURCES PLAN - 2019

C-521-2.9  
Appendix L(i)

## PROFESSIONAL STANDARDS COMMITTEE (PSC)

Committee: <b>Professional Standards Committee</b>	Date Developed: <b>October 1, 2018</b>
Committee Review Date: <b>October 16, 2018</b>	Date Council Approved:

	Target / Ideal (To meet the need of the Committee)	Currently in Place	Gap [ST = Short-term Goal] [LT = Long-term Goal]
<b>Core Competencies</b> <ul style="list-style-type: none"><li>• Skills</li><li>• Abilities</li><li>• Expertise</li><li>• Knowledge</li></ul>	<ul style="list-style-type: none"><li>• Understanding of the <i>Professional Engineers Act</i> and PEO processes</li><li>• Extensive experience in providing engineering services to clients and employers</li></ul>	All members have these core competencies	None
<b>Committee Membership</b>	<ul style="list-style-type: none"><li>• Approximately 10-12 members including at least one councillor.</li></ul>	10 including one councillor who serves as council liaison, and past president Denis Dixon	None
<b>Broad Engagement</b> Career Stage	<ul style="list-style-type: none"><li>• Split of late and mid career; none in early career</li></ul>	5 late career 5 mid career	None
Disciplines	<ul style="list-style-type: none"><li>• Members should be from a wide range of disciplines and work environments</li></ul>	Practitioners from specific disciplines required for guidelines and standards are recruited on as needed basis for subcommittees (LT)	None
Experience Level <i>Refer to Appendix B</i>	<ul style="list-style-type: none"><li>• Levels D – F only</li></ul>	Level F: Level E: 10 Level D:	None
Gender / Diversity	<ul style="list-style-type: none"><li>• Percentages of male and female should reflect the percentage of each in membership</li></ul>	Male: 7 70% Female: 3 30%	More female representation may be considered (LT)
Geographic Representation	<ul style="list-style-type: none"><li>• Standards of practice do not vary across the province; greatest variation of practice areas is present in the GTA so majority of the membership will be from the GTA</li></ul>	GTA: 6 Other areas: 4	None

**HUMAN RESOURCES PLAN - 2019**  
**PROFESSIONAL STANDARDS COMMITTEE (PSC)**

CEAB Grads/ Foreign-trained	<ul style="list-style-type: none"> <li>No preferences</li> </ul>	CEAB: 7 IEG: 3	None
Licensed –vs– Non-licensed	<ul style="list-style-type: none"> <li>All members of PSC must be licensed</li> </ul>	All members of PSC are licensed	None
<b>Volunteer Development Plans</b> <ul style="list-style-type: none"> <li>List potential development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>None</li> </ul>		None
<b>Succession Planning</b> <ul style="list-style-type: none"> <li>Time on Committee</li> </ul>		<ul style="list-style-type: none"> <li>Average Time: 8 years</li> <li>Median Time: 6 years</li> <li>Maximum: 20 years</li> <li>Minimum: &lt;1 year</li> </ul>	None
<b>Terms of Office:</b> <ul style="list-style-type: none"> <li>Chair/Vice Chair</li> <li>Committee members</li> </ul>	<ul style="list-style-type: none"> <li>As per the PSC Terms of Reference.</li> </ul>		

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# WORK PLAN - 2019

## PROFESSIONAL STANDARDS COMMITTEE (PSC)

C-521-2.9  
Appendix L(ii)

<b>Approved by Committee:</b> <i>October 16, 2018</i>		<b>Review Date:</b>	
<b>Approved by Council:</b>		<b>Approved Budget:</b>	
<b>Mandate [as approved by Council]:</b>	<p><i>There are no specific powers assigned to this committee by the Professional Engineers Act, Regulation 941/90 or By-Law 1.</i></p> <p><i>The mandate of the committee is to fulfill the second of the additional objects of the Act: 2(4) For the purpose of carrying out its principal object, the Association has the following additional objects:</i></p> <p><i>2. To establish, maintain and develop standards of qualification and standards of practice for the practice of professional engineering.</i></p> <p><i>[from PSC Terms of Reference, Approved April 2010)</i></p>		
<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? No</i></li> <li>2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups? Yes</i></li> <li>3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences? No</i></li> </ol>		
<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activities:</b>	<b>Outcomes Success measures</b>	<b>Due date:</b>
	<p>Complete drafts of the following guidelines:</p> <ol style="list-style-type: none"> <li>a) Technical Audits of Condominiums</li> <li>b) Record Documents</li> <li>c) Demountable Event Structures</li> <li>d) Mineral Projects</li> <li>e) Environmental Site Assessments</li> <li>f) Regulatory Studies ESDM &amp; AAR Reports</li> <li>g) Coordinating Licensed Professionals</li> <li>h) Use of Seal</li> </ol>	Draft approved by Council	November 2019 November 2019 November 2019 November 2019 November 2019 November 2019 November 2019
	<p>Collaborate regarding engineering practice issues with:</p> <ol style="list-style-type: none"> <li>a) Ministry of the Attorney General (MAG) - Mandatory Assessments</li> <li>b) Ministry of Municipal Affairs (MMA) - Mandatory Assessments;</li> <li>c) Electrical Safety Authority (ESA) - Use of Seal;</li> <li>d) Ministry of the Environment, Conservation and Parks (MECP) – Environmental Compliance Approval (ECA);</li> <li>e) Ministry of Labour (MOL) – Pre-Start Health and Safety Review Repots (PSHSRs).</li> </ol>	Co-regulator collaboration	Ongoing
<b>Inter-committee collaboration:</b>	<p>PSC may consult and/or collaborate with the following PEO committees/task forces over the next year: Discipline Committee, Complaints Committee, Enforcement Committee, Education Committee, Government Liaison Committee, Chapter Chairs and various task forces.</p>		
<b>Stakeholders:</b>	<p>PSC may engage in dialogue with or seek consultations from the following during the next year: PEO Council, MOL, Ministry of Municipal Affairs and Housing, MECP, MTO, Office of the Fire Marshal and Emergency Management, Electrical Safety Authority, Ontario Society for Professional Engineers, Consulting Engineers Ontario, OACETT, Engineers Canada, other provincial engineering associations, Ontario Association of Architects and others.</p>		

# HUMAN RESOURCES PLAN - 2019

## REGISTRATION COMMITTEE (REC)

C-521-2.9  
Appendix M(i)

<b>Committee:</b> Registration Committee	<b>Date Developed:</b>
<b>Committee Review Date:</b> September 28, 2018	<b>Date Council Approved:</b>

Categories	Currently in Place	Required in 12 Months (Identified "Gap" for each Core Competency)	Required in 2 to 5 Years
<b>Core Competencies</b>	See Appendix A	See Appendix A	
<b>Committee Membership</b>	11 members		
<b>Broad Engagement</b>	Section 19(1) Elected Councillor: N/A LGA (P. Eng.) Councillor: 1 LGA (Lay) Councillor: 1 Attorney General (AG) appointee (LL.B): 1 General Member: 8	Proclamation of the amendments to the <i>Professional Engineers Act</i> would create an opportunity to increase the diversity, women and geographic representation on REC.	Replace retiring members and provide necessary training for new members.  (quantity to be determined by Council).
<b>Volunteer Development Plans</b>	a. New members attend a basic orientation session conducted by members of the REC and Tribunal Staff  b. All members attend training provided during REC meetings  c. Attend outside training sessions (SOAR Conference, etc.)  d. Provide resources (handbook, legal reference books, etc.)	a. New members attend a basic orientation session conducted by members of the REC and Tribunal Staff  b. All members attend training provided during REC meetings  c. Attend outside training sessions (SOAR Conference, etc.)  d. Provide resources (handbook, legal reference books, etc.)  e. New members to attend a hearing and deliberations as observers.	a. New members attend a basic orientation session conducted by members of the REC and Tribunal Staff  b. All members attend training provided during REC meetings.  c. Attend outside training sessions (SOAR Conference, etc.)  d. Provide resources (handbook, legal reference books, etc.)  e. New members to attend a hearing and deliberations as observers.  See Appendix A
<b>Term of Office</b>	Chair and Vice-Chair elected annually, for a maximum of three (3) years.  Members – No Term Limit (see comment)		Next change of Chair/Vice Chair planned for January 2019.

**HUMAN RESOURCES PLAN - 2019**  
**REGISTRATION COMMITTEE (REC)**  
**APPENDIX A**

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

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

# HUMAN RESOURCES PLAN - 2019

## REGISTRATION COMMITTEE (REC)

### 2. Competency Gaps and Action Plan

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

### 3. Comments

The objective of this plan is to establish and maintain REC adjudicators who can fulfill the requirements of the Act effectively and efficiently.

REGISTRATION COMMITTEE (REC)

<p>Approved by Committee: <b>September 28, 2018</b></p>	<p>Review Date:</p>
<p>Approved by Council:</p>	<p>Approved Budget: <b>\$32,000</b> (pending Council approval of 2019 budget)</p>
<p><b>Mandate [as approved by Council]:</b></p>	<p><b>Notice of proposal to revoke or refuse to renew</b></p> <p><u>19.(1)</u> Where the Registrar proposes,</p> <p>(a) to refuse to issue a licence; or</p> <p>(b) to refuse to issue, to suspend or to revoke a temporary licence, a provisional licence, a limited licence or a certificate of authorization,</p> <p>The Registrar shall serve notice of the proposal, together with written reasons therefore, on the applicant. R.S.O. 1990, c. P.28, s. 19 (1); 2001, c. 9, Sched. B, s. 11 (22).</p> <p><b>Exception</b></p> <p><u>(2)</u> Subsection (1) does not apply in respect of a proposal to refuse to issue a licence, a temporary licence, a provisional licence or a limited licence where the applicant previously held a licence, a certificate of authorization, a temporary licence, a provisional licence or a limited licence that was suspended or revoked as a result of a decision of the Discipline Committee. 2001, c. 9, Sched. B, s. 11 (23).</p> <p><b>Notice</b></p> <p><u>(3)</u> A notice under subsection (1) shall state that the applicant is entitled to a hearing by the Registration Committee if the applicant mails or delivers, within thirty days after the notice under subsection (1) is served on the applicant, notice in writing requiring a hearing by the Registration Committee and the applicant may so require such a hearing. R.S.O. 1990, c. P.28, s. 19 (3).</p> <p><b>Power of Registrar where no hearing</b></p> <p><u>(4)</u> Where the applicant does not require a hearing by the Registration Committee in accordance with subsection (3), the Registrar may carry out the proposal stated in the notice under subsection (1). R.S.O. 1990, c. P.28, s. 19 (4).</p> <p><b>Hearing by Registration Committee</b></p> <p><u>(5)</u> Where an applicant requires a hearing by the Registration Committee in accordance with subsection (3), the Registration Committee shall appoint a time for, give notice of and shall hold the hearing. R.S.O. 1990, c. P.28, s. 19 (5).</p> <p><b>Continuation on expiry of committee membership</b></p> <p><u>(6)</u> Where a proceeding is commenced before the Registration Committee and the term of office on the Council or on the committee of a member sitting for the hearing expires or is terminated other than for cause before the proceeding is disposed of but after evidence is heard, the member shall be deemed to remain a member of the Registration Committee for the purpose of completing the disposition of the proceeding in the same manner as if the member's term of office had not expired or been terminated. R.S.O. 1990, c. P.28, s. 19 (6).</p> <p><b>Powers of Registration Committee</b></p> <p><u>(7)</u> Following upon a hearing under this section in respect of a proposal by the Registrar, the Registration Committee may, by order,</p> <p>(a) where the committee is of the opinion upon reasonable grounds that the applicant meets the requirements and qualifications of this Act and the regulations and will engage in the practice of professional engineering or in the business of providing services that are within</p>

## WORK PLAN - 2019

### REGISTRATION COMMITTEE (REC)

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

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

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

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

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

#### **Extension of time for requiring hearing**

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

#### **Parties**

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

#### **Opportunity to show compliance**

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

#### **Examination of documentary evidence**

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

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

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

**WORK PLAN - 2019**  
**REGISTRATION COMMITTEE (REC)**

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

**Recording of evidence**

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

**Only members at hearing to participate in decision**

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

**Release of documentary evidence**

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

**Applicant**

(16) In this section,

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

**Fiduciary, etc., relationship between corporation and client**

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

**Appeal to court**

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

**Certified copy of record**

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

**Powers of court on appeal**

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

## WORK PLAN - 2019

### REGISTRATION COMMITTEE (REC)

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

**Human Resources Plan – 2019**  
**30 by 30 Task Force (30/30 TF)**

C-521-2.9  
Appendix N(i)

<b>Committee: 30 by 30 Task Force</b>	<b>Date Developed: July 19, 2018</b>
<b>Committee Review Date: September 27, 2018</b>	<b>Date Council Approved: TBD/November Council Meeting</b>

Categories	Currently in Place	Required in 12 months (Identified “Gap” for each Core Competency)	Required in 2 to 5 years
<b>Core Competencies</b> <ul style="list-style-type: none"> <li>• Skills</li> <li>• Abilities</li> <li>• Expertise</li> <li>• Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Direct leadership experience and knowledge of Engineers Canada’s 30 by 30 initiative</li> <li>• Extensive experience with Women-in-engineering issues/organizations</li> <li>• Engineering Practice expertise at senior level in the academic, industry and government sectors</li> <li>• Volunteer leadership experience with PEO governance, organizational structure and licensing process</li> <li>• Volunteer leadership experience with OSPE (board of directors, WEAC)</li> <li>• Organizational Behaviour/Change Management Expertise</li> </ul>	No gaps	No gaps
<b>Volunteer Development Plans</b> <ul style="list-style-type: none"> <li>• List potential development opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Attendance/ Participation in applicable conferences (e.g. OSPE WE ACT or other women-in-engineering events)</li> <li>• Retainment of PIC consulting firm to ensure alignment in communication efforts/key messaging</li> </ul>	No gaps identified at this time	No gaps identified at this time
<b>Committee Membership</b>	Four	No gaps	No gaps
<b>Broad Engagement</b> <ul style="list-style-type: none"> <li>• Career Stage</li> <li>• Disciplines</li> </ul>	List <ul style="list-style-type: none"> <li>• 3 – Late Career Stage</li> <li>• 1 – Mid Career Stage</li> </ul>	No gaps	No gaps

## Human Resources Plan – 2019

### 30 by 30 Task Force (30/30 TF)

<ul style="list-style-type: none"> <li>• Experience Level</li> <li>• Gender / Diversity</li> <li>• Geographic Representation</li> <li>• CEAB Grads / Non-CEAB Grads</li> <li>• Licensed / Non-licensed</li> </ul>	<ul style="list-style-type: none"> <li>• 3 – Civil; 1 – Bio Medical</li> <li>• 2 – Female; 2 – Male</li> <li>• 2 – East Central Region 2 – Western Region</li> <li>• 4 – CEAB</li> <li>• 4 – P.Engs.</li> </ul>		
<p><b>Succession Planning</b></p> <ul style="list-style-type: none"> <li>• List the members</li> </ul>	<p>Helen Wojcinski - &gt;1 year (Chair)            Christian Bellini (Vice Chair) - &gt;1 year            Bob Dony (Council Liaison) - &gt;1 year            Lola Hidalgo Salgado - &gt; 1 year</p>	<p>No gaps</p>	<p>No gaps</p>
<p><b>Term of Office</b></p> <ul style="list-style-type: none"> <li>• Chair</li> <li>• Committee members</li> </ul>	<ul style="list-style-type: none"> <li>• Duration of Task Force – 2 years</li> <li>• Duration of Task Force – 2 years</li> </ul>		

DRAFT

# WORK PLAN FOR 2018-2019

## 30 by 30 Task Force

C-521-2.9  
Appendix N(ii)

<b>Approved by Committee:</b> September 27, 2018		<b>Review Date:</b> September 27, 2018	
<b>Approved by Council:</b> TBD/November Council Meeting		<b>Approved Budget:</b> 20,000 [DATE]	
<b>Mandate [as approved by Council]:</b>	For PEO to show visible leadership in addressing the underrepresentation of women licensed in the profession by formally endorsing the 30 by 30 initiative with Engineers Canada and committing to undertaking an action plan to resolve this inequity. [DATE APPROVED BY COUNCIL]		
<b>Terms of Reference [Key duties]:</b>	<p><b>Develop a detailed complementary action plan to the one developed by OSPE to engage and inform PEO licence holders, volunteers, key stakeholders and staff on the 30 by 30 initiative, identify the appropriate owners of PEO's actions in the plan, and provide direction to the Registrar and volunteer leadership, as appropriate. This to include:</b></p> <ol style="list-style-type: none"> <li><b>1. Plan Development</b> <ol style="list-style-type: none"> <li>a. Develop a detailed action plan that complements OSPE's plan.</li> <li>b. Present the action plan to PEO Council for approval.</li> </ol> </li> <li><b>2. Coordinate</b> <ol style="list-style-type: none"> <li>a. Coordinate PEO's 30 by 30 initiatives by providing direction to the Registrar and volunteer leadership to ensure implementation of the joint action plan and that ownership of PEO's responsibilities are appropriately assigned.</li> <li>b. Monitor the progress on uptake in implementing the action plan.</li> </ol> </li> <li><b>3. Inform/Educate</b> <ol style="list-style-type: none"> <li>a. Communicate the 30 by 30 action plan to PEO licence holders, volunteers, key stakeholders and staff.</li> </ol> </li> </ol> <p>Provide an annual update to PEO licence holders, key stakeholders, volunteers and staff on the progress of the 30 by 30 initiative launch in the PEO Annual Report.</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? YES</i></li> <li>2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups? YES</i></li> <li>3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences? TBD; will pro-actively address with internationally trained women engineers, as needed</i></li> </ol>		
<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activities:</b>	<b>Outcomes Success measures</b>	<b>Due date:</b>
<i>Response to Q2 and Q3: All Task/Activities listed below will take into consideration cultural and gender sensitivities, persons with disabilities and dietary restrictions, where appropriate.</i>			
✓	Develop PEO 30 by 30 Action Plan for PEO Council Approval	Approved PEO 30 by 30 Action Plan	September 2018 PEO Council Meeting
✓	Map PEO actions in plan with internal and external owners/stakeholders	Key Owners/Stakeholder groups of PEO actions are identified	October 2018
Develop communication/engagement strategy/plan for key owner/stakeholder groups that is aligned with the Public Information Campaign (PIC)		Communication/Engagement Plan	November 2018

## WORK PLAN FOR 2018-2019 30 by 30 Task Force

	<p>Develop tools/templates/guidelines (e.g. PPT presentations on the 30 by 30 initiative, overview of successful EIT programs (e.g. used at MTO), Engineers Canada's Welcoming Workplace package; successful Licensing Assistance Programs being run by the Chapters and the International Engineering Graduate bridging program being run by Ryerson) for recruitment and pathway to licensure for women engineering graduates and internationally trained engineers</p> <p>Establish tracking of numbers and annual reporting on progress to PEO Council, with this first year forming the base line metrics</p>	<p>Pathway to Licensure Tools/Templates</p> <p>30 by 30 TF: progress on PEO Action Plan launch; Registrar: tracking of numbers</p>	December 2018
	<p>Prepare for Plenary Session at the February 8<sup>th</sup> PEO Council Meeting (TBD if on the agenda) on baseline numbers</p> <p>Prepare for Awareness Sessions with key owner/stakeholder groups as described below</p>	<p>Formalized Feedback to PEO Council on progress of PEO Action Plan launch and numbers</p> <p>Initial engagement of Key Owners/Stakeholders</p>	January 2018
	<p>Present update on launch of 30 by 30 PEO Action Plan and baseline numbers to PEO Council (TBD if on the agenda)</p>	<p>30 by 30 TF: progress on PEO Action Plan launch; Registrar: tracking of numbers</p>	February 2019 PEO Council Meeting – Plenary Session
	<p>Host Awareness Sessions with key owner/stakeholder groups to socialize the 30 by 30 initiative/PEO Action Plan and their role in implementing it, including beta testing the tools/templates</p>	<p>Initial engagement of Key Owners/Stakeholders</p>	June 2019
	<p>Continue to implement communication/engagement plan and host Follow Up Sessions with key owners/stakeholder groups to build momentum, exchange best practices and transfer ownership of the PEO Action Plan.</p>	<p>Key Owners/Stakeholder groups begin to take ownership of their actions in PEO Action Plan</p>	December 2019
<b>Inter-committee collaboration:</b>	<p>Inform/educate, seek leadership support and report into PEO Council; engage, inform/educate, consult and collaborate with the following groups, as appropriate: ARC; ERC; Licensing Committee; ACV; HRC; CESC; RESC, AWC; Regional Congress Committee (RCC); Chapters (Executive, Women-In-Engineering Committees); EDC; Registrar / PEO staff</p>		
<b>Stakeholders:</b>	<p>Engage, inform/educate, consult and collaborate with key owners/stakeholder groups, as appropriate: associations (e.g. CEO, PEGO); major engineering employers/leaders (e.g. mining, auto, electric utilities, government); universities (e.g. CODE, Deans/professors engaged in 30 by 30, staff involved with engineering graduates); Women-In-Engineering and Internationally Trained Women Engineering groups (e.g. SWE, Skills for Change); women engineering graduates, EITs and internationally trained engineers; ON WiE.</p>		

## BY-LAW CHANGE PROTOCOL

**Purpose:** To establish a Protocol for making changes to PEO By-Laws

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

**That Council approves the By-Law Change Protocol as presented to the meeting at C-521-2.10, Appendix A**

*[These changes are made under the authority of sections 57-60 of By-Law No. 1.]*

**Prepared by:** Jordan Max, Manager, Policy, Tribunals & Regulatory Affairs Department

**Moved by:** Gary Houghton, P.Eng., Chair, Legislation Committee

### 1. Need for PEO Action

- The Legislation Committee, whose mandate includes the oversight of changes to By-Laws, believes that a Protocol is necessary to improve governance by guiding Council and proponents of By-Law changes for consistency and due diligence, identifying the rationale, legal authority, and implementation of the proposed changes, as well as member and committee consultation prior to Council presentation. The proposed By-Law Protocol in Appendix A, which lays out the process and quality requirements for all future by-law changes, complements the Council-approved Act Change Protocol (November 2015) and Regulatory Policy Protocol (September 2012).
- With the Provincial Government’s 2017 proclamation of changes to section 8(1)16 of the *Professional Engineers Act*, Council now has the authority to approve any future changes to fees through by-law without government oversight. Under section 8(2) of the Act, by-laws passed by Council are effective immediately, unless Council specifies that the approved by-law be confirmed by a vote of the members under section 8(3). This threshold was recently changed under the *Stronger, Fairer Ontario Act (Budget Measures), 2017*, on December 14, 2017. Currently, section 59 of By-Law No. 1 requires any significant change pertaining to the annual fees for licence holders to be confirmed by a vote of the members.
- At the 516<sup>th</sup> meeting in February 2018, Council approved changes to By-Law No. 1 to establish all fees and their payment timing, and to update certain terms and titles. It did not involve any fee amount, policy or procedural changes. Subsequently, at the 519<sup>th</sup> meeting in June 2018, Council corrected the definition of “life member” to its previous requirement as having been a past President of the Association. Prior to the February 2018 changes to By-Law No. 1, section 24 was amended by Council on November 17, 2017, without any consultation or notice given to the Legislation Committee.
- By-Law No. 1, authorized by section 8 of the *Professional Engineers Act*, governs PEO’s administrative and domestic affairs, and is thus considered a “living document” that

can be amended by Council at any time. By-Law No. 1 covers areas such as Chapters, Member rights, Regional Congresses, Council meetings, the Annual General Meeting, Committees, Remuneration of Council members and others, Officials and Employees, Indemnification of Staff, Councillors, and Committee Members, Other Organizations, Fees, Application of Funds and Administration of Property, Fiscal Year, Financial Statements, Auditor, Seal and Other Insignia, and Amendments to Regulations and By-Laws. Chapter by-laws must be in accordance with By-Law No. 1. Section 8 of the Professional Engineers Act gives Council the authority to pass by-laws.

**2. Proposed Action / Recommendation**

- That Council approves the By-Law Change Protocol, effective immediately, to apply to all future by-law change proposals, regardless of size and scope.

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

- All future proposals for by-law changes or additions will have to comply with the Protocol.
- Staff advisors to committees and task forces will be briefed on the Protocol and its use.
- The By-Law Change briefing note template will be revised to add the Protocol requirements.
- The Council Manual and the Committees and Task Forces Policy Reference Manual will be amended to add the Protocol.

**4. Policy or Program contribution to the Strategic Plan**

- The new Protocol for by-law changes will support Strategic Objective #9: “Enhance corporate culture—PEO will consistently evaluate and review the presence of its core values in the performance of staff and volunteer activities, as well as regulatory decisions”.

**5. Financial Impact on PEO Budgets (for five years)**

- There are no additional operating nor capital costs for passing this Protocol. Any specific by-law change will need to be assessed individually.

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	These changes will not impact PEO’s budget. Early identification of possible implementation issues and costs in making by-law changes will assist in budgeting and planning. Note: The format and timing of any future member consultations for proposed by-law changes may have budgetary implications (for example, issue-specific Town Hall meetings or votes outside of PEO elections). Those requirements and formats will be at Council’s discretion for each future proposed by-law change.
2 <sup>nd</sup>	\$0	\$0	
3 <sup>rd</sup>	\$0	\$0	
4 <sup>th</sup>	\$0	\$0	
5 <sup>th</sup>	\$0	\$0	

## 6. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"><li>• At its November 2010 meeting, Council approved the following motions:     <b>“That Council be responsible for passing by-laws, and will seek member confirmation of any changes that Council deems significant.”</b>     <b>“That By-Law No. 1 be amended by enshrining into the By-Law the requirement for Council to seek member confirmation for annual fees for licence holders.”</b>     <b>“That By-Law No. 1 be amended by:</b><ul style="list-style-type: none"><li>a) deleting section 56 in its entirety and replacing it with the following:         <b>56- The regulations may be altered or revoked and new regulations may be passed by the Council from time to time in accordance with and subject to the provisions of section 7 of the Act.</b></li><li>b) creating a new section 57 to read as follows:         <b>57. The by-laws may be altered or revoked and new by-laws may be passed by the Council from time to time in accordance with and subject to the provisions of section 8 of the Act.</b></li><li>c) creating a new section 58 to read as follows:         <b>58. In accordance with section 8(3) of the Act, Council shall determine the manner in which a by-law is to be confirmed by a majority of the members of the association;</b></li><li>d) creating a new section 59 to read as follows:         <b>59. Council shall seek confirmation by the members of the association of a by-law passed by the Council pursuant to the Act pertaining only to annual fees for licence holders; and</b></li></ul></li></ul> <p style="margin-left: 40px;"><b>3. Re-numbering section 57 to section 60.</b></p> <ul style="list-style-type: none"><li>• The Legislation Committee began work on this Protocol in June 2016, and approved the final version at its February 9, 2018 meeting.</li><li>• On April 17, 2018, the draft Protocol was sent to the Regional Councillors, Finance, and Audit committees for comment, as they are the committees mostly likely to be requesting future changes to By-Law No. 1. It was also sent to Corporate Services for comment.</li><li>• The following comments were received from the Regional Councillors Committee on September 27, 2018:      <b>“In general RCC finds the By-Law Change Protocol comprehensive, it has been well thought out and covers all of the eventualities that could arise. RCC agrees with the need for checks and balances.</b>      However, RCC seeks clarification in a particular step within the process, that the Proponent of the change would have to identify:</li></ul>
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	<p><i>“b) How did the issue arise? Who has validated this as a problem? Has a legal opinion or court ruling been sought and received? (please attach)”</i></p> <ul style="list-style-type: none"> <li>- How will council interpret a change request which has no legal opinion attached to it?;</li> <li>- Will the fact of not having a legal opinion weaken the request?;</li> <li>- Does the Change Protocol require committees and proponents to pay for legal advice?</li> </ul> <p>Although it appears to be thorough and comprehensive, there is a concern that the process could result in requests that could be beneficial to PEO being shut down due to the wording of requirements.”</p> <ul style="list-style-type: none"> <li>• Accordingly, section 1 b) of the Protocol was revised and reviewed by the Legislation Committee on October 19, 2018 to answer the RCC’s questions about requirements for legal opinions.</li> </ul> <p><b>NOTE:</b> <i>Legal opinions are only sought when there is a question on the legal authority in the Professional Engineers Act for the proposed by-law change, or potential conflicts with external legislation governing associations or not-for-profit organizations. Legal opinions are directed and paid for by PEO through the Registrar.</i></p>
<b>Council Identified Review</b>	<ul style="list-style-type: none"> <li>• Council has not indicated any review requirement.</li> </ul>
<b>Actual Motion Review</b>	<ul style="list-style-type: none"> <li>• The motion was reviewed by the Legislation Committee at its October 19, 2018 meeting and approved.</li> </ul>

**7. Appendices**

- Appendix A – By-Law Change Protocol
- Appendix B – Excerpts of the *Professional Engineers Act*
- Appendix C - Excerpts of By-Law No. 1

## By-Law Change Protocol (DRAFT)

### Introduction:

PEO's By-laws are intended to provide authorities and powers pertaining to PEO's "administrative and domestic affairs" [section 8(1) of the Act]. PEO currently only has one by-law, referred to as By-Law No. 1, but has the authority to create others. Unlike Act or Regulation changes, PEO's by-laws are made exclusively by PEO Council and do not require government approval. Nevertheless, as legal corporate instruments, they must be drafted with care and legal due diligence. This By-Law Change Protocol is intended to ensure that these imperatives are met. For the purpose of this Protocol, the term "by-law change" applies to revisions of By-Law No. 1, as well as the future creation and revision of new by-laws.

### Legal Requirements:

By-laws can only be drafted in accordance with the by-law making powers listed in section 8(1) of the Professional Engineers Act, and must also follow the scope and the level of detail and discretion provided in each paragraph of section 8(1)s, such as "prescribing", "providing", "respecting" authorizing, "regarding" or "fixing". These specificity terms have very specific legal meanings and interpretations, and details in the by-law which do not match are *ultra vires* (beyond legal power and authority). As well, the contents of a by-law cannot contradict, infringe, limit, or overstep provisions in the Act or Regulations, as this constitutes an improper subdelegation of power. For reference, section 8 of the Act is contained in Appendix A to this Protocol.

If a change to the By-law making powers in the Act is required to achieve the policy intent, then Act Changes must be sought (with the government's approval) and PEO's Act Change Protocol must be followed first (see Act Change Protocol).

Council's Regulatory Policy Protocol (approved in September 2012) requires that all proposals for Act, Regulation, or By-law changes must first be reviewed by the Legislation Committee to determine legislative authority.

### Process:

1. The proponent of a By-law change supplies answers to the following questions for initial review by Council:
  - a) What is the By-law issue? Does it fit within PEO's By-law making powers contained in the Act?
  - b) How did the issue arise? Who has validated this as a problem? Has a legal opinion or court ruling been sought and received? (please attach)

**NOTE:** *Legal opinions are only sought when there is a question on the legal authority in the Professional Engineers Act for the proposed by-law change, or potential conflicts with external legislation governing associations or not-for-profit organizations. Legal opinions are directed and paid for by PEO through the Registrar.*

- c) What evidence is there to validate the identified problem? (include sources and methodology)
  - d) What is the policy intent of the proposed change? Why & how will a by-law change solve this problem? Who will this change apply to?
2. Once Council has authorized referral of the proposal to the Legislation Committee, the proponent will supply the additional answers to the following questions:
- a) Who are the stakeholders that are potentially impacted, whom have you consulted with, and what impacts did they identify?
  - b) What are the expect outcomes of the proposed change (observable/measurable changes in behavior)?
  - c) What other alternative approaches have been considered to solve the problem besides a by-law change? (for example, Council policy) Why were these alternative approaches rejected?
3. Legislation Committee reviews the supplied answers, and with staff assistance and analysis (including seeking legal opinions where necessary), reviews the current by-law making authority in the Act, and answers the following questions.
- a) What is the proposed policy intent of the by-law change?
  - b) Which specific by-law-making powers in the PEA apply to the proposed scope of policy intent? Is the current by-law being complied with operationally? Does the policy intent match the level of detail and discretion (e.g. “prescribing” versus “regarding”) requirement of the applicable by-law making power?
  - c) Will this change affect any other sections of the By-Law?
  - d) Are there any other dependencies or preconditions (e.g. Act change, budget or other resources) to implement the proposed change? Any potential consequences of the change?
  - e) Should this change require member confirmation following Council approval? Why?

- f) Should this by-law change require member consultation prior to Council approval? What type of consultation will be required? How should they be consulted? (e.g. post on website, publish in *Engineering Dimensions*, email blast, town hall/local chapter meetings, Annual General Meeting, etc.)
  - g) What is the required timeframe to implement the proposed by-law change?
  - h) Are there other regulated professions that have addressed this issue through legislative change or other mechanisms? (cite) Have they been successful in addressing the problem?
4. Tribunals & Regulatory Affairs Staff, working with other operational staff to identify the possible implications, sends the proposal to relevant committees and departments for comment, and drafts the proposal document for Legislation Committee review.
  5. If the Legislation Committee believes that member consultation prior to passage of the by-law change is necessary, it will develop a briefing note for Council detailing why it believes this, as well as an accompanying consultation plan. If Council directs staff to begin the consultation process, member feedback on the by-law change will be sought and included in the development process.
  6. Legislation Committee reviews the drafted proposal document and makes a recommendation for Council on whether to proceed with the desired by-law change, including the policy intent to support legal drafting and any prior member consultation. If the Legislation Committee recommends that the proposed policy intent fits within the by-law making powers of the Act, Tribunals & Regulatory Affairs staff prepare a briefing note for Council with their recommendation for Council's decision.
  7. If Council approves a recommendation from the Legislation Committee for a by-law change, the proposal is entered into the Future Legislative Change Log, and PEO retains a lawyer to draft the by-law change to match the policy intent approved by Council.
  8. The Legislation Committee reviews the draft by-law change and forwards it to Council for approval. Once approved by Council, the by-law is passed and effective immediately, is reprinted and the members are notified through *Engineering Dimensions*, unless Council specifies that member confirmation is required.

**NOTE:** As per section 8(3) of the Act, if Council determines that the by-law change requires confirmation by a majority of the members of the Association<sup>1</sup>, it must also

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<sup>1</sup> Currently, under section 59 of By-Law No. 1, only the annual fee for licence holders is subject to member confirmation.

specify the manner in which that confirmation is to be sought, such as electronic or paper ballot. Following that, PEO Corporate Services arranges for a vote, which can take place independently or in conjunction with the annual PEO Council Elections. Where the membership has confirmed the by-law change as per the Council-determined voting requirements, the by-law is effective, is reprinted and the members are notified through *Engineering Dimensions*.

9. Once a by-Law change has been passed, Legislation Committee will evaluate and review its impact after one year, and if required, identify future amendments to that provision.

## Section 8 of the *Professional Engineers Act*

### 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,

1. prescribing the seal and other insignia of the Association and providing for their use;
2. providing for the execution of documents by the Association;
3. respecting banking and finance;
4. fixing the financial year of the Association and providing for the audit of the accounts and transactions of the Association;
5. respecting the calling, holding and conducting of meetings of the Council and the duties of members of Council;
6. providing for meetings of the Council and committees, except in a proceeding in respect of a membership, certificate of authorization, temporary licence, provisional licence or limited licence, by means of conference telephone or other communications equipment by means of which all persons participating in the meeting can hear each other, and a member of the Council or committee participating in a meeting in accordance with such by-law shall be deemed to be present in person at the meeting;
7. providing that the Council or a committee may act upon a resolution consented to by the signatures of all members of the Council or the committee except in a proceeding in respect of a licence, certificate of authorization, temporary licence, provisional licence or limited licence, and a resolution so consented to in accordance with such a by-law is as valid and effective as if passed at a meeting of the Council or the committee duly called, constituted and held for that purpose;
8. respecting the calling, holding and conducting of meetings of the membership of the Association;
9. authorizing voting by mail by the general membership of the Association on any of the business of the Association and prescribing procedures for such voting;
10. prescribing the duties of officers of the Association;
11. prescribing forms and providing for their use;
12. providing procedures for the making, amending and revoking of the by-laws;
13. respecting management of the property of the Association;

14. providing for the appointment, composition, powers, duties and quorums of additional or special committees;
15. respecting the application of the funds of the Association and the investment and reinvestment of any of its funds not immediately required, and for the safekeeping of its securities;
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;
17. respecting the borrowing of money by the Association and the giving of security therefor;
18. respecting membership of the Association in other organizations the objects of which are not inconsistent with and are complementary to those of the Association, the payment of annual assessments and provision for representatives at meetings;
19. providing for the establishment and dissolution and governing the operation of groups of members of the Association and respecting grants by the Association to any such groups;
20. authorizing the making of grants for any purpose that may tend to advance knowledge of professional engineering education, or maintain or improve the standards of practice in professional engineering or support and encourage public information and interest in the past and present role of professional engineering in society;
21. respecting scholarships, bursaries and prizes related to the study of professional engineering;
22. respecting the establishment and operation and use of publications of the Association;
23. providing for an employment advisory service and for the continuance of the retirement savings plans in which members of the Association may participate on a voluntary basis;
24. regarding such other matters as are entailed in carrying on the business of the Association and are not included in section 7. R.S.O. 1990, c. P.28, s. 8 (1); 2001, c. 9, Sched. B, s. 11 (14, 15).

### **By-laws effective**

(2) Subject to subsection (3), a by-law made by the Council is effective when it is passed. 2010, c. 16, Sched. 2, s. 5 (16).

### **Confirmation**

(3) If a by-law passed by the Council requires it, the by-law is not effective until it is confirmed, in the manner specified by the Council, by a majority of the members of the Association who vote on the by-law. 2017, c. 34, Sched. 34, s. 3.

### **Distribution of by-laws**

(4) A copy of the by-laws made under subsection (1) and amendments thereto,

(a) shall be forwarded to the Minister;

(b) shall be forwarded to each member of the Association; and

(c) shall be available for public inspection in the office of the Association. R.S.O. 1990, c. P.28, s. 8 (4).

## Excerpts of By-Law No. 1 (revised February 2, 2018)

### Amendments to Regulations and By-laws

56. The regulations may be altered or revoked and new regulations may be passed by the Council from time to time in accordance with and subject to the provisions of section 7 of the Act.

57. The by-laws may be altered or revoked and new by-laws may be passed by the Council from time to time in accordance with and subject to the provisions of section 8 of the Act.

58. In accordance with section 8(3) of the Act, Council shall determine the manner in which a by-law is to be confirmed by a majority of the members of the association who vote on the by-law.

59. Council shall seek confirmation by the members of the association of a by-law passed by the Council pursuant to the Act pertaining only to annual fees for licence holders.

60. Proposals for alteration of the regulations or by-laws may,

- (a) originate in the Council,
- (b) be submitted to the Council in writing by a majority in number of the chapters, or
- (c) be submitted to the Council in writing by a petition signed by not fewer than 50 members.

The Council shall consider all petitions received as provided in clauses (b) and (c) and, if the Council does not pass regulations and by-laws or amendments thereto giving effect to such proposals, the Council shall return the proposals to the petitioners with a statement of the Council's reasons for rejection.

## **Advertising Policy for Chapter Provided Continuing Knowledge Activities**

**Purpose:** Council is asked to approve a policy for Chapter advertising related to seminars and other continuing knowledge activities.

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

**That Council approve the Advertising Policy for Chapters as presented to the meeting at C-521-2.11, Appendix A.**

**Prepared by:** Bernard Ennis, P.Eng., Director, Policy and Professional Affairs

**Moved by:** Warren Turnbull, P.Eng.

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

The following motion was made at the Regional Councillors Committee (RCC) meeting on Saturday, April 7, 2018:

#### **MOTION 8**

To direct Staff to develop a policy detailing the proper usage of the word PEAK for chapter event advertising. Moved by I. Bhatia. Seconded by L. Hildalgo.

Motion CARRIED.

Chapters often hold events that provide the type of technical information and training that would qualify as continuing knowledge activities suitable for reporting under the PEAK program.

Chapters should not be discouraged from providing these events. However, for various reasons PEO has decided not to endorse or otherwise identify any continuing knowledge activities as suitable for reporting under the PEAK program. Decisions about suitability of a program need to be made by individual practitioners based on criteria described in the reporting module.

First, a basic principle of the PEAK program is the idea that each practitioner is allowed to decide what continuing knowledge activity is relevant to keeping themselves current. Identifying certain activities as PEAK applicable would indicate that those activities not so identified are not applicable. Second, if PEO did allow providers to identify their offerings as PEAK applicable, this would appear to be an endorsement by PEO, an endorsement that we can't really guarantee without checking out each of the offerings. The work involved in seeing whether these courses were actually applicable would be tremendous.

Since PEO will not endorse any continuing knowledge activities, chapters, being arms of PEO, should not endorse or identify any activities as PEAK applicable.

The proposed policy was reviewed the Regional Councillors Committee (RCC) meeting on Saturday, July 28, 2018 where the following motion was approved:

**Motion 15:** To approve the revised policy on chapter advertising for PEAK related events and to send back to Council for final approval. Moved by L. Hidalgo. Seconded by R. Subramanian. Motion **CARRIED**.

**2. Proposed Action / Recommendation**

Staff requests that Council approve the attached proposed PEAK Advertising Policy for Chapters.

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

The approved policy would be distributed to the chapter executives and posted in the PEAK section of the PEO website. Chapters would be expected to adhere to this policy when promoting chapter events.

**4. Policy or Program contribution to the Strategic Plan**

- Strategic Objective 1 – Refine PEAK Program
- Strategic Objective 4 – Engage Chapters as a valuable regulatory resource

**5. Financial Impact on PEO Budgets (for five years)**

	Operating	Capital	Explanation
Current to Year End	\$	\$	Not applicable
2 <sup>nd</sup>	\$	\$	Not applicable
3 <sup>rd</sup>	\$	\$	Not applicable
4 <sup>th</sup>	\$	\$	Not applicable
5 <sup>th</sup>	\$	\$	Not applicable

**6. Peer Review & Process Followed**

<b>Process Followed</b>	<b>Outline the Policy Development Process followed.</b> As noted this issue was discussed at a meeting of the Regional Councillors, who approved the policy.
<b>Council Identified Review</b>	Not applicable
<b>Actual Motion Review</b>	Not applicable

**7. Appendices**

- Appendix A – PEAK Program – Chapter Event Advertising



**C-521-2.11**  
**Appendix A**

<b>PEAK Program – Chapter Event Advertising</b>	Date of Policy: XXXXX
	Approved by: XXXXX
	Review Date: XXXXX

<b>Policy Statement</b>	Chapter event advertising and promotional materials cannot claim or suggest that the event qualifies for PEAK credits or that attendees will be eligible for PEAK hours.
<b>Purpose</b>	The PEAK Program – Chapter Event Advertising policy clarifies restrictions on advertising and promoting chapter events intended as continuing knowledge activities.
<b>Application and Scope</b>	This policy sets out requirement for PEO chapter executives to review and ensure that chapter event advertising and promotional materials do not suggest that specific continuing knowledge activities have been accredited by PEO as PEAK compliant educational offerings.
<b>Definitions</b>	<p><b>Chapter event</b> – refers to any event organized by a PEO chapter.</p> <p><b>Monitoring of content</b> – refers to the regular review of advertising and promotional content related to Chapter events.</p>
<b>Policy specific issues or considerations</b>	<p>The PEAK program recognizes continuing knowledge activities that are learning sessions with technical knowledge and focus on maintaining or enhancing engineering competence. PEO provides guidance on the three types of continuing knowledge activities that can be reported to the PEAK program.</p> <p>PEO does not validate specific continuing knowledge activities or endorse activity providers as being eligible for the PEAK program. Practising licence holders are asked to determine their own needs based on their practice and pursue relevant continuing knowledge opportunities, then report these</p>

	<p>activity hours to PEO using the online reporting tool in their Member Portal account.</p> <p>This item explains that certain chapter-organized events can count towards a PEO licence holder’s PEAK activity hours. The licence holder makes this determination and they choose whether to count the event.</p> <p>Advertising and promotional material for chapter events shall not state or suggest that PEO or the PEAK program has endorsed, accredited, evaluated or authorized the event as a continuing knowledge activity or that the event is PEAK applicable.</p> <p>Advertising and promotional materials for chapter events shall not claim that the event qualifies for PEAK credits or that attendees will be eligible for PEAK hours.</p> <p>Promotional materials for chapter events should include this disclaimer:</p> <p><b>Each licence holder should determine whether this event is relevant to their practice. Only practice relevant activities are appropriate for PEAK continuing knowledge hours. Participation in the PEAK program and completing the recommended hours is voluntary.</b></p>
<b>Procedures</b>	<p>The chapter chair, or delegated chapter volunteer, shall review all event advertising and promotional material to ensure PEAK related references are in compliance with this policy.</p> <p>When the Manager, Chapters finds any chapter advertising that fails to comply with this policy, the Manager shall notify the chapter chair. The chapter chair shall halt the non-compliant advertising and shall, if necessary, distribute correction notices.</p>
<b>Other Policies</b>	N/A
<b>Responsibility</b>	<p>The Manager, Chapter shall monitor chapter event advertising to ensure that it complies with this policy.</p> <p>Chapter chairs have primary responsibility for implementation of this policy.</p> <p>Chairs shall ensure that all chapter volunteers advertising or promoting chapter events are aware of, and comply with, this policy.</p>



## CONSENT AGENDA

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

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

***That the consent agenda be approved.***

**Prepared by:** Dale Power, Secretariat Administrator

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

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

Please review the minutes ahead of time for errors or omissions and advise Dale Power (416-224-1100, extension 1130 or [dpower@peo.on.ca](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 – 520<sup>th</sup> Council Meeting – September 21, 2018
- 3.2 Approval of CEDC Applications
- 3.3 Request from the Canadian Engineering Accreditation Board (CEAB) Nominating Committee
- 3.4 Changes to the 2018 PEO Committees and Task Forces Membership Roster
- 3.5 Committees and Task Forces Terms of Reference for the Volunteers Leadership Conference Planning Committee (VLCPC)

## OPEN SESSION MINUTES – 520<sup>th</sup> Council Meeting – September 21, 2018

**Purpose:** To record that the minutes of the open session of the 520<sup>th</sup> meeting of Council accurately reflect the business transacted at that meeting.

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

***That the minutes of the 520<sup>th</sup> meeting of Council, held September 21, 2018, as presented to the meeting at C-521-3.1, Appendix A, accurately reflect the business transacted at that meeting.***

Prepared by: Dale Power, Secretariat Administrator

### 1. Need for PEO Action

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

### 2. Current Policy

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 – 520<sup>th</sup> Council open session meeting – September 21, 2018



# Minutes

C-521-3.1  
Appendix A

The 520<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, September 21, 2018 at 9:00 a.m.

- Present: D. Brown, P.Eng., President and Council Chair  
B. Dony, P.Eng., Past President  
N. Hill, P.Eng., President-Elect  
M. Sterling, P.Eng., Vice-President (Elected)  
K. Reid, P.Eng., Vice-President (Appointed)  
I. Bhatia, P.Eng., Eastern Regional Councillor  
G. Boone, P.Eng., Eastern Regional Councillor  
M. Chan, P.Eng., Lieutenant Governor-In-Council Appointee  
T. Chong, P.Eng., East Central Regional Councillor [minutes 12016 to 12039 a-c only]  
L. Cutler, P.Eng., Lieutenant Governor-In-Council Appointee  
R.A. Fraser, P.Eng., Councillor at Large [minutes 12016 to 12039 a-e only]  
L. Hidalgo, P.Eng., Western Regional Councillor [via teleconference 12016 to 12019 – in person 12020 to 12044]  
G. Houghton, P.Eng., Western Regional Councillor  
Q. C. Jackson, Barrister & Solicitor, Lieutenant Governor-In-Council Appointee  
T. Kirkby, P.Eng., Lieutenant Governor-In-Council Appointee  
L. Lederman, Q.C., Lieutenant Governor-In-Council Appointee [minutes 12016 to 12039 a-c only]  
L. MacCumber, P.Eng., West Central Regional Councillor  
T. Olukiyesi, P.Eng., Lieutenant Governor-In-Council Appointee  
S. Robert, P.Eng., Northern Regional Councillor [minutes 12016 to 12038 only]  
M. Spink, P.Eng., Lieutenant Governor-In-Council Appointee  
R. Subramanian, P.Eng., Northern Regional Councillor  
W. Turnbull, P.Eng., Western Regional Councillor  
G. P. Wowchuk, P.Eng., Councillor at Large
- Regrets: N. Rush, C.E.T., Lieutenant Governor-In-Council Appointee  
K. Torabi, P.Eng., East Central Regional Councillor
- Staff: S. Clark, LL.B., Chief Administrative Officer and Corporate Secretary  
B. Ennis, P.Eng., Director, Policy and Professional Affairs  
M. Farag, P.Eng., Acting Deputy Registrar, Licensing and Registration  
L. Latham, P.Eng., Deputy Registrar, Regulatory Compliance  
C. Mehta, Director, Finance  
D. Smith, Director, Communications  
M. Wehrle, Director, Information Technology  
R. Martin, Manager, Secretariat  
D. Power, Secretariat Administrator  
N. Axworthy, Editor, Engineering Dimensions  
J. Chau, Manager, Government Liaison  
J. Max, Manager, Policy  
B. St. Jean, Executive Assistant

- Guests:
- A. Bergeron, P.Eng., PEO Director, Engineers Canada [minutes 12016 to 12038 only]
  - C. Bellini, P.Eng, PEO Director, Engineers Canada [minutes 12016 to 12038 only]
  - H. Brown, Brown & Cohen [minutes 12016 to 12038 only]
  - D. Chui, P.Eng., PEO Director, Engineers Canada [minutes 12016 to 12038 only]
  - E. Lee, EIR Program/EDU Committee [minutes 12018 to 12027 (in part) only]
  - B. Matthews, CEO, Consulting Engineers of Ontario [minutes 12016 to 12038 only]
  - J. Obaid, P.Eng., PEO AGM Member motion [minutes 12016 to 12038 only]
  - R. Shreewastav, P.Eng., PEO Director, Engineers Canada [minutes 12016 to 12038 only]
  - D. Steeves, P.Eng., EDU Committee member [minutes 12016 to 12027 only]
  - H. Wojcinski, P.Eng., Chair, PEO 30 x 30 Task Force [minutes 12018 to 12038 only]

On Thursday evening, Council held an in-camera plenary session on the Registrar's profile. This session was attended by Council and representatives from Western Management Consultants (WMC) only.

Council convened at 9:00 a.m. Friday, September 21, 2018.

#### **CALL TO ORDER**

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

**12016**

#### **APPROVAL OF AGENDA**

Moved by Councillor Subramanian, seconded by Councillor Spink:

**That:**

- a. the agenda, as presented to the meeting at C-520-1.1, Appendix A be approved as amended by removing item 2.6 PEO Webmail Accounts for Active Volunteers from the agenda; and**
- b. the Chair be authorized to suspend the regular order of business.**

**CARRIED**

**12017**

#### **REGISTRAR PROFILE**

This was an in-camera item discussed at the September 20<sup>th</sup> Plenary session. There were no staff present at this session.

Moved by President-elect Hill, seconded by Councillor Bhatia:

**That Council approve in principle the draft Registrar's profile as presented in the Plenary session on September 20, 2018.**

**CARRIED  
1 abstain**

**12018**

#### **2019 OPERATING BUDGET**

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

L. Latham, acting Interim Registrar, provided information regarding declining revenue based on future demographics in which younger license holders are not replacing older license holders at the same rate.

Council discussed revenue generating options as well as cost cutting

options which were noted by the Director of Finance. Staff were directed to provide additional information on the revenue enhancements and cost cutting options.

**12019  
2019 CAPITAL BUDGET**

In accordance with the Council approved PEO business planning cycle, the draft capital budget was provided to Council for review. Key highlights of the 2019 draft capital budget were summarized. These included capital improvements to 40 Sheppard, information technology services and facilities.

**12020  
NON-BUDGETED SUBSTANTIVE  
EXPENDITURES**

This item was deferred to the November 2018 Council meeting.

**12021  
2018 AGM SUBMISSION – LEADERSHIP  
DEVELOPMENT PROGRAM**

This item was deferred to the November 2018 Council meeting.

**12022  
2018 AGM SUBMISSION – PEO WEBMAIL  
ACCOUNTS FOR ACTIVE VOLUNTEERS**

This item was removed from the agenda.

**12023  
EXTERNAL REGULATORY PERFORMANCE  
REVIEW**

Recently, many professional regulatory bodies in Canada have commissioned reviews of various aspects of their organizations; some were voluntarily undertaken, while others were directed by governmental oversight.

At the 2018 Council Workshop, Councillors agreed that an external review of PEO's regulatory performance was necessary.

The majority of reviews of other professional regulatory bodies have been conducted by external reviewers. The type and extent of the reviews depended on the type of reviewers involved. Reviews by lawyers tend to focus on the compliance of organizational processes with statute. Reviews by business management firms tend to focus on assessing the effectiveness of procedures and practices at carrying out the mandated functions of the regulator.

Staff recommended that the Professional Standards Authority in the U.K. be contracted to carry out the work due to their expertise in developing international standards for regulatory effectiveness and in applying them for professional regulatory bodies around the world, including Canada.

On September 7, 2018, PSA informed PEO that the organization would no longer directly carry out reviews of regulatory bodies outside the UK, however, Harry Cayton, the current CEO of PSA, will leave that position at the end of October to lead a new private company that will provide these reviews for regulators outside the UK using the same methodology and standards that the PSA has been using. B. Ennis advised that he

would provide the quotation and scope of work to Council following the September Council meeting.

Moved by President-elect Hill, seconded by Past President Dony:

**That:**

- A. Council approve an external review of PEO's Regulatory Performance at a maximum cost of \$125,000, with a report on recommendations to Council to be received by June 2019.**
- B. Harry Cayton, an International Consultant to the Professional Standards Authority, be contracted to conduct the Regulatory Performance Review under the terms in motion A.**

President Brown passed the gavel to President-elect Hill.

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

Moved by Councillor Fraser, seconded by Councillor Boone:

**That the approval of an external regulatory performance review be referred to the November 2018 Council meeting.**

**DEFEATED**

Moved by Past President Dony, seconded by Councillor Turnbull:

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

**That the vote on the original motion be taken immediately.**

**CARRIED**

The original motion was then voted on.

**That:**

- A. Council approve an external review of PEO's Regulatory Performance at a maximum cost of \$125,000, with a report on recommendations to Council to be received by June 2019.**
- B. Harry Cayton, an International Consultant to the Professional Standards Authority, be contracted to conduct the Regulatory Performance Review under the terms in motion A.**

**CARRIED  
Recorded Vote**

**For**

D. Brown  
M. Chan  
T. Chong  
B. Dony  
L. Hidalgo  
G. Houghton

**Against**

I. Bhatia  
G. Boone  
L. Cutler  
R. Fraser  
L. Lederman  
T. Olukiyesi

Q. Jackson  
T. Kirkby  
L. MacCumber  
S. Robert  
M. Spink  
M. Sterling  
R. Subramanian  
W. Turnbull

K. Reid  
G. Wowchuk

President-elect Hill returned the gavel to President Brown.

**12024**  
**2018 – 2020 STRATEGIC PLAN – 2019**  
**STRATEGY SELECTION**

This item was deferred to the November 2018 Council meeting.

**12025**  
**FINAL REPORT OF THE PUBLIC**  
**INFORMATION CAMPAIGN TASK FORCE**

This item was deferred to the November 2018 Council meeting.

**12026**  
**30 BY 30 TASK FORCE TERMS OF**  
**REFERENCE AND ACTION PLAN**

The original 30 x 30 Task Force Terms of Reference was written when it was believed that the Task Force would be working on a joint action plan with the Ontario Society of Professional Engineers (OSPE).

Since then, it has been determined that PEO will be working on a separate complementary action plan to the one developed by OSPE, and each organization would inform the other of their progress.

Therefore, Council was asked to review and approve the revised 30 x 30 Task Force Terms of Reference which has been modified to remove the references of a joint action plan and the complementary PEO Action Plan that is based on the plan presented to the meeting at C-514-2.5 but modified to remove OSPE actions and align with Engineers Canada's revised 30 x 30 strategic objectives per its Strategic Plan 2019-2021.

Moved by Past President Dony, seconded by Councillor Hidalgo:

**That Council:**

1. **Approves the revised 30 x 30 Task Force Terms of Reference as presented to the meeting at C-520-2.10, Appendix A.**
2. **Approves the 30 x 30 PEO Action Plan as presented to the meeting at C-520-2.10, Appendix C.**

**CARRIED**

**12027**  
**ENGINEER-IN-RESIDENCE (EIR) PROGRAM**

The EIR program is PEO's flagship outreach program, operating since 1997. It matches Professional Engineers and EITs with Ontario high schools and elementary schools to assist teachers with curriculum through hands-on engineering presentations. There are currently 206 EIRs paired with 197 schools. The EIR program budget is \$68,700. The amount spent to date (end of July) is approximately \$46,700.

The Engineers Without Borders (EWB) service provider contract ended July 31, 2018. EWB has indicated that they will no longer be acting as the service provider. Therefore, the EIR program has been suspended with staff seeking direction from Council regarding the future of the EIR program.

The following issues were identified for Council's consideration:

**Service Provider and End of Contract:** Engineers of Tomorrow, on behalf of EWB has been the service provider since August 2014. EWB is refocusing programs on poverty and inequality issues and has recommended that the EIR contract be transitioned to Engineers of Tomorrow who are managing the program on behalf of EWB. Engineers of Tomorrow are prepared to continue serving the EIR program. The contract between PEO and EWB concluded July 31, 2018. As the service provider is no longer managing the program, there has been no renewal of the contract for the remainder of 2018 and 2019.

**Toronto District School Board (TDSB) Agreement and Legal Review:** There are 94 EIRs in 91 classes throughout the TDSB representing almost 50% of the EIRs and schools participating in the program. Without the TDSB agreement, EIRs will not be able to enter TDSB schools. The agreement requires a legal review (estimated to cost \$3000-\$5000 - unbudgeted).

**TD sponsorship:** TD provides an annual sponsorship (\$10,000 for 2018). Direction on the future of the Program is required before PEO can invoice TD for the sponsorship money.

E. Lee Garcia was invited to the table by the chair to present the Engineers of Tomorrow proposal and to explain various options.

Moved by Councillor Fraser, seconded by Councillor Chong:

**That Council approves the proposal submitted by Engineers of Tomorrow as presented at the Council meeting, C-520-2.11, Appendix B.**

This motion was withdrawn by consensus of the meeting.

E. Lee Garcia was recused from the meeting.

Moved by Councillor Sterling, seconded by Councillor Chong:

- 1. That Council approve signing a contract with Engineers of Tomorrow as the service provider for the Engineer-in-Residence (EIR) program funded from the remaining budget of \$22,000 for the remainder of 2018.**

2. That an RFP be conducted to transfer the program to a third-party provider.

**DEFEATED**

Moved by Councillor Spink, seconded by Councillor Chong:

1. That Council transfer the Engineer-in-Resident (EIR) program to Engineers of Tomorrow as of July 31, 2018.
2. That PEO transfer the remaining \$22,000 that was approved in the 2018 budget for the EIR program to Engineers of Tomorrow in support of their EIR program that they are taking over from Engineers Without Borders.
3. That PEO will willing to consider future requests for sponsorship by Engineers of Tomorrow.

**CARRIED**

**12028  
APTIFY UPGRADE UPDATE AND REQUEST  
FOR ADDITIONAL FUNDS**

The Aptify Upgrade project budgeted \$150,000 (US) in 2018 and requires additional funds to complete the project.

The Aptify Upgrade Project consists of two main parts;

- a. Upgrade of the Aptify database and desktop client, first from Aptify 5.5 to 6.0, then to the 6.0 web client, for which PEO partnered with Aptify to complete.
- b. Integrations are the responsibility of PEO and involve reconfiguring all applications that either push or pull Aptify data, including PEO Portal, 212 reports, PEO directories, PC banking, etc. Integrations impact schedule and PEO staff resources.

The additional funds being requested are for Aptify to complete the upgrade of the Aptify database and desktop client only.

Moved by Councillor Chan, seconded by Councillor Olukiyesi:

**That Council approve additional funds of \$100,000 U.S. needed to complete the Aptify upgrade.**

**CARRIED**

**12029  
COUNCIL ACTION LOG**

In June, 2018 Council tasked staff with developing a Council Action Log. The log is designed to capture Action items from Council meetings as well as identify the lead responsibility and provide Council with updates on steps taken on each issue.

**12030  
RISK REGISTER**

A risk register is a record of identified risks that an organization may face and encompasses not only the identified risk and its description, but also

includes an assessment of the likelihood and impact of such a risk occurring, when action may be required to address the risk, who or what aspects of the organization are accountable as well as the response and/or mitigation strategy to address the risk

The purpose of a risk register is to provide Council with a structured approach to managing risks. It provides an approach to addressing risks rather than an ad hoc or reactionary response framework. A risk register strengthens organizational governance through the identification and assignment of risk management accountability. Finally, it enhances the communication of risk across an organization and thus broadens the understanding throughout the organization of current and emerging risks.

Staff have been tasked to develop operational and regulatory risk registers based on the risk register presented to Council in 2017. Council received the updated regulatory risk register through a standing item on the Council agenda.

**12031  
BRIEFING NOTE PROTOCOL**

At Council's request President Brown prepared a report that addresses the current briefing note protocol. In addition, a proposed process as a pilot project for Council that addresses and ensures that all future briefing notes are truly ready to be presented to Council was provided. The main focus of this proposal is to allow Council to work more effectively and efficiently as a board and focus its time on substantive items that have been properly peer reviewed and vetted amongst PEO's committees and volunteer base.

President Brown advised that Councillor Fraser would be submitting two white paper briefing notes for the November Council meeting under the proposed briefing note protocol.

**12032  
CONSENT AGENDA**

Moved by Past President Dony, seconded by Councillor Chong:

**That the Consent Agenda be approved as presented.**

**CARRIED**

Included on the consent agenda:

- 3.1 Minutes – 251<sup>ST</sup> Executive meeting – January 16, 2018
- 3.2 Minutes – 519<sup>th</sup> Council meeting – June 22, 2018
- 3.3 Approval of Consulting Engineer Designation (CEDC) Applications
- 3.4 Changes to the 2018 PEO Committees and Task Forces  
Membership Roster
- 3.5 Legislation Committee 2018-2019 Work Plan
- 3.6 Canadian Engineering Accreditation Board (CEAB) Accreditation  
Decisions

[Note: minutes 12033 to 12038 reflect the motions provided in the briefing notes presented to the meeting.]

**12033  
MINUTES –251<sup>ST</sup> EXECUTIVE MEETING –  
JANUARY 16, 2018**

Council directed that moving forward, Executive Committee meeting minutes be received by Council as information.

**That the minutes of the 251<sup>st</sup> meeting of the Executive Committee, held on January 16, 2018, as presented to the meeting at C-520-3.1, Appendix A, be received as information.**

**CARRIED**

**12034  
MINUTES – 519<sup>th</sup> COUNCIL MEETING –  
JUNE 22, 2018**

**That the minutes of the 519th meeting of Council, held June 22, 2018, as presented to the meeting at C-520-3.2, Appendix A, accurately reflect the business transacted at that meeting.**

**CARRIED**

**12035  
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-520-3.3, Appendix A, Section 1.**

**2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-520-3.3, 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-520-3.3, Appendix A, Section 3.**

**CARRIED**

**12036  
CHANGES TO THE 2018 PEO COMMITTEES  
AND TASK FORCES MEMBERSHIP ROSTER**

**That Council approve changes to the 2018 PEO Committees and Task Forces Membership Roster as presented to the meeting at C-520-3.4, Appendix A.**

**CARRIED**

**12037  
LEGISLATION COMMITTEE 2018-2019  
WORK PLAN**

**That Council approve the Legislation Committee (LEC) Work Plan as presented to the meeting at C-520-3.5, Appendix A.**

**CARRIED**

It was noted that the template for committee terms of reference need to be revised to include performance metrics and deliverables, succession planning, how the terms of reference align with the strategic directives, plan outline for providing continuous learning and reasons for no term limits if none are identified.

Responding to a query regarding the status of outstanding work plans S. Clark advised that a table is included as part of the roster briefing note in the November agenda package which outlines what committees or task forces have or have not submitted their work and human resources plans. It was noted that this only provides information at that point in

time, it does not indicate to Council what plans are outstanding throughout the year. S. Clark replied that Volunteer Management would look at this matter further.

**12038  
CANADIAN ENGINEERING  
ACCREDITATION BOARD (CEAB)  
ACCREDITATION DECISIONS**

**That Council approve the list of academic programs as presented to the meeting at C-520-3.6, Appendix A, that have been accredited (by CEAB) and that meet the intent of Section 33.(1) 1.i of the Regulations.**

**CARRIED**

Moved by Vice-President Reid, seconded by Past President Dony:

**That Council move in-camera.**

**CARRIED**

**12039  
IN-CAMERA SESSION**

While in-camera, Council:

- a) ratified the in-camera minutes from the 251<sup>st</sup> meeting of the Executive Committee held January 16, 2018 as presented;
- b) verified the in-camera minutes from the 519<sup>th</sup> meeting of Council held June 22, 2018 as presented;
- c) approved the nomination to the Canadian Engineering Accreditation Board
- d) approved the Succession Planning Task Force appointments
- e) approved the appointment of additional members to the 2018-2019 Central Election and Search Committee
- f) approved the requirement for completion of the examination program for McMaster University – Faculty of Engineering – Unaccredited Bachelor of Technology Programs
- g) received decisions and reasons of the Discipline Committee
- h) received a legal update on legal actions in which PEO is involved
- i) noted there were no issues reported regarding PEO's Anti-Workplace and Violence Policy

**12040  
COUNCILLOR ITEMS**

**a. Committee Reports**

Councillor Spink requested that the committee reports be listed as part of the agenda package.

**b. Indemnification**

S. Clark provided an update advising that the insurance broker has provided a considerable amount of information regarding indemnification and that it is recommended that Council, at its next opportunity, invite the broker to speak to Council on this subject.

**12041  
NOMINATION TO THE CANADIAN  
ENGINEERING ACCREDITATION BOARD**

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

**That Council approves the nomination of Ramesh Subramanian, Ph.D, P.Eng. to serve on the Canadian Engineering Accreditation Board (CEAB) as a member from Ontario, for a three-year term.**

**CARRIED**

**12042  
SUCCESSION PLANNING TASK FORCE  
APPOINTMENTS**

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

**That Council approve the appointment of Paul Ballantyne, P.Eng., Cassie Frengopoulos, P.Eng., Ken McMartin, P.Eng., Michael Wesa, P.Eng. and Rob Wilson, P.Eng. to the Succession Planning Task Force.**

**CARRIED**

**12043  
APPOINTMENT OF ADDITIONAL  
MEMBERS TO THE 2018-2019 CENTRAL  
ELECTION AND SEARCH COMMITTEE.**

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

**That Wen (Selina) Di, P.Eng., and Javeed Khan, P.Eng., be appointed as the additional members to the 2018-2019 Central Election and Search Committee.**

**CARRIED**

**12044  
MCMASTER UNIVERSITY – FACULTY OF  
ENGINEERING – UNACCREDITED  
BACHELOR OF TECHNOLOGY PROGRAMS**

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

**That Council approve that, to fulfill PEO's academic requirements for licensure, applicants who hold a McMaster University Bachelor of Technology degree in Automotive & Vehicle Engineering Technology, Civil Engineering Infrastructure Technology, and Power & Energy Engineering Technology must successfully complete the examination program as presented to the meeting at C-520-4.6, Appendix A.**

**CARRIED**

Moved by Councillor Chan, seconded by Councillor Hidalgo:

**That the meeting be adjourned.**

**CARRIED**

These minutes consist of eleven pages and minutes 12016 to 12044 inclusive.

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D. Brown, P.Eng., Chair

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S. Clark, LL.B., Chief Administrative Officer and  
Corporate Secretary

# 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-521-3.2, Appendix A, Section 1.
2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-521-3.2, 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-521-3.2, Appendix A, Section 3.

**Prepared by:** Faris Georgis, P.Eng, Manager, Registration and Imelda Suarez, Staff Support

**Moved by:** Ishwar Bhatia, 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 October 25, 2018.
<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 521<sup>st</sup> Meeting of the Council of  
Professional Engineers Ontario

**REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE**

**Chair: Doug Barker, P.Eng.**

- 1. The Committee has reviewed the following applications for DESIGNATION and recommends to Council that these 7 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	Bonsall, David	DM Wills Associates Limited	150 Jameson Dr, Peterborough ON, K9J 0B9	90360207
1.2	Guiyab, Joseph	Crossey Engineering Ltd.	2255 Sheppard Ave E, Suite E-331, North York ON, M2J 4Y1	100154862
1.3	Kellar, Christopher	Jade Acoustics Inc.	19-411 Confederation Pkwy, Concord ON, L4K 0A8	100069415
1.4	Milad, Kristen	Improtech Ltd.	310-40 Wynford Dr, Toronto ON, M3C 1J5	100134433
1.5	Satgunanathan, Ragunathan	RA Engineering Inc.	117 Usherwood St, Aurora ON, L4G 7X6	100110922
1.6	Tan, Zuo Quan	Q&E Engineering Inc.	684 Moneymore Rd, Roslin ON, K0K 2Y0	100138483
1.7	Wendl, Milan	M. Wendl Corporation	202-310 Mill St S, Brampton ON, L6Y 3B1	90414673

2. The Committee has reviewed the following applications for **REDESIGNATION** and recommends to Council that these **26** applicants be granted **REDESIGNATION AS CONSULTING ENGINEER**, having met the requirements pursuant to Section 57(2) of O.Reg.941:

#	P.Eng.	Company Name	Address	Licence #
2.1	Belanger, Billy	JL Richards & Associates Ltd.	834 Mountjoy St S, PO Box 10, Timmins ON, P4N 7C5	90476664
2.2	Biemann, Jeanette	IDEA Inc.	421 Bay St, Sault-Ste-Marie ON, P6A 1X3	100085784
2.3	Brosz, Helmut	Brosz Forensic Services Inc.	1300 Rodick Rd, Unit C, Markham ON, L3R 8C3	5392014
2.4	Dietrich, William	Dietrich Engineering Ltd.	10 Alpine Crt, Kitchener ON, N2E 2M7	11589017
2.5	Fisher, Davor	Fisher Environmental Ltd.	15-400 Esna Park Dr, Markham ON, L3R 3K2	14273015
2.6	Frost, David	Frost, David Philip	23 Orsi Road, Caledon East ON, L7C 1K9	15134505
2.7	Glos, Timothy	Glos Associates Inc.	3835 North Service Rd E, Windsor ON, N8W 5R7	90539750
2.8	Habis, Walid	Momentum Engineering Management Inc.	8-1445 Bonhill Rd, Mississauga ON, L5T 1V3	100089284
2.9	Hernandez, Luis	LMH Engineering Ltd.	106-2465 Cawthra Rd, Mississauga ON, L5A 3P2	90526492
2.10	Howard, John (David)	LH Schwindt & Company Inc	29-810 Golf Links Road, Ancaster ON, L9K 1J7	20556015
2.11	Jafari, Ahmadreza	ANJ Engineering Ltd.	58 Yongehurst Rd, Richmond Hill ON, L4C 3T2	100121811
2.12	Lai, Ting Cheong (Derek)	DL Engineering Inc.	302-9030 Leslie St, Richmond Hill ON, L4B 1G2	90551649
2.13	Lawton, Andrew	RJ McKee Engineering Ltd	1785 Woodward Dr, Ottawa ON, K2C 0P9	25914508
2.14	Liu, Yung-Chieh	Y.C. Liu Engineering	39 McNaughton Ave W, Chatham ON, N7L 1R2	90329343
2.15	McCarron, Edward	McCarron, Edward Shawn	220 Stanley Dr, Waterloo ON, N2L 1H7	29954807
2.16	Murphy, John (Richard)	GHD Limited	455 Phillip St, Waterloo ON, N2L 3X2	90369026
2.17	Ng, Joseph	JNE Consulting Ltd	176 Shaw Street, Hamilton ON, L8L 3P7	33921016
2.18	Parrotta, Saverio	JL Richards & Associates Limited	864 Lady Ellen Place, Ottawa ON, K1Z 5M2	90426917
2.19	Pearce, Patricia	Envirosearch Operations Inc.	4166 15th Side Rd, Rockwood ON, N0B 2K0	90543968
2.20	Sabourin, Richard	Sabourin Kimble & Associates Ltd.	110 Old Kingston Rd, Ajax ON, L1T 2Z9	40291502

2.21	Sarkissian, Zaven	Schaeffer & Associates Ltd.	6 Ronrose Dr, Concord ON, L4K 4R3	40686016
2.22	Silano, Pasquale	The SPG Engineering Group Ltd.	34 Rebecca St, Oakville ON, L6K 1J1	42350504
2.23	Tarras, Mark	The Municipal Infrastructure Group Ltd.	200-8800 Dufferin St, Vaughan ON, L4K 0C5	45673506
2.24	Troop, Michael	J.L. Richards & Associates Ltd.	107-450 Speedvale Ave W, Guelph ON, N1H 7Y6	100079008
2.25	Vakaras, Derek	Chorley + Bisset Ltd.	369 York St, Suite B, London ON, N6B 3R4	90551888
2.26	Wiancko, Paul	PRT Wiancko & Associates	772 Colborne St, London ON, N6A 3Z9	49881014

3. The Committee recommends to Council that the following **10 FIRMS** be granted **PERMISSION TO USE THE TITLE “CONSULTING ENGINEERS”** (or variations thereof), having met the requirements pursuant to Section 68 of O.Reg.941 :

#	Company Name	Address	Designated Consulting Engineer (s)
3.1	Afamia Engineering Inc.	140-15 Esterbrooke Ave, Toronto ON, M2J 2C5	Khaled Kannout, P.Eng.
3.2	Bailey Engineering Inc.	222-18 Uptown Dr, Markham ON, L3R 5M5	Charles Marc Bailey, P.Eng.
3.3	Bedell Engineering Inc.	35159 Saintsbury Line, Lucan ON, N0M 2J0	Philip Bedell, P.Eng.
3.4	Canadian Infrastructure Design Consultants Inc.	12 Mandarin Cres, Brampton ON, L6S 2S3	Farooq Ahmed Siddiqi, P.Eng.
3.5	GHD Limited	455 Phillip St, Waterloo ON, N2L 3C2	John Richard Murphy, P.Eng.
3.6	LMH Engineering Ltd.	106-2465 Cawthra Rd, Mississauga ON, L5A 3P2	Luis Hernandez, P.Eng.
3.7	Mamiza, Nabil (o/a) GTA Design & Engineering	3707 Trelawny Cir, Mississauga ON, L5N 6N8	Nabil Mamiza, P.Eng.
3.8	Resilient Consulting Corporation	214 Centre St N, Whitby ON, L1N 4T1	Mark Bassingthwaite, P.Eng.
3.9	Russell Richman Consulting Ltd.	27 Withrow Ave, Toronto ON, M4K 1C8	Russell Richman, P.Eng.
3.10	YCA Engineering Ltd.	8557-9251 Yonge St, Richmond Hill ON, L4C 9T3	Hava Jouharchi, 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.

## REQUEST FROM THE CANADIAN ENGINEERING ACCREDITATION BOARD (CEAB) NOMINATING COMMITTEE

**Purpose:** To indicate to Engineers Canada that PEO Council has no objection to extending Dr. Robert Dony's term as CEAB's Vice-Chair until June 30, 2020.

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

**That Council indicate to Engineers Canada that it has no objection to extending Dr. Robert Dony's term as CEAB Vice-Chair until June 30, 2020**

**Prepared by:** Ralph Martin, Manager Secretariat

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

### 1. Need for PEO Action

At C-518 in April, 2018, Council confirmed that Dr. Robert Dony, P.Eng. was a member in good standing with the Association and that PEO had no objections to Engineers Canada recommending that Dr. Robert Dony, P.Eng. be offered to stand for nomination as Vice Chair of the Canadian Accreditation Board (CEAB) for one year in accordance with the *CEAB Terms of Reference*, Section 5.10:

*The Board, based on recommendations from the AB Nominating Committee, appoints the chair and the vice-chair, both for a period of one year. The chair automatically becomes past-chair following the completion of their term. The terms of office may be extended to a maximum of two years. Appointments are effective July 1 of the year of appointment. The vice-chair is normally appointed chair following his or her term as vice-chair.*

Under Engineers Canada's current process, the CEAB Vice Chair position is renewable once for a one-year term.

The CEAB Nominations Committee has recommended seeking an extension of the Vice-Chair's term to end of June 30, 2020.

### 2. Proposed Action / Recommendation

That Council indicate to Engineers Canada that it has no objection to extending Dr. Robert Dony's term as CEAB Vice-Chair until June 30, 2020.

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

PEO will notify Engineers Canada of the Council motion indicating it has no objection to extending Dr. Robert Dony's term as CEAB Vice-Chair until June 30, 2020.

#### 4. Policy or Program contribution to the Strategic Plan

Extending Dr. Robert Dony's terms as CEAB Vice-Chair is related to Objective 9 in the 2018-2020 Strategic Plan.

#### 5. Financial Impact on PEO Budgets (for five years)

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	
2 <sup>nd</sup>	\$0	\$0	
3 <sup>rd</sup>	\$	\$	
4 <sup>th</sup>	\$	\$	
5 <sup>th</sup>	\$	\$	

#### 6. Peer Review & Process Followed

<b>Process Followed</b>	<p>At C-518 in April, 2018, Council confirmed that Dr. Robert Dony, P.Eng. was a member in good standing with the Association and that PEO had no objections to Engineers Canada recommending that Dr. Robert Dony, P.Eng. be offered to stand for nomination as Vice Chair of the Canadian Accreditation Board (CEAB) for one year in accordance with the <i>CEAB Terms of Reference</i>, Section 5.10</p> <p>In October, 2018 the CEAB Nominations Committee recommended seeking an extension of the Vice-Chair's term to end of June 30, 2020.</p>
<b>Council Identified Review</b>	N/A
<b>Actual Motion Review</b>	N/A

**CHANGES TO THE 2018 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 *2018 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 *2018 PEO Committees and Task Forces Membership Roster* as presented to the meeting at C-521-3.4, Appendix A.**

**Prepared by:** Margaret Braun MEd, CHRE - (Acting) Director, People and Development  
**Moved by:** LGA Councillor Chan, 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 *2018 PEO Committees and Task Forces Membership Roster* at the November 17, 2017 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 Sections 1 (Board Committees), 2 (Other Committees Reporting to Council) and 4 (Task Forces) of the *2018 PEO Committees and Task Forces Membership Roster*.

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

- a. The newly appointed and re-appointed members will be notified accordingly.
- b. The updated *2018 PEO Committee and Task Force Membership Roster* will be posted on PEO’s website.

**4. Policy or Program contribution to the Strategic Plan**

The motion regarding Changes to the *2018 PEO Committees and Task Forces Membership Roster* is related to Objective 9 in the 2018-2020 Strategic Plan.

**5. Financial Impact on PEO Budgets (for five years)**

Not applicable

**6. 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.
<b>Actual Motion Review</b>	The HRC will review the changes to the <i>2018 PEO Committees and Task Forces Membership Roster</i> at its meeting on November 15, 2018.

**7. Appendix**

- Appendix A – Changes to Sections 1 (Board Committees), 2 (Other Committees Reporting to Council) and 4 (Task Forces) of the *2018 PEO Committees and Task Forces Membership Roster*.

**Changes to the 2018 PEO Committees and  
Task Forces Membership Roster**

<p><b>C-521-3.4 Appendix A</b></p>
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**521<sup>st</sup> Council Meeting**

**New appointments:**

First/Last Name	Term / Compliance [per Terms of Reference]	Committee / Task Force
Mohinder Grover, P.Eng.	January 1, 2019 – December 31, 2020	Licensing Committee (LIC) – ERC rep, 2-year term

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

First/Last Name	Term / Compliance [per Terms of Reference]	Committee / Task Force
Paymon Sani-Bakhtiari, P.Eng.	1-year term [1 <sup>st</sup> term / full compliance]	Education Committee (EDU) - Chair
John Hazel, P.Eng.	1-year term [3 <sup>rd</sup> term / full compliance]	Education Committee (EDU) - Chair
Marilyn Spink, P.Eng.	1-year term [1 <sup>st</sup> term / full compliance]	Governance Working Group Phase 1 (GWGP1) – Chair
Roydon Fraser, P.Eng.	1-year term [1 <sup>st</sup> term / full compliance]	Governance Working Group Phase 1 (GWGP1) – Vice Chair
Stella Ball, LL.B.	October 24, 2018 – October 24, 2021	Discipline Committee (DIC) / Registration Committee (REC) – re-appointed
Peter Braund, LL.M.	October 24, 2018 – October 24, 2021	Complaints Committee (COC) – re-appointed
David Germain, J.D.	October 24, 2018 – October 24, 2021	Discipline Committee (DIC) – re-appointed
Kathleen Robichaud, LL.B.	October 24, 2018 – October 24, 2021	Discipline Committee (DIC) – re-appointed
John Swaigen, LL.M.	October 24, 2018 – October 24, 2021	Complaints Committee (COC) – re-appointed

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

First/Last Name	Service Dates	Committee / Task Force
Doug Hatfield, P.Eng.	2002 – Dec 2018	Advisory Committee on Volunteers (ACV)
Christopher Kan, P.Eng.	2010 – Dec 2018	Advisory Committee on Volunteers (ACV)
Ron Clifton, P.Eng.	2017 – Dec 2018	Awards Committee (AWC) – OSPE rep
Nancy Hill, P.Eng.	2009 – Dec 2018	Awards Committee (AWC)
Argyros (Gerry) Margaritis, P.Eng.	2006 – Dec 2018	Awards Committee (AWC)
Claire Morris, P.Eng.	2014 – Dec 2018	Awards Committee (AWC) – OSPE rep
Stephen Tsui, P.Eng.	2003 – Dec 2018	Awards Committee (AWC)
Rebecca Pringlemeir, P.Eng.	2014 – Oct 2018	Complaints Committee (COC)
Marilyn Spink, P.Eng.	2015 – Sept 2018	Complaints Committee (COC) – Council Liaison
Bruce Potter, P.Eng.	2017 – Oct 2018	Consulting Engineer Designation Committee (CEDC) – CEO rep

**Changes to the 2018 PEO Committees and  
Task Forces Membership Roster**

**521<sup>st</sup> Council Meeting**

<b>First/Last Name</b>	<b>Service Dates</b>	<b>Committee / Task Force</b>
Bruce Clarida, P.Eng.	2000 – Dec 2018	Discipline Committee (DIC)
Roydon Fraser, P.Eng.	1998 – Dec 2018	Discipline Committee (DIC)
Diane Freeman, P.Eng.	2012 – Dec 2018	Discipline Committee (DIC)
Leslie (Les) Mitelman, P.Eng.	2011 – Dec 2018	Discipline Committee (DIC)
Nick Monsour, P.Eng.	1987 – Dec 2018	Discipline Committee (DIC)
Henry Tang, P.Eng.	2004 – Dec 2018	Discipline Committee (DIC)
Sonia Singh, LL.B.	2013 – Oct 2018	Discipline Committee (DIC)
William Walker, P.Eng.	>1984 – Dec 2018	Discipline Committee (DIC)
Márta Ecsedi, P.Eng.	2004 – Dec 2018	Equity and Diversity Committee (EDC)
Rakesh Shreewastav, P.Eng.	2009 – Dec 2018	Equity and Diversity Committee (EDC)
Hao Li	2015 – Sept 2018	Education Committee (EDU)
Don Marston, P.Eng.	2007 – Dec 2018	Enforcement Committee (ENF)
Ajai Varma, P.Eng.	2008 – Dec 2018	Enforcement Committee (ENF)
Wieslaw Chojnacki, P.Eng.	2016 – Dec 2018	Experience Requirements Committee (ERC)
Ramiro Liscano, P.Eng.	2007 – Dec 2018	Experience Requirements Committee (ERC)
Ravi Gupta, P.Eng.	2014 – Dec 2018	Licensing Committee (LIC) – ERC rep, 2- year term
Denis Dixon, P.Eng.	2007 – Dec 2018	Professional Standards Committee (PSC)
Heather Swan, P.Eng.	2012 – Dec 2018	Professional Standards Committee (PSC) and its ESDM Reports subcommittee

## 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 revised Terms of Reference for the Volunteer Leadership Conference Planning Committee (VLPCP), as presented at C-521-3.5, Appendix A.**

**Prepared by:** Margaret Braun MEd, CHRE - (Acting) Director, People and Development

**Moved by:** LGA Councillor Chan, 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 2), is to approve committee/task force mandates, Terms of Reference, annual work plans, and annual human resources plans.

In accordance with the *Committees and Task Forces Policy – Reference Guide* (Sections 2.5 and 3.2), the Volunteer Leadership Conference Planning Committee (VLPCP) submitted its respective Terms of Reference to the Advisory Committee on Volunteers (ACV) for review and comment. At its October 4, 2018 meeting, the ACV passed the following motion\*:

2.1 Volunteer Leadership Conference Planning Committee (VLPCP) Terms of Reference	Moved by Márta Ecsedi, seconded by Nick Colucci: That no recommendations/feedback be provided. MOTION CARRIED.
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\* ACV Minutes of October 4, 2018 are pending approval at the December 6, 2018 meeting.

### 2. Proposed Action / Recommendation

That Council approve the submitted Terms of Reference as presented.

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

The approved document will be posted on the PEO website.

### 4. Policy or Program contribution to the Strategic Plan

The motion regarding committee / task force Terms of Reference is related to Objective 9 in the 2018-2020 Strategic Plan.

### 5. Financial Impact on PEO Budgets (for five years)

Not applicable

### 6. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"> <li>The revised VLPCP Terms of Reference was submitted to People Development in September 2018.</li> </ul>
<b>Council Identified Review</b>	N/a
<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 Terms of Reference document was reviewed by the ACV at its October 4, 2018 meeting.</li> </ul>

### 7. Appendices

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

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

Issue Date: August 22, 2015	Approved by: <del>Executive Committee</del> <u>Council</u>
Review date: August 201 <del>86</del>	Reviewed by: <del>Executive</del> Committee

<b>Legislated and other Mandate approved by Council</b>	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.
<b>Key Duties and Responsibilities</b>	<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>
<b>Constituency &amp; Composition</b>	<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>
<b>Qualifications of the Chair and Vice Chair</b>	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.
<b>Election of the Chair and Vice Chair</b>	In accordance with the Committees and Task Forces Policy.
<b>Term Limits for Committee Chair and Vice Chair</b>	The Chair and Vice Chair are elected annually for a one-year term, from <del>January-June</del> to <del>December</del> <u>May</u> . The Chair and Vice Chair may be re-elected to their positions to serve a maximum of three (3) consecutive years. To ensure continuity, it is desirable that the Vice Chair moves to the Chair's position, once the Chair's term of service is expired.

	Once the Chair and/or Vice Chair have served for the maximum term for their respective positions, they are not eligible for reappointment to those positions. The Chair, once having served as Chair, may only serve as a general committee member <del>thereafter</del> to the maximum <del>four-six (64)</del> years of cumulative committee service.
<b>Term Limits for Committee Members</b>	Committee members are appointed for a one-year term, from <del>January-June</del> to <del>December</del> May. Committee members may be re-appointed but shall retire from the committee for at least six (6) years after <del>four-six (64)</del> years of cumulative committee service.
<b>Succession Planning</b>	<b>Note:</b> All committees must have a succession plan, approved by Council, to ensure the orderly transition of the position of chair and vice chair as well as provide for the renewal of the committee's membership and on-boarding of new committee members.
<b>Quorum</b>	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.
<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>	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.
<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

## PEO's Indemnification Insurance for Councillors

**Purpose:** To provide an update on the request for of Councillors' (Directors') and Officers' indemnification insurance coverage.

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

### 1. Need for PEO Action

A request for information on the indemnification coverage for Councilors was made by Councillor Spink in June 2018. Subsequently, staff reached out to PEO's broker Marsh Canada Limited ("Marsh") for additional information on this area.

Per the information provided by Blair Hancock, Assistant Vice President from Marsh, all PEO Directors (i.e. Councilors) are covered under PEO's current D&O (Directors and Officers) and E&O (Errors and Omissions) policy and coverage under a policy would depend on the specifics of each individual case or situation. On being queried about what be considered an adequate level of coverage, he stated that the D&O limit is selected by individual regulators. The E&O limit is set based on the group of regulators in conjunction with Engineers Canada. Increased limit options and supporting details will be provided with the renewal information again this year

As to the adequacy of coverage and types of events covered, potential claims could fall under the D&O and/or E&O policy depend on the specific allegations and assessing hypothetical scenarios would be complex as it depends on the exact circumstances of a claim. The D&O policy is designed to capture liability arising out of an executive or management capacity. D&O's could be subject to breach of duty allegations, statutory liability, and allegations of improper policies, procedures, supervision of the company/individuals. The D&O policy contains an errors and omissions exclusion which reads as follows (As this is outside the intent of the D&O policy and should be directed to the E&O policy):

- *The insurer shall not be liable to make any payment for loss in connection with any Claim made against any insured alleging, arising out of, based upon or attributable to the Organization's or any individual insureds performance of or failure to perform professional services for others, or any acts, errors or omissions relating thereto.*

The Errors & Omissions policy is designed to respond to claims alleging wrongful acts in the carrying out of professional services (Being broadly defined as: Regulatory oversight of Canada's Professional Engineers Including Identity Verification) subject to policy terms and conditions. While again, the responding policy/policies depends on the exact circumstances, the E&O policy should be a focus in the carrying out of accreditation / disciplinary matters. Whether or not the specific founding legislation provides protection from members, firms, the public, etc. is best left to a legal interpretation.

B. Hancock provided the brochures which are shown in the appendices below and indicated that concerned staff from Marsh with the relevant expertise would be available to answer any specific questions that the Council may have and provide more information if requested.

## **2. Next Steps**

Marsh Canada Limited will be requested to answer specific questions and provide additional information requested by the Council.

## **3. Appendices**

- Appendix A – Overview of PEO's D&O and E&O coverage
- Appendix B – Overview of individuals covered by the D&O and E&O policy
- Appendix C – D&O overview of NPOs
- Appendix D - D&O Stats
- Appendix E – E&O Stats
- Appendix F - Overview of Cyber risk
- Appendix G – E&O Liability Report
- Appendix H – Top 10 Business and legal trends affecting D&O liability



SOLUTIONS...DEFINED, DESIGNED, AND DELIVERED.

**2018-2019 PROFESSIONAL ENGINEERS  
OF ONTARIO INSURANCE SUMMARY**  
PROFESSIONAL ENGINEERS OF ONTARIO  
27 AUGUST 2018

## CONTENTS

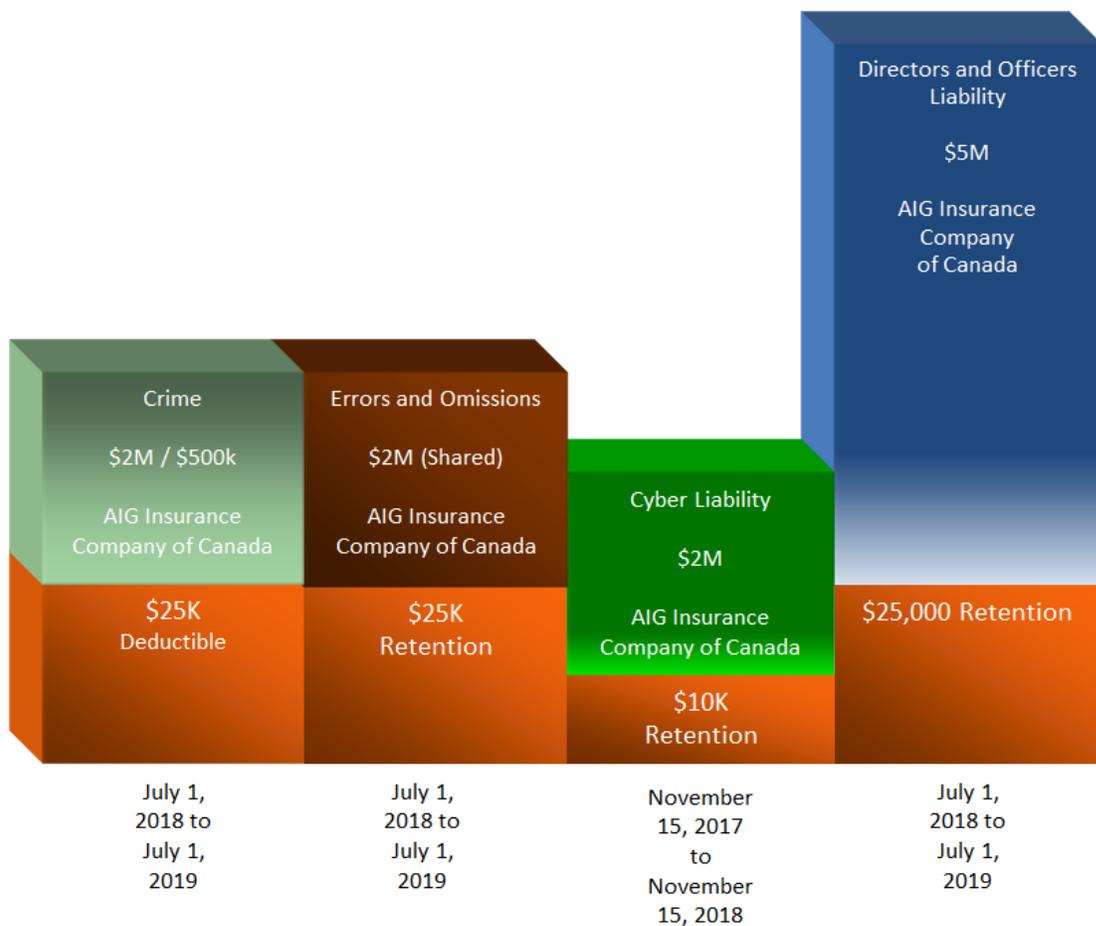
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# 1

## Introduction

This document provides an overview of the policies carried by the Association of Professional Engineers of Ontario (PEO) as arranged through Engineers Canada and placed through the Marsh Ottawa Office. Property and General liability coverages are not contemplated in this summary and are understood to be placed separately through the Marsh Toronto office.

### Program Overview Chart:



**Summary**

This summary represents a synopsis of coverage and is provided as a reference only. The actual policy, including endorsements determines coverage. It contains exclusions, limitations and other provisions not referenced (or briefly summarized) here and the policy should be consulted for full coverage terms, conditions and requirements.

# 2

## Directors and Officers Liability

<b>Named Entity:</b>	Association of Professional Engineers of Ontario (PEO) Ontario Professional Engineers Foundation for Education
<b>Insurer</b>	AIG Insurance Company of Canada
<b>AM Best Rating:</b>	A (Excellent); XV (\$2 billion or more)
<b>Term:</b>	July 1, 2018 to July 1, 2019
<b>Each Claim Limit</b>	\$5,000,000
<b>Policy Aggregate</b>	\$5,000,000 Shared Between Directors and Officers Liability and Employment Practices Liability [Part of \$33,000,000 aggregate limit for participants of policy arranged by Engineers Canada]
<b>Retention:</b>	\$25,000 all loss except: Nil: Non-Indemnifiable loss Nil: Crisis Management Events
<b>Continuity Date</b>	June 30, 2005 - Association of Professional Engineers of Ontario (PEO) May 16, 2007 - Ontario Professional Engineers Foundation for Education
<b>Wording:</b>	Non-Profit Risk Protector 94204 CAN 03/07
<b>Insuring Agreements</b>	<p><b>Coverage A – Individual Insured Insurance (non-indemnifiable loss)</b></p> <p>Pays on behalf of the Individual Insured (person) for loss arising from a claim made against Individual Insured’s for actual or alleged wrongful acts to the extent the organization does not indemnify the individual insured</p> <p><b>Coverage B – Organization Indemnification Reimbursement Insurance (indemnifiable loss)</b></p> <p>Pays on behalf of the Organization for loss arising from a claim made against an Individual Insured for actual or alleged wrongful acts to the extent the Organization indemnifies an Individual Insured</p> <p><b>Coverage C – Organization Entity Coverage</b></p>

	Pays on behalf of the Organization for loss arising from a claim made against the Organization for actual or alleged wrongful acts.
	<b>Coverage D – CrisisFund Insurance</b>
	<b>Employment Practices Liability</b>
<b>Wrongful Act</b>	<ul style="list-style-type: none"> <li>- With respect to individual insureds, any breach of duty, neglect, error, misstatement, misleading statement, omission or act by such Insureds in his/her respective capacities as such, or any matter claimed against such Individual Insured solely by reason of his/her status as Individual Insured of the Organization;</li> <li>- With respect to the Organization: any breach of duty, neglect, error, misstatement, misleading statement, omission, or act by or on behalf of the organization.</li> </ul>
<b>Definition of Claim</b>	<p>Means:</p> <ul style="list-style-type: none"> <li>- A written demand for monetary, non-monetary, or injunctive relief (including any request to toll or waive any statute of limitations); or</li> <li>- A civil, criminal, regulatory or administrative proceeding for the monetary, non-monetary or injunctive relief which is commended by: <ul style="list-style-type: none"> <li>o Service of a complaint or similar pleading</li> <li>o Return of an indictment, information or similar document (in the case of a criminal proceeding); or</li> <li>o Receipt or filing of a notice of change; or</li> <li>o Receipt or filing of a notice of charges</li> </ul> </li> </ul>
<b>Extensions of Coverage</b>	<p>\$25,000 Crisis Management Coverage  \$1,000,00 Administration Coverage (Employee Benefit Plans)  \$1,000,000 Excess Coverage A (Insured Person)</p>
<b>Territory</b>	Worldwide (where legally permissible)
<b>Duty to defend</b>	Rests with insured (option to tender defense within 30 days)
<b>Claims reporting</b>	<p><b>Claim</b>  As soon as practical for any claim (within policy period) after claim is made to insured</p> <p><b>Circumstance</b>  Option to report circumstances which may reasonably give rise to a claim</p>
<b>Other Details:</b>	<ul style="list-style-type: none"> <li>▪ 100% Allocation of loss</li> <li>▪ Non-Cancellable by insurer except for non-payment</li> <li>▪ Pro-Rata basis if cancelled by insured</li> <li>▪ Non-Rescindable respecting Coverage A</li> <li>▪ No settlement provision (hammer clause) except for Employment Practices Liability (70% coverage after settlement opportunity)</li> <li>▪ Severability of Application clause</li> </ul>

- 
- Severability of Exclusions (select conduct exclusions)
  - Defense costs in excess of policy limit (Canada); additional \$2,000,000 in defense costs (United States)
  - Advancement of defense costs (30 days)
  - Automatic acquisition threshold (30% - non-profit only)
  - Extended Reporting Period (Pre-determined and bilateral up to 6 years)
  - Extradition coverage
  - Outside directorship liability (included – non-profit)
  - Presumptive indemnification Clause
  - Priority of payments clause
  - Punitive, exemplary, and multiple damages included (most favourable jurisdiction to the extent insurable by law)
- 

**Key exclusion details**

- Bodily Injury except defense costs for section 217.1 of the Criminal Code or similar provision of any criminal code in any jurisdiction where arising out of a claim
  - Fiduciary Liability
  - Employed Lawyers
  - Prior Notice
  - Pending & Prior Litigation
  - Fraud/Dishonesty
  - Illegal personal profit or advantage
  - Illegal remuneration
  - Personal conduct exclusions only applies upon a finding of final, non-appealable adjudication
  - Breach of contract (except defense costs for individual insureds and to the extent liability does not arise out of such contract)
  - Errors and Omissions (Professional Liability)
  - Organization versus Insured (Except derivative claims, bankruptcy)
  - Pollution (except for non-indemnifiable loss for individual insured's); clean-up costs are fully excluded
  - Ontario and British Columbia claims reported to previous carriers
  - Nuclear Liability
  - Captive Insurance
  - Patent Infringement
  - Commissions, payments, gratuities, benefits, workplace benefits, equity acts, etc.
  - Wages, overtime
-

# 3

## Errors and Omissions Liability

<b>Named Entity:</b>	Association of Professional Engineers of Ontario (PEO)
<b>Insurer</b>	AIG Insurance Company of Canada
<b>AM Best Rating:</b>	A (Excellent); XV (\$2 billion or more)
<b>Term:</b>	July 1, 2018 to July 1, 2019
<b>Limit of Liability</b>	\$2,000,000
<b>Policy Aggregate</b>	\$2,000,000
<b>Retention:</b>	\$10,000
<b>Wording:</b>	Specialty Risk Protector (101025 CAN 05/14)
<b>Insuring Agreements</b>	Insurer will pay on Insured's behalf all loss (in excess of retention) that such insured is legally obligated to pay resulting from a claim alleging a wrongful act
<b>Wrongful Act</b>	Means any negligent act, error or omission, misstatement or misleading statement in an Insured's performance of Professional Services for others
<b>Professional Services definition</b>	Regulatory oversight of Canada's Professional Engineers Including Identify Verification
<b>Territory</b>	Worldwide
<b>Continuity Dates:</b>	June 20, 2005
<b>Other Details:</b>	<ul style="list-style-type: none"> <li>▪ Statutory Conditions Amendment</li> <li>▪ Insured definition includes non-member volunteers</li> <li>▪ Claims made and reported coverage</li> <li>▪ Defense costs <u>within</u> limit of liability</li> <li>▪ Definition of insured includes domestic partner</li> <li>▪ Control group means: CEO, CFO, CSO, CTO, CIO, Risk Manager, and General Counsel (or equivalent)</li> <li>▪ Claims reporting as soon as practicable after discovery</li> <li>▪ Claims reporting – option to report circumstances</li> <li>▪ 60 days' notice of cancellation (10 for non-payment)</li> <li>▪ Policy is excess over any other valid and collectible insurance</li> </ul>

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	<ul style="list-style-type: none"><li>▪ Duty to defend rests with the insurer</li><li>▪ Hammer/Settlement clause (50% defense costs)</li></ul>
<b>Key exclusion details</b>	<ul style="list-style-type: none"><li>○ Non-stacking of limits</li><li>○ Consultants exclusion</li><li>○ Dishonesty, fraud, criminal or malicious acts, errors, omissions, or intentional or knowing violation of the law (Final, non-appealable judgment or adjudication language)</li><li>○ Patent, copyright, intellectual property</li><li>○ Pollution</li><li>○ Bodily injury or property damage</li><li>○ Physical perils</li><li>○ Employment practices</li><li>○ Antitrust, competition, trade, etc. violations</li><li>○ Insured vs. insured exclusion</li><li>○ Fees, compensation, re-performing of services.</li><li>○ Electric funds transfers</li><li>○ Costs to comply with injunctive relief</li><li>○ Civil or criminal fines where uninsurable by law</li><li>○ Liquidated damages</li><li>○ Contractual liability except: obligation to provide professional services or liability existing in absence of such contract</li><li>○ Prior notice</li><li>○ Fiduciary liability</li><li>○ Advertising liability</li><li>○ Claims brought by governmental agency or professional or trade licensing organization except where arising out of the insured's performance of professional services</li><li>○ Libel, slander</li></ul>

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# 4

## Crime Coverage

<b>Named Entity:</b>	Association of Professional Engineers of Ontario (PEO) Ontario Professional Engineers Foundation for Education (OPEFE)		
<b>Insurer</b>	AIG Insurance Company of Canada		
<b>AM Best Rating:</b>	A (Excellent); XV (\$2 billion or more)		
<b>Term:</b>	July 1, 2018 to July 1, 2019		
<b>Limit of Liability (<u>See schedule for specific entity limits</u>)</b>	\$	<b>2,000,000</b>	<b>Employee Dishonesty (PEO)</b>
	\$	<b>1,000,000</b>	<b>Third party Computer Fraud (PEO)</b>
	\$	<b>500,000</b>	<b>Employee Dishonesty (OPEFE)</b>
	\$	<b>500,000</b>	<b>Loss of Assets including:</b>
			<b>Agent Theft</b>
			<b>Computer Theft</b>
			<b>Forgery (Including Depositors Forgery)</b>
			<b>Funds Transfer Fraud</b>
			<b>Impairment (Money, securities, assets)</b>
			<b>Non-Payment of Money Order / Counterfeit Paper Currency</b>
	\$	<b>500,000</b>	<b>Loss of employee benefit plan assets</b>
	\$	<b>100,000</b>	<b>Credit Card Forgery (PEO)</b>
	\$	<b>100,000</b>	<b>Impersonation Fraud (\$25,000 deductible)</b>
<b>Deductible (<u>See Schedule</u>)</b>	\$	25,000	Employee Dishonesty – PEO
	\$	5,000	Employee Dishonesty - OPEFE
<b>Wording:</b>	57243 (06/93)		
<b>Territory</b>	Worldwide		
<b>Discovery Period / Notice</b>	12 months (following cancellation without replacement) Notification required as soon as practicable of any loss or an occurrence which may give rise to a claim for loss		
<b>Other Details:</b>	<ul style="list-style-type: none"> <li>▪ 60 days' notice of cancellation (except for non-payment)</li> <li>▪ Employee definition includes volunteers (under direction of the insured)</li> </ul>		

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and students working with the insured.

- Statutory conditions amendment
- Discovery based coverage

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**Key exclusion details**

- Incoming Cheque Forgery (Coverage can be underwritten and added for an additional premium)
  - Trading Loss
  - Discovery based coverage
  - Loss relating to confidential, non-public, or personally identifiable information
  - Consequential loss
  - Inventory or profit computation
  - Prior dishonesty or fraud (Knowledge of insured of dishonesty or fraud of employee prior to or after date of employment)
  - Cancellation with respect to employee (Immediately upon discovery)
  - War, Civil War
  - Surrendering of Money or Securities
  - Voluntary surrendering of property (Except as covered under impersonation fraud coverage)
  - Defending legal proceedings
  - Loss of potential income
  - Costs, fees, expenses in establishing and quantifying loss (Outside of audit expense)
-

# 5

## Network Security and Privacy Liability

<b>Named Entity:</b>	Association of Professional Engineers of Ontario (PEO)
<b>Insurer</b>	AIG Insurance Company of Canada
<b>AM Best Rating:</b>	A (Excellent); XV (\$2 billion or more)
<b>Term:</b>	November 15, 2017 to November 15, 2018
<b>Limit of Liability / Policy Aggregate</b>	\$2,000,000
<b>Coverage Sections</b>	<p>\$2,000,000 Security and Privacy Liability Insurance</p> <p>\$2,000,000 Regulatory Action Sublimit of Liability</p> <p>\$2,000,000 Network Interruption Insurance (12 hour waiting Period)</p> <p>\$2,000,000 Event Management Insurance</p> <p>\$2,000,000 Cyber Extortion Insurance</p> <p>\$2,000,000 Media Content Insurance</p> <p>\$250,000 Outsource Provider Sublimit of Liability</p>
<b>Retention:</b>	\$10,000
<b>Wording:</b>	Specialty Risk Protector (05/14)
<b>Territory</b>	Worldwide (Where legally permissible)
<b>Retro-active and continuity Date:</b>	November 15, 2007 (Not applicable to event management / cyber extortion)
<b>Security Failure - Definition</b>	<ul style="list-style-type: none"> <li>- A failure or violation of the security of a Computer System including, without limitation, that which results in or fails to mitigate any unauthorized access, unauthorized use, denial of service attack or receipt or transmission of a malicious code; or</li> <li>- Failure to disclose an event respecting any violation of Security Breach notice law</li> <li>- Includes any such failure or violation, resulting from the theft of a password or access code from an insured's premises, the computer system, or an officer, director, or employee of a company by non-electronic means</li> </ul>
<b>Privacy Event - Definition</b>	<ul style="list-style-type: none"> <li>- Any failure to protect Confidential Information (whether by "phishing," other social engineering technique or otherwise)</li> </ul>

	<p>including, without limitation, that which could result in an identity theft or other wrongful emulation of the identity of an individual or corporation;</p> <ul style="list-style-type: none"> <li>- Any failure to disclose an event (In violation of any Security Breach Notice Law)</li> <li>- Violation of any statute in connection to the above</li> <li>- Any unintentional failure of an Insured to comply with those parts of a Company's privacy that: a) prohibit or restrict the disclosure or sale of Confidential information by an Insured, or b) require an Insured to allow an individual to access or correct Confidential Information about such individual</li> </ul>
<p><b>Notice of Claim / Circumstance Reporting Requirement</b></p>	<ul style="list-style-type: none"> <li>▪ Must give written notice to the Insurer of any Claim made against an Insured or a First Party Event as soon as practicable after: <ul style="list-style-type: none"> <li>○ Any non-administrative personal in a company's office of the 1) Chief Executive Officer, 2) Chief Financial officer, 3) Chief Security Officer, 4) Chief Technology Officer, 5) Chief Information Officer, 6) Risk Manager, or 7) General Counsel; or equivalent positions; that first becomes aware of the claim or:</li> <li>○ Any First Party Event commences or, solely with respect to a Discovery Coverage Section, is discovered.</li> </ul> </li> <li>▪ No later than 60 days of the end of the policy period or any applicable extended reporting period</li> <li>▪ Circumstances: Option to report circumstances which may reasonably give rise to a claim</li> </ul>
<p><b>Other Details:</b></p>	<ul style="list-style-type: none"> <li>▪ 90 days' notice of cancellation by insurer except for non-payment</li> <li>▪ Duty to defend rests with insurers for any suit or regulatory action alleging a security failure or a privacy event</li> <li>▪ Settlement provision: The insurers liability is limited to the amount of damages for which the claim could have been settled plus all claims expenses incurred up to the time the insurer made its recommendation to the Insured, plus 50% of all subsequent covered loss and claims expenses in excess of such amount</li> </ul>
<p><b>Key Exclusions</b></p>	<ul style="list-style-type: none"> <li>▪ Bodily Injury / Property Damage / Physical Perils</li> <li>▪ Known Prior Acts / Prior Notice</li> <li>▪ Electrical Failure / Failure, Interruption, or Outage of Internet Access</li> <li>▪ Dishonesty / Fraud / Intentional Acts: <ul style="list-style-type: none"> <li>○ Excluded if committed by any past or present directors, trustees or officers of the Insured or an Information Holder and for the employees or independent contractors employed by the Insured or Information Holder if any of the directors, trustees, or officers knew, had reason to know, participated in, approved of or acquiesced to the act that caused the loss.</li> <li>○ With respect to privacy liability: coverage for claims expenses</li> </ul> </li> </ul>

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is provided up and until there is a final non-appealable judgement or adjudication

- Breach of Contract; excluded except:
  - liability an Insured would have in the absence of such contract or agreement;
  - the obligation to prevent a security failure or a privacy event
  - with respect to a privacy event, any liability or obligation under a confidentiality or non-disclosure agreement
  - obligation to comply with PCI Data Security standards
- Excluded except with respect to Wrongful Acts expressly covered under Privacy Event or failure to disclose a privacy event or security failure in violation of any security breach notice law
- Securities (purchase or sale) trading: Excluded unless loss arises out of a failure to protect confidential information provided to the insured in connection with the foregoing securities transaction
- Terrorism (except as provided under cyber-terrorism)
- Theft, Transfer, or Loss of Money or Securities
- Sanctions limitation

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**AIG additional service offerings**

- Access to CyberEdge Risk Tool a web based platform that can assist in streamlining your risk management process
  - Access to AutoShun loss control services – a device designed to provide an additional layer of security against various forms of malware
  - Receive an IBM infrastructure vulnerability scan
-



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## Engineers Canada – Insuring Agreements and Individual’s Insured

<p><b>Directors &amp; Officers Liability</b></p>	<p><b>Insuring Agreements</b></p> <ul style="list-style-type: none"> <li>- Coverage A: Individual Insured           <ul style="list-style-type: none"> <li>o Pays on behalf of the individual insured for loss arising from a claim for a wrongful act, where the organization does not indemnify the individual insured (non-indemnifiable loss)</li> </ul> </li> <li>- Coverage B: Organization Indemnification Reimbursement           <ul style="list-style-type: none"> <li>o Pays on behalf of the Organization for loss arising from a claim against an Individual Insured for a wrongful act where the Organization has provided indemnity to the individual insured (indemnifiable loss)</li> </ul> </li> <li>- Coverage C: Organization Entity Coverage           <ul style="list-style-type: none"> <li>o Pays on behalf of the Organization for loss arising from a Claim made against the Organization for a Wrongful Act</li> </ul> </li> </ul>
	<p><b>Individual Insured</b></p> <p>Individual insured means a past, present or future duly elected or appointed director, officer, trustee, trustee emeritus, executive director, department head, committee member (of a duly constituted committee of the Organization), staff or faculty member (salaried or non-salaried), or Employee of the organization or outside entity executive.</p> <p>Employee means and past, present or future employee of the Organization, whether such employee is in a supervisory, co-worker or subordinate position or otherwise, including any full-time, part-time, seasonal and temporary employee or volunteer of the Organization in his or her capacity as such. An individual who is leased to the Organization shall also be an Employee, but only if the Organization provides indemnification to such leased individual in the same manner as is provided to the Organization’s employees. Any other individual who is contracted to perform work for the Organization, or who is an independent contractor for the Organization shall also be an Employee, but only if the Organization provides or is required to provide indemnification to such individual in the same manner as provided to the Organization’s employees, pursuant to a written contract.</p> <p>Spousal/Domestic partner liability is also included</p>
<p><b>Employment Practices Liability</b></p>	<p><b>Insuring Agreement</b></p> <ul style="list-style-type: none"> <li>- Pays loss on behalf of Insured for claims arising out of a wrongful act:           <ul style="list-style-type: none"> <li>o Employment Practices Violation (Such as wrongful dismissal, harassment, or discrimination)</li> <li>o Non-Employment Discrimination</li> </ul> </li> </ul>
	<p><b>Individual Insured</b></p> <p>Equivalent to D&amp;O definition above</p>

This summary represents a synopsis of coverage and is provided as a reference only. The actual policies including endorsements determine coverage. They contain exclusions, limitations and other provisions not referenced (or briefly summarized) here and the policies should be consulted for full coverage terms, conditions and requirements.

<b>Errors &amp; Omissions Liability</b>	<p><b>Insuring Agreement</b></p> <ul style="list-style-type: none"> <li>- Insurer will pay on Insured’s behalf all loss that such insured is legally obligated to pay resulting from a claim alleging a wrongful act in carrying out professional services</li> </ul>
	<p><b>Individual Insured</b></p> <p>The Named Entity and any past, present or future officer, director, trustee, employee or leased worker of a Company acting in their capacity as such and any entity which a Company is required by contract to add as an Insured under the Specialty Professional Liability coverage section, but only for the Wrongful Acts of a Named Entity.</p> <p>Note: The policy previously read that coverage is extended to non-member volunteers; however the intent is to include volunteers (member and non-member). As such the policy is being amended to clarify the intent.</p>
<b>Crime</b>	<p><b>Insuring Agreements</b></p> <ul style="list-style-type: none"> <li>- Employee Dishonesty</li> <li>- Loss Inside / Loss Outside the premises</li> <li>- Money Orders &amp; Counterfeit Paper Currency</li> <li>- Depositors Forgery</li> <li>- Third Party Computer and Funds Transfer</li> <li>- Credit Card Forgery</li> </ul>
	<p>Definition of employee is amended to include volunteers and students working with the insured. Note: this is a first party coverage and not a third party liability coverage.</p>

This summary represents a synopsis of coverage and is provided as a reference only. The actual policies including endorsements determine coverage. They contain exclusions, limitations and other provisions not referenced (or briefly summarized) here and the policies should be consulted for full coverage terms, conditions and requirements.

# D&O: AN OVERVIEW FOR NOT FOR PROFIT COMPANIES



## DIRECTORS AND OFFICERS LIABILITY: AN OVERVIEW

The media is full of headlines which have made corporations and particularly their directors and officers, take notice. Recent high-profile corporate scandals, significant fines and penalties levied under Foreign Corrupt Practices legislation, the sweeping changes made by the Dodd-Frank Wall Street Reform and Consumer Protection Act and Sarbanes Oxley in the United States, Bill 198 in Ontario, and similar legislation in other provinces, as well as increased regulatory oversight have brought heightened focus to directors and officers (D&O) liabilities. These issues are shaping the way (D&O) liability is being handled by corporations and management. Increasingly, executives are making D&O insurance one of their top priorities.

Corporations must manage the risk of directors and officers liability through an integrated process, which includes the following:

- Understanding the risks associated with being a director or officer;
- Establishing an internal awareness and communication structure;
- Implementing a management process to address these issues and risks; and
- Considering the need for protection of the directors and officers (i.e. through indemnification and insurance).

The issues of risk management, indemnification, and insurance are complementary and not a substitute for one another.

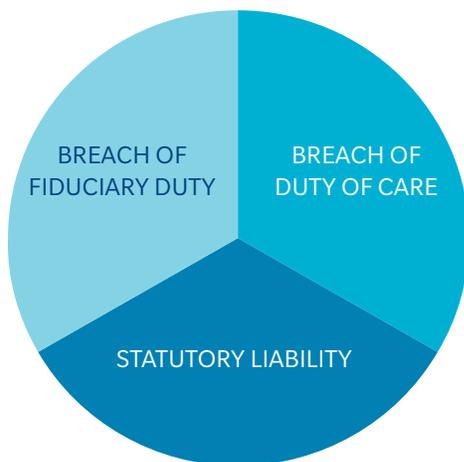
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## LEGAL FRAMEWORK

### DIRECTORS AND OFFICERS LIABILITY: LEGAL FRAMEWORK

Figure 1. Personal Liability



As shown in Figure No. 1, there are three bases by which personal liability can be imposed on directors and officers.

Directors and officers have two basic duties imposed on them when performing their responsibilities, a breach of which can lead to liability:

1. Fiduciary Duty (duty of loyalty to the company); and
2. Duty of Care.

In addition, there are estimated to be more than 100 provincial and federal statutes imposing other personal liabilities upon directors and officers.

The first two duties were developed in common law and have now been codified within the various Business Corporations Acts. They can be described as follows:

#### FIDUCIARY DUTY

Directors and officers are expected to act in the best interests of the corporation and its shareholders, and not in their own interests:

*“Every director and officer of a corporation in exercising his powers and discharging his duties shall,*

*(a) act honestly and in good faith with a view to the best interests of the Corporation” (i.e. Business Corporations Act (Ontario) (“OBCA”), section 134(1), Canada Business Corporations Act (“CBCA”), section 122(1)).*

Examples of areas in which directors and officers have been held personally liable for violation of this duty include the following:

- Realizing secret profits or unfair gain through personal transactions with or on behalf of the corporation;
- Conflicts of interest;
- Competing with the corporation to its detriment;
- Realizing personal gain from the use of material, non-public corporate information (insider trading); and
- Taking personal advantage of a corporate opportunity.

The general rule in common law has been that directors only have a fiduciary duty to the company, and not to shareholders. However, recent Canadian case law recognizes the existence of a fiduciary duty to shareholders in a limited number of circumstances, particularly in the context of a closely held corporation. Liability from breach of this duty is in addition to the more traditional exposure to shareholder derivative actions, where an action is brought against the directors and officers by shareholders on behalf of the corporation. Oppression remedies by minority shareholders may also result in director liability.

#### DUTY OF CARE

Directors and officers are also under a duty of care:

*“Every director and officer of a corporation in exercising his powers and discharging his duties shall,*

*(b) exercise the care, diligence, and skill that a reasonably prudent person would exercise in comparable circumstances.” (i.e. OBCA, section 134(1), CBCA, section 122 (1)).*

This duty requires not only reasonable behaviour with respect to matters submitted for approval but also reasonable inquiry and

monitoring of corporate affairs. Directors and officers may rely on outside expertise but they must monitor the outside professional to ensure that the task is being completed properly. Recent trends also indicate that courts favour interpreting the standard of “prudent person” as “prudent professional” if the director or officer has special training or expertise, thereby increasing potential liability.

### STATUTORY LIABILITIES

The following is a sample of various federal and provincial statutes which may affect directors and officers:

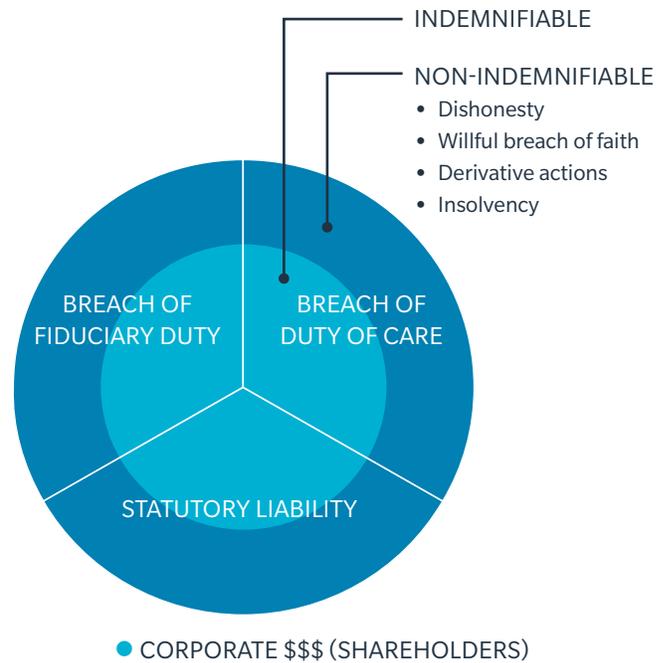
- Corporate and Securities Legislation:
  - Bankruptcy and Insolvency Act
  - Competition Act
  - Ontario Securities Act\*
  - Investment Canada Act
- Obligations to Employees:
  - Employment Standards Act (Ontario)\*
  - Occupational Health and Safety Act (Ontario)\*
  - Canada Labour Code
- Obligations to Government for Taxes and Source Deductions:
  - Income Tax Act
  - Retail Sales Tax Act (Ontario)\*
  - Excise Tax Act
- Environmental Legislation:
  - Environmental Protection Act (Ontario)\*
  - Ontario Water Resources Act\*
  - Ontario Mining Act\*
  - Canadian Environmental Protection Act

\* and similar statutes in other provinces

Recent trends in legislation show the desire to hold directors and officers increasingly liable for their actions and the conduct of the company.

## INDEMNIFICATION

Figure 2.



The various federal and provincial Business Corporations Acts generally provide that a corporation may indemnify a director or officer against all costs, charges, and expenses, including an amount paid to settle an action or satisfy a judgement, reasonably incurred by him in respect of any action or proceeding to which he was a party:

- a. in all actions, if he acted honestly and in good faith with a view to the best interests of the corporation; and
- b. in the case of a criminal action or proceeding that is enforced by a monetary penalty, if he had reasonable grounds for believing his conduct was lawful.

Referring to Figure 2, you will note that this right to be indemnified is substantially restricted in a number of areas.

Corporate indemnification does not singularly provide complete protection as it may not be available under a number of circumstances, including the following:

- The corporation becomes insolvent or does not have sufficient available cash flow to pay the losses and expenses incurred by the directors and officers.
- Indemnification is often discretionary. There has to be a determination whether indemnification is appropriate in the circumstances. Where bad conduct is alleged, the board of directors may refuse to indemnify a director or officer. The composition and attitude of the board may change, so that it is no longer sympathetic to a director or officer. In such circumstances, the board of directors may refuse to indemnify such director or officer.
- Public policy considerations and statutory limitations may cause some claims to be insurable but not indemnifiable, such as derivative actions. In Ontario, for example, any indemnification for derivative actions must be approved by the courts. In derivative actions, even if court approval is granted, typically only defence costs are indemnified. This final point is important and often overlooked when evaluating the extent to which individuals are protected by corporate indemnification provisions.

## PERSONAL INDEMNIFICATION AGREEMENTS

Indemnification rights may be improved through personal indemnification agreements and directors and officers are increasingly obtaining such agreements. A personal indemnity agreement is a contract. As such, it is a bilateral agreement between the company and the individual director and officer that cannot be unilaterally changed by the company. A well-crafted personal indemnity agreement has the added advantage of being able to address a number of important issues from a director and officer liability and personal protection perspective, such as timing of advancement of defence costs, selection of defence counsel, maintenance of D&O insurance, etc.

## CLAIMS EXPERIENCE

The following chart indicates the kinds of claims that have been made against directors and officers in Canada:

### CLAIMS BY SOURCE AND ALLEGATION

#### CLAIMANT SAMPLE ALLEGATIONS

Shareholders and other investors	<ul style="list-style-type: none"> <li>• Inadequate disclosure</li> <li>• Challenge to takeover</li> <li>• Merger/acquisition activity</li> <li>• Mismanagement of donations</li> <li>• Financial performance or mismanagement</li> <li>• Executive compensation</li> <li>• Breach of fiduciary duty</li> </ul>
Past, current, or prospective employees	<ul style="list-style-type: none"> <li>• Wrongful employee dismissal or termination</li> <li>• Salary, wage, or compensation dispute</li> <li>• Harassment</li> </ul>
Competitors, suppliers, and other contractors	<ul style="list-style-type: none"> <li>• Anti-trust/competition violations</li> <li>• Copyright/patent infringement</li> <li>• Contract disputes</li> </ul>
Government and regulatory agencies	<ul style="list-style-type: none"> <li>• Dishonesty/fraud</li> <li>• Loss or bankruptcy</li> <li>• Environmental safety</li> <li>• Foreign corrupt practices</li> <li>• Criminal violations</li> </ul>
Other third party claimants	<ul style="list-style-type: none"> <li>• Merger/acquisition/divestiture</li> <li>• General breach of Fiduciary duty</li> </ul>

# NOT FOR PROFIT DIRECTORS AND OFFICERS LIABILITY INSURANCE POLICY

D&O liability insurance policies were designed to protect directors and officers for the legal liability they may sustain when acting in their executive capacity. A policy may also reimburse or pay on behalf of the organization to the extent to which it indemnifies its directors and officers. The following is the typical structure of a Not for Profit D&O policy:

## I. INSURING AGREEMENTS

The policy is typically split into three separate coverages in the insuring agreement:

**Clause 1: Individual Coverage** — Provides direct coverage for individual directors and officers against whom a claim has been made based on a wrongful act, and where indemnification is not provided by the organization. No deductible is applied.

**Clause 2: Corporate Indemnity Coverage** — Reimburses or pays on behalf of the organization amounts paid to indemnify directors and officers arising from a claim alleging their liability for a wrongful act. This is based on the requirement to indemnify contained within the company's bylaws or articles or by contractual agreement. A deductible is applied.

**Clause 3: Entity Coverage** — Provides direct coverage for the organization's liability either through the policy wording or by endorsement.

With respect to private, not-for-profit, and many Crown companies, coverage is typically extended to include direct claims against the entity for a variety of claims.

## II. LIMIT OF LIABILITY

The policy's limit of liability typically applies to all loss, including defence costs, such that costs paid to defend a claim erode the policy limits of liability.\*

## III. CLAIMS-MADE COVERAGE AND SEVERABILITY

A D&O liability insurance policy is a "claims-made" policy form, meaning that coverage is triggered at the time the claim is made, regardless of when the wrongful act giving rise to the claim was committed. Claims-made coverage requires that all claims or incidents which may arise and result in a claim during the policy period be reported immediately to the insurer. Failure to comply with the claims-reporting provisions of the policy could result in the insurer denying coverage for the claim.

"Severability" in D&O liability policies refers to the issue of whether facts or information pertaining to one insured under the policy can adversely affect coverage for another insured under the same policy. Generally, severability is meant to protect innocent directors and officers from losing coverage based on wrongdoing by other culpable directors and officers. Severability may exist in regard to the D&O liability insurance application (such that any false representations made in the application are imputed only to the person(s) having knowledge of their falsity) and with respect to the exclusions (such that only those persons to whom the exclusion directly applies will be denied coverage).

## IV. KEY DEFINITIONS

The policy generally includes all "loss" associated with a claim, including defence costs, but usually excludes fines and penalties.

"Claim" is generally defined to include a demand for monetary or non-monetary damages, civil or criminal proceedings, and administrative or regulatory proceedings. Many policies will also allow policyholders to report circumstances which may evolve into a claim.

Typically, a "Wrongful Act" for which the D&O policy provides coverage includes any error, misstatement, misleading statement, act, omission, neglect, or breach of duty committed, attempted, or allegedly committed or attempted by any director or officer in his or her insured capacity. It should also include other matters claimed solely by reason of his or her serving in such insured capacity, often encompassing statutory obligations such as liabilities for unpaid taxes, employee wages and vacation pay which may be imposed on directors and officers even if they did not commit a "Wrongful Act".

The definition of "Loss" typically includes damages, settlements, judgements, and defence costs.\* The definition of loss does not

include amounts for which the insured is not financially liable or matters deemed to be uninsurable by law.

*\* The issue of whether defence costs are in addition to the policy limits of liability is currently being litigated in Quebec under the Civil Code.*

## V. ALLOCATION

In most circumstances, claims will have both covered and uncovered allegations and will name both covered and uncovered individuals or entities. To establish how a claim will be treated, many insurers will pre-set an allocation of the amount they will pay regardless of where the actual liabilities lie. This pre-set allocation is generally only with respect to defence costs rather than settlement or indemnity.

## VI. EXCLUSIONS

Matters which are typically excluded under a D&O policy can be classified into four broad categories:

1. Insured elsewhere:
  - Bodily injury/property damage (commercial general liability);
  - Pension liability (fiduciary liability);
  - Pollution, except for non-indemnifiable carve-out (environmental impairment/commercial general liability);
  - Prior claims notice reported under an expired policy; and
  - Pending or prior litigation as of a certain date.
2. Uninsurable by law:
  - Deliberately fraudulent acts; and
  - Illegal personal profit, benefit, or advantage (e.g. insider trading, illegal remuneration).
3. Outside the intent of the D&O policy:
  - Organization vs. insured, or insured vs. insured with some exceptions;
  - Acts outside the insured's capacity as a director or officer.
4. Specific risk-related exclusions, for example:
  - Major shareholder exclusion – 10 percent;
  - Family suit exclusion;
  - Specific matters exclusion.

## VII. EXTENSIONS

A number of extensions of coverage are currently available in the marketplace and are provided by insurers on a selective basis:

### NOT FOR-PROFIT OUTSIDE DIRECTORSHIP LIABILITY

- Coverage can be extended to directors and officers sitting on outside boards of not-for-profit organizations such as charities, associations, and sports clubs.
- Coverage is usually restricted to positions where the individual is sitting with the knowledge and consent of the organization.
- Coverage is typically provided on a blanket basis (not requiring a specific schedule).

### SPOUSAL LIABILITY

- Coverage is extended to the spouse or domestic partner of the director and officer if named as a co-defendant in an action but typically only to the extent that the claim against the spouse or domestic partner arises out of a wrongful act of the director or officer; there is no coverage if the allegations against the spouse or domestic partner involve their own wrongful acts.

### EMPLOYMENT PRACTICES LIABILITY

- Coverage is provided to an expanded group of insureds (including employees) for claims arising out of employment-related issues such as wrongful dismissal, discrimination, humiliation, and sexual harassment.

### POLLUTION D&O LIABILITY COVERAGE

- Pollution-related coverage is typically very narrow under a Not-for-Profit D&O policy, and is generally limited to the cost of defending a pollution related action.

### RECISSION

- Insurers have the right to rescind any insurance policy in the event of a material misrepresentation, contained either in the application or the attachments thereto. This can be problematic in the circumstances of D&O coverage where the individual directors and officers may not have been privy to the procurement of insurance and the representations therein. To protect innocent directors and officers, insurers may provide non-rescindable coverage for non-indemnifiable claims (Clause 1) or for the entire contract (Clauses 1, 2 and 3).

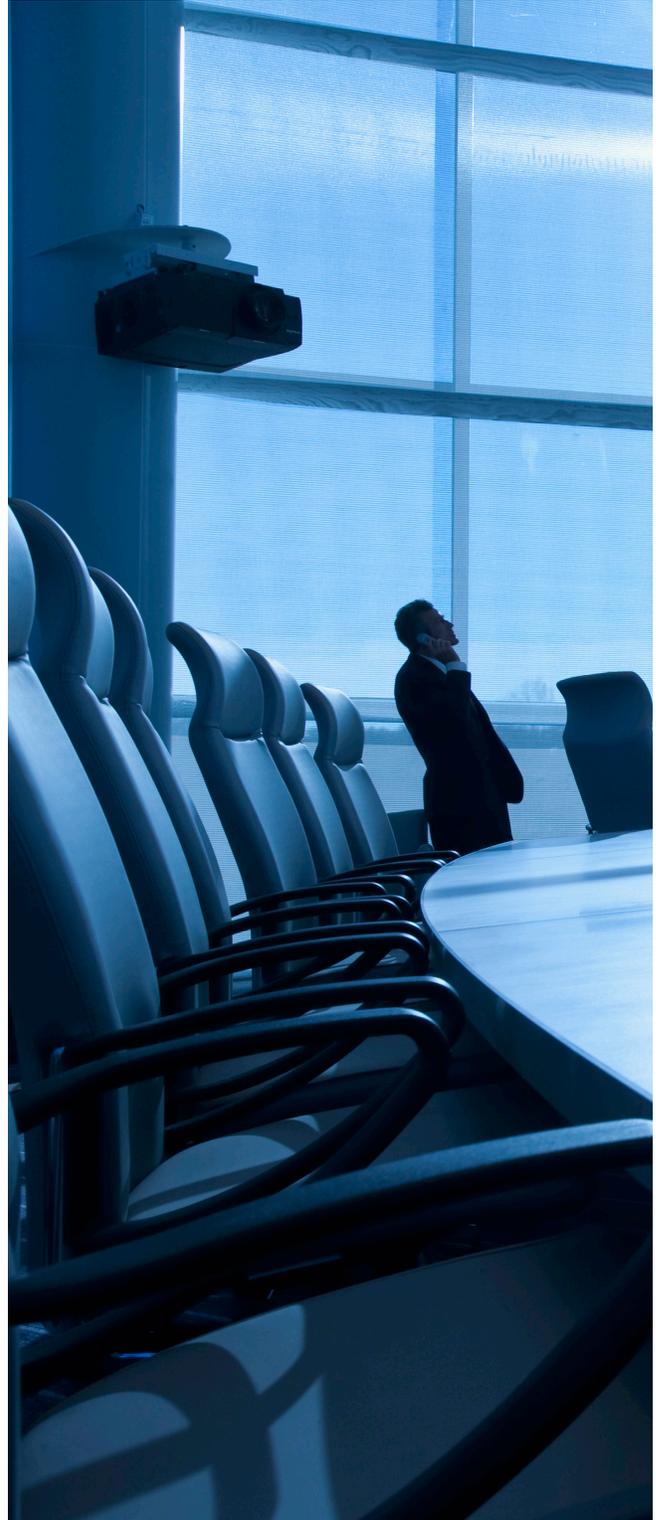
## PRIORITY OF PAYMENTS

- In the event a loss may exceed the available limit of liability, this provision will prioritize coverage first to the individual directors and officers for non-indemnifiable claims (Clause 1) and then, subject to the insured's direction, to coverage for the organization (Clauses 2 and 3).

## CONCLUSION

This brochure is not intended to be a complete statement on the subject of directors and officers liability, but simply a general overview of some of the key issues and considerations facing directors and officers today. With changing federal and provincial legislation and an expanding business and legal relationship between Canada and the United States, directors and officers liability is an evolving and changing field which requires constant monitoring. Marsh recognizes the importance of managing the risk associated with acting as a director or officer and has full advisory capabilities on both potential liabilities and appropriate protection.

If you are interested in obtaining additional information on the subject of directors and officers liability, please contact your local Marsh representative.





**For more information, please contact your local Marsh representative or visit [www.marsh.ca](http://www.marsh.ca).**

Marsh is one of the Marsh & McLennan Companies, together with Guy Carpenter, Mercer, and Oliver Wyman.

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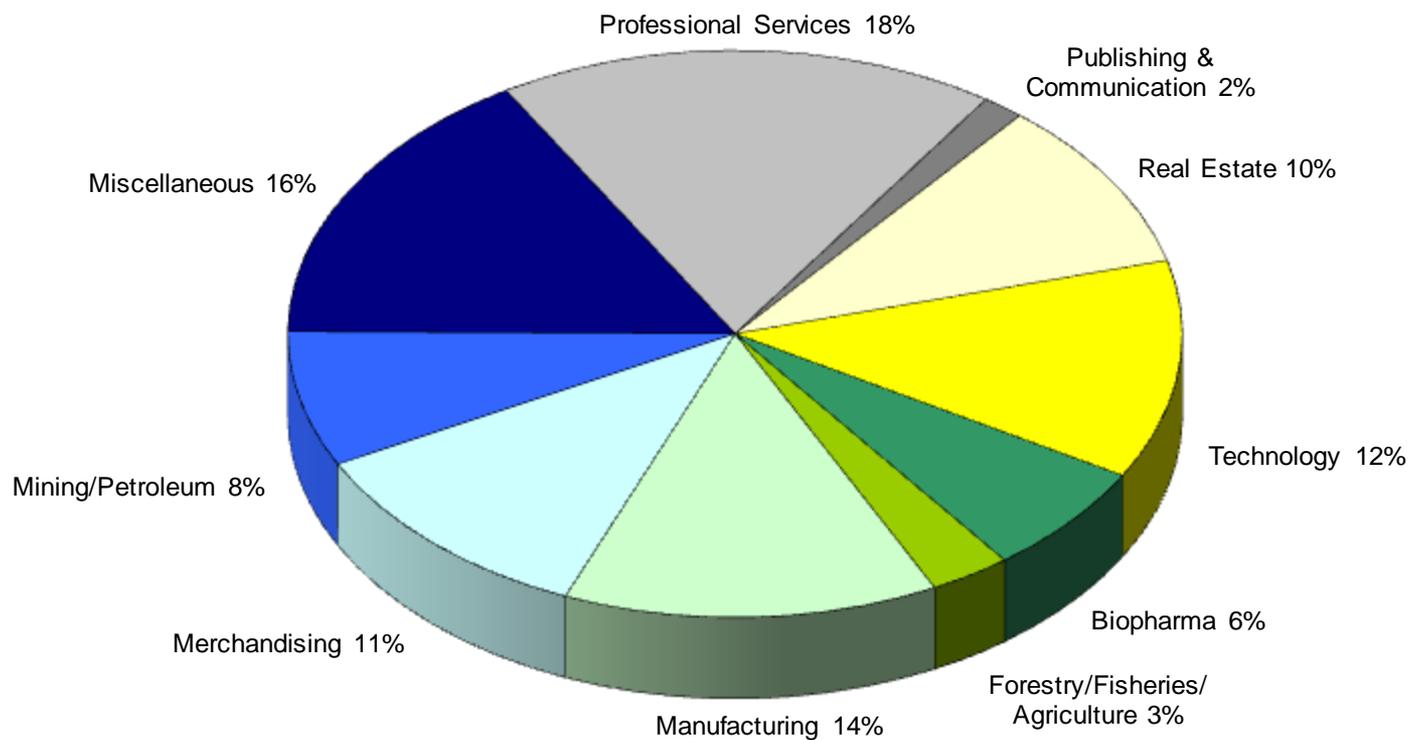
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# Directors and Officers Private — Breakdown of Industry Sectors

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Appendix D



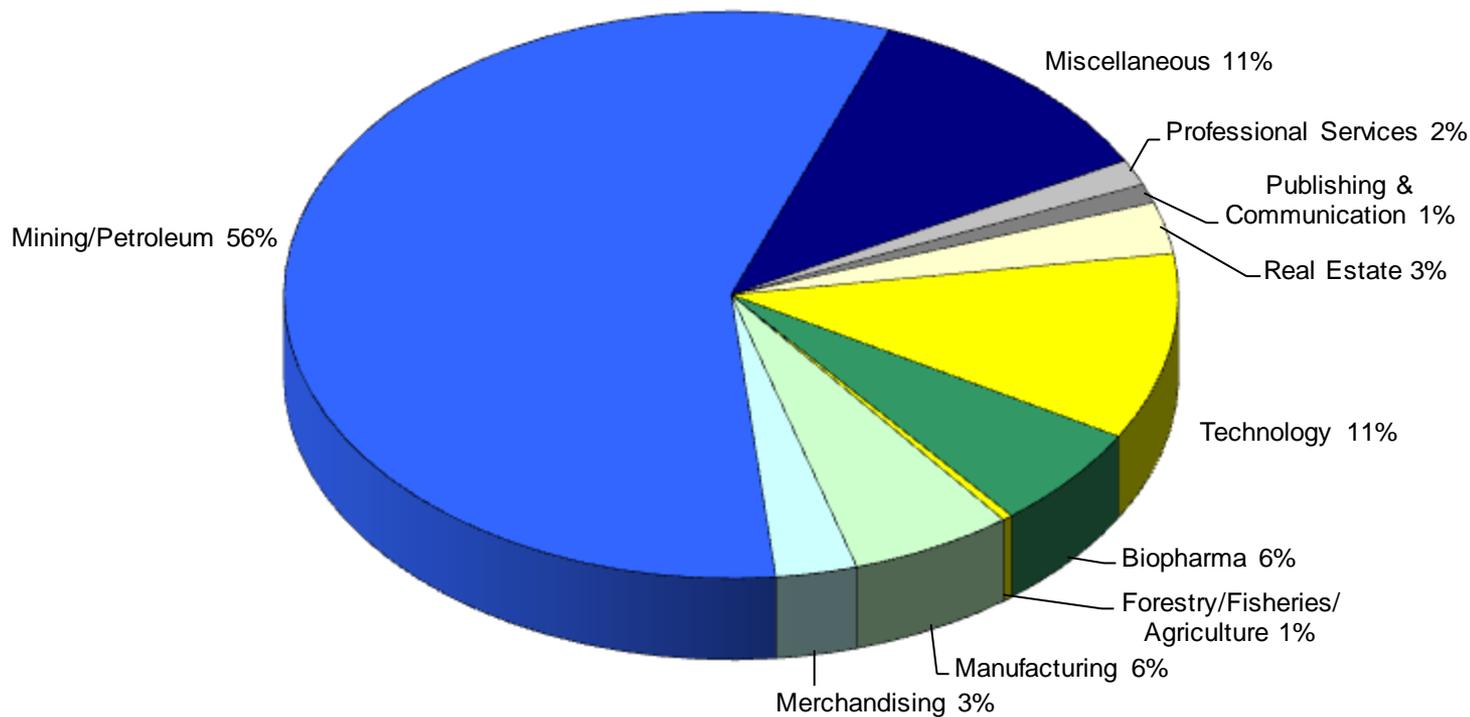
As of December 31, 2015

These statistics are for illustrative purposes only and should not be relied upon as confirmation of coverage with respect to any specific factual circumstances. Insureds should consult their insurance and legal advisors with respect to individual coverage issues. Program availability and coverage are subject to individual underwriting criteria.



*Get experience on your side*

# Directors and Officers Public — Breakdown of Industry Sectors



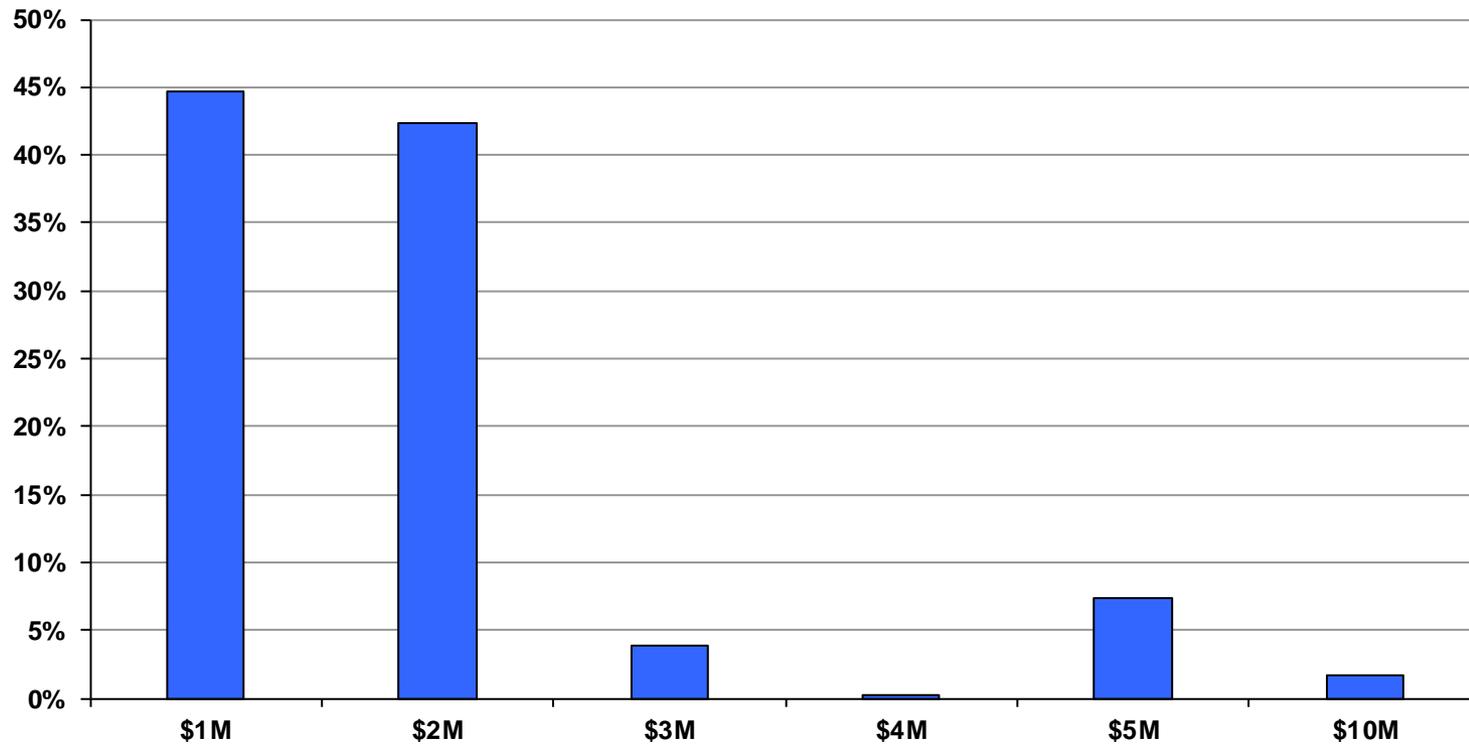
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# Directors and Officers Non-Profit — Limit Profile



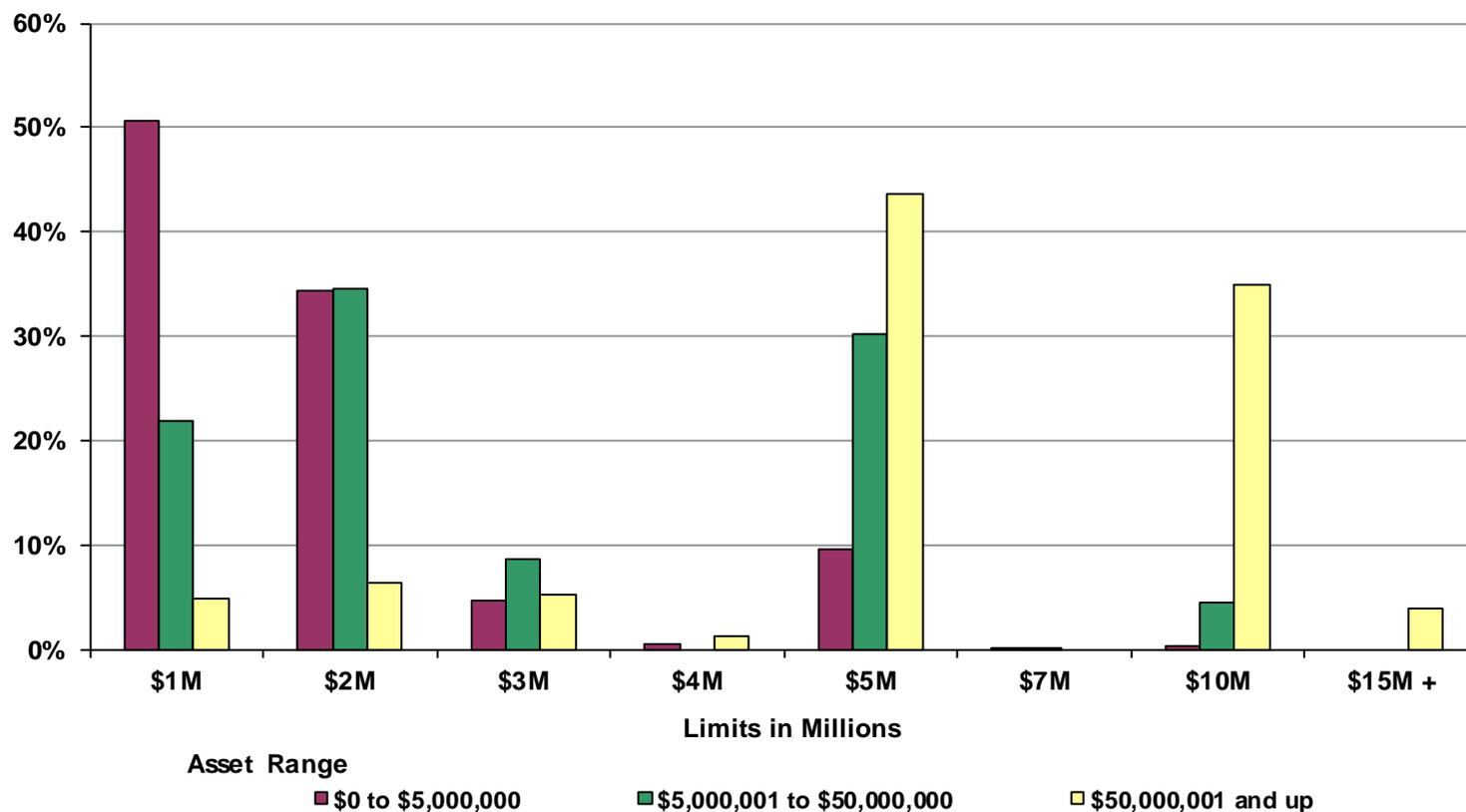
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# Directors and Officers Private — Limit Profile by Asset Range



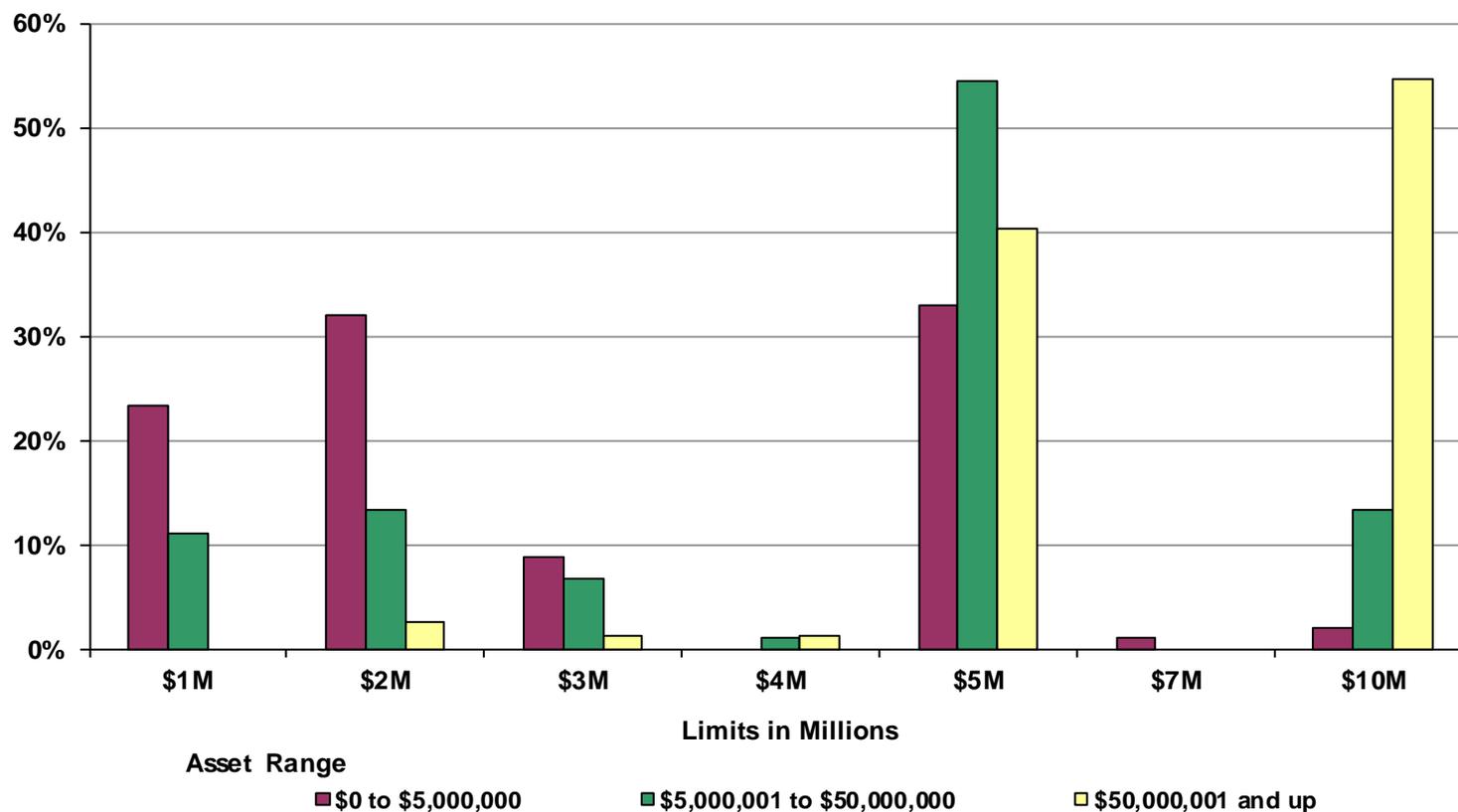
As of December 31, 2015

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# Directors and Officers Public — Limit Profile by Asset Range



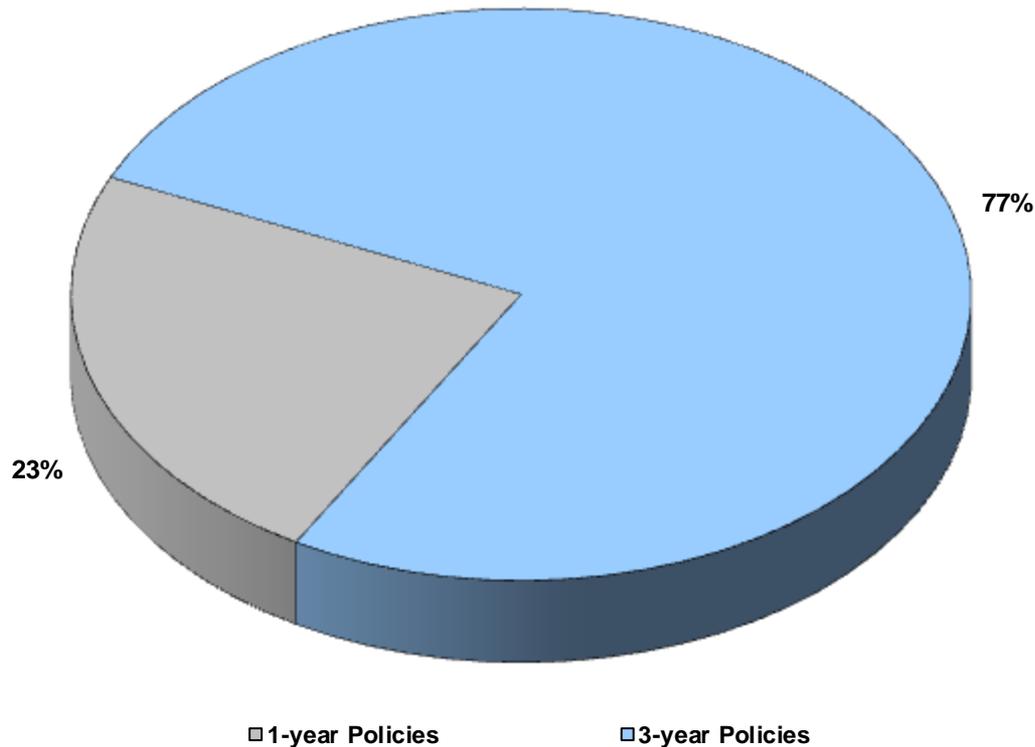
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# Directors and Officers Non-Profit — 3-year versus 1-year Policies



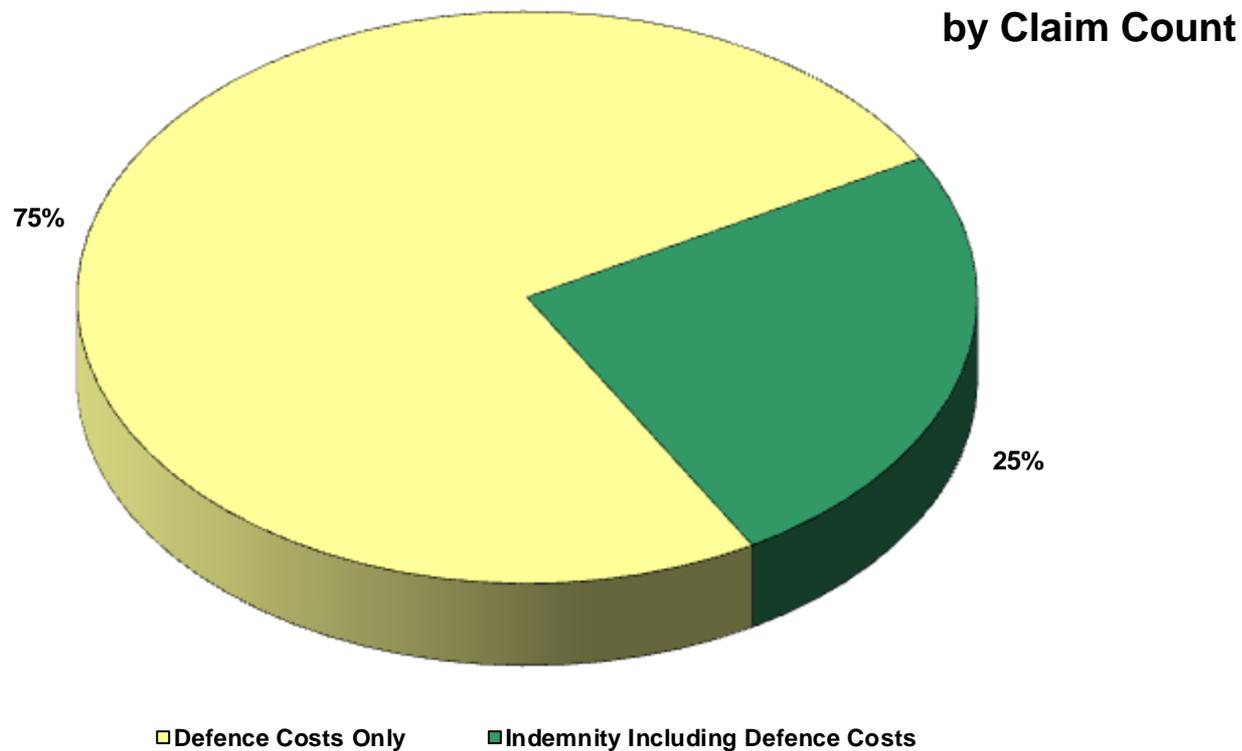
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# Directors and Officers Indemnity versus Defence Costs



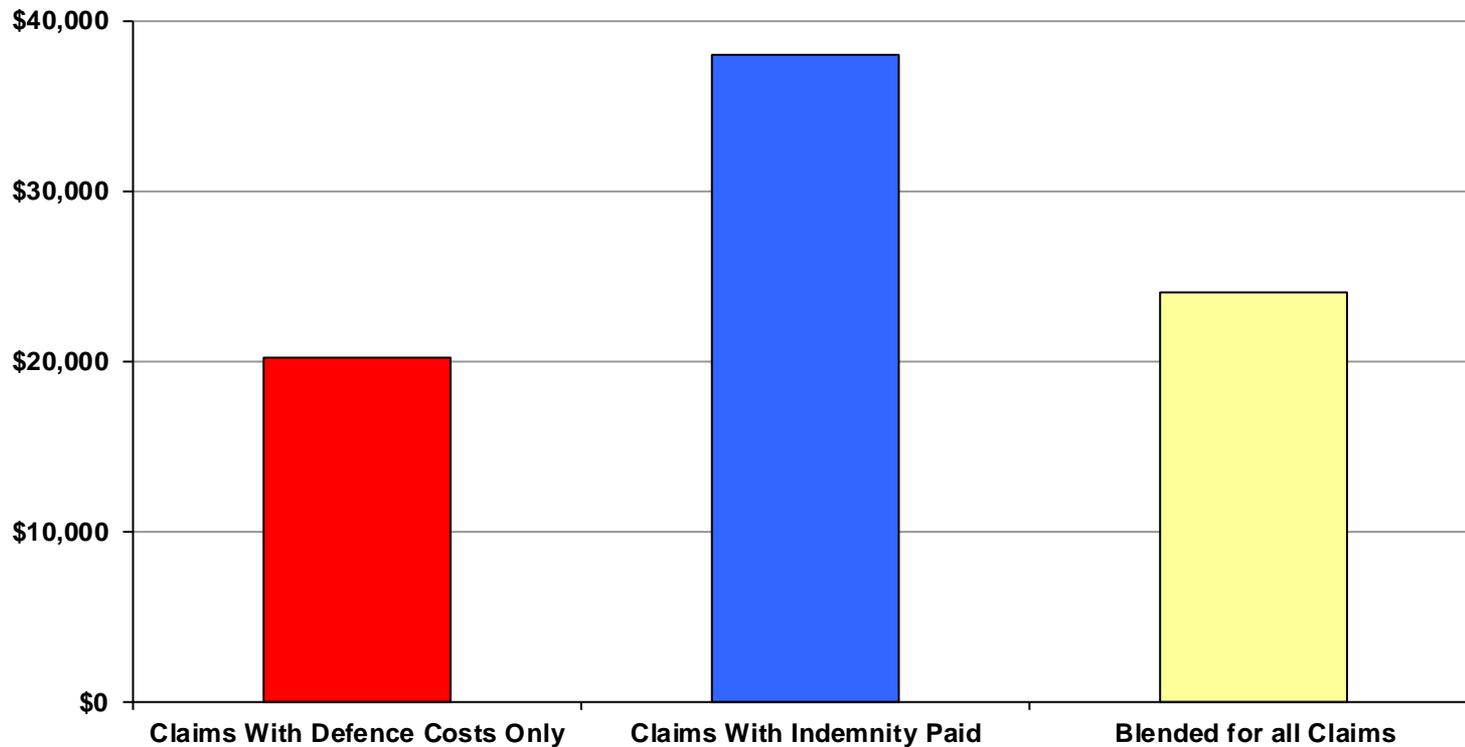
As of December 31, 2015

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# Directors and Officers Non-Profit — Average Defence Cost per Claim

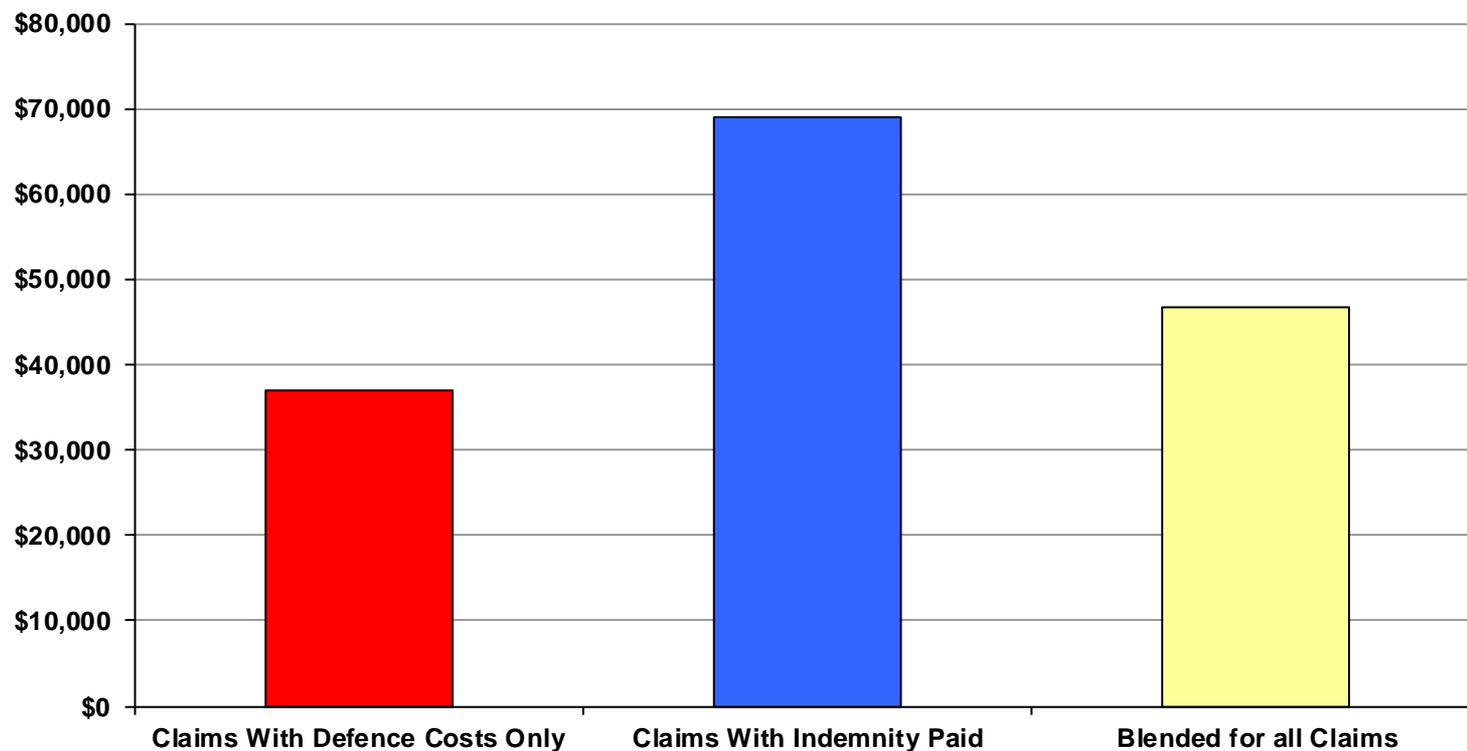


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As of December 31, 2015

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# Directors and Officers Private — Average Defence Cost per Claim



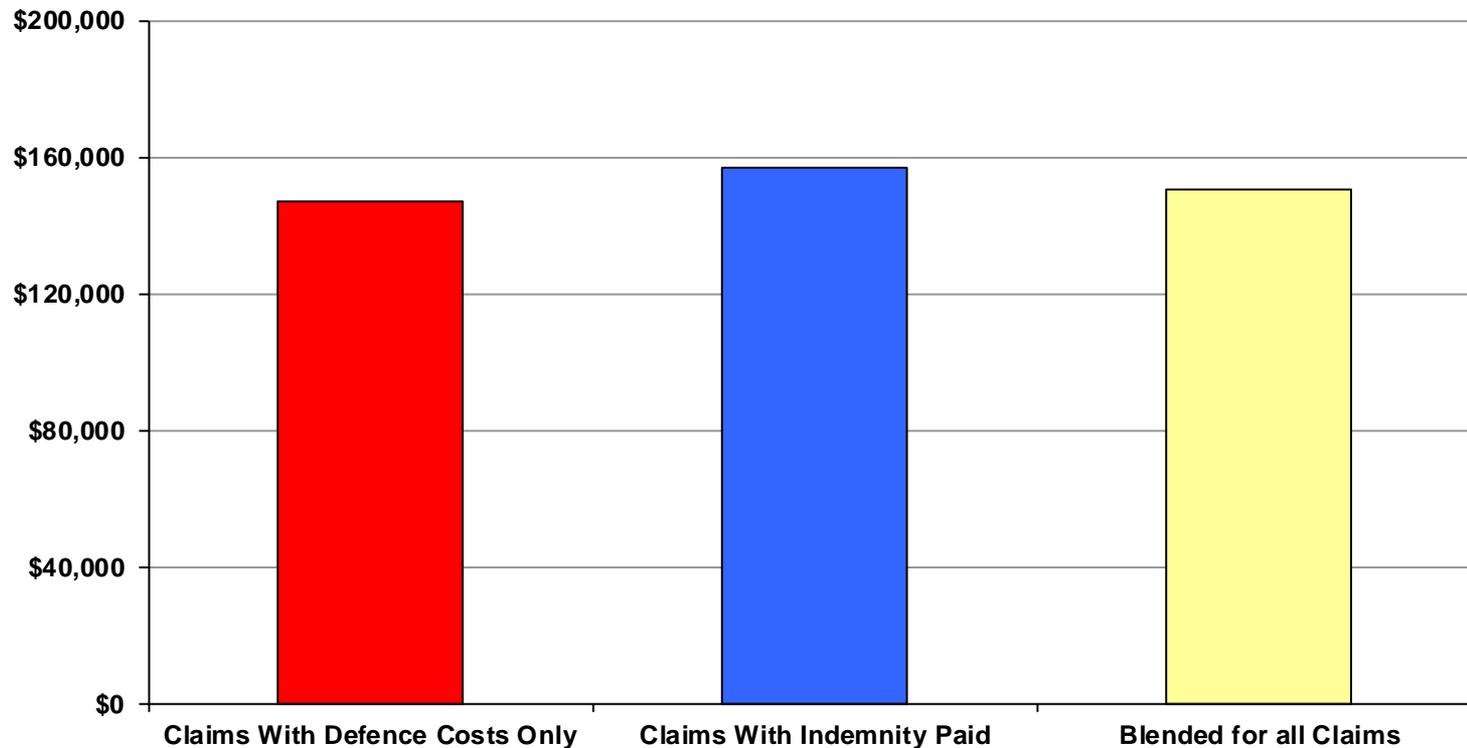
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# Directors and Officers Public — Average Defence Cost per Claim

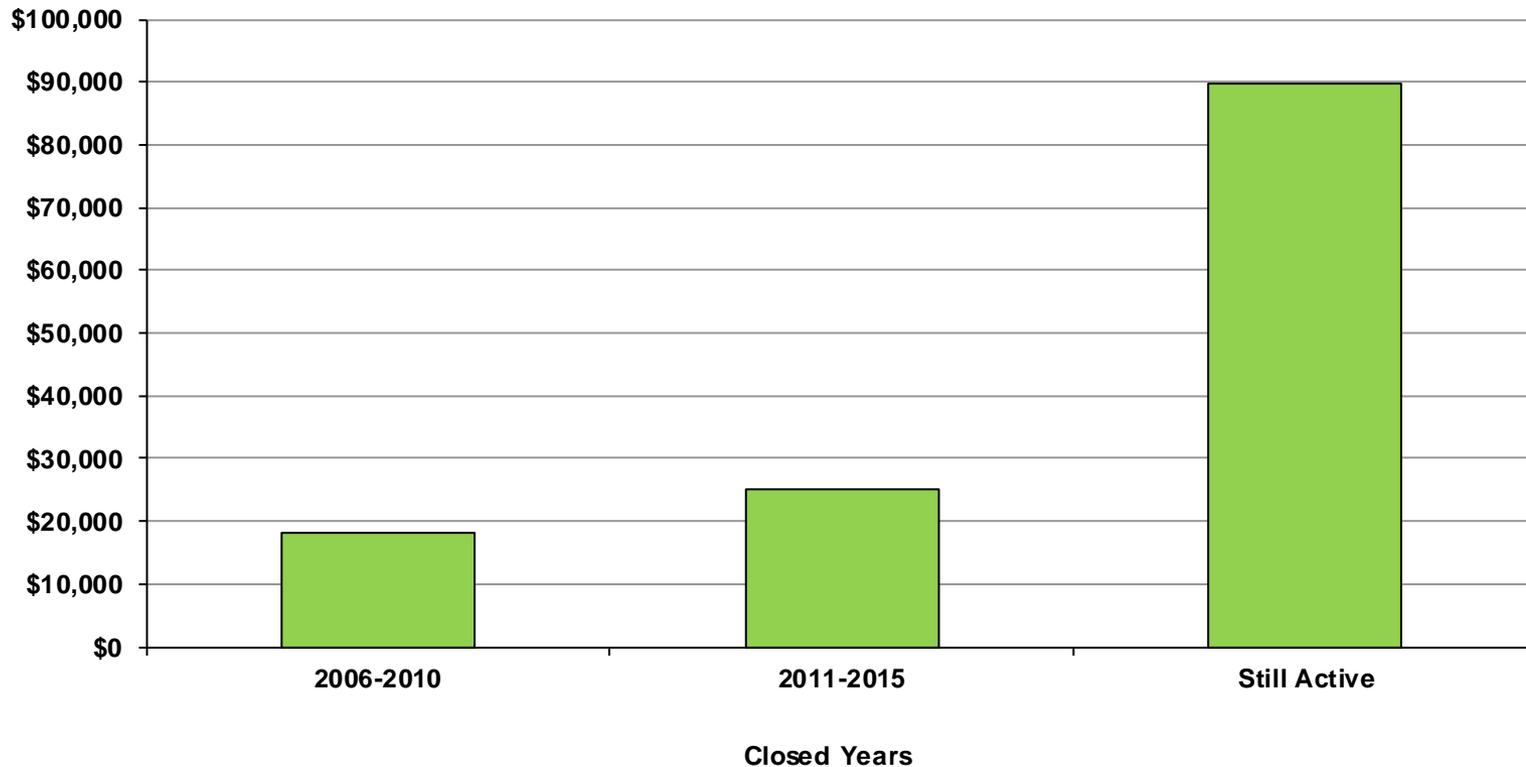


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As of December 31, 2015

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# Directors and Officers Non-Profit — Average Incurred Loss per Claim (Defence Cost + Indemnity)



As of December 31, 2015

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# Directors and Officers Private — Average Incurred Loss per Claim (Defence Cost + Indemnity)



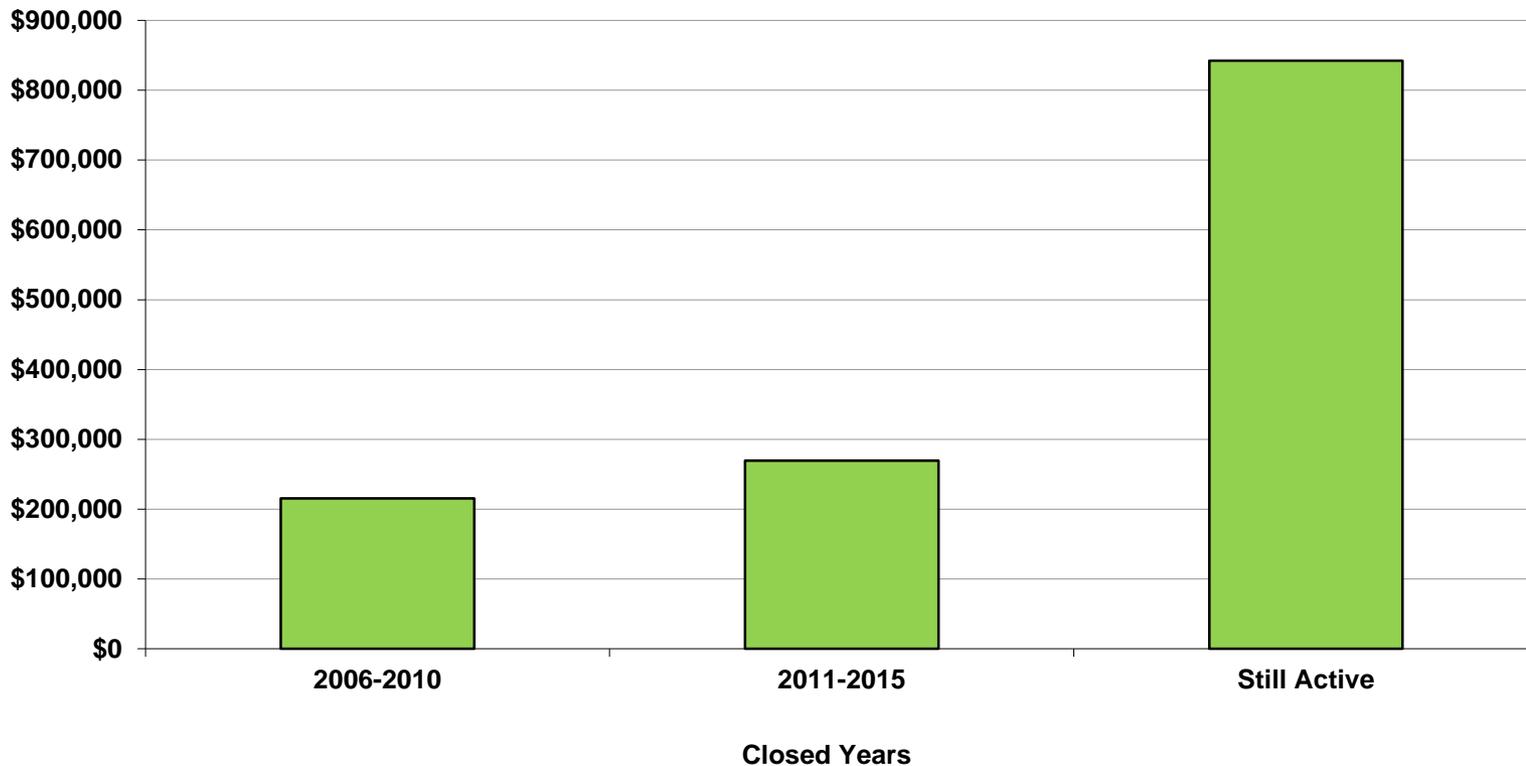
As of December 31, 2015

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# Directors and Officers Public — Average Incurred Loss per Claim (Defence Cost + Indemnity)



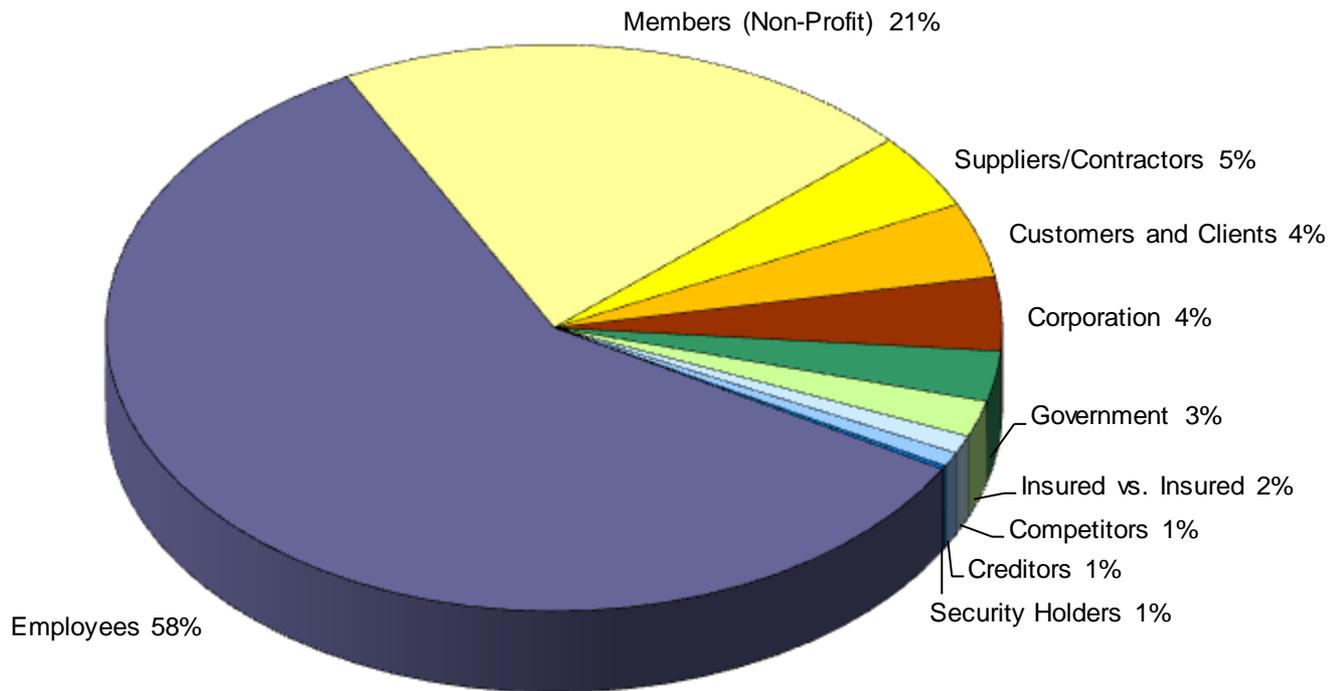
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# Directors and Officers Non-Profit — Claims by Claimant



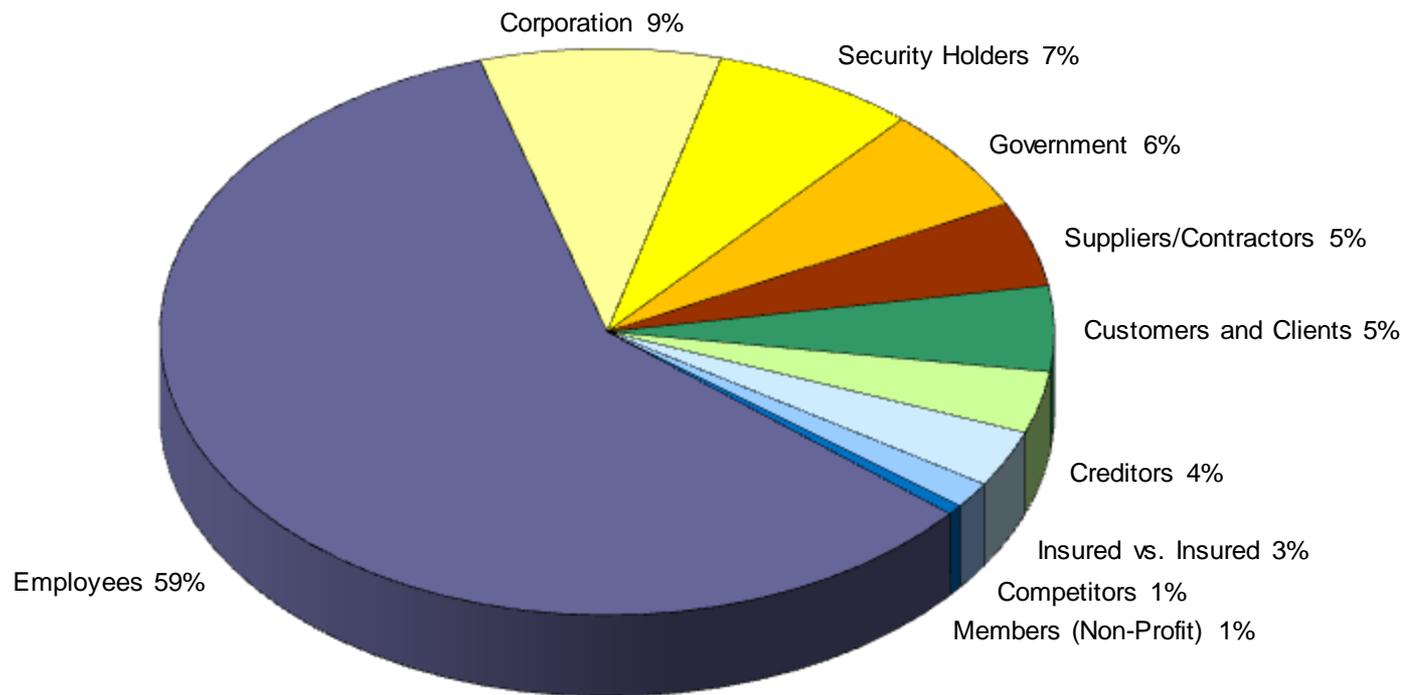
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# Directors and Officers Private — Claims by Claimant



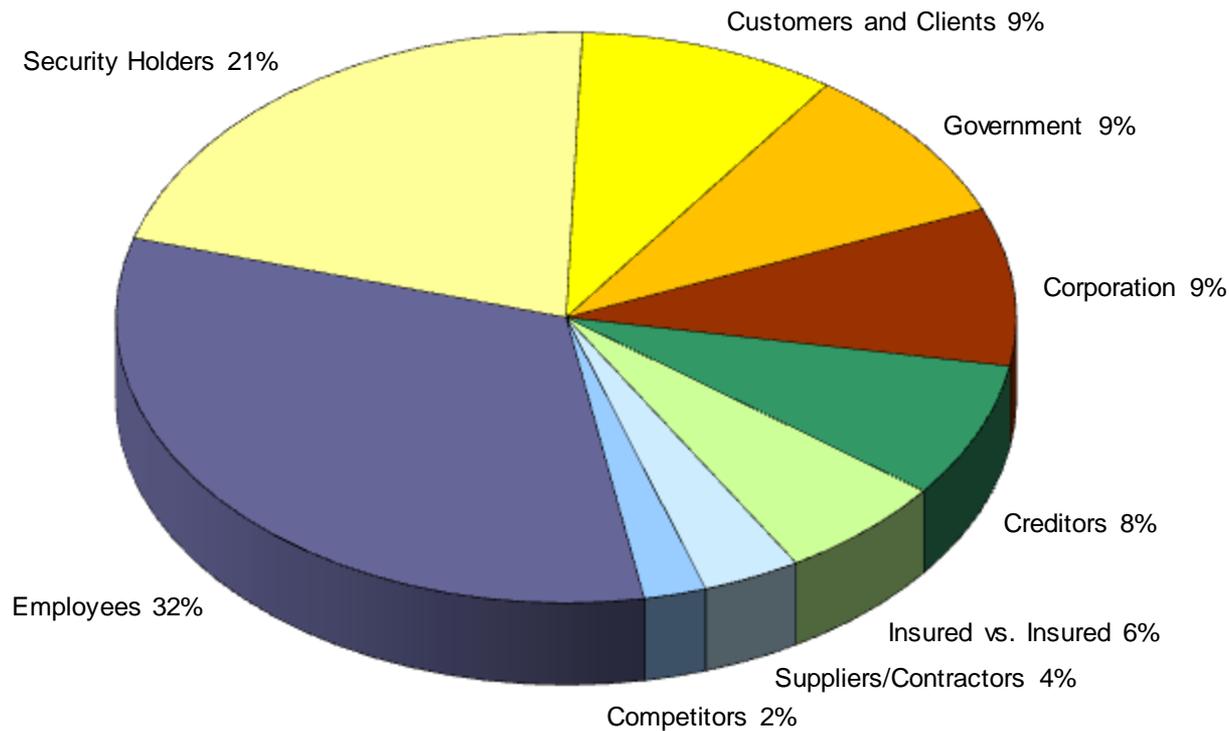
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# Directors and Officers Public — Claims by Claimant



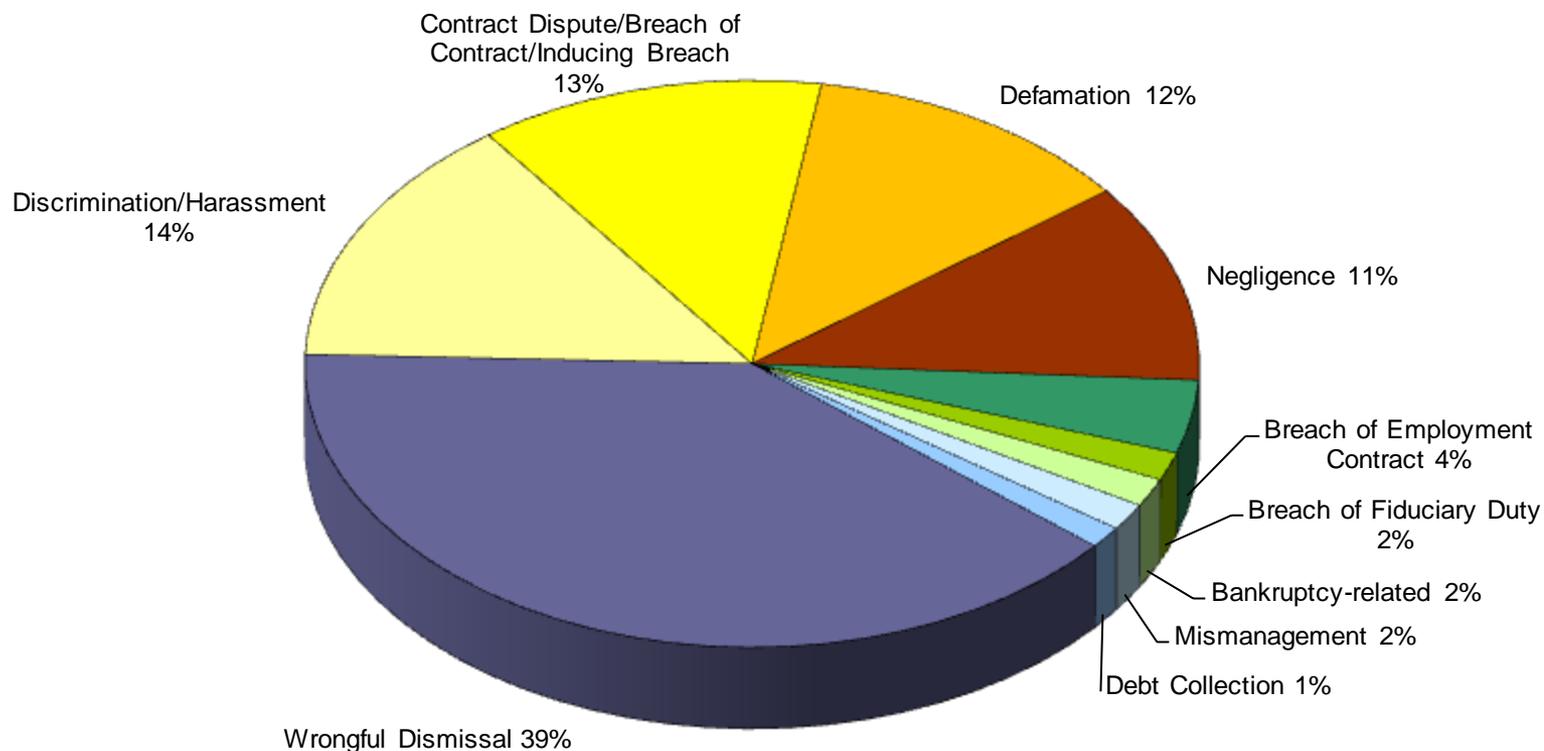
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# Directors and Officers Non-Profit — Claims by Allegation



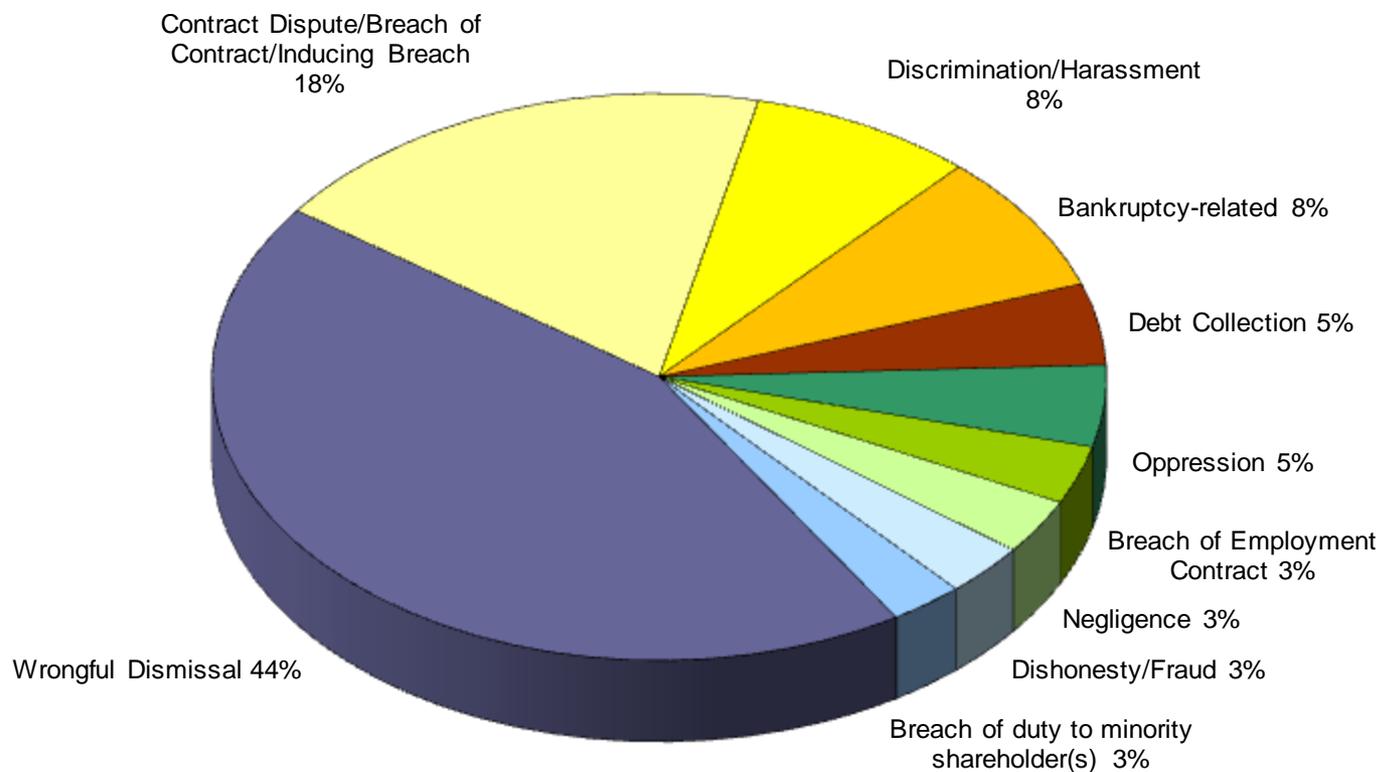
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# Directors and Officers Private — Claims by Allegation



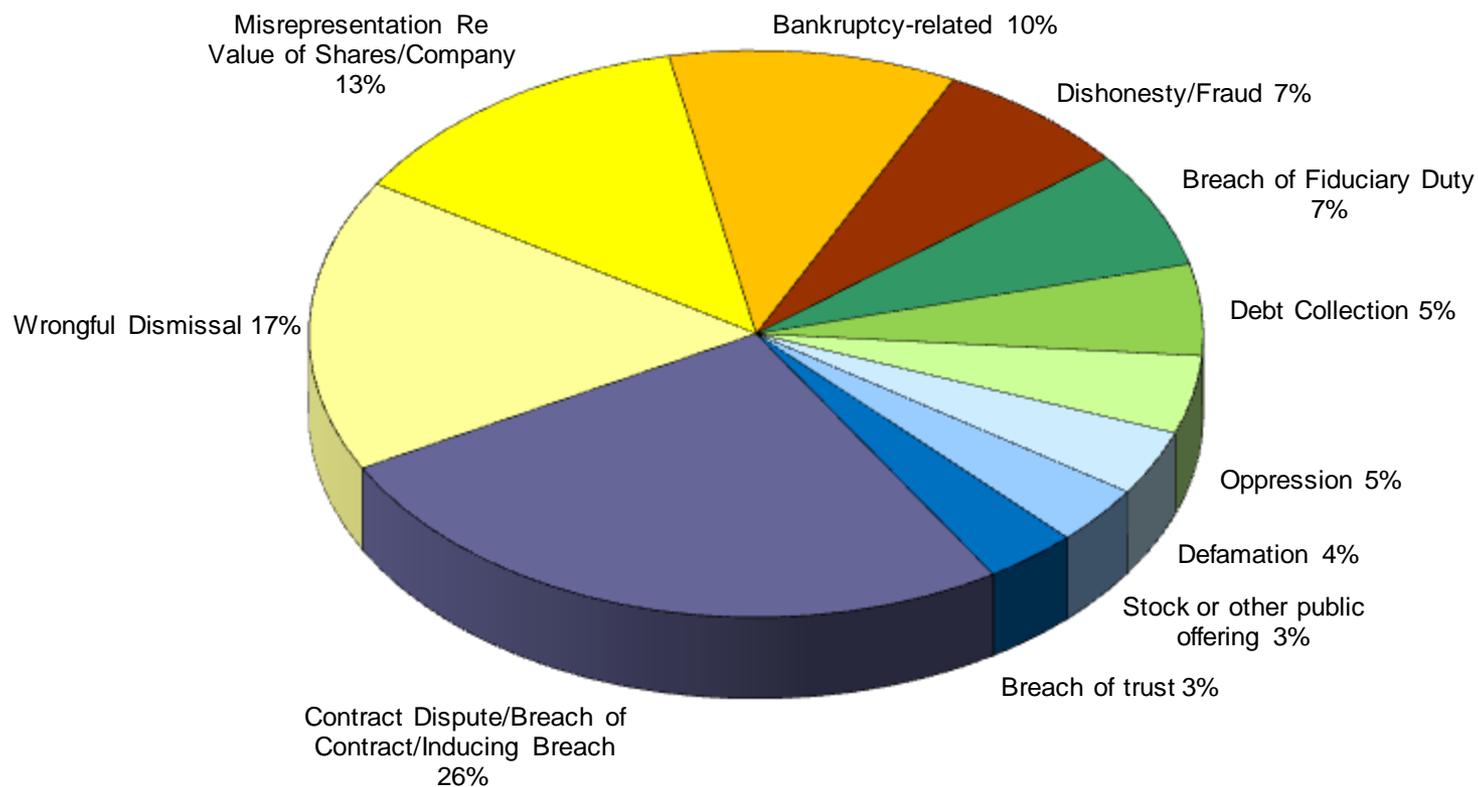
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# Directors and Officers Public — Claims by Allegation



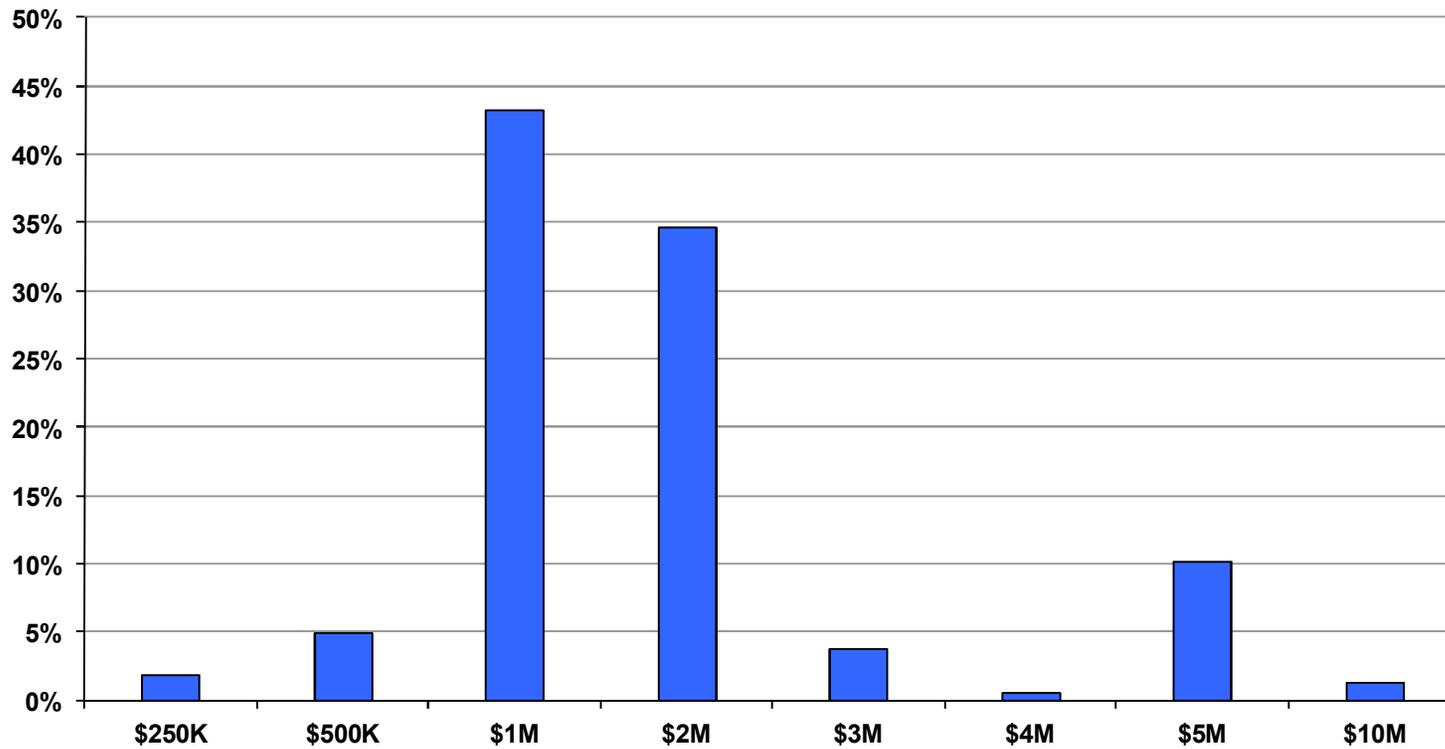
As of December 31, 2015

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## Errors and Omissions Limit Profile



As of December 31, 2011



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## Errors and Omissions List of Programs

Insurance		
<ul style="list-style-type: none"> <li>• Accident and Baggage Agents</li> <li>• Benefit Consultants</li> <li>• Hail Agents</li> </ul>	<ul style="list-style-type: none"> <li>• Insurance Adjusters</li> <li>• Insurance Brokers</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Management Consultants</li> <li>• Third Party Administrators</li> </ul>
Medical		
<ul style="list-style-type: none"> <li>• Acupuncturists</li> <li>• Ambulance Operators</li> <li>• Chiropractors</li> <li>• Community Organizations</li> <li>• Counsellors</li> <li>• CPR Instructors</li> <li>• Dental Clinics</li> <li>• Dental Hygienists</li> <li>• Dentists</li> <li>• Diagnostic Laboratories</li> <li>• Dieticians</li> <li>• Eye Laser Surgery Clinics</li> <li>• Fitness Consultants</li> <li>• Health and Safety Consultants</li> </ul>	<ul style="list-style-type: none"> <li>• Hospitals</li> <li>• Laboratory Technicians</li> <li>• Massage Therapists</li> <li>• Medical Clinics</li> <li>• Medical Consultants</li> <li>• Medical Doctors</li> <li>• Medical First Responders</li> <li>• Non-emergency Patient Transfers</li> <li>• Nurses</li> <li>• Nurses Placement Agencies</li> <li>• Nursing/Rehabilitation Homes</li> <li>• Occupational Therapists</li> <li>• Opticians/Optometrists</li> <li>• Osteopaths</li> </ul>	<ul style="list-style-type: none"> <li>• Para-medical Programs</li> <li>• Pharmacists</li> <li>• Phlebotomists</li> <li>• Physiotherapists</li> <li>• Podiatrists</li> <li>• Psychologists</li> <li>• Registered Occupational Hygienists</li> <li>• Rehabilitation Consultants</li> <li>• Respiratory Therapists</li> <li>• Specialty Medical Clinics</li> <li>• Social Services</li> <li>• Veterinarians</li> </ul>
Legal		
<ul style="list-style-type: none"> <li>• Arbitrators</li> <li>• Bailiffs</li> <li>• Court Reporters</li> <li>• Lawyers</li> </ul>	<ul style="list-style-type: none"> <li>• Mediators</li> <li>• Paralegals</li> <li>• Patent and Trademark Agents</li> </ul>	<ul style="list-style-type: none"> <li>• Private Investigators</li> <li>• Registry Agents</li> <li>• Title Searchers</li> </ul>



## Errors and Omissions List of Programs (continued)

<b>Financial</b>		
<ul style="list-style-type: none"> <li>• Bookkeepers</li> <li>• Certified General Accountants</li> <li>• Chartered Accountants</li> </ul>	<ul style="list-style-type: none"> <li>• CMA (Certified Management Accountants)</li> <li>• Collection Agencies</li> </ul>	<ul style="list-style-type: none"> <li>• Premium Financing Companies</li> </ul>
<b>Environmental</b>		
<ul style="list-style-type: none"> <li>• Agronomists</li> <li>• Archaeologists</li> <li>• Foresters</li> </ul>	<ul style="list-style-type: none"> <li>• Geologists</li> <li>• Laboratories (Non-medical)</li> </ul>	<ul style="list-style-type: none"> <li>• Occupational Health and Safety Consultants</li> </ul>
<b>Libel and Slander</b>		
<ul style="list-style-type: none"> <li>• Direct Mail Services</li> <li>• Printers</li> </ul>	<ul style="list-style-type: none"> <li>• Publishers</li> </ul>	<ul style="list-style-type: none"> <li>• Translators/Terminologists/Interpreters</li> </ul>
<b>Technologies (Design and Construction)</b>		
<ul style="list-style-type: none"> <li>• Aerial Surveyors</li> <li>• Architectural/Engineering Technicians and Technologists</li> </ul>	<ul style="list-style-type: none"> <li>• Coating Inspectors</li> <li>• Interior Designers</li> <li>• Non-destructive Testers</li> </ul>	<ul style="list-style-type: none"> <li>• Quantity Surveyors</li> <li>• Safety Code Officers</li> <li>• Urban Planners</li> </ul>
<b>Administrative</b>		
<ul style="list-style-type: none"> <li>• Community Organizations</li> <li>• Computer Specialists</li> <li>• Dispatch Services</li> </ul>	<ul style="list-style-type: none"> <li>• Government Agencies</li> <li>• Management Consultants</li> </ul>	<ul style="list-style-type: none"> <li>• Placement Agencies</li> <li>• Regulatory Bodies</li> </ul>
<b>Communication/Information Technology</b>		
<ul style="list-style-type: none"> <li>• Advertising Agencies</li> <li>• Answering Services</li> <li>• Data Processing</li> <li>• Facilities Management</li> <li>• Graphic Artists</li> </ul>	<ul style="list-style-type: none"> <li>• IT Consultants</li> <li>• Internet Service Providers</li> <li>• Market Researchers</li> <li>• Marketing/Advertising Consultants</li> <li>• Network Communication Systems</li> </ul>	<ul style="list-style-type: none"> <li>• Software Development</li> <li>• Systems Design/Integration</li> <li>• Telecommunication Consultants</li> <li>• Value-added Resellers</li> <li>• Website Design</li> </ul>

## Errors and Omissions Associations and Affinity Groups — List of Programs

<b>Medical</b>		
<ul style="list-style-type: none"> <li>• Ambulatory Services</li> <li>• Art Therapists</li> <li>• Athletic Therapists</li> <li>• Chinese Medicine Practitioners</li> <li>• Chiropodists</li> <li>• Clinical Counsellors</li> <li>• Dental Surgeons</li> <li>• Dental Technicians</li> <li>• Dental Technologists</li> <li>• Dental Therapists</li> <li>• Dentists</li> <li>• Diagnostic Medical Sonographers</li> </ul>	<ul style="list-style-type: none"> <li>• Dietitians</li> <li>• Kinesiologists</li> <li>• Laboratory Technicians</li> <li>• Marriage and Family Therapists</li> <li>• Massage Therapists</li> <li>• Medical Radiation Technologists</li> <li>• Medical Technologists</li> <li>• Naturopaths</li> <li>• Nursing Assistants</li> <li>• Occupational Therapists</li> <li>• Opticians</li> <li>• Optometrists</li> </ul>	<ul style="list-style-type: none"> <li>• Orthotherapists</li> <li>• Pharmacists</li> <li>• Podiatrists</li> <li>• Practical Nurses</li> <li>• Psychologists</li> <li>• Registered Nurses</li> <li>• Respiratory Therapists</li> <li>• Speech-Language Pathologists</li> <li>• Veterinarians</li> </ul>
<b>Legal</b>		
<ul style="list-style-type: none"> <li>• Bailiffs</li> <li>• Mediators</li> </ul>	<ul style="list-style-type: none"> <li>• Paralegals</li> <li>• Registry Agents</li> </ul>	<ul style="list-style-type: none"> <li>• Traffic Court Agents</li> </ul>
<b>Construction</b>		
<ul style="list-style-type: none"> <li>• Architectural Technologists</li> <li>• Engineering Technologists</li> </ul>	<ul style="list-style-type: none"> <li>• Foresters</li> <li>• Interior Designers</li> </ul>	<ul style="list-style-type: none"> <li>• Safety Professionals</li> <li>• Urban Planners</li> </ul>
<b>Other</b>		
<ul style="list-style-type: none"> <li>• Agrologists</li> <li>• Archaeologists</li> <li>• Biologists</li> <li>• Case Managers</li> </ul>	<ul style="list-style-type: none"> <li>• Chemists</li> <li>• Equine Massage Therapists</li> <li>• First Aid Instructors</li> <li>• Human Resources Professionals</li> </ul>	<ul style="list-style-type: none"> <li>• Mortgage Brokers</li> <li>• Professional Planners</li> <li>• Translators and Interpreters</li> </ul>



CYBER RISK = VULNERABILITIES x THREATS x CONSEQUENCES

1 ESTABLISHING A PROCESS FOR ASSESSING CYBER RISK

Step 1. Assets	Step 2. Threats	Step 3. Control	Step 4. Impact
What are my assets?	What are my threats?	What security controls do I have in place?	What is the impact of a breach or interruption to the network?
<p>Begin by identifying, categorizing and ranking your cyber-related assets.</p> <p>Assets form the motivations for threats against the company.</p> <p>Assets can include valuable data and IP, operations dependent on IT systems, critical infrastructures, etc.</p>	<p>Understand the cyber threats that correspond to the identified assets:</p> <p>organized crime, hackers, nation state attackers, cyber terrorists, etc.</p> <p>Further, since cyber-attacks are perpetrated by people - understanding how an organization looks to the world is paramount to understanding the likelihood of an attack.</p>	<p>How mature are your defenses to protect against cyber-attacks?</p> <p>Understand organizational procedures, technical solutions, and other mitigating or compensating controls which have been instituted.</p> <p>Compare those to your peers and industry best practices to understand how ready you are for a cyber event.</p>	<p>Data breaches are one of the most common cyber risks faced by companies today. One should better understand the potential impact of a breach to the company's assets, both qualitative and quantitatively, so you can prioritize your efforts to transfer or mitigate the risk of a breach.</p>

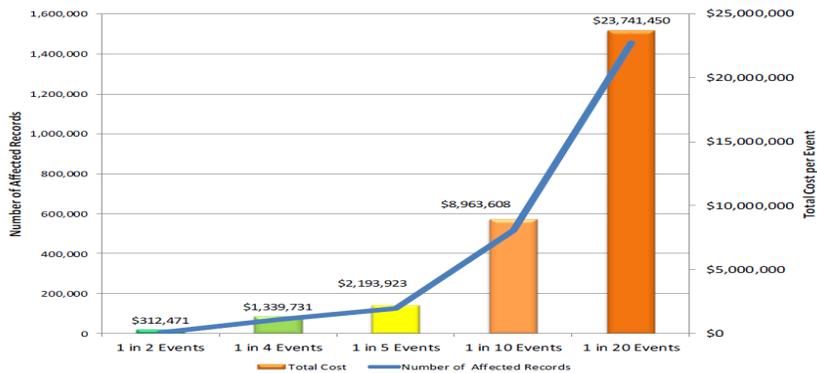
2 SCENARIO ANALYSIS ASSISTS IN PRIORITIZING RISK MANAGEMENT ACTIONS

Risk	Illustrative Risk scenario	Common Consequences
Theft of Confidential Customer / Employee Data	The corporate network is breached through a spear phishing campaign. Confidential customer / employee information is stolen including identity and banking information. The incident is published in the press thus negatively impacting the organization's reputation – Customers / Employees launch class action litigation	<p>Impacts:</p> <ul style="list-style-type: none"> <li>- Investigation and remediation costs</li> <li>- Crisis services/notification costs</li> <li>- Class action settlement and legal costs</li> <li>- Operational costs</li> <li>- Fines and penalties</li> <li>- Damage on reputation</li> </ul>
Cyber Attack Damaging Your Network	An attacker gains access to operational controls through an internet portal intending to damage the infrastructure. It is accomplished using the system controls. Assets are damaged and operations are interrupted leading to 3 days downtime until systems are controlled and remediation efforts are completed.	<p>Impacts:</p> <ul style="list-style-type: none"> <li>- Investigation and remediation costs</li> <li>- Asset remediation costs</li> <li>- Business interruption loss</li> <li>- Damage on reputation</li> </ul>

4 A GAP ANALYSIS AIDS IN DETERMINING THE POTENTIAL UTILITY OF CYBER COVERAGE

Cyber Threat	Traditional Insurance Policies				Potential Cyber Insurance Solutions
	Property	General Liability	Crime Policy	D&O	
Confidentiality of Corporate IP	Red	Red	Red	Red	Specialty IP Infringement Policies
Integrity & Availability of Corporate IP	Red	Red	Red	Red	Data Restoration Coverage
<b>Third-Party Data</b>					
Confidentiality, Integrity, and Availability of Third-Party Data	Red	Red	Red	Red	Comprehensive Cyber Policy
<b>Technology Infrastructure</b>					
Availability of Operational Technology, Core and General Information Systems	Yellow	Red	Red	Red	Network Business Interruption / Extra Expense Coverage
Availability of Outsourced Information Systems	Yellow	Red	Red	Red	Dependent Business Interruption Coverage
<b>Relationship Capital</b>					
Integrity (Value) of Relationship Capital (B2B & B2C)	Red	Red	Red	Red	Specialty Reputational Risk Policies
<b>Financial Assets</b>					
Availability (Theft) of Financial Assets	Red	Red	Yellow	Red	Cyber Crime Policies and Endorsements
<b>Cyber-exposed Physical Assets</b>					
Integrity (Physical Damage) of Cyber-exposed Physical Assets	Yellow	Red	Red	Red	Specialty Cyber Property Damage Policies

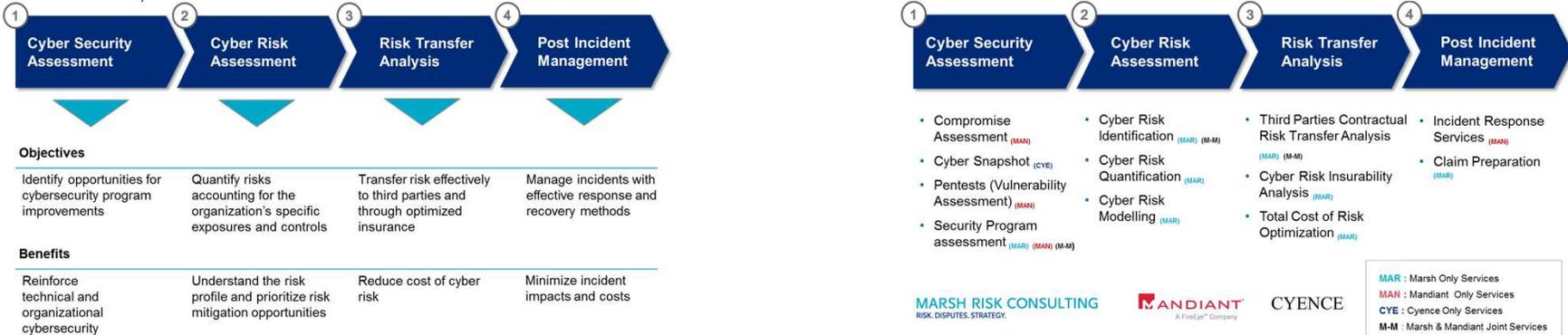
3 QUANTIFICATION HELPS YOU MAKE INFORMED DECISIONS



5 OVERVIEW OF CYBER COVERAGE

	Coverage	Description	Covered Costs		Exposure	Losses Not Covered	Considerations
<b>First Party Cover</b>  1 <sup>st</sup> Party Insurance coverage: direct loss and out of pocket expense incurred by insured	<b>Business Income/ Extra Expense</b>	Interruption or suspension of computer systems due to a network security breach. Coverage may be added to include system failure.	<ul style="list-style-type: none"> <li>Loss of Income</li> <li>Costs in excess of normal operating expenses required to restore systems</li> <li>Dependent business interruption</li> <li>Forensic expenses</li> </ul>	<b>Risks Not Covered By A Cyber Policy</b>	<b>Reputational Damage</b>	<ul style="list-style-type: none"> <li>Reduced value of insured's brand.</li> </ul>	<ul style="list-style-type: none"> <li>Global Brand Recognition</li> </ul>
	<b>Data Asset Protection</b>	Costs to restore, recreate, or recollect your data and other intangible assets that are corrupted or destroyed.	<ul style="list-style-type: none"> <li>Restoration of corrupted data</li> <li>Vendor costs to recreate lost data</li> </ul>		<b>Remediation Costs</b>	<ul style="list-style-type: none"> <li>Costs to remediate systems or improve the network or controls beyond that which existed prior to a cyber-attack or data breach.</li> <li>Costs to coordinate with law enforcement efforts.</li> </ul>	<ul style="list-style-type: none"> <li>No coverage for costs related to post-event system improvements</li> </ul>
	<b>Breach Response   Event Management</b>	Costs resulting from a network security or privacy breach:	<ul style="list-style-type: none"> <li>Forensics</li> <li>Notification</li> <li>Credit Monitoring and Identity Theft Insurance/Protection</li> <li>Call Centre</li> <li>Public Relations</li> </ul>				
	<b>Cyber Extortion</b>	Network or data compromised if ransom not paid	<ul style="list-style-type: none"> <li>Forensics</li> <li>Investigation</li> <li>Negotiations and payments of ransoms demanded</li> </ul>				
<b>Third Party Cover</b>  3 <sup>rd</sup> Party insurance coverage: defense and liability incurred due to loss caused to others by the insured.	<b>Privacy Liability</b>	Failure to prevent unauthorized access, loss, disclosure or collection, or failure of others to whom you have entrusted such information, for not properly notifying of a privacy breach.	<ul style="list-style-type: none"> <li>Liability and defense</li> <li>Third party trade secrets litigation</li> </ul>		<b>Theft of Intellectual Property</b>	<ul style="list-style-type: none"> <li>Theft of any intellectual property.</li> <li>Lost or diminished value.</li> </ul>	<ul style="list-style-type: none"> <li>Publication of IP to public internet</li> </ul>
	<b>Network Security Liability</b>	Failure of system security to prevent or mitigate a cyber/ computer attack.	<ul style="list-style-type: none"> <li>Liability and defense</li> <li>Bank lawsuits</li> <li>Consumer Lawsuits</li> </ul>		<b>Cyber Crime a/k/a Social Engineering</b>	<ul style="list-style-type: none"> <li>Theft of funds from the insured</li> </ul>	<ul style="list-style-type: none"> <li>Coverage can be addressed via the corporate crime program</li> </ul>
	<b>Privacy Regulatory Defense Costs</b>	Privacy breach and related fines or penalties assessed by Regulators.	<ul style="list-style-type: none"> <li>Investigation by a Regulator, e.g. OPC</li> <li>Liability and Defense costs</li> <li>PCI Assessments, fines and penalties</li> </ul>				

5 HOW MARSH | MARSH RISK CONSULTING CAN ASSIST IN HELPING YOU MAKE INFORMED DECISIONS ABOUT YOUR CYBER RISKS



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# FINPRO MISCELLANEOUS E&O (MPL) QUARTERLY REPORT Q2 2017



## RATE TRENDS

In Q2 2017, MPL rates increased by 1.7% on average across Marsh's client base. The median result was flat. Compared to the same period in 2016, the overall spread between the top and bottom results was lower in Q2 2017.

Although the E&O market is relatively soft, some insurers with longer experience, such as Beazley and AIG, are pushing for higher rates on large, complex programs, particularly when the MPL is blended with Tech E&O and / or cyber.

## MARKET TRENDS

In Q2, insurers continued to offer broad coverage, including product and service credits with no consent provisions, products in development or predevelopment stages, and claims avoidance costs for services providers and certain manufacturers, particularly those in the Internet of Things arena. Of notable interest is the reemergence of carriers willing to provide coverage for service level or product credits to a third party when these credits will help reduce or avoid an E&O claim altogether. This extension is available only on a case-by-case basis and is heavily dependent on the structure of the program, policy retention, and the client's contracting and claims handling procedures. This coverage had been available 20 years ago and was withdrawn after the market sustained large losses. Although Marsh cautions that this new offering may only be available only for a limited time if the claims experience deteriorates, given its value, the coverage is worth strong consideration.

## CAPACITY TRENDS

Insurers' increasing appetite for cyber risk has brought more capacity into the E&O marketplace as well, both from existing insurers and from new entrants and facilities. Notional capacity exceeds \$1.6 billion per our most recent survey, and insurers are increasingly willing to consider deploying large line sizes, either in single layers or with ventilation. In practice, total program size varies depending on industry and coverage, with many large towers placed between \$200 million and \$500 million in limits. In addition to Marsh's \$25MM tECHO Facility, several insurers have begun offering large blocks of capacity during the last 12 months, including AIG, Chubb, and a joint effort from Beazley and Munich Re.

## CLAIMS TRENDS

Data breaches continue to be a challenge for clients across all segments and industries, particularly in the aftermath of the WannaCry and Petya ransomware events. Although the potential still exists for cyber carriers to look to other outsourced providers as the "at fault" party in these types of cyber events, we have not seen a significant uptick in related E&O claims for such issues yet.

## STAFF AND VOLUNTEER TRAINING

**Purpose:** To update Council on a matter referred to the Interim Registrar regarding staff and volunteer training requirements under various legislation.

**No motion required**

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

### 1. Status Update

At the June 2018 Council meeting, Council passed the following motion:

*That the matter regarding risk items referring to compliance of PEO staff and volunteers to the requirements under the Accessibility for Ontarians with Disabilities Act, and associated regulations, the Occupational Health and Safety Act, and associated regulations and the PEO Anti-Workplace Violence and Harassment policy be referred to the Interim Registrar to verify training requirements with a report back to Council at its September 2018 meeting.*  
**CARRIED**

The Government of Ontario, and in particular the Ministry of Labour, mandates that employees and volunteers receive training on certain topics. These topics can broadly be divided into three main areas: labour standards, occupational health and safety, and accessibility. This means that PEO staff/volunteers must complete several training courses.

The intention of the training is to educate staff/volunteers on their rights and responsibilities as well as their duties when working, so that they may perform their work safely and in compliance with the law.

A review of training requirements indicated that staff were already undertaking annual training to be compliant with requirements under the Accessibility for Ontarians with Disabilities Act (AODA), the Occupational Health and Safety Act and Anti-Workplace Violence and Harassment legislation. However, no volunteer training in these areas had been undertaken. People Development has arranged for volunteer training in these areas and is initiating training for all 1000 committee and chapter volunteers in Q4 2018.

PEO's compliance training vendor "HRdownloads" will provide the online training for volunteers. The three courses for volunteers include: AODA Customer Service Training (40 minutes); Workplace Violence and Harassment Training for Employees (47 minutes); and Occupational Health and Safety Awareness Training for Workers (36 minutes).

A log will be maintained noting all volunteers who have completed the training.

## **COUNCIL ACTION LOG**

**Purpose:** To provide Council with the Council Action Log.

**No motion required**

**Prepared by:** Ralph Martin, Manager, Secretariat

### **1. Status Update**

In June, 2018 Council tasked staff with developing a Council Action Log. The log is designed to capture Action Items as well as identify the Lead Responsibility and the Status.

The purpose of the Action Log is to capture action items from Council meetings and provide Council with updates on steps taken on each issue.

### **2. Background**

A Council Action Log was prepared in October and was reviewed by SMT on October 16, 2018.

### **3. Appendices**

Appendix A – Council Action Log

## Council Action Log

Date	Action Item	Description	Lead Responsibility for Follow-up	Status
June 22, 2018 (Council)	Changes to T or R's	Must show track changes	Corporate Services	Completed - Volunteer management will work with committee advisors to ensure that changes to t of r's are indicated
June 22, 2018 (Council)	2.4 Election Matters	Amended motion to remove Issues Report item 13 – amend motion and procedures re: removal of item 13.	Corporate Services	Completed - Motion and procedure amended
		Police checks for candidates	Corporate Services- Ralph	CESC to consider matter of police checks for candidates as part of the 2019 Elections Issues Report.
		Full report after next election cycle to determine if regional all candidate meetings make sense given costs	Corporate Services - Adeilton	Completed - RCC decided not to continue with the regional all candidate meetings but instead will direct funds to support holding regional viewing events so members can come together and watch the all candidate meeting webcasts
June 22, 2018 (Council)	2.7 SPTF T of R	<ul style="list-style-type: none"> <li>Need to recruit based on new T of R</li> <li>Inform previous candidates of new T of R and ask if they wish to continue candidacy</li> </ul>	Corporate Services – Ralph and Viktoria	Completed - Recruitment conducted, previous candidates informed, briefing note for appointments on September Council agenda.
June 22, 2018 (Council)	3.5 CESC Appointments	<ul style="list-style-type: none"> <li>Issue with nominees</li> <li>Need more structured criteria</li> <li>Need to repost for positions</li> </ul>	Corporate Services – Ralph and Viktoria	Completed - Recruitment conducted, previous candidates informed, briefing note for appointments on September Council agenda.
June 22, 2018 (Council)	3.7 C & TF Roster	<p>Request additional information going forward</p> <ul style="list-style-type: none"> <li>Request the number that have applied (do this for DIC initially and then decide if this is necessary)</li> </ul>	Corporate Services - Olivera (Viktoria)	Completed – volunteer management will provide information regarding DIC recruitment going forward.

Date	Action Item	Description	Lead Responsibility for Follow-up	Status
June 22, 2018 (Council)	4.1 Response to Fairness Commissioner - FARPACTA	Respond with option B	Interim Registrar	Completed – Letter send to Fairness Commissioner.
June 22, 2018 (Council)	4.2 In-camera Minutes	Add Lorne to attendees	Corporate Services	Completed
June 22, 2018 (Council)	4.4 HRC Update	Does HRC feel there is a process in place if the Registrar is displaced?	Corporate Services - Margaret	Ongoing – HRC currently focused on Registrar recruitment.
June 22, 2018 (Council)	4.10 Anti Workplace Harassment Policy	<ul style="list-style-type: none"> <li>• CAO to review policy for ultra vires provision re: removal of a Councillor</li> <li>• Change BN from Decision to Information</li> </ul>	Corporate Services	Completed
Sept 21, 2018 (Council)	2.2 2019 Operating Budget  (organized by C-520-2.2 App. C)	Options for increasing revenue and decreasing expenses were presented to Council by FIC. Council requested that staff conduct further analysis on the options and report to FIC in October. FIC to review further analysis provided by staff of the options and to report to Council at the November 2018 meeting.	Finance - Chetan	Staff provided budget options analysis to FIC on October 16, 2018.  Please refer to <i>Recommendations to Address Projected 2019 Budget Deficit - detailed analysis</i>
Sept 21, 2018 (Council)	3.5 Legislation Ctee Workplan	Template for committee terms of reference needs to be revised to include: <ul style="list-style-type: none"> <li>• performance metrics and deliverables</li> <li>• succession planning</li> <li>• how the terms of reference align with the strategic directives</li> <li>• plan outline for providing continuous learning</li> <li>• reasons for no term limits if none are identified.</li> </ul>	Corporate Services – Margaret and Viktoria	In progress.
		Create table indicating which committees or task forces have or have not submitted their work and human resources plans.	Corporate Services – Margaret and Viktoria	Completed – Briefing note for approval of work and human resources plans already includes a table indicating which committees or task forces have made submissions.

Date	Action Item	Description	Lead Responsibility for Follow-up	Status
Sept 21, 2018 (Council)	4.1 EXE-IC Min	Change Briefing Notes of EXE Minutes from Decision items to Information items	Corporate Services-Ralph	Completed - Briefing Notes of EXE Minutes will be designated as Information and no formal ratification by Council will be undertaken.
Sept 21, 2018 (Council)	5.1 Councillor Items	Place report notices inside packages  Cover page of reports would be helpful, put one on agendas.	Corporate Services-Ralph	<p>Completed - Council agenda already has notice that states,</p> <p><i>“Please note that in order to streamline the agenda, Committee reports will no longer be included in the agenda package. Committee Chairs are asked to submit their written reports to the Secretariat for posting on the Council SharePoint site prior to each Council meeting. These reports will not be discussed at the meeting unless a Councillor or an EC Director asks to address a specific item contained within the written report.”</i></p> <p>Going forward, this notice will be expanded to include a listing of all reports posted to the Council SharePoint site. Staff will continue to send out email notice to Council indicating which reports are posted to the Council SharePoint site.</p>

## **RISK REGISTER**

**Purpose:** To provide Council with a regulatory risk register.

**No motion required**

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

### **1. Status Update**

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

The purpose of a risk register is to provide Council with a structured approach to managing risks. It provides an approach to addressing risks rather than an ad hoc or reactionary response framework. A risk register strengthens organizational governance through the identification and assignment of risk management accountability. Finally, it enhances the communication of risk across an organization and thus broadens the understanding throughout the organization of current and emerging risks.

Staff have been tasked to develop operational and regulatory risk registers based on the risk register presented to Council in 2017. Starting with the September 2018 Council meeting, Council will receive the updated regulatory risk register through a standing item on the Council agenda.

### **Appendices**

- Appendix A – Regulatory Risk Register

Professional Engineers Ontario  
Regulatory Risk Register

C-521-5.4  
Appendix A

Risk #	Risk Factor/Description of Risk	Likelihood (1 - 5)	Impact (1 - 5)	Overall Risk Score (1 - 25)	Risk Category	When Action Required	Accountable	Risk Response/Mitigation Strategy
1	Loss of Regulatory Status  A lack of confidence in PEO to regulate the practice of professional engineering resulting in legislation removing the ability of Council to determine standards of practice, licensing requirements and regulatory compliance/discipline procedures.	3	5	15	Strategic	6 - 12 months	Council	Undertake external third party review of regulatory activities, then follow up with comprehensive external third party review of entire organization.
2	Vision or Strategy  A lack of vision, strategy or direction could result in the public interest not being protected, diminished public confidence and diminished engagement with licence holders.	1	4	4	Strategic	action not required	Council	Strategic plan in place. Strategic plan progress reviewed by Council quarterly.
3	Succession planning for Registrar and senior management  A lack of succession planning for the positions of Registrar and SMT could result in delays in decision-making and loss of knowledge.	3	3	9	Strategic	6 - 12 months	Council	Succession planning in place for Registrar and SMT. Job descriptions kept up-to-date.
4	Backlog in complaints investigations  Influx of files prevents timely processing.	1	3	3	Regulatory	annually	Council	Trend analysis. Reserve fund available for contingencies.
5	Backlog in academic requirement assessments.  Influx of files prevents timely processing.	1	4	4	Regulatory	annually	Council	Trend analysis. Reserve fund available for contingencies.
6	Backlog in experience requirements assessments.  Influx of files prevents timely processing.	1	4	4	Regulatory	immediately	Council	Trend analysis; Reserve fund available for contingencies; Additional staff hired.

Professional Engineers Ontario  
Regulatory Risk Register

Updated as of September 5, 2018

Risk #	Risk Factor/Description of Risk	Likelihood (1 - 5)	Impact (1 - 5)	Overall Risk Score (1 - 25)	Risk Category	When Action Required	Accountable	Risk Response/Mitigation Strategy
7	Backlog of enforcement investigations Influx of files prevents timely processing.	1	3	3	Regulatory	annually	Council	Trend analysis. Reserve fund available for contingencies.
8	Registration Committee untimely decisions Loss of public confidence. Risk to public.	2	3	6	Regulatory	annually	Council	Training provided to REC members and Council meeting updates.
9	Discipline Committee untimely decisions Loss of public confidence. Risk to public.	2	3	6	Regulatory	annually	Council	Training provided to DIC members; Council meeting updates; Executive Leadership intervention
10	Extraordinary Unbudgeted Expenditures Impact on cash flow, reserve fund and/or regulatory functions as a result of extraordinary and significant items that were unbudgeted or exceeded expected budget.	4	2	8	Regulatory	annually	Council	Financial and operational controls/policies in place. External auditor reviews financial controls annually. Monthly financial reports reviewed. FIC/AUC quarterly and annual review. Council informed of any extraordinary and significant unbudgeted expenditures.

## **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