



# Council Meeting

505th Meeting of Council  
of Professional Engineers Ontario

to be held on  
Thursday, March 10, 2016  
5:30 p.m. – reception  
6:00 p.m. – dinner  
7:00 – plenary session

Friday, March 11, 2016  
9:00 a.m. – 4:00 p.m.

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

## Thursday, March 10, 2016

1. Reception – 5:30 p.m. to 6:00 p.m.  
Dinner – 6:00 p.m. to 7:00 p.m.  
(8<sup>th</sup> Floor Dining Room)
  
2. Plenary Session – 7:00 p.m. to 9:00 p.m.  
(8<sup>th</sup> Floor Council Chambers)
  1. Emerging Disciplines Challenges
  2. PSC Processes and Priorities
  3. Engineers Canada Challenges and Opportunities

# Briefing Note - Decision

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C-505-1.1

## 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-505-1.1, 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 – 505<sup>th</sup> Council meeting agenda



**REVISED**

# Agenda

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

**Date:** Thursday, March 10 and Friday, March 11, 2016

**Time:** Thursday - 5:30 p.m. – reception; 6:00 p.m. – dinner;  
7:00 p.m. – 9:00 p.m. – meeting

Friday – 9:00 a.m. – 4:00 p.m.

**Place:** PEO Offices – 8<sup>th</sup> Floor Council Chambers **OR** Dial-in: 1-888-866-3653  
40 Sheppard Avenue West, Toronto, ON Participant Code: 9394319#

### Thursday, March 10<sup>th</sup> – 7:00 p.m. – 9:00 p.m.

	Spokesperson
<b><u>PLENARY SESSION</u></b>	
1. EMERGING DISCIPLINES CHALLENGES (30 MIN)	Peter DeVita
2. PSC PROCESSES AND PRIORITIES (30 MIN)	Nick Pfeiffer, Chair, PSC
3. ENGINEERS CANADA CHALLENGES AND OPPORTUNITIES (60 MIN)	Chris Roney, Engineers Canada President-Elect

### Friday, March 11<sup>th</sup> – 9:00 a.m. – 4:00 p.m.

<b>CALL TO ORDER</b>			
	<b><u>1. APPROVAL OF AGENDA AND LEADERSHIP REPORTS</u></b>	Spokesperson/ Moved by	Type
1.1	APPROVAL OF AGENDA	Chair	Decision
1.2	PRESIDENT/REGISTRAR'S REPORT	Chair/Registrar	Information
	<b><u>2. PRIORITY ITEMS</u></b>	Spokesperson/ Moved by	Type
2.1	2015 AUDITED FINANCIAL STATEMENTS	Chetan Mehta	Decision
2.2	RECOMMENDATION OF AN AUDITOR FOR 2016	Chetan Mehta	Decision
2.3	TERMS OF REFERENCE – INVESTMENT SUBCOMMITTEE	Chetan Mehta	Decision
<b><i>Secretariat Note:</i></b> Items <b>2.4 Statement of Investment Policy and Procedures</b> and <b>2.5 Investment Policy</b> have been removed from the agenda and will be brought to Council at a future meeting.			
2.6	LICENSING COMMITTEE – ONTARIO LABOUR MOBILITY ACT	President-elect Comrie	Decision
2.7	STRATEGIC PLAN – COMMUNICATIONS	President-elect	Decision

	INFRASTRUCTURE ENGINEERING	Comrie	
2.8	OSPE MEMBERSHIP FEE REIMBURSEMENT FOR ELIGIBLE PEO COUNCILLORS AND STAFF	Councillor Spink	Decision
2.9	PROCEDURE FOR APPOINTMENT OF PEO DIRECTORS TO ENGINEERS CANADA BOARD	Registrar McDonald/ Councillor Kidd	Decision
2.10	APPOINTMENT OF PEO DIRECTORS TO ENGINEERS CANADA BOARD	Registrar McDonald/ Councillor Turnbull	Decision
2.11	PROMOTION OF OSPE ON PEO FEE RENEWAL FORM	Councillor Turnbull	Decision
2.12	INTERNATIONAL ASSOCIATION OF CONTINUING ENGINEERS EDUCATION (IACEE) CONFERENCE	Councillor Brown	Decision
<b>3. <u>CONSENT AGENDA</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>
3.1	OPEN SESSION MINUTES – 504 <sup>TH</sup> COUNCIL MEETING – FEBRUARY 5, 2016	Chair	Decision
3.2	LIMITED ENGINEERING LICENSEE AND LICENSED ENGINEERING TECHNOLOGIST – APPROVAL OF SEAL DESIGNS	Jordan Max/ Councillor Fraser	Decision
3.3	APPROVAL OF CEDC APPLICATIONS	Councillor Gupta	Decision
3.4	CHANGES TO COMMITTEES/TASK FORCES ROSTER	Fern Goncalves/ Councillor Colucci	Decision
3.5	AUDIT COMMITTEE WORK PLAN	Chetan Mehta	Decision
<b>4. <u>IN-CAMERA</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>
4.1	IN-CAMERA MINUTES – 504 <sup>TH</sup> COUNCIL MEETING – FEBRUARY 5, 2016	Chair	Decision
4.2	HRC UPDATE	President-elect Comrie	Information
4.3	DISCIPLINE COMMITTEE – DECISIONS AND REASONS	Linda Latham	Information
4.4	LEGAL UPDATE	Linda Latham	Information
4.5	PEO'S ANTI-WORKPLACE VIOLENCE AND HARASSMENT POLICY – COUNCILLOR VIOLATIONS, IF ANY	Chair	Information
<b>5. <u>INFORMATION ITEMS</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>
ONGOING ITEMS			
5.1	APTIFY UPDATE	Registrar McDonald	Information
5.2	STRATEGIC PLAN UPDATE	Registrar McDonald	Information
5.3	LEGISLATION COMMITTEE UPDATE	Councillor Fraser	Information

5.4	RCC UPDATE	Councillor Sadr	Information
5.5	(CP) <sup>2</sup> UPDATE	Councillor Turnbull	Information
5.6	STATISTICS - COMPLAINTS, DISCIPLINE, LICENSING AND REGISTRATION UPDATE	Latham/Price/ Zuccon	Information
5.7	COUNCILLOR ITEMS	Chair	Information

**CONCLUSION**

### **Councillors Code of Conduct**

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

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

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

[s. 2.4 of the Council Manual]

#### **Upcoming Events**

Friday, April 29, 2016 – Volunteer Leadership Conference, Royal York Hotel, Toronto

Friday, April 29, 2016 – Order of Honour Awards Gala, Royal York Hotel, Toronto, Ontario

Saturday, April 30, 2016 - Annual General Meeting, Royal York Hotel, Toronto, Ontario

**2016 Council Committee Meeting/Mailing Schedule**

**2016 Council Mailing Schedule**

<b>Meeting Date</b>	<b>Meeting Type</b>	<b>Initial BN Due Date – Members at Large</b>	<b>Initial BN Due Date – Councillors/Staff</b>	<b>Initial Agenda Mailing Date</b>	<b>Supp. Agenda<sup>1</sup> Due Date</b>	<b>Supp. Agenda Mailing Date</b>
April 30 <sup>2</sup>	<b>Council</b>	N/A	April 12	April 15	April 19	April 22

<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

# Briefing Note – Information

C-505-1.2

## **PRESIDENT’S/REGISTRAR’S REPORT**

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

**Motion(s) to consider:**

none required

President Chong and Registrar McDonald will provide an oral report on their recent PEO activities.



## 2015 AUDITED FINANCIAL STATEMENTS

**Purpose:** To approve the Audited Financial Statements for the year ended December 31, 2015 and the Auditor's report thereon.

**Motions to consider:**

That Council:

- a) approve the Audited Financial Statements for the year ended December 31, 2015, and the Auditor's report thereon, as presented to the meeting at C-505-2.1, Appendix A; and
- b) authorize the President and President-elect to sign the Audited Financial Statements on Council's behalf.

**Prepared by:** Chetan Mehta, MS, MBA – Manager, Financial Services and Business Planning

**Motion Sponsor:** Ewald Kuczera, P.Eng. – Chair, Audit Committee

### 1. Need for PEO Action

PEO's governing legislation and its By-laws require that Council approve the audited financial statements of the Association for presentation to members at PEO's Annual General Meeting and that the statements be published on PEO's website for access to all members.

The Audit Committee's legislated mandate approved by Council is to:

- Oversee the auditing of the Association's financial statements by an external auditor; and
- Monitor the accounting and financial reporting processes and systems of internal control.

**PEO By-Law No. 1, section 51 states:**

*The Council shall lay before each Annual Meeting of the members a financial statement prepared in accordance with generally accepted accounting principles for the previous fiscal year of the association (made up of a balance sheet as at the end of such fiscal year and statements of revenue and expenditure and members' equity for such fiscal year) together with the report of the association's auditors on the financial statement. The financial statement with (a summary of) the auditor's report shall be published in the official publication of the association after its approval by the Council.*

### 2. Proposed Action / Recommendation

That Council approve the Audited Financial Statements and the auditor's report thereon for the year ended December 31, 2015 for presentation to members at the 2016 Annual General Meeting, and that the statements be published on PEO's website and in the next edition of *Engineering Dimensions*, as required by legislation and PEO's by-laws.

### 3. Next Steps

Once the 2015 Financial Statements are approved and signed by the President and President-elect, the audited financial statements will be available to members at the 2016 Annual General Meeting and the statements will be published on PEO's website in April and in the next edition of *Engineering Dimensions*.

A Q&A on PEO's operations for 2015 will be developed for the 2016 Annual General Meeting based on anticipated questions. A Financial Report and financial statement analysis will be prepared and published.

#### 4. Peer Review & Process Followed

<b>Process Followed</b>	On March 2, 2016, the 2015 Audited Financial Statements and auditor's report were presented to the Audit Committee for review, discussion and approval.  On March 3, 2016, the 2015 Audited Financial Statements and auditor's report were presented to the Finance Committee for review and discussion.
<b>Council Identified Review</b>	
<b>Actual Motion Review</b>	On March 2, 2016, the Audit Committee approved the 2015 Audited Financial Statements and auditor's report and recommended they be presented to Council for approval.

#### 5. Appendices

Appendix A – 2015 Audited Financial Statements and Auditor's report

Appendix B – Audit Committee Report – year ended December 31, 2015

Financial statements of

**Association of Professional  
Engineers of Ontario**

December 31, 2015

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# Association of Professional Engineers of Ontario

December 31, 2015

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## Independent Auditor's Report

To the Members of  
Association of Professional Engineers of Ontario

We have audited the accompanying financial statements of the Association of Professional Engineers of Ontario, which comprise the balance sheet as at December 31, 2015, and the statements of revenue, expenses and changes in net assets and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

### Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

### Auditor's Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the financial statements present fairly, in all material respects, the financial position of the Association of Professional Engineers of Ontario as at December 31, 2015 and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Chartered Professional Accountants  
Licensed Public Accountants  
March 11, 2016

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# Association of Professional Engineers of Ontario

## Statement of revenue and expenses and changes in net assets

### year ended December 31, 2015

	2015	2014
	\$	\$
<b>Revenue</b>		
P. Eng revenue	15,134,271	14,840,457
Application, registration, examination and other fees	6,064,234	5,884,172
Building operations (Note 4)	2,127,016	2,083,065
Advertising income	292,679	355,572
Investment income	97,219	219,885
	<u>23,715,419</u>	<u>23,383,151</u>
<b>Expenses</b>		
Staff salaries and benefits/Retiree and future benefits	10,708,685	10,303,016
Building operations (Note 4)	2,444,678	2,362,885
Purchased services	1,352,825	1,090,528
Engineers Canada	938,579	901,420
Amortization	924,528	978,437
Chapters (Note 13)	793,066	722,121
Volunteer expenses	786,767	761,264
Occupancy costs (Note 4)	765,874	732,760
Computers and telephone	715,813	773,951
Legal (corporate, prosecution and tribunal)	567,744	649,465
Transaction fees	508,253	508,034
Contract staff	496,237	666,368
Postage and courier	475,676	424,151
Consultants	362,605	240,431
Recognition, grants and awards	162,239	187,667
Professional development	155,251	109,170
Office supplies	131,955	121,723
Printing	128,446	161,002
Insurance	105,784	97,304
Staff expenses	104,307	91,355
Advertising	83,942	90,348
	<u>22,713,254</u>	<u>21,973,400</u>
Excess of revenue over expenses before the undernoted	1,002,165	1,409,751
Council discretionary reserve expenses (Note 8)	70,989	60,515
Excess of revenue over expenses	931,176	1,349,236
Remeasurement and other items	(2,136,510)	390,900
Net assets, beginning of year	15,531,477	13,791,341
Net assets, end of year	<u>14,326,143</u>	<u>15,531,477</u>

The accompanying notes to the financial statements are an integral part of this financial statement.

# Association of Professional Engineers of Ontario

## Balance sheet

as at December 31, 2015

	2015	2014
	\$	\$
<b>Assets</b>		
<b>Current assets</b>		
Cash in interest bearing accounts	1,851,432	1,739,886
Marketable securities at fair value	6,403,767	6,331,704
Accounts receivable	527,314	498,159
Prepaid expenses and deposits	225,778	204,332
Other assets	390,279	443,952
	<b>9,398,570</b>	<b>9,218,033</b>
<b>Capital assets (Note 3)</b>	<b>37,711,302</b>	<b>37,062,729</b>
	<b>47,109,872</b>	<b>46,280,762</b>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable and accrued liabilities (Note 15)	2,174,710	1,385,054
Fees in advance and deposits	9,067,119	8,843,131
Current portion of long-term debt (Note 5)	928,000	901,000
	<b>12,169,829</b>	<b>11,129,185</b>
<b>Long-term</b>		
Long-term debt (Note 5)	7,539,000	8,467,000
Employee future benefits (Note 6)	13,074,900	11,153,100
	<b>32,783,729</b>	<b>30,749,285</b>
<b>Net assets (Note 7)</b>	<b>14,326,143</b>	<b>15,531,477</b>
<b>Total liabilities and net assets</b>	<b>47,109,872</b>	<b>46,280,762</b>

Approved by the Board

\_\_\_\_\_  
Director

\_\_\_\_\_  
Director

The accompanying notes to the financial statements are an integral part of this financial statement.



# Association of Professional Engineers of Ontario

## Statement of cash flows year ended December 31, 2015

	2015	2014
	\$	\$
<b>Operating activities</b>		
Excess of revenue over expenses	931,176	1,349,236
Add (deduct) items not affecting cash		
Amortization	1,798,805	1,790,891
Amortization - other assets	67,395	56,323
Employee future benefits expensed	1,274,700	1,418,300
Change in unrealized losses on marketable securities	98,181	(68,450)
Loss (gain) on disposal of marketable securities	(22,636)	37,612
	4,147,621	4,583,912
Change in non-cash working capital items (Note 10)	963,043	(502,014)
	5,110,664	4,081,898
<b>Financing activities</b>		
Repayment of mortgage	(901,000)	(878,000)
Contributions to employee future benefit plans	(1,489,410)	(1,226,500)
	(2,390,410)	(2,104,500)
<b>Investing activities</b>		
Net change in marketable securities	(147,608)	(950,351)
Additions to capital assets	(2,447,378)	(2,124,541)
Additions to other assets	(13,722)	(214,863)
	(2,608,708)	(3,289,755)
Increase (decrease) in cash	111,546	(1,312,357)
Cash, beginning of year	1,739,886	3,052,243
Cash, end of year	1,851,432	1,739,886

The accompanying notes to the financial statements are an integral part of this financial statement.

# Association of Professional Engineers of Ontario

## Notes to the financial statements

December 31, 2015

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### 1. Nature of operations

The Association of Professional Engineers of Ontario ("PEO") was incorporated by an Act of the Legislature of the Province of Ontario. Its principal activities include regulating the practice of professional engineering, and establishing and maintaining standards of knowledge, skill and ethics among its members in order to protect the public interest. As a not-for-profit professional membership organization it is exempt from tax under section 149(1) of the Income Tax Act.

### 2. Significant accounting policies

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and reflect the following accounting policies:

#### a) *Financial instruments*

PEO initially recognizes financial instruments at fair value and subsequently measures them at each reporting date, as follows:

<u>Asset/liability</u>	<u>Measurement</u>
Cash and marketable securities	Fair value
Accounts receivable	Amortized cost
Accounts payable and accrued liabilities	Amortized cost
Long term debt	Amortized cost

Financial assets measured at amortized cost are assessed at each reporting date for indications of impairment. If such impairment exists the asset shall be written down and the resulting impairment loss shall be recognized in the Statement of revenue and expenses and changes in net assets for the period.

Transaction costs are expensed as incurred.

#### b) *Hedge accounting*

PEO entered into an interest rate swap in order to reduce the impact of fluctuating interest rates on its long term debt. The policy of PEO is not to enter into interest rate swap agreements for trading or speculative purposes.

The interest rate swap held by PEO is eligible for hedge accounting. To be eligible for hedge accounting, an instrument must meet certain criteria with respect to identification, designation and documentation. In addition, the critical terms of the derivative financial instrument must match the specific terms and conditions of the hedged item. The fair value of derivative instruments eligible and qualifying for hedge accounting is generally not recognized on the balance sheet. Gains and losses on such instruments are recognized in income in the same period as those of the hedged item.

Interest on the hedged item is recognized using the instrument's stated interest rate plus or minus amortization of any initial premium or discount and any financing fees and transaction costs. Net amounts receivable or payable on the interest rate swap are recorded on the accrual basis of accounting and are recognized as an adjustment to interest on the hedged item in the period in which they accrue.

PEO may only discontinue hedge accounting when one of the following situations arises:

- The hedged item or the hedging item ceases to exist other than as designated and documented;
- The critical terms of the hedging item cease to match those of the hedged item, including, but not limited to, when it becomes probable that an interest bearing asset or liability hedged with an interest rate swap will be prepaid.

# Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2015

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## 2. Significant accounting policies (continued)

### b) *Hedge accounting (continued)*

When a hedging item ceases to exist, any gain or loss incurred on the termination of the hedging item is recognized as an adjustment of the carrying amount of the hedged item.

When a hedged item ceases to exist, the critical terms of the hedging item cease to match those of the hedged item, or it is no longer probable that an anticipated transaction will occur in the amount designated or within 30 days of the maturity date of the hedging item, any gain or loss is recognized in net income.

### c) *Revenue recognition*

License fee revenue, excluding the portion related to the Building Fund, is recognized as income on a monthly basis over the license period. Building Fund revenue is recognized into income at the commencement of the license period. Other revenues are recognized when the related services are provided.

### d) *Donated services*

The Association receives substantial donated services from its membership through participation on council and committees and as chapter executives. Donations of services are not recorded in the accounts of the Association.

### e) *Employee future benefits*

#### Pension plans

The cost of PEO's defined benefit pension plans are determined periodically by independent actuaries using the projected benefit method prorated on service. PEO uses the most recently completed actuarial valuation prepared for funding purposes (but not one prepared using a solvency, wind-up, or similar valuation basis) for measuring its defined benefit pension plan obligations. A funding valuation is prepared in accordance with pension legislation and regulations, generally to determine required cash contributions to the plan.

#### Other non-pension plan benefits

The cost of PEO's non-pension defined benefit plan is determined periodically by independent actuaries. PEO uses an accounting actuarial valuation performed every three years for measuring its non-pension defined benefit plan obligations. The valuation is based on the projected benefit method prorated on service.

For all defined benefit plans PEO recognizes:

- a) The defined benefit obligation, net of the fair value of any plan assets, adjusted for any valuation in the statement of changes in net assets;
- b) The cost of the plan for the year.

### f) *Capital assets*

Capital assets are recorded at cost. Amortization is calculated on the straight-line basis at the following annual rates.

Building	2%
Building improvements	5%
Building improvements - common area	3.3% to 10%
Computer hardware and software	33%
Furniture, fixtures and telephone equipment	10%
Audio visual	20%

The Association's investment in capital assets is included as part of Net assets on the Balance sheet.

# Association of Professional Engineers of Ontario

## Notes to the financial statements

December 31, 2015

### 2. Significant accounting policies (continued)

#### g) Use of estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenue and expenses during the reporting period. Actual results could differ from those estimates. Accounts requiring significant estimates and assumptions include capital assets, accrued liabilities, and employee future benefits.

### 3. Capital assets

			2015	2014
	Cost	Accumulated amortization	Net book value	Net book value
	\$	\$	\$	\$
Building	19,414,668	2,642,900	16,771,768	17,160,060
Building improvements	8,801,805	1,929,948	6,871,857	6,720,281
Building improvements - common area	8,729,628	1,923,392	6,806,236	5,024,462
Land	4,366,303	-	4,366,303	4,366,303
Computer hardware and software	2,402,030	2,078,747	323,283	283,030
Furniture, fixtures and telephone equipment	1,420,822	781,986	638,836	733,065
Audio visual	974,252	628,967	345,285	508,890
Work in progress	1,587,734	-	1,587,734	2,266,638
	47,697,242	9,985,940	37,711,302	37,062,729

# Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2015

## 4. Building operations

PEO maintains accounting records for the property located at 40 Sheppard Avenue West, Toronto, ON as a stand-alone operation for internal purposes. The results of the operation of the building, prior to the elimination of recoveries and expenses related to PEO, are as follows:

	2015 \$	2014 \$
Revenue		
Rental	748,664	802,831
Operating cost recoverable - tenants	1,120,249	1,045,263
Parking	130,500	136,950
Miscellaneous	127,603	98,021
	<u>2,127,016</u>	<u>2,083,065</u>
Operating cost recoverable - PEO	708,282	720,125
	<u>2,835,298</u>	<u>2,803,190</u>
Recoverable expenses		
Utilities	516,349	493,924
Property taxes	449,510	452,923
Amortization	485,984	424,161
Payroll	236,916	245,526
Janitorial	204,674	219,356
Repairs and maintenance	179,295	121,885
Property management and advisory fees	82,618	80,878
Security	34,070	20,276
Administrative	20,045	25,009
Road and ground	18,720	32,552
Insurance	18,691	17,674
	<u>2,246,872</u>	<u>2,134,164</u>
Other expenses		
Interest expense on note and loan payable	441,172	484,986
Amortization of building	388,293	388,293
Amortization of deferred costs	61,172	56,323
Other non-recoverable expenses	15,451	19,244
	<u>906,088</u>	<u>948,846</u>
	<u>3,152,960</u>	<u>3,083,010</u>
Excess of expenses over revenue	<u>(317,662)</u>	<u>(279,820)</u>

For purposes of the statement of revenue, expenses and changes in net assets, the operating cost re-imbursements from PEO have been eliminated. The portion of costs allocated to PEO is reallocated from Building operations and is included in Occupancy costs.

# Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2015

## 4. Building operations (continued)

	2015	2014
	\$	\$
Building revenue per above	2,835,298	2,803,190
Eliminated PEO portion	(708,282)	(720,125)
	<u>2,127,016</u>	<u>2,083,065</u>
Building expenses per above	3,152,960	3,083,010
Eliminated PEO portion	(708,282)	(720,125)
	<u>2,444,678</u>	<u>2,362,885</u>

## 5. Building financing

In 2009, the Association financed \$14,100,000 of the cost of its building acquisition with a credit facility from the Bank of Montreal, Capital Markets Division. The facility is secured by a first mortgage on the property located at 40 Sheppard Avenue West, a general security agreement, and a general assignment of tenant leases. The facility is repayable in monthly installments of principal plus interest maturing on March 11, 2019 and bears a floating interest rate based on variable bankers' acceptances. The balance outstanding at December 31, 2015 is \$8,467,000.

Principal repayments are due as follows:

	\$
2016	928,000
2017	952,000
2018	980,000
2019	5,607,000
	<u>8,467,000</u>

The Association has entered into a swap agreement related to this loan, whereby the floating rate debt is swapped for a fixed rate debt with an interest rate of 4.95% and settled on a net basis. The Notional value of the swap is \$14,100,000. The start date of the swap was March 11, 2009 with a maturity date of March 11, 2019.

## 6. Employee future benefits

The Association's pension plans and post-retirement benefits plan covering participating employees (full time and retirees) are defined benefit plans as defined in Section 3463 of the CPA Canada Handbook. The pension plans provide pension benefits based on length of service and final average earnings. The post-retirement benefits plan provides hospitalization, extended health care and dental benefits to active and retired employees. Participation in the pension plans and benefits plan (for post-retirement benefits) has been closed to all new employees as of May 1, 2006. All employees joining after this date have the option of participating in a self-directed RRSP (registered retirement savings plan). During the year, the Association recorded \$202,951 (2014 - \$181,383) in employer contributions to the self-directed RRSP.

# Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2015

## 6. Employee future benefits (continued)

The funded status of the Association's pension plans and post-retirement benefit plan using actuarial assumptions as of December 31, 2015 was as follows:

	Basic pension plan	Supplemental pension plan	Other non-pension benefit plan	Total
	\$	\$	\$	\$
Accrued benefit obligation	(22,882,200)	(1,596,800)	(12,402,500)	(36,881,500)
Plan assets at fair value	22,024,600	1,782,000	-	23,806,600
Funded status - plan surplus (deficit)	(857,600)	185,200	(12,402,500)	(13,074,900)
Valuation allowance	-	-	-	-
Defined benefit asset, net of valuation allowance	(857,600)	185,200	(12,402,500)	(13,074,900)

The funded status of the Association's pension plans and post-retirement benefit plan using actuarial assumptions as of December 31, 2014 was as follows:

	Basic pension plan	Supplemental pension plan	Other non-pension benefit plan	Total
	\$	\$	\$	\$
Accrued benefit obligation	(21,671,300)	(1,563,500)	(11,810,300)	(35,045,100)
Plan assets at fair value	22,081,200	1,810,800	-	23,892,000
Funded status - plan surplus (deficit)	409,900	247,300	(11,810,300)	(11,153,100)
Valuation allowance	-	-	-	-
Defined benefit asset, net of valuation allowance	409,900	247,300	(11,810,300)	(11,153,100)

PEO measures its defined benefit obligations and the fair value of plan assets for accounting purposes as at December 31 each year. The most recently completed actuarial valuation of the pension plans for valuation purposes, was as of December 31, 2014. The most recent completed actuarial valuation of the non-benefit plan for accounting purposes was as of December 31, 2014.

## 7. Net assets

The net assets of the Association are restricted to be used at the discretion of Council and includes the Association's investment in capital assets of \$29,244,302 (2014 - \$27,694,729).

# Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2015

**8. Council discretionary reserve**

The Council discretionary reserve is an internal allocation from the operating reserve used at the discretion of Council to fund expenses related to special projects approved by Council. Expenses from the discretionary reserve were as follows:

	2015	2014
	\$	\$
Legal Reserve - Elliot Lake/Other	45,061	3,339
Privacy policy review	24,689	45,913
Emerging Discipline Task Force	1,239	4,324
Experienced Practitioners Task Force	-	4,110
National Frame Work Task Force	-	2,829
	<b>70,989</b>	<b>60,515</b>

**9. Full time salaries and benefits**

During the year, the Association incurred a total of \$10,734,613 (2014 - \$10,367,673) for salary and benefits costs for its full time staff of which \$25,928 (2014 - \$64,657) was directly attributable to special projects approved by Council and disclosed under Note 8.

**10. Change in non-cash working capital items**

	2015	2014
	\$	\$
Accounts receivable	(29,155)	(118,919)
Prepaid expenses and deposits	(21,446)	(31,139)
Accounts payable and accrued liabilities	789,656	(275,923)
Fees in advance and deposits	223,988	(76,033)
	<b>963,043</b>	<b>(502,014)</b>

**11. Custodial account**

The Association maintains a separate bank account for the Council of Ontario Deans of Engineering. Cash totaling \$134,852 in this account (2014 - \$128,207) is not reported on the Association's balance sheet, as it is held in trust for the Council of Ontario Deans of Engineering.

**12. Commitments**

The Association has obligations under non-cancelable operating leases for various service agreements. The payments to the expiry of the leases and agreements are as follows:

	\$
2016	1,181,943
2017	606,934
2018	271,106
2019	233,280
2020	165,240
	<b>2,458,503</b>



# Association of Professional Engineers of Ontario

Notes to the financial statements

December 31, 2015

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## 13. Chapters of the Association

The financial information of the 36 chapters of the Association are individually not material and, therefore, have not been consolidated in these financial statements. Furthermore, management believes that the effort and cost required to prepare financial statements for each chapter for consolidation purposes far exceed the benefits of doing so.

During the year, the Association paid chapter expenses totaling \$793,066 (2014 - \$722,121) including \$510,000 (2014 - \$500,000) in chapter allotments and \$283,066 (2014 - \$222,121) in other disbursements to individual chapters. In 2015, the Association also incurred additional costs of \$518,375 (2014 - \$502,351) related to chapter operations including staff salaries and benefits, and for various support activities. These amounts have been included in the various operating expenses reported on the Statement of revenue and expenses and changes in net assets.

## 14. Financial instruments and risk management

### *Interest rate risk*

PEO is exposed to interest rate risk, which is the risk that the fair values of future cash flows associated with its investments will fluctuate as a result of changes in market interest rates. Management addresses this risk through use of an investment manager to monitor and manage investments.

### *Liquidity risk*

PEO's objective is to have sufficient liquidity to meet its liabilities when due. PEO monitors its cash balances and cash flows generated from operations to meet its requirements. As at December 31, 2015, the most significant financial liabilities are accounts payable and accrued liabilities, and long-term debt.

## 15. Government remittances

Accounts payables and accrued liabilities include \$206,097 (2014 - \$225,477), with respect to government remittances payable at year end.

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## Professional Engineers Ontario Audit Committee Report year ended December 31, 2015

### Highlights

On behalf of the Audit Committee and management, I am pleased to advise you that the Audit Committee completed its review of the 2015 financial results and is recommending to Council the approval of the 2015 Audited Financial Statements in Appendix A. The Audit Committee commended staff on the excellent work done and good results achieved.

The Audit Committee is providing Council the attached summary (Appendix B-1) that compares 2015 performance to 2014 performance.

For the year ended December 31, 2015, Professional Engineers Ontario ("PEO") generated an excess of revenue over expenses of \$1,002,165 (before Council discretionary reserve expenses) as compared to a surplus of \$1,409,751 in 2014. This change in surplus was the result of an increase in revenue of \$332,268 offset by an increase in expenses of \$739,854.

The surplus was reduced by Council discretionary reserve expenses of \$70,989 in 2015 as compared to \$60,515 in 2014. The 2015 Council discretionary reserve expenses consist of the privacy policy review, emerging task force expenses and legal fees for Elliot Lake and other matters.

During the year, management undertook to control and reduce operational costs in light of economic conditions and building requirements.

PEO fees remained frozen for the seventh consecutive year in 2015 and remain the lowest amongst engineering associations in Canada. All other fees remained unchanged.

### Revenue

Total revenue of \$23,715,419 was \$332,268 or 1.4 per cent higher than the prior year due to the following:

- \$293,814 increase in P. Eng licence revenue representing a 2 per cent increase in the membership base, which is consistent with prior years;
- \$180,062 increase in application, registration, examination and other fees due to an increase in P. Eng registrations and the engineering intern membership base, an increase in examinations, an increase in discipline awards and a foreign exchange gain for translation of US dollar funds held at year end; and
- \$43,951 increase in building operations revenue due largely to the lease of additional antenna space to a telecommunications company in 2015.

### Offset by:

- \$122,666 decrease in investments income due to the downturn in the markets in the fourth quarter of 2015, which resulted in unrealized losses at year end; and
- \$62,893 decrease in advertising income due to the current market conditions.

### Expenses

Total expenses of \$22,713,254 were \$739,854 or 3.4 per cent higher than the prior year, due primarily to the following:

- \$405,669 increase in staff salaries and benefits due largely to the annual approved cpi/merit salary increase, as well as the filling of positions vacant in 2014;
- \$262,297 increase in purchased services due to higher costs to manage the voting process for Council elections, a new audio-visual contract (AV) and higher AV costs at the Ontario Professional Engineers Awards gala due to Council approving an enhancement to the

awardee vignettes, creation of an advisory board in Tribunals and a survey conducted, meal and other costs related to the new Volunteer Leadership Conference and an increase in costs to print/produce *Engineering Dimensions*.

- \$122,174 increase in consultants due largely to the Council-approved engagement of Deloitte to assist with the implementation of Aptify in light of the resignation of the Director, IT and the need for additional resources. This increase is offset by the savings in contract staff costs related to the Director, IT (see below). In 2015, consultants were engaged for the CPDCQA Task Force, a review of PEO’s communications products and activities and other initiatives;
- \$81,793 increase in building operations due to an increase in repairs and maintenance and amortization for HVAC upgrades and plumbing repairs;
- \$70,945 increase in chapters expenses due to an increase in chapter allotments, certificate presentation costs, scholarship allotments, and travel costs;
- \$51,525 increase in postage and courier costs resulting from an increase in mailings for Council elections, issuing of licences, and mailing of *Engineering Dimensions*; and
- \$46,081 increase in professional development expenses due to an increase in staff and volunteers taking educational courses/seminars, an increase in in-house workshops and related speakers, and expenses related to third-party-produced online educational modules.

**Offset by:**

- \$170,131 decrease in contract staff due to the departure of the Director, IT and a decrease in several contract staff in licensing due to retirement, etc.;
- \$81,721 decrease in legal costs due largely to a decrease in the number of complaint files requiring prosecutorial viability opinions, investigations, and a decrease in legal fees for employment and other corporate matters;
- \$58,138 decrease in computers and telephone due to savings from a new outsourcing contract for IT infrastructure and network maintenance, partially offset by an increase in software support contracts; and
- \$53,909 decrease in amortization due largely to the completion of amortization for the Volunteer and Awards application at the end of 2014.

**Capital Assets**

Total capital spending in 2015 was \$2,447,378 compared to \$2,124,542 in 2014. Building improvements both to PEO space and common space totaling \$2,860,976 were made to the building in 2015. This included \$678,904 for projects under Work In Progress at end of 2014, which were completed and transferred to building improvements in 2015.

The net book value of the building of \$34,816,164 had a mortgage of \$8,467,000 outstanding at December 31, 2015.

TYPE	FY15-ACT Additions	FY14-ACT Additions	\$ Difference
<u>Building Improvements</u> 2015 includes completion of Suite 103/105 rebuild	\$593,219	\$723,188	(\$129,969)
<u>Building Improvements (recoverable)</u> 2015 includes HVAC upgrades for fourth floor, replacement of gas-fired boiler, eighth-floor renovation to return unit to base building, completion of Suite 103/105 rebuild (recoverable portion), traffic deck renovation in parking garage and	2,267,757	280,372	1,987,385

other miscellaneous projects			
Computer hardware and software	237,772	77,096	160,676
Furniture, fixtures and telephone equipment	27,534	23,799	3,735
Audio-visual equipment	0	23,328	(23,328)
<u>Work in progress</u> 2015 includes completed work transferred to Building Improvements and to computer hardware and software.	(678,904)	996,759	(1,675,663)
<b>TOTAL</b>	<b>\$2,447,378</b>	<b>\$2,124,542</b>	<b>\$322,836</b>

### **Building Operations**

The operating statement for the building is included in Appendix A-2 and is also summarized in Note 4 of the 2015 Audited Financial Statements. The building generated \$2,835,298 in revenue including PEO's share of recoverable expenses but excluding base rent had PEO paid market rent for its space. Total recoverable expenses were \$2,246,872 and other expenses totaled \$906,088, thereby creating a deficit of \$317,662 as compared to a deficit of \$279,820 in the prior year. The increased deficit over 2014 was due largely to higher recoverable operating costs in the building of \$112,708 related to higher repairs and maintenance expenses and amortization for HVAC and plumbing repairs. This was partially offset by a decrease in financing costs of \$43,815 on a lower mortgage balance. The portion of recoverable expenses attributable to vacant space was not recovered.

### **Employee Future Benefits**

In fiscal 2014, PEO adopted changes to Generally Accepted Accounting Principles, section 3463 of Accounting for Not-For-Profit organizations which eliminated the deferral and amortization method of changes in the fair value of the plan assets and in the measurement of the plan obligation. As a result of this new accounting policy, the defined liability on the Balance Sheet reflects the defined benefit obligation, net of the fair value of plan assets. All changes in fair value and remeasurements and other items are recognized as a component of net assets. In 2015, the remeasurement of the defined liability resulted in an increase in Employee future benefits (on the Balance Sheet) of \$1,921,800.

### **Appendices:**

Appendix B-1 - 2015 Draft Statement of Revenue and Expenses - variance analysis

Appendix B-2 - 2015 Draft 40 Sheppard Statement of Revenue and Expenses - variance analysis

Ewald Kuczera, M.Sc., P.Eng  
Chair, Audit Committee

**Professional Engineers Ontario**  
**Statement of Revenue and Expenses - Variance Analysis**  
**Year Ended December 31**

C-505 - 2.1  
Appendix B-1  
Draft - Feb. 24/06

	2015	2015	2015		2015	2015		2014	2015 Vs 2014		2013
	Actual	Budget	Actual Vs Budget		Forecast	Actual Vs Forecast		Actual	Actual Vs Actual		Actual
	\$	\$	\$	%	\$	\$	%	\$	\$	%	\$
<b>REVENUE</b>											
P.Eng Revenue	\$15,134,271	\$15,255,254	(\$120,983)	-0.8%	\$15,275,452	(\$141,181)	-0.9%	\$14,840,457	\$293,814	2.0%	\$14,630,128
Application, registration, examination and other fees	6,064,234	6,160,971	(\$96,737)	-1.6%	6,286,514	(222,280)	-3.5%	5,884,172	180,062	3.1%	5,788,072
Building operations	2,127,016	2,557,329	(\$430,313)	-16.8%	2,187,810	(60,794)	-2.8%	2,083,065	43,951	2.1%	2,937,867
Advertising income	292,679	375,000	(\$82,321)	-22.0%	375,000	(82,321)	-22.0%	355,572	(62,893)	-17.7%	426,567
Investment income	97,219	340,928	(\$243,709)	-71.5%	300,000	(202,781)	-67.6%	219,885	(122,666)	-55.8%	183,296
<b>TOTAL REVENUE</b>	<b>\$23,715,419</b>	<b>\$24,689,482</b>	<b>(\$974,063)</b>	<b>-3.9%</b>	<b>\$24,424,776</b>	<b>(\$709,357)</b>	<b>-2.9%</b>	<b>\$23,383,151</b>	<b>\$332,268</b>	<b>1.4%</b>	<b>\$23,965,930</b>
<b>EXPENSES</b>											
Staff salaries and benefits/Retiree and future benefits	10,708,685	11,882,216	(1,173,531)	-9.9%	11,350,973	(642,288)	-5.7%	10,303,016	405,669	3.9%	10,849,476
Building operations	2,444,678	2,497,056	(52,378)	-2.1%	2,537,137	(92,459)	-3.6%	2,362,885	81,793	3.5%	2,383,229
Purchased Services	1,352,825	1,464,031	(111,206)	-7.6%	1,562,496	(209,671)	-13.4%	1,090,528	262,297	24.1%	1,069,658
Engineers Canada	938,579	898,388	40,191	4.5%	898,388	40,191	4.5%	901,420	37,159	4.1%	867,094
Amortization	924,528	1,203,524	(278,996)	-23.2%	932,553	(8,025)	-0.9%	978,437	(53,909)	-5.5%	950,980
Chapters	793,066	850,145	(57,079)	-6.7%	845,700	(52,634)	-6.2%	722,121	70,945	9.8%	610,795
Volunteer expenses	786,767	924,565	(137,798)	-14.9%	944,751	(157,984)	-16.7%	761,264	25,503	3.4%	852,302
Occupancy costs	765,874	851,605	(85,731)	-10.1%	792,780	(26,906)	-3.4%	732,760	33,114	4.5%	902,378
Computers and telephone	715,813	825,890	(110,077)	-13.3%	898,559	(182,746)	-20.3%	773,951	(58,138)	-7.5%	644,523
Legal (corporate, prosecution and tribunal)	567,744	575,120	(7,376)	-1.3%	669,407	(101,663)	-15.2%	649,465	(81,721)	-12.6%	461,735
Transaction fees	508,253	509,900	(1,647)	-0.3%	505,701	2,552	0.5%	508,034	219	0.0%	487,760
Contract staff	496,237	264,738	231,499	87.4%	564,582	(68,345)	-12.1%	666,368	(170,131)	-25.5%	506,580
Postage and courier	475,676	483,195	(7,519)	-1.6%	525,568	(49,892)	-9.5%	424,151	51,525	12.1%	357,372
Consultants	362,605	390,300	(27,695)	-7.1%	344,312	18,293	5.3%	240,431	122,174	50.8%	353,962
Recognition, grants and awards	162,239	187,110	(24,871)	-13.3%	186,992	(24,753)	-13.2%	187,667	(25,428)	-13.5%	187,326
Professional development	155,251	203,500	(48,249)	-23.7%	207,824	(52,573)	-25.3%	109,170	46,081	42.2%	156,409
Office supplies	131,955	99,275	32,680	32.9%	92,391	39,564	42.8%	121,723	10,232	8.4%	121,376
Printing	128,446	104,600	23,846	22.8%	123,371	5,075	4.1%	161,002	(32,556)	-20.2%	152,244
Insurance	105,784	99,155	6,629	6.7%	102,132	3,652	3.6%	97,304	8,480	8.7%	98,600
Staff expenses	104,307	155,725	(51,418)	-33.0%	152,777	(48,470)	-31.7%	91,355	12,952	14.2%	85,283
Advertising	83,942	95,400	(11,458)	-12.0%	94,900	(10,958)	-11.5%	90,348	(6,406)	-7.1%	198,040
<b>TOTAL EXPENSES</b>	<b>22,713,254</b>	<b>24,565,438</b>	<b>(1,852,184)</b>	<b>-7.5%</b>	<b>24,333,294</b>	<b>(1,620,040)</b>	<b>-6.7%</b>	<b>21,973,400</b>	<b>739,854</b>	<b>3.4%</b>	<b>22,297,122</b>
<b>EXCESS OF REVENUE OVER EXPENSES BEFORE THE UNDERNOTED</b>	<b>\$1,002,165</b>	<b>\$124,044</b>	<b>\$878,121</b>	<b>707.9%</b>	<b>\$91,482</b>	<b>\$910,683</b>	<b>995.5%</b>	<b>\$1,409,751</b>	<b>(\$407,586)</b>	<b>-28.9%</b>	<b>\$1,668,808</b>
COUNCIL DISCRETIONARY RESERVE EXPENSES	70,989	0	70,989	100.0%	65,000	5,989	9.2%	60,515	10,474	17.3%	233,912
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>\$931,176</b>	<b>\$124,044</b>	<b>\$807,132</b>	<b>650.7%</b>	<b>\$26,482</b>	<b>\$904,694</b>	<b>3416.3%</b>	<b>\$1,349,236</b>	<b>(\$418,060)</b>	<b>-31.0%</b>	<b>\$1,434,896</b>

**Professional Engineers Ontario**  
**40 Sheppard Statement of Revenue and Expenses - Variance Analysis**  
**Year Ended December 31**

	2015	2015			2014		
	Actual	Budget	Var \$	Var %	Actual	Var \$	Var %
<b>REVENUE</b>							
Rental	748,664	879,007	(130,343)	-14.8%	802,831	(54,166)	-6.7%
Operating cost reimbursements	1,828,531	2,163,076	(334,545)	-15.5%	1,765,389	63,142	3.6%
Parking	130,500	149,400	(18,900)	-12.7%	136,950	(6,450)	-4.7%
Miscellaneous	127,603	95,770	31,833	33.2%	98,021	29,582	30.2%
<b>REVENUE</b>	<b>2,835,298</b>	<b>3,287,253</b>	<b>(451,956)</b>	<b>-13.7%</b>	<b>2,803,190</b>	<b>32,107</b>	<b>1.1%</b>
<b>RECOVERABLE EXPENSES</b>							
Utilities	516,349	508,860	7,489	1.5%	493,924	22,425	4.5%
Property taxes	449,510	470,870	(21,360)	-4.5%	452,923	(3,413)	-0.8%
Amortization	485,984	514,943	(28,959)	-5.6%	424,161	61,823	14.6%
Payroll	236,916	259,302	(22,386)	-8.6%	245,526	(8,609)	-3.5%
Janitorial	204,674	223,475	(18,801)	-8.4%	219,356	(14,683)	-6.7%
Repairs and maintenance	179,295	151,654	27,641	18.2%	121,885	57,410	47.1%
Property management and advisory fees	82,618	80,767	1,851	2.3%	80,878	1,740	2.2%
Road and ground	18,720	18,838	(118)	-0.6%	32,552	(13,832)	-42.5%
Administration	20,045	32,480	(12,435)	-38.3%	25,009	(4,964)	-19.8%
Security	34,070	22,115	11,955	54.1%	20,276	13,794	68.0%
Insurance	18,691	19,200	(509)	-2.6%	17,674	1,017	5.8%
	2,246,872	2,302,504	(55,631)	-2.4%	2,134,163	112,708	5.3%
<b>OTHER EXPENSES</b>							
Interest expense on note and loan payable	441,171	440,951	220	0.0%	484,986	(43,815)	-9.0%
Amortization of building	388,293	388,293	0	0.0%	388,293	-	0.0%
Amortization of deferred costs	61,172	79,593	(18,421)	-23.1%	56,323	4,849	8.6%
Other non-recoverable expenses	15,451	15,640	(189)	-1.2%	19,244	(3,794)	-19.7%
	906,088	924,477	(18,389)	-2.0%	948,847	(42,759)	-4.5%
<b>EXPENSES</b>	<b>3,152,960</b>	<b>3,226,981</b>	<b>(74,021)</b>	<b>-2.3%</b>	<b>3,083,010</b>	<b>69,950</b>	<b>2.3%</b>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<b>(317,662)</b>	<b>60,272</b>	<b>(377,934)</b>	<b>-627.0%</b>	<b>(279,820)</b>	<b>(37,842)</b>	<b>13.5%</b>
Gross Revenue	2,835,298	3,287,253			2,803,190		
Revenue Interco reclass	(708,282)	(729,925)			(720,125)		
<b>PEO Reported Revenue</b>	<b>2,127,016</b>	<b>2,557,329</b>			<b>2,083,065</b>		
Gross Expense	3,152,960	3,226,981			3,083,010		
Recoverable Exp Interco reclass	(708,282)	(729,925)			(720,125)		
<b>PEO Reported Expense</b>	<b>2,444,678</b>	<b>2,497,056</b>			<b>2,362,884</b>		

## RECOMMENDATION OF THE APPOINTMENT OF AUDITOR FOR 2016

**Purpose:** To approve the recommendation of the appointment of auditor for 2016 to members.

**Motions to consider:**

That Council recommend to members, at the April 2016 Annual General Meeting, the appointment of Deloitte LLP as PEO's auditor for 2016 to hold office until the next annual meeting or until their successor is appointed.

**Prepared by:** Chetan Mehta, MS, MBA – Manager, Financial Services and Business Planning

**Motion Sponsor:** Ewald Kuczera, P.Eng. – Chair - Audit Committee

### 1. Need for PEO Action

It is necessary for Council to recommend the appointment of an auditor for 2016 to members at the upcoming Annual General Meeting for their approval.

Section 52 of By-Law 1 states:

*The members of each annual meeting shall appoint one or more auditors who shall be chartered accountants to hold office until the next annual meeting and if an appointment is not so made, the auditor in office shall continue in office until a successor is appointed.*

### 2. Proposed Action / Recommendation

That Council approve the recommendation of the Audit Committee that Deloitte LLP be recommended to the members as PEO's auditor for 2016.

### 3. Peer Review & Process Followed

<b>Process Followed</b>	On March 2, 2016, consideration was given for PEO's auditor for 2016.
<b>Council Identified Review</b>	
<b>Actual Motion Review</b>	On March 2, 2016, the Audit Committee approved the recommendation of the appointment of Deloitte LLP for 2016 be presented to Council for approval.

### 4. Next Steps

Once the appointment of Deloitte LLP is approved by Council, members will be asked to approve the appointment at the Annual General Meeting in April.

# Briefing Note – Decision

C-505-2.3

## INVESTMENT SUBCOMMITTEE TERMS OF REFERENCE

**Purpose:** To approve the revised Terms of Reference for the Investment Sub-committee.

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

**That Council approve the revised Investment Sub-committee Terms of Reference as presented to the meeting at C-505-2.3, Appendix A.**

**Prepared by:** Chetan Mehta, MS., MBA – Manager, Financial Services and Business Planning

**Moved by:** Roger Jones, P.Eng.

### 1. Need for PEO Action

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

The Finance Committee (FIC) has submitted a revised Terms of Reference for the Investment Sub-committee for Council approval. The proposed changes to the Investment Sub-committee Terms of Reference are identified with track changes in Appendix A.

### 2. Proposed Action / Recommendation

That Council approve changes to the Investment Sub-committee Terms of Reference as presented.

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

The approved document will be posted on the PEO website.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"><li>The Investment Sub-committee Terms of Reference was reviewed by the Finance Committee at its February 4, 2016 meeting.</li></ul>
<b>Council Identified Review</b>	N/A
<b>Actual Motion Review</b>	<ul style="list-style-type: none"><li>The Finance Committee reviewed the draft document at its February 4, 2016 meeting and approved the proposed change.</li></ul>

### 5. Appendix

- i) Appendix A – Investment Sub-committee Terms of Reference



**FINANCE COMMITTEE – INVESTMENT SUB-COMMITTEE**

**TERMS OF REFERENCE**

Issue Date: ~~TBD~~ [March 11, 2016](#)  
 Approved by: Council

Review Date: Annually ~~in May~~  
 Review by: Finance committee

<p><b>Mandate</b></p>	<p>PEO maintains investment portfolios (referred to herein as “funds”) to support its reserve fund and its pension and benefits registered plans. The registered plans require compliance with the <i>Pension Benefits Act</i>. The reserve fund is mandated by Council at a minimum of \$4.5 million. The investment portfolios are maintained as separate funds so they can be managed appropriately in accord with their individual mandates.</p> <p>PEO wishes to maintain the value of the funds against inflation and to achieve reasonable growth at an acceptable level of risk. The funds are managed by professional investment firms to this end. The investment sub-committee shall monitor the performance of the funds to ensure that PEO's needs have been properly and prudently met, and report to the Finance Committee on an annual basis. The committee will also ensure that investment policies are kept up to date and recommend changes to these if required.</p>
<p><b>Key Duties and Responsibilities</b></p>	<ul style="list-style-type: none"> <li>• Review annually the funds' investment policies, and recommend proposed changes, if any are needed, to the Finance Committee for approval;</li> <li>• Review and recommend annually to the Finance Committee the appointment of the fund investment manager(s);</li> <li>• Review reports on the performance of the funds' assets and identify potential concerns regarding funding;</li> <li>• Oversee and receive confirmation from management on the effectiveness of procedures and systems used to ensure compliance with all legal and regulatory requirements with respect to the funds;</li> <li>• Commission, review, and report to the Finance Committee on any external assessments of the funds management; and</li> <li>• Ensure that risk/return balance is maintained in accordance with the specific needs of each fund.</li> </ul>
<p><b>Success Measurements of Key Duties and Responsibilities</b></p>	<ul style="list-style-type: none"> <li>• Investment targets have been met;</li> <li>• Finance Committee receives annual report and approves any changes required; and</li> <li>• The responsibilities outlined in these terms of reference have been carried out.</li> </ul>
<p><b>Type of Committee</b></p>	<p>Advisory sub-committee</p>
<p><b>Responsible</b></p>	<p>Finance Committee</p>

## FINANCE COMMITTEE – INVESTMENT SUB-COMMITTEE

### TERMS OF REFERENCE

<b>Authority</b>	
<b>Constituency &amp; Qualifications of Committee Members</b>	<p>The Investment Sub-committee will consist of:</p> <ul style="list-style-type: none"> <li>a) The PEO President (ex-officio);</li> <li>b) one member of the Finance Committee, other than the PEO President, to be appointed by the Committee;</li> <li>c) one member of the Human Resources Committee, other than the PEO President, to be appointed by the Committee;</li> <li>d) one registered pension plan member, either staff or retired; and</li> <li>e) Pension Plan Administrator (non-voting).</li> </ul>
<b>Selection, Appointment and Termination of Members</b>	<ul style="list-style-type: none"> <li>a) Chair and Vice Chair will be elected annually by the committee.</li> <li>b) Selection of the pension plan member will be managed by the Registrar.</li> <li>c) Appointments to the sub-committee will be for a one year term, coinciding with the council year.</li> </ul>
<b>Quorum</b>	<del>Three (3)</del> <u>Two (2)</u> out of the four (4) voting members.
<b>Reporting Requirements</b>	<p>In January of each year, the Chair of the sub-committee will submit a written report to the Finance, Human Resources and Audit Committees and:</p> <ul style="list-style-type: none"> <li>a) Confirm annually to the finance committee that the responsibilities outlined in these terms of reference have been carried out</li> <li>b) Report to the Committees about any issues or required changes.</li> </ul>
<b>Meeting Frequency &amp; Time Commitment</b>	The committee shall meet, at a minimum, semi-annually, and once annually with each of the fund investment managers.
<b>Committee Advisor</b>	Controller
<b>Staff Support</b>	Manager, Financial Services and Business Planning

## Licensing Committee – Ontario Labour Mobility Act

**Purpose:** To consider some external threats to PEO’s licensing criteria and processes that are essential to PEO’s protection of the public and to authorize appropriate responses.

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

That Council direct the Registrar to request the Attorney General to authorize an Exception for PEO under Section 7. (3) of the Ontario Labour Mobility Act for three years to obtain all assessment material regarding the education and experience of mobility applicants.

**Prepared by:** President-Elect George Comrie, P. Eng., CMC - Chair, Licensing Committee

**Moved by:** President-Elect George Comrie, P. Eng., CMC - Chair, Licensing Committee

### 1. Need for PEO Action

At its September 2014 Meeting, PEO Council passed a motion authorizing the Registrar, in consultation with the Licensing Process Task Force (LPTF) to develop a plan, with budget implications for a coordinated response to external threats to PEO’s current licensing criteria and processes that are essential to PEO’s protection of the public through licensure including national mobility.

After the LPTF was stood down by Council at the end of 2014, the newly created Licensing Committee (LIC) assumed the responsibility for developing a plan in response to the September 2014 Council motion. The LIC has obtained and reviewed statistical information regarding Ontario Labour Mobility Act (OLMA) applications to PEO. About 60 per cent of all mobility applicants have been licensed less than 5 years in another province. Under the previous Engineers Canada Inter-Association Mobility Agreement these 60 per cent of mobility applicants would have been subject to providing PEO with academic and experience information for assessment purposes and may have been required to pass additional examinations and/or obtain training.

The LIC is concerned that since the OLMA does not permit PEO to obtain full academic and experience information of mobility applicants, PEO does not know if the applicants would have been subject to further examinations and training.

The LIC is also concerned that since mobility licences are a significant component of new licences issued by PEO (see chart below) and in order that the public interest may be served and protected, PEO should ensure that mobility applicants have not met lower requirements for licensure than PEO’s own applicants.

### Number of Mobility Licences as Percentage of Total Licences issued by PEO

Year	New P.Eng Licences	Mobility Licences	Percentage Mobility
2010	2480	397	16.0
2011	1830	579	31.6
2012	2292	504	22.0
2013	2022	664	32.8
2014	2485	614	24.7
2015	2448	677	27.7

The Labour Mobility Code within the OLMA applies when an individual resides within a Canadian jurisdiction that is a party to the Agreement on Internal Trade (AIT) and is certified by an out-of-province regulatory authority. Under subsection (2) of the OLMA the Ontario regulatory authority shall not require that the individual undertake, obtain or undergo any material additional training, experience, examinations or assessments.

Exceptions to the prohibition on material additional training, experience, examinations or assessments are permitted if the requirement is listed on the website of the Ministry of Training Colleges and Universities and is a permissible certification requirement adopted by the Government of Ontario under Article 708 of AIT. PEO has no such exceptions listed.

The LIC is proposing that all mobility applicants must first provide the additional material requested by PEO before a licence will be issued. The material would be consistent with the former Engineers Canada Inter-Association Mobility Agreement including transcripts and experience summary. The purpose of the additional information collection is to ensure that the OLMA does not lessen the requirements for licensure of PEO applicants.

PEO would licence all applicants that meet the current requirements of the OLMA without requiring any additional training, experience or examinations.

**2. Proposed Action / Recommendation**

That Council approve the request for an Exception to the OLMA

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

PEO would write to the Attorney General requesting that an Exception for PEO be submitted to the Minister of Training, Colleges and Universities which is responsible for administering the OLMA.

It has no budget implication although existing staff and volunteer resources will be required to review files for academic and experience assessments.

**4. Peer Review & Process Followed**

<b>Process Followed</b>	<p>Initiated by September 2014 Council Motion. The LIC reviewed the OLMA in August 2015</p> <ul style="list-style-type: none"> <li>• The LIC then requested and reviewed statistical information in the fall of 2015</li> <li>• At the December 2015 LIC meeting the committee endorsed preparing a draft Briefing Note to Council to request an Exception under OLMA</li> <li>• At the January 22, 2016 ARC Meeting the note was distributed for feedback</li> <li>• At the February 18, 2016 LIC meeting the briefing note was reviewed and endorsed by the committee</li> </ul>
<b>Council Identified Review</b>	N/A
<b>Actual Motion Review</b>	The Motion was reviewed by the Licensing Committee and approved at its February, 18, 2016 meeting

## STRATEGIC PLAN –COMMUNICATIONS INFRASTRUCTURE ENGINEERING

**Purpose:** To add a Strategy to the Strategic Plan for the emerging discipline Communications Infrastructure Engineering

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

That Council:

- a) approve new *Strategy 2.4 - Communications Infrastructure Engineering Outreach and Licensure* for the 2015-2017 PEO Strategic Plan.
- b) direct the Chairs of the Emerging Discipline Task Force, the Academic Requirements Committee, the Experience Requirements Committee and the Licensing Committee to work, on a priority basis, with the Deputy Registrar, Licensing and Registration, to develop and implement a strategy to licence a "critical mass" of practitioners in this discipline.

**Prepared by:** President-Elect George Comrie, P. Eng., CMC - Chair, Communications Infrastructure Engineering Sub-Group of the Emerging Disciplines Task Force

**Moved by:** President-Elect George Comrie, P. Eng., CMC

### 1. Need for PEO Action

At the November 22 , 2013 PEO Council Meeting, Peter DeVita, P. Eng. Chair of the Emerging Disciplines Task Force (EDTF) presented the recommendations of the Communications Infrastructure Engineering (CIE) Group Phase 2 report. Council concluded that appropriate committees should be consulted for their comments before finalizing the recommendations. Council then passed the following motion:

That:

- a) Council receive the Executive Summary of the Emerging Discipline Task Force Communications Infrastructure Engineering Phase 2 Report presented at C-490-3.5(i), Appendix A;
- b) the recommendations contained in the report be presented to Engineers Canada and to the following committees/task forces for comment:
  - i. Academic Requirements Committee,
  - ii. Experience Requirements Committee,
  - iii. Legislation Committee,
  - iv. Enforcement Committee,
  - v. Licensing Process Task Force
  - vi. Professional Standards Committee; and
- c) direct the above referenced committees/task forces, as the case may be, to report back to Council within six months.

Included in the CIE's recommendations to Council was that "the Emerging Disciplines Task Group continue to engage key external stakeholders in regulation of CIE with a view to identifying opportunities." EDTF Chair DeVita and PEO President-Elect George Comrie then initiated outreach activities with Bell Canada. These activities have led to interest in PEO licensures from about 25 Bell Canada staff working in this area and have contributed to Bell Canada corporate support for licensing and credentialing for the next few years.

Building on this momentum, and in conjunction with the EDTF’s Other Recommendations:

1. That PEO Support CIE licensure with communication and promotion targeted at the executive level, so that awareness and appreciation of the value of the CIE is understood and business case development is facilitated from lower levels in the organization:
  
2. That, with respect to communication and stakeholder relations concerning CIE :
  - Clear objectives and success criteria be developed and approved by Council;
  - A communication and stakeholder relations master plan be developed for the regulation of CIE along the lines presented above;
  - A project manager be assigned full-time to manage the execution of the communication and stakeholder relations plan; and
  - Achievement of plan objectives be tracked, and the plan and resources adjusted as required to deal with shortfalls.”

It is imperative that PEO continues its activities in the CIE discipline by demonstrating its commitment through the Strategic Plan.

**2. Proposed Action / Recommendation**

That Council approve a new Strategy entitled *Communications Infrastructure Engineering Outreach and Licensure* for the 2015-2017 PEO Strategic Plan. The strategy would fall under *Strategic Objective 2 - Public Recognition is increased through ensuring that titles, designations, certificates and marks are issued to qualified applicants and entities*. The new strategy will be designated as Strategy 2.4.

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

The Strategic Plan would be updated to include new *Strategy 2.4 -Communications Infrastructure Engineering Outreach and Licensure*.

The Deputy Registrar, Licensing and Registration, will develop and implement a Licensure Strategy in consultation with the Chairs of the EDTF, ARC, ERC, and LIC with a view to licencing a limited number of applicants in this discipline within an agreed upon timeframe.

**4. Peer Review & Process Followed**

<b>Process Followed</b>	Initiated by November 2013 Council Motion. <ul style="list-style-type: none"> <li>• The EDTF then met with Bell Canada</li> </ul>
<b>Council Identified Review</b>	
<b>Actual Motion Review</b>	The Motion was reviewed by the CIE Sub-Group of the EDTF and then approved at its January 22, 2016 meeting. The motion was also discussed whth the Chairs of the EDTF, ARC , ERC and LIC

# Briefing Note – Decision

C-505-2.8

## OSPE MEMBERSHIP FEE REIMBURSEMENT FOR ELIGIBLE PEO COUNCILLORS AND STAFF

**Purpose:** To approve the reimbursement of OSPE membership fees for all PEO P.Eng. Councillors and P.Eng. staff.

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

That Council approve the reimbursement of Ontario Society of Professional Engineers (OSPE) membership fees for all PEO P.Eng. Councillors while serving on PEO Council and for all PEO P.Eng. staff while employed by PEO.

That Council approve a budget of \$8,100 for the 2016 calendar year for this purpose. These funds will be sourced from the current budgetary surplus.

**Prepared by:** Marilyn Spink, P.Eng., Councillor

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

### 1. Need for PEO Action

In order to actively support the PEO – OSPE partnership, the OSPE – PEO Joint Relations Committee suggested at its February 1, 2016 meeting that PEO should reimburse the membership fees for all PEO P.Eng. Councillors while serving on PEO Council and for all PEO P.Eng. staff while employed by PEO.

The Committee also concluded that it was important, optically, to have PEO Councillors and senior staff, particularly the President and Registrar, as members of OSPE.

Currently, there are 22 PEO P.Eng. Councillors and 23 PEO P.Eng. staff eligible for reimbursement.

### 2. Proposed Action / Recommendation

It is recommended that the above motion be approved to demonstrate PEO's commitment to the PEO – OSPE partnership.

This is an unbudgeted funding request for approximately \$8,100 in 2016 and if approved, would become an ongoing budget item.

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

The availability of reimbursement of OSPE membership fees will be communicated to all PEO P.Eng. Councillors and P.Eng. staff.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	The OSPE – PEO Joint Relations Committee suggested at its February 1, 2016 meeting that PEO should reimburse the membership fees for all PEO P.Eng. Councillors while serving on PEO Council and for all PEO P.Eng. staff while employed by PEO.
<b>Council Identified Review</b>	N/A
<b>Actual Motion Review</b>	The draft briefing note and motion were peer reviewed by the Finance Committee at its meeting on March 3, 2016. The Finance Committee only peer reviewed the OSPE proposal for the budget portion of \$8,100. They approved the budget but did not make comment on the merits of the motion, as they felt this was not within their purview.

# Briefing Note – Decision

C-505-2.9

## PROCEDURE FOR APPOINTMENT OF PEO DIRECTORS TO ENGINEERS CANADA BOARD

**Purpose:** To approve a process to appoint PEO Directors to the Engineers Canada Board

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

That Council approve the process to appoint PEO Directors to the Engineers Canada Board as presented to the meeting at C-505-2.9, Appendix A.

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

**Moved by:** Charles Kidd, P.Eng.

### 1. Need for PEO Action

The current approved process to appoint PEO Directors to the Engineers Canada Board is in accordance with Special Rule 4 – Procedure for Board Appointments which is a “first passed the post” process (Appendix B). In other words, the nominee with the most votes is declared appointed. With 22 nominees seeking appointment and 26 Councillors voting, a concern was raised that a nominee could be appointed to the Engineers Canada Board and not enjoy the majority support of Council. Therefore, Council is being asked to consider a revised “run-off” appointment process (Appendix A).

### 2. Proposed Action / Recommendation

It is recommended that Council adopt the “run-off” process to ensure that PEO’s Engineers Canada Director has the majority support of Council.

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

- The approved process will be used to appoint PEO Directors to the Engineers Canada Board.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	<b>N/A</b>
<b>Council Identified Review</b>	<b>N/A</b>
<b>Actual Motion Review</b>	<b>N/A</b>

### 5. Appendices

- Appendix A – PEO Process to Appoint an Engineers Canada Director
- Appendix B – Special 4 - Procedure for Board Appointments



## PEO Process to Appoint an Engineers Canada Director

### **Voting Procedure**

The following voting procedures are to be used when making Engineers Canada Director appointments:

1. At the meeting at which such appointments are to be made, the Chair shall read out the names of those members who have submitted nominations.
2. Each nominee will be afforded an opportunity to make a brief (2 minute) personal introduction should they so wish. Absent nominees may submit a written personal introduction. The Chair will read any comments received from absent nominees.
3. Councillors will vote for each available position separately and in succession until all positions have been filled.
4. Prior to each round of voting, the Chair shall ask all nominees whether they wish to have their name stand for appointment.
5. Where there is only one nominee for a position, the Chair shall declare the nominee appointed to the Engineers Canada Board.
6. Councillors will vote for each position available, by secret vote, from among the nominees. Voting will be in accordance with By-Law No. 1, s.25(4).
7. Where the number of nominees exceeds the number of positions available, the nominee receiving at least 50% plus 1 of the votes cast shall be declared appointed by the Chair.
8. Where no nominee receives at least 50% plus 1 of the votes cast in the first round of voting, the top four nominees receiving the most votes cast shall advance to a second round of voting. If there are only three nominees, the nominee receiving the lowest number of votes cast will be eliminated and not advance to the second round of voting.
9. In the event there is a tie in the last nominee position, the number of nominees advancing to the second round will be expanded to include those nominees that have tied for the last nominee position.
10. After each voting round following the first voting round, the nominee receiving the lowest number of votes cast will be eliminated and not advance to the next round of voting. Voting rounds will continue in accordance with steps 6 and 7 until one nominee receives at least 50% plus 1 of the votes cast.
11. If applicable, ballots cast will remain with the Secretariat until a motion to destroy the ballots has been passed by Council.

## **SPECIAL RULE 4 – PROCEDURES FOR BOARD APPOINTMENTS**

The following procedures are to be used when making board appointments:

1. At least three weeks prior to the meeting at which such appointments are to be made; the Registrar will request Councillors to express their interest in serving as Council Meeting Chair, Vice President and on Board Committees.
2. At the meeting, the Chair will ask for additional nominations. If none is received, the Chair will declare the nominations closed. Nominations may be closed by the Chair without the need for a motion. A nomination does not require a seconder.
3. Each candidate will be asked if he/she consents to the nomination.
4. A Councillor who is absent from the Council meeting at which a position is to be filled may be nominated, provided such Councillor has provided at least three days prior written notification to the Chief Administrative Officer that he/she consents to the nomination and agrees to serve in that capacity, if appointed as well as any comments the candidate might otherwise provide at the meeting in support of his/her nomination.
5. Each nominee will be afforded an opportunity to make a brief (3 minutes) personal introduction should they so wish. The Chair will read any comments received from absent nominees.
6. Councillors will vote for the number of positions available (e.g. – Vice President – select one name; Finance Committee – select five names), by secret vote, from among the nominees. Voting will be in accordance with By-Law No. 1, s.25(4).
7. Upon completion of the vote, the results will be presented and the Chair will declare a nominee(s) with the most votes elected.
8. Where there is only one nominee for a position, or the number of nominees equals the number of positions available, the Chair shall declare the nominee(s) elected.
9. Where the number of nominees received exceeds the number of positions available, the nominees receiving the greatest number of votes cast for the number of positions available shall be declared elected by the Chair.
10. In the event there is a tie in the last position available, a run-off vote will be conducted in accordance with paragraphs 6 and 7 and the nominee receiving the greatest number of votes cast shall be declared elected by the Chair.
11. If applicable, ballots cast will remain with the Secretariat until a motion to destroy the ballots has been passed by Council.

## APPOINTMENT OF PEO DIRECTORS TO ENGINEERS CANADA BOARD

**Purpose:** To appoint two PEO representatives to serve on the Board of Directors of Engineers Canada in accordance with Council's procedures.

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

That \_\_\_\_\_, P.Eng. and \_\_\_\_\_, P.Eng. be appointed as a PEO Director to the Engineers Canada Board of Directors, for a three-year term effective as of the 2016 Engineers Canada Annual General Meeting.

**Prepared by:** Fern Goncalves – Director, People Development

**Moved by:** Warren Turnbull, P.Eng.

### 1. Need for PEO Action

The term of the following two PEO Directors appointed to the Engineers Canada Board of Directors expires at its 2016 Engineers Canada Annual General Meeting on May 28, 2016 when the new Board of Directors will be sworn in:

Engineers Canada Director	Term Start <sup>1</sup>	Term End
Rakesh Shreewastav, P.Eng., FEC	June 2013	May 2016
Diane Freeman, P.Eng., FEC	May 2014	May 2016

<sup>1</sup> Engineers Canada appointments become effective at its Annual General Meeting, which is typically held in May each year

Therefore, Council is being asked to appoint two PEO representatives to the Board of Directors of Engineers Canada. The names of members who expressed their interest in serving as a PEO Engineers Canada Director are detailed in Appendix A.

### 2. Proposed Action / Recommendation

It is recommended that Council elect two PEO representatives to the Engineers Canada Board of Directors for a three-year term to replace those Directors whose terms are expiring.

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

Engineers Canada would be advised of PEO's approved appointees.

### 4. Peer Review & Process Followed

No peer review was required.

A memorandum was emailed to all Councillors and a notice posted on PEO's website, along with the terms of reference and expectations for directors, requesting members to submit their names to the Registrar by February 19, 2016.

### 5. Appendices

- Appendix A – Nominess for Appointment to Engineers Canada Board of Directors
- Appendix B – Terms of Reference and Expectations of PEO's Directors on Engineers Canada Board of Directors

## **Nominees for Appointment to Engineers Canada Board of Directors**

The following is a list of nominees (\* resumes attached) who have expressed interest in serving on the Engineers Canada Board as of February 23, 2016:

Dwight Aplevich \*  
David Brown  
Karen Chan \*  
Thomas Chong  
Sangeeta Chopra \*  
Bruce Clarida  
Nick Colucci  
Monty Fidda \*  
Nancy Hill \*  
Kenneth McMartin \*  
Nobuo Obukuro  
Dr. Andrew Ramcharan \*  
Fred Saghezchi  
Jay Sarkar \*  
Pappur Shankar  
Rakesh Shreewastav  
Dr. J. Allen Stewart \*  
Raj Subramaniam \*  
Faysal Sunba \*  
John Van Egmond \*  
Rob Willson \*

Registrar, C/O Director, People Development  
PEO  
40 Sheppard Avenue West, Suite 101,  
Toronto, ON M2N 6K9

Dear Registrar:

This is regarding the PEO call for nominations to Engineers Canada Board of Directors.

I have been a member of PEO since 1973 and an active volunteer with Engineers Canada for 37 years. I have been a member of the CEAB for nine years representing Ontario, and served as chair. In addition, I have participated in accreditation visits in Canada and elsewhere as team member, chair, or as independent consultant from 1977 to the present, working in English and French.

As coordinating author of *Introduction to Professional Engineering in Canada*, a textbook used in undergraduate engineering programs across Canada, I maintain an interest in engineering practice, regulation, and ethics. My experience is of relevance to issues currently under discussion at Engineers Canada and to the maintenance of a strong system of engineering licensure.

Attached, for your consideration, is an abbreviated curriculum vitae.

Yours truly,



J. D. Aplevich, FEC, P.Eng.

**J. Dwight Aplevich, FEC, P.Eng.**

Abridged Curriculum Vitae

**PEO membership:** Registration number 1195015, 1973 to present.

**Current position:** Professor Emeritus, Electrical and Computer Engineering, University of Waterloo

**Education:**

B.Sc. in Engineering Science, Saskatchewan, 1964

PhD, University of London and Diploma of Imperial College, 1968

**Employment:**

1960 – 1964: telegrapher, station agent-operator, Western Region; student engineer, Technical Research Branch, Canadian National Railways

1968 – 1969: Research Associate and Lecturer, Committee on Mathematical Biology, University of Chicago

1969 – present: University of Waterloo. Progressed from Assistant Professor to Professor, Electrical and Computer Engineering; currently Professor Emeritus and Adjunct Professor.

**Administrative experience:** Numerous academic administrative positions including department undergraduate and graduate studies; Associate Dean of the university for graduate studies; Associate Dean of Engineering for Graduate Studies and Research and for Co-operative Engineering and Professional Affairs; Director, PDEng office; Chair, university committee on student appeals.

**Authorship:** approximately 100 research publications and conference presentations; three books:

*Implicit Linear Systems*, Springer-Verlag, 1991 (research monograph)

*The Essentials of Linear State-Space Systems*, Wiley, New York, 2000

*Introduction to Professional Engineering in Canada*, Pearson Education, Toronto. Coordinating author with Gordon Andrews (1937-2014), Roydon Fraser, FEC, P.Eng, and Carolyn MacGregor, now in its fourth edition. *Part I:* engineering across Canada, the licensed professional engineer, engineering ethics, engineering societies, and learning strategies. *Part II:* engineering communications, documents, graphics, and formal reports with emphasis on defensible conclusions. *Part III:* engineering measurements, and treatment of inexact data. *Part IV:* engineering practice including design, project management, safety and engineering responsibility, environmental sustainability, entrepreneurship, and intellectual property.

**Professional activity:**

*Accreditation visitor or visit chair* yearly (or more, on average) 1977 to 2015.

*Member, CEAB, 1986 – 1995 (Ontario)*, including Policy and Procedures Committee, Chair 1993 – 1994; Washington Accord negotiations, and overseas verification activities.

*Consultant, engineering curricula:* for institutions introducing new engineering programs.

**Business experience:**

1988 – 1995 Waterloo Engineering Software, initial shareholder, Board of Directors and executive committee

1990 – 1995: Uniwat Capital Corporation, Board of Directors

**J. Dwight Aplevich, FEC, P.Eng.**

Abridged Curriculum Vitae

**PEO membership:** Registration number 1195015, 1973 to present.

**Current position:** Professor Emeritus, Electrical and Computer Engineering, University of Waterloo

**Education:**

B.Sc. in Engineering Science, Saskatchewan, 1964

PhD, University of London and Diploma of Imperial College, 1968

**Employment:**

1960 – 1964: telegrapher, station agent-operator, Western Region; student engineer, Technical Research Branch, Canadian National Railways

1968 – 1969: Research Associate and Lecturer, Committee on Mathematical Biology, University of Chicago

1969 – present: University of Waterloo. Progressed from Assistant Professor to Professor, Electrical and Computer Engineering; currently Professor Emeritus and Adjunct Professor.

**Administrative experience:** Numerous academic administrative positions including department undergraduate and graduate studies; Associate Dean of the university for graduate studies; Associate Dean of Engineering for Graduate Studies and Research and for Co-operative Engineering and Professional Affairs; Director, PDEng office; Chair, university committee on student appeals.

**Authorship:** approximately 100 research publications and conference presentations; three books:

*Implicit Linear Systems*, Springer-Verlag, 1991 (research monograph)

*The Essentials of Linear State-Space Systems*, Wiley, New York, 2000

*Introduction to Professional Engineering in Canada*, Pearson Education, Toronto. Coordinating author with Gordon Andrews (1937-2014), Roydon Fraser, FEC, P.Eng, and Carolyn MacGregor, now in its fourth edition. *Part I:* engineering across Canada, the licensed professional engineer, engineering ethics, engineering societies, and learning strategies. *Part II:* engineering communications, documents, graphics, and formal reports with emphasis on defensible conclusions. *Part III:* engineering measurements, and treatment of inexact data. *Part IV:* engineering practice including design, project management, safety and engineering responsibility, environmental sustainability, entrepreneurship, and intellectual property.

**Professional activity:**

*Accreditation visitor or visit chair* yearly (or more, on average) 1977 to 2015.

*Member, CEAB, 1986 – 1995 (Ontario)*, including Policy and Procedures Committee, Chair 1993 – 1994; Washington Accord negotiations, and overseas verification activities.

*Consultant, engineering curricula:* for institutions introducing new engineering programs.

**Business experience:**

1988 – 1995 Waterloo Engineering Software, initial shareholder, Board of Directors and executive committee

1990 – 1995: Uniwat Capital Corporation, Board of Directors

# Karen Chan, P.Eng, MBA

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## **Volunteer Activities and Other Initiatives**

### **Professional Engineers Ontario, Lake Ontario Chapter, Oshawa ON**

*Director, Board of Directors, 2010 – present*

I have served many roles on the Board over the past six years, including Secretary and Communications Director. The Lake Ontario Chapter was one of the first to adopt social media, and I still co-manage the @peolakeontario Twitter handle today. I organized the first EIT Breakfast seminar for EITs in 2011, and is one of the most successful annual events the chapter hosts to this day.

I have been working on various Women in Engineering activities within the chapter, to help foster and support the network of female engineers in the region. I also support the Women in Engineering club at UOIT, providing advice and support to the current student chair. This year, they are starting a mentorship program for female students in the faculty.

*Mentor, Engineering Professional Success Pilot Program, 2015 – present*

I am a mentor with the Engineering Professional Success Pilot Program, a PEO / OSPE joint project that is funded by Status of Women Canada intended to support women who are recent engineering graduates and in the early stages of their career on the path towards licensure.

*Member, Chapter Leaders Conference Organizing Committee, 2012 – 2013*

I served as a member of the organizing committee for 2 years. The theme for 2012 was "Leading the Way", and for 2013 was "Connecting by Communicating".

### **Ontario Society of Professional Engineers, Toronto ON**

*President and Chair, Board of Directors, 2015 – 2016*

The Ontario Society of Professional Engineers is an engineering advocacy organization based in Ontario. The new strategic plan, focused on engaging engineers and engineering graduates, amplifying the voice of engineers to government and the public, and promoting engineering excellence was rolled out with the start of my tenure as President.

In support of the new strategic plan, in addition to chairing the Board, my activities include building and maintaining relationships within the engineering community and other organizations, to grow OSPE's visibility and increase membership. The WEAC (Women in Engineering Advisory Committee) Fall Forum will be the largest forum event in recent history, focused on getting more women engineers onto Corporate Boards.

As President, I take part in lobbying and advocacy work with all three levels of government – municipal, provincial and federal. Engineering advocacy wins by OSPE this year include: getting the role of an engineer defined and included in the Infrastructure Act, advocating for the need for a professional engineer on the Climate Change Action Panel, and funding for a Women in Engineering Mentorship Project with the Ministry for the Status of Women.

*Vice-Chair, Board of Directors, 2014 – 2015*

As Vice-Chair, my main responsibility was chairing the Board Development and Strategic Planning Committee. During this year, we revised and developed a new strategic plan for 2015 to 2020. For Board Development, I worked on developing a revised work plan for OSPE's committees and task forces, to ensure that policy work progresses forward.

To support women in engineering, my activities during the role of Vice Chair included participating in a Roundtable session with the Federal Minister for Status of Women to discuss the challenges women face in business and leadership, being a panelist with SWE (Society of Women Engineers) about Women in Engineering and leadership in Canada, and being interviewed by WEMADEIT, think tank project encouraging more girls to choose STEM subjects in high school, and high school girls to pursue STEM studies in university.



# Karen Chan, P.Eng, MBA

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## *Director, Board of Directors, 2013 – 2014*

During the first year of my 3-year term on the Board, I chaired the Chapter Liaison Committee, operating at a grassroots level to build stronger relationships between OSPE and PEO Chapters. The advisory committee was stood down when the committee mandate was fulfilled with the operationalization of support to chapters and other engineering organizations. Previous to this, support was ad hoc.

## **Rogers Communications Inc., Toronto ON**

*Women in Leadership Subcommittee, Inclusion and Diversity Leadership Council, June 2015 – February 2016*  
The Inclusion and Diversity Leadership Council is a Rogers corporate initiative to engage employees across the nation to ensure all Rogers employees have the opportunity to reach their full potential. The Inclusion and Diversity Leadership Council, based on the research and recommendations of the various subcommittees, will provide strategic guidance and oversees the development and implementation of the 3 year Diversity and Inclusion Plan to the Executive Leadership Team.

I was nominated to join the Women in Leadership subcommittee by the Chair of the Rogers Women's Network, based on my enthusiasm and passion for supporting more women in leadership, encouraging women to pursue STEM careers, and inspiring girls to pursue STEM studies. Also, my involvement in OSPE (Ontario Society of Professional Engineers) and WEAC (Women in Engineering Advisory Committee) was an asset to the Subcommittee. As part of this Subcommittee, I am responsible for the subtopic of women in STEM, including best practices, use cases, and recommendations. The Women in Leadership Subcommittee will deliver their recommendations to the Inclusion and Diversity Leadership Council at the end of 2015.

## **Society of Women Engineers, Canada**

### *International Ambassador, 2016*

Selected by the Society of Women Engineers as an international ambassador for Canada to inspire university students to pursue degrees in engineering, promote and support women in engineering, and ensuring women reach their full potential as engineers and leaders.

## **Western University, London ON**

### *Advisory Council Western Engineering, June 2015 – present*

Selected by the Dean of Engineering to join the Advisory Council for Western Engineering, to provide feedback and advice about the faculty of engineering at Western, from curriculum structure to help students better prepare for the real world (ie, presentation and project management skills, and understanding economic impact of engineering recommendations), to student recruiting strategy and engaging alumni post-graduation.

### *Key Note Speaker, Women in Engineering Brunch, 2014*

I was asked to be the keynote speaker at the keynote speaker at the 2014 Women in Engineering Brunch, to talk about how my experiences as Western engineering graduate has influenced my career and volunteer work.

### *Undergraduate Engineering Society, 1994 – 1999*

- Appointed as the Engineering representative to the Undergraduate Student Council for 1998 – 1999, when the elected member was unable to fulfil his responsibilities.
- Merchandising Coordinator for 1997 – 1999, responsible for ordering and selling merchandising items to promote the Society and the faculty of engineering, and driving revenue to help support student initiatives and funding student participation at conferences
- VP Academic for 1996 – 1997, responsible for organizing Practice Interview Day, a workshop connecting students with hiring professionals to practice different interview styles while job searching for intern and full time positions.
- "Big Sister" for 1995 – 1997 (2 years); I was responsible for managing a group of first year students, to aid them during orientation week with navigating the faculty, the university and the city.

# Karen Chan, P.Eng, MBA

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## **Richard Ivey School of Business, Toronto ON**

### *John M Thompson Engineering Leadership and Innovation Advisory Group*

As both a Western Engineering and an Ivey graduate, I was recommended by the Dean of Engineering to join the Engineering Leadership and Innovation Advisory Group, a collaboration between Western Engineering and the Richard Ivey School of Business to energize and accelerate the integration of traditional engineering and business perspectives to create technology-based entrepreneurial opportunities for students and faculty.

### *Nominee, Emerging Leader Award, 2014*

I was nominated by an Ivey graduate for the Emerging Leader Award (Community Advancement) for the work I've been doing to support and build the engineering community, and specifically women engineers.

### *Ivey Alumni Partnership Program, 2010 - present*

I've been a member of this program since graduation, and have mentored 2 students / new grads per year, particularly those who are engineers looking to move to a new industry, and those who are seeking to break into digital media and strategy.

## **National Engineering Month Ontario, Toronto ON**

### *Volunteer, 2010 - present*

- Volunteering with logistics and activities at the UOIT Bridge Building Competition (2010 – present)
- Aiding with funding for inaugural Go CODE Girl event at UOIT in 2015, and coordinating organization and set up between NEM Ontario, UOIT and PEO Lake Ontario
- Leading a Brownie Troop through one session about engineering principles, to help girls aged 4 – 6 earn their engineering badge (2015)
- Representing OSPE at kick off and closing events for NEM (2014 – present)

## **General Motors of Canada, Oshawa ON**

### *Women in Manufacturing Pilot Program, Developmental Assignment, 2003 – 2004*

In 2003, GM Canada wanted to encourage more women to pursue careers in manufacturing. They developed the Women in Manufacturing Program, a one-year developmental assignment in the manufacturing plant. I was the first woman selected, and my assignment was broken out into two parts, as a reliability engineer and as a production supervisor.

When this assignment was completed, I was asked to mentor and encourage other women engineers to pursue assignments in the plant, to develop their leadership qualities. Many of the women who decided to pursue manufacturing and supervisory assignments have seen this experience benefit their careers, both within GM and outside.

### *GM Canada Delegate, Society of Women Engineers Conference, 2004*

In 2004, I was one of 2 delegates selected by General Motors of Canada to represent General Motors at the Society of Women Engineers Annual conference. It was an opportunity to connect with my US counterparts, the importance of work life balance (GM was a sponsor and lead on this panel topic), and the need to encourage and promote women in engineering.

**Areas of Specialization:**

- ✓ Leadership and Management
- ✓ Design, Construction, Capital Projects
- ✓ Business Management and Customer Service.
- ✓ Familiar with collective agreements, OHSA, Construction Lien Act and Employment Standards
- ✓ Financial reporting and budgeting.
- ✓ Working with municipalities, consultants and engineering managers.

**Education:**

M.Eng., Civil / Environmental Engineering, University of Toronto

B.Eng., Chemical Engineering, McMaster University

B.A., Philosophy, McMaster University

**Professional Associations:**

Professional Engineers Ontario (P.Eng.)

Ontario Water Works Association (OWWA) – past-Board Director

Ontario Water Works Association (OWWA) – Water Distribution Systems, Past-Chair WFAO Biosolids

Sangeeta Chopra is a self-directed professional with experience in leadership and management, business development, engineering, design and project execution gained through progressively more responsible positions in the delivery of capital projects for the construction of municipal infrastructure. She has worked with municipalities, internal/external consultants, contractors, public unions and other stakeholders at all levels. Sangeeta has a unique combination of technical, leadership, decision-making, problem-solving and team-building skills that are important to achieve the strategic growth objectives of an organisation.

**PROFESSIONAL EXPERIENCE****Organizational and Relationship Management**

- Providing recommendations based on technology trends to senior management that outlined the basis for the corporate strategic business plan.
- Significant senior experience in the management of complex, high profile customer service and utility operations.
- Interacting effectively with all levels of organisations to achieve results in both unionized and non-unionized environments.

**Engineering, Design and Construction**

- Working in multidisciplinary teams to complete tender documents and specifications for the construction of municipal infrastructure.
- Experience with civil, structural, mechanical, electrical engineering, SCADA, instrumentation and proper materials and methods of design and construction.
- Project management of capital projects including rehabilitation and upgrades of municipal infrastructure.
- Contract administration and development of engineering standards.

**Leadership Management**

- Managing, organising and directing multi-disciplinary projects and team responsible for project management.
- Participating in strategic planning process and developing long-range priorities, direction, and objectives.
- Effective decision maker with a track record of demonstrating results-oriented leadership, customer service and ability to foster teamwork.

- Leading and motivating diverse workforce and providing resolution to controversial labour relations issues in a politically sensitive, customer service oriented environment.

### ***Business Development***

- Successfully sold \$7M in capital process turn-key solutions over three years.
- Delivering high impact presentations to inform and influence the actions of multi-level stakeholders, including consultants, contractors and municipal engineers and managers.

### ***EMPLOYMENT HISTORY***

#### ***Ontario Clean Water Agency (OCWA) – March 2013-present***

##### *Director of Engineering Services - Ontario*

- Hold the Certificate of Authorization for Professional Engineering Services for all of OCWA.
- Lead OCWA's Engineering Services group, which provides expertise in technical aspects of water, wastewater and is responsible for management of major capital works and a host of engineering services including contract administration, preparation of construction tender documents, requests for proposals, requests for quotations, issuance of payments in accordance with contractual commitments, management of tender and contract information including request for proposal documents, project delivery, capital planning, process efficiency reviews and energy management.
- Review technical reports and approve and provide final authorization for progress payments, documentation and justification for change orders to consultants and contractors and issuance of substantial performance and completion certificates to contractors.
- Employ sound management practices and procedures, provide engineering staff with direction, guidance, and tools to increase efficiencies of the services provided by the section.
- Manage and motivate a diverse workforce of professional engineers to ensure effective team work and provide resolution to controversial labour relations issues, ensure high standards of work quality and performance
- Generate revenue from the provision of engineering and consulting services to OCWA clients and new clients
- Execute OCWA's operational strategy and plans against strategic goals for Engineering Services.
- Liaise with clients, working closely with internal Operations, Sales and Marketing teams to ensure that OCWA's plans are achieved efficiently and effectively.
- Make presentations to clients, stakeholders, councilors and mayors to support clients for which OCWA provides operational support.
- Develop a strategic plan with a corresponding financial model for growth of the group to meet the overall goals of the organization.
- Ensure execution and administration of contracts and agreements in compliance with approved authorization.
- Work closely with Finance, Purchasing, Legal and Insurance to ensure proper procurement policies are followed and risks identified.

#### ***Veolia Water Solutions and Technologies – Sept 2009-Oct 2012***

##### *Regional Manager - Ontario*

- Responsible for business development activities and establishing strong partnerships with consulting engineers, contractors and/or end-users to provide full turn-key selection, procurement, installation and commissioning/start-up for process technologies to meet water and wastewater management requirements in the municipal and light industry sectors.

- Managed and coordinated technical experts, process engineering design and execution teams, legal and contractual aspects and managing the multi-disciplinary teams in the execution of complicated projects.
- Gained an excellent technical understanding of comparative conventional and new technologies for water/wastewater and biosolids applications.
- Project delivery models ranged from traditional design-bid-build to design-build-operate-finance-maintain.
- Maintained an understanding of the needs, budgetary constraints, sensitivities, niches and markets for the water, wastewater and biosolids markets in Ontario.
- Successfully sold \$7M and developed \$20M worth of projects with VWS services and technologies.
- Excelled in assessing client needs, developing strategic plans and highly effective business solutions.
- Keep abreast technological advances.

### ***CH2M Hill Canada Inc. – Jan 2001 – Sept 2009***

#### **Significant Projects**

##### **Process System Upgrades Projects, Oct 2008 – Sept 2009**

###### *Project Manager and Process Lead*

- City of Toronto – R.C. Harris Water Filtration Plant: Process designer and project/contract manager of a multi-disciplinary team in the design, construction and commissioning of chemical system upgrades of up to \$200,000.
- District of Muskoka: Huntsville – Fairyview Water Treatment Plant: Managed the process upgrades of up to \$500,000 to the existing chemical systems.
- City of Hamilton – Corrosion Control study: Evaluated the cause of corrosion issues and identified remediation steps throughout the distribution system and at the tap.

##### **City of Toronto: R.C. Harris Water Filtration Plant – Residue Management Facility (RMF), Toronto, ON**

###### *Associate Project/Design Manager*

- Worked with Senior Project Manager to successfully plan and execute a \$60M Residue Management Facility.
- Coordinated technical team from design to construction. Multidisciplinary team of civil, structural, electrical, mechanical engineers, SCADA, instrumentation and control.
- Managed tender package, prepared specifications and managed the RFP process.
- Coordinated process design of various process mechanical systems.
- Contract Management, Client Management, Construction Services.
- Managed RFI process and contractors change orders.
- Completed MOE requirements for Certificate of Approvals.

##### **City of St. John's: Bay Bulls Big Pond Water Treatment Plant – DAF Pretreatment, St. John's, Nfld., January 2004 – January 2008.**

###### *Process/Project Manager*

- Headed a \$200,000 Dissolved Air Flotation (DAF) pilot study that simulated the existing plant process at pilot scale and optimized the process for improved water quality.
- Managed and led conceptual design efforts for a \$30M pretreatment and residuals handling facility.
- Completed studies to determine requirements for plant upgrades.

### **Public Works and Government Services Canada, Toronto, ON, November 2001 – January 2003**

#### *Project Consultant*

- Evaluated water quality for 400 PWGSC Federal sites; proposed remediation programs, installation and decommissioning of wells, provided full client service and handled all water quality-related issues.
- Managed 2002 water sampling program; prepared request for proposals and developed water sampling protocol, prepared year-end report (2001 to 2002) and outlined project work for the 2002 to 2003 fiscal year.
- Outlined monitoring and maintenance program for communal well systems.

### **CH2M Hill – Industrial Experience, January 2001 – December 2001**

#### *Engineer-in-Training – Process Support*

- Falconbridge Limited: Reviewed plant hydraulics and completed a cost-benefit analysis to assess alternatives for improving existing process water pumping system and meet plant requirements.
- Midwest Food Products Inc.: Prepared EA Proposal to evaluate environmental impacts of the potato facility and evaluated the mud water system at the potato processing facility.
- General Motors: Completed National Pollutant Release Inventory report for auto-maker.

### **CH2M Hill Australia – January 2008 – October 2008**

### **Dept. of Sustainability & Environment – Advanced Water Treatment Plant, Melbourne, AU**

#### *Process Engineer & Project Manager*

- Process lead of a \$150,000 reference design of a future water reclamation plant treating water from Melbourne's Eastern Treatment Plant.
- Completed lifecycle analysis, managed project deliverables and worked with team to complete design deliverables: process flow diagrams (PFDs), design calculations, P&IDs, mechanical drawings, functional requirement statements and final report.

### **Western Corridor – Luggage Point Alliance Advanced Water Treatment Plant – Alliance Project, Brisbane, AU**

#### *Facility Lead-Chemical Systems*

- Headed the engineering of chemical systems of a \$270M plant between the design and construction phases.
- Worked with other Facility Leads to provide on-site technical support for the design and construction of 15 chemical systems that impacted all processes across the plant.
- Provided technical support for pretreatment, membrane/ultrafiltration, reverse osmosis, advanced oxidation, solids handling and dewatering

### **Academic/Research Experiences**

- Quantification and Composition Audit of Waste Generated at the Early Morning Market in Vientiane, Lao, PDR (M.Eng Thesis – published January 2004).

# Monty Fidda, M.Eng., P.Eng., PMP, AMP, MBA\*

## EXECUTIVE PROFILE

**Executive Business Leader & Advisor** with demonstrated success in technology evaluation, planning and execution to support strategic business objectives. Recognized for implementing technology standards, processes and initiatives that generate multi-million dollar impacts, increase revenue and reduce costs. Proven track record of transforming low value, disparate groups into high value, strategically focused organizations through vision-inspired leadership. Expertise includes:

- Information Technology Management
- Systems Development & Support
- Strategic Business Planning
- Strategic Technology Planning
- Information Planning
- Manpower Management

## EDUCATION

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<b>Kellogg School of Management, Northwestern University, Chicago, Ohio</b>	2017
<b>Schulich School of Business, York University, Toronto, Ontario</b>	
<i>*Candidate for Executive Master of Business Administration – Joint Program</i>	
<b>University of Waterloo, Waterloo, Ontario</b>	2008
<i>Master of Engineering, Electrical &amp; Computer Engineering (Cumulative Average: 90.0%)</i>	
<i>Graduate Certificate, Management Engineering</i>	
<b>University of Waterloo, Waterloo, Ontario</b>	2007
<i>Bachelor of Applied Science, Honours Computer Engineering (4B Average: 87.0%)</i>	

## PROFESSIONAL WORK EXPERIENCE

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- Canada Revenue Agency, Mississauga, Ontario** Jan 2015 - Present  
*Research & Technology Advisor – Government of Canada*
- Jointly delivering **\$4.0 billion** federal tax incentive program that promotes and encourages businesses of all sizes to perform Scientific Research & Experimental Development (SR&ED) within Canada
  - Evaluation of various technologies while interfacing with researchers and industry executives to review claims for SR&ED tax credits
  - Exemplary performance in addressing conflict resolution between private sector and CRA by addressing issues in fair and systematic manner
  - Concluding a fully accountable and defensible claim determination regarding work eligibility as SR&ED as per Canadian Income Tax Act subsection 248 (1)
- Ontario Trillium Foundation, Oakville, Ontario** Sept 2015 - Present  
*Grant Review Team Advisor – Peel & Halton Region*
- Provide advisory services to the Board of Directors of the Ontario Trillium Foundation
  - Ensuring effective outreach and communications regarding the funding programs and review grant applications within the guidelines provided by Trillium
  - Play a critical and an effective leadership role in promoting non-profit organizations to provide better quality of life
- RE/MAX Gold Realty Inc., Mississauga, Ontario** Jul 2012 - Present  
*Chief Information Officer | Real Estate Broker*
- Led delivery of best-in-class technology solutions and services to various business partners while managing 5 direct reports with \$4M budget

- Formulated and executed strategic sales, product development, technology and operational plans to support 100% annual growth
- Re-engineered company-wide partner integration processes. Decreased integration time, increased partner satisfaction and lowered costs by 32%. Named RE/MAX Executive for innovative methodologies and superb sales

**Fidda Financial Services Inc.**, Brampton, Ontario

Apr 2014 - Present

*Vice President – Operations*

- Providing mortgage financing services to real estate industry while establishing turnkey service solutions
- Developing evolving sales plan in support of corporate goals & leadership securing \$2M in transactions in 2015
- Consistently driving towards a customer centric culture that seeks to understand their needs and wants

**Advanced Micro Devices Inc.**, Markham, Ontario

Dec 2010 - Oct 2014

*Sr. Product Development Engineer – Yield Engineering*

- Managed multiple GPU programs to meet aggressive production launches with DPPM less than 500
- Re-designed an efficient and effective company-wide ASIC cost modelling process optimizing alignment cycle by 35%
- Drove business decisions by forecasting yields, scrutinizing production test programs and driving design changes
- Optimized 28 & 40 nanometer discrete graphics product yields by isolating systematic issues and re-targeting foundry line saving **\$90 million CAD**; while securing Apple Mac Pro business through ASICS: R9 285 & R8000
- Promoted to Sr. Engineer in 18 months while mentoring a team of 5 engineers to provide production level direction

**BlackBerry (Research In Motion Ltd.)**, Waterloo, Ontario

Jan 2009 - Dec 2010

*Field Test Specialist – BlackBerry Systems Engineering*

- Managed technical relationships with RIM’s new and existing carrier partners - Verizon, Bell, Thumb & TELUS
- Travelled to carrier sites across North America for Official Technical Acceptance of BlackBerry products
- Ensured Quality of Service (QoS) prior to release by testing & verifying BlackBerry products on live network
- Developed system integration test methodologies addressing different network implementation while minimizing defects

**ADDITIONAL RELATED EXPERIENCE**

**ATI Technologies Inc.**, Markham, Ontario – Quality Component Engineer

Jan 2006 – Apr 2006

**Nortel Networks Ltd.**, Belleville, Ontario – Solutions Introduction Analyst

May 2005 – Aug 2005

**ATS Test Systems Ltd.**, Woodbridge, Ontario – Project Co-ordinator

Jan 2004 – Apr 2004

**VOLUNTEER EXPERIENCE**

**Toastmasters International**, Mississauga, Ontario – Vice President Memberships

Jul 2015 – Present

**Professional Engineers Ontario**, Toronto, Ontario – EIT Guide

Jan 2015 – Present

**AMD Social Committee**, Markham, Ontario – Member

Jul 2012 – Oct 2014

**ACHIEVEMENTS & ACTIVITIES**

**Awards:** AMD Spotlight Award, RE/MAX Executive Club Awards, UW Graduate Entrance Scholarship, Governor General’s Academic Medal, University of Toronto Scholar, Chancellor Scholarship

**Certifications:** Lean Six Sigma Green Belt, Project Management Professional (PMP), Professional Engineer (P.Eng.), Accredited Mortgage Professional (AMP), Real Estate Broker

**Languages:** English, Hindi, Punjabi, Urdu, French

**Interests:** Piano, Tabla, Bike Riding, Flying Cessna 172, Travelling





# Hill & Schumacher

*Patent & Trademark Agents*

Lynn C. Schumacher, B.Sc., M.Sc., Ph.D.  
Nancy E. Hill, B.A.Sc., P.Eng., LL.B.  
Stephen W. Leonard, B.Sc.(Eng.), M.Sc., Ph.D.  
John C. Hunt, B.Sc., M.Sc., Ph.D.

Technical Assistant, Kyongmi M. Yoo, B.Sc.  
Renewals, M. Susan J. Holladay, B.Sc.

Registrar  
c/o Director, People Development  
40 Sheppard Avenue West, Suite 101  
Toronto, ON  
M2N 6K9

Dear Sir:

**Re: Engineers Canada Director**

I am interested in serving as a PEO Director on the Engineers Canada Board. As the largest regulator in Canada, it is important that PEO has a strong voice on the board of Engineers Canada. I believe that I can be that voice. As PEO's Engineers Canada Director, I will work to protect PEO'S interest and I will ensure that the Engineers Canada Board knows PEO Council's views on issues.

I have served as a volunteer with PEO continuously for over 20 years. I have served in a wide range of roles at PEO and I have been a PEO representative on an Engineers Canada committee.

I served on PEO council for 7 years and during that time I was elected by Council to serve two years on the executive committee. In addition, I have served and continue to serve and in some instances chaired a number of committees and task forces. These committees include those with a purely regulatory function such as the Complaints Committee and the Complaints and Discipline Task Force, operational committees such as the Audit Committee and member related committees such as the Advisory Committee on Volunteers and the Awards Committee.

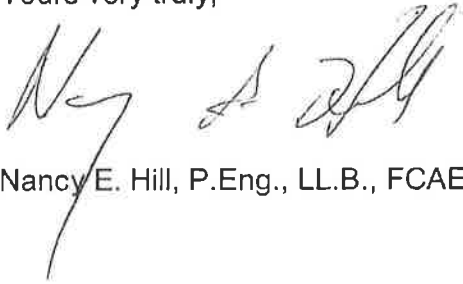
I have also served on OSPE committees and participated in, and organized OSPE events. As well, I am involved with the faculties of engineer at Ryerson and UofT and Auto 21 a Federal Centre of Excellence.

I have a broad understanding of the challenges that face engineering, not only through my volunteer work but also through my work. As a patent agent, I work with a broad

range of technologies from robotics, to steel construction, to biomedical devices, to information technology. As the government of Canada tries to move Canada from a resource based economy to an innovation economy it is very important that engineers are part of that conversation. Engineers drive our economy and this is particularly true with regard to the innovation economy. It is very important that Engineers Canada, as the collective voice for engineers in Canada, helps shape the Federal Government's policies in regard to the innovation economy. As PEO's Engineers Canada Director, I will work to provide a strong voice for engineers who work in the innovation economy.

In conclusion, as PEO'S Engineers Canada Director I will work to provide an open dialogue between PEO and Engineers Canada and be a strong voice for PEO. A copy of my resume is attached. Please advise if your require anything further in regard to this matter.

Yours very truly,

A handwritten signature in black ink, appearing to read 'Nancy E. Hill', written in a cursive style.

Nancy E. Hill, P.Eng., LL.B., FCAE, FEC

# NANCY E. HILL

## PROFESSIONAL QUALIFICATIONS

Professional Engineer  
Registered Patent Agent  
Registered Trade-mark Agent  
Licensed to Practice Law in Ontario

## SELECTED WORK EXPERIENCE

- 1992 - present      **Intellectual Property Lawyer**  
                         **Founding Partner - HILL & SCHUMACHER**  
                         **Patent and Trademark Agents** (established July 1994)  
Intellectual property law focusing on patent, trade mark and industrial design prosecution including the securing, maintaining and enforcing of intellectual property rights. Advising on strategies for worldwide protection. Managing client development, capital budgeting and development of office systems.
- 1991 - 1992      **Instructor**  
                         University of Toronto  
Developing and teaching a continuing education course to engineers, scientists and architects related to securing, maintaining and enforcing intellectual property rights in Canada and elsewhere.
- 1981 - 1983      **Structural Engineer**  
                         Stone & Webster Canada Limited  
Structural design of pipe support systems of nuclear power plants including performing and checking calculations, checking drafting and designing on a computer.

## EDUCATION

- 1986 **Bachelor of Laws**, University of Ottawa, Common Law Program
- 1981 **B.A.Sc.**, University of Toronto, Civil Engineering

## AWARDS

- 2014 Fellow of the Canadian Academy of Engineering (FCAE)
- 2013 Ontario Women's Directorate Leading Women, Leading Girls Building Communities Award
- 2011 University of Toronto (U of T) Arbor Award
- 2008 Invested as a Companion in the Professional Engineers Ontario Order of Honour
- 2008 Fellow of Engineers Canada (FEC)

## PROFESSIONAL ACTIVITIES – current and selected past involvement

- **Complaints and Discipline Process Task Force-Professional Engineers Ontario (PEO) - 2011 to 2012**
- **Dean's Advisory Council, Faculty of Engineering, Architecture and Science at Ryerson University – 2011 to present**
- **Awards Committee – PEO - 2009 to present (Vice Chair - 2011 to 2014; chair 2014 - present, Ontario Society of Professional Engineers (OSPE) representative – 2009 to 2014)**
- **Research and Innovation Committee – OSPE – 2008 to 2010**
- **U of T Engineering Alumni Association Honours and Awards Committee**
- **Warden of Camp 1 for the Ritual of the Calling of an Engineer - 2007 to present**
- **Engineers Canada Women in Engineering Committee**
- **Women in Engineering Advisory Committee - OSPE - 2003 to 2010**
- **Research Management Committee – Auto 21 – 2001 to 2015**
- **Advisory Committee on Volunteers – PEO – 2001 to 2009**
- **Executive Committee - PEO - 2001 to 2003 and 2005 to 2006 (Council-appointed member)**
- **Complaints Committee- PEO - 2000 to present (Vice Chair - 2009 to 2011, Chair 2011 to 2013)**
- **Audit Committee- PEO- 2000 to 2011 (Chair 2008 to 2009; Vice Chair 2010 to 2011)**
- **Lieutenant Governor Appointee – PEO Council – 2000 to 2007**
- **Board of Directors - Canadian Coalition of Women in Engineering Science and Technology (CCWEST) - 1995 to 2000**
- **Women in Engineering Advisory Committee - PEO - 1993 to 2001 (Chair 1995 to 1998; Co-Chair 1994 to 1995)**
- **Board of Directors of the Women Inventors Project – President (more than 6 years)**
- **Editorial Board of Engineering Dimensions - PEO - 1992 to 1997**
- **Director - Print and Drawing Council of Canada - 1992 to 1994**
- **Program Committee - Women in the Law Annual Conference – 1985**

## **SELECTED ARTICLES & PUBLICATIONS**

Hill, N., 2005. Hot Property: Protecting your great idea. *Engineering Dimensions* Sept./ Oct.

Prepared by: B. Clarida, R. Goodings, N. Hill, R. Hicks, P. Hiscocks, N. Huggins, D. Stinson and K. Webb, Guideline on Human Rights in Professional Practice.

Hiscocks, P., and N. Hill, 2002. On the job with human rights. *Engineering Dimensions* Nov./Dec.

N. Hill, 2001. The Workplace is Changing: Refining Professional Misconduct, *Innovation, Journal of Association of Professional Engineers and Geoscientist of BC*. September 2001

## **SELECTED LIST OF SPEAKING ENGAGEMENTS**

- "Cross Boarder Professionalis Issues for Every IPE Practitioner to Consider ", Law Society of Upper Canada IP Year in Review
- "Intellectual Property 101: What your clients need to know about Patents, Trade-marks and other types of IP", Certified General Accountants of Ontario
- "Top Ten Things that Every Lawyer Should Know About Intellectual Property Law", Toronto Lawyers Association
- "Intellectual Property for Engineers", Education Program Innovations Centre
- "Frequently Asked Questions regarding Patent Practice", Ontario Partnership for Innovation and Commercialization
- "Intellectual Property and Patents", Moderator, OSPE Spring Forum
- "Get it Right, Get it Right Early and Get Engaged", Ontario Society for Excellence in Technology Transfer
- "Patent Strategies", OCE, Ontario Technology Transfer Partnership Forum

Mr. Gerard McDonald, P.Eng., MBA  
Registrar,  
c/o Director People Development  
Professional Engineers Ontario  
Suite 1000  
101-40 Sheppard Ave. West  
Toronto, Ontario  
M2N 6K9

February 9, 2016

Dear Gerard:

After due consideration and consultation with those for which this commitment will most affect, I wish to place my name forward for one of the two positions as a Director to the Engineers Canada Board representing Professional Engineers Ontario.

I believe that I can provide Professional Engineers Ontario with the kind of representation that is required at this point in time. For my entire professional career I have donated volunteer time to the profession through the association. This has led me to volunteer at the local, provincial and national levels, which I continue to do today as a member of PEO's Finance Committee.

I can provide a unique and insightful perspective to PEO as a former volunteer and employee with Engineers Canada. As you know, and as evidenced in my resume, I have extensive volunteer experience including as a PEO President (2003/04) and an Engineers Canada President (2006/07).

Thank you.

Yours truly,

A handwritten signature in black ink that reads "Kenneth C. McMartin". The signature is written in a cursive, flowing style.

Kenneth C. McMartin, P.Eng.,

# RESUME

**Kenneth C. McMartin, M.Eng., P.Eng.**

## EMPLOYMENT HISTORY:

### **Engineers Canada,**

Practice Lead, Qualifications

February 2014 to June 2015

As Practice Lead, I was secretary to the Canadian Engineering Qualifications Board.

The work includes coordinating the development and maintenance of national qualification standards for admission to, and the practice of, professional engineering in Canada, as well as enhancing the mobility of professional engineers across Canada. The work involves providing the Secretariat services to the Qualifications Board, committees and groups related to the qualifications and practice areas and to engage committees to achieving the Engineers Canada Ends related to admissions and qualifications issues.

The position also requires researching, develops recommendations, disseminating information and managing projects related to the qualifications of the practice of engineering, professional practice, illegal practice and professional development. The incumbent is required to identify opportunities to develop and implement national standards, guidelines and interpretive statements, policies and procedures related to the qualifications, professional practice, illegal practice and professional development. Also the incumbent provides support to the constituent associations' development of standards and guidelines on admissions, professional practice and professional development programs. Communicates findings, conclusions and recommendations to the Framework for Licensure, Qualifications Board, National Admissions Officials Group and the National Discipline and Enforcement Officials Group.

Director, Professional and International Affairs

June 2009 to February 2014

The Director leads the work of the Department of Professional and International Affairs and the Director is a member of the Engineers Canada Management Team. The work of the Director, Professional and International Affairs is concentrated upon fulfilling the organization's objectives relating to professional qualifications, practice and engineering regulation, as well as coordinating Engineers Canada international activities. Other duties involve maintaining strong working relationships with the constituent members of Engineers Canada as well as other engineering and related organizations both inside and outside of Canada. The Director is responsible for the operation of the Secretariat for the Canadian Engineering Qualifications Board and its supporting committees and task forces. The Director is also assigned secretariat responsibilities for the International Committee. The Director will also work closely with the Director, Education and the Canadian Engineering Accreditation Board in fulfilling his/her responsibilities in the professional and international areas.

The Director is also responsible for the development and implementation of an industry liaison program for Engineers Canada.

**Carleton University,** Department of Civil and Environmental Engineering  
Manager, Civil and Environmental Engineering Laboratories

September 1982 to June 2009

Responsible for the economic and efficient operation of all laboratories within the Department of Civil and Environmental Engineering including Structural Laboratory, Geotechnical and Highway Materials Laboratory, Environmental Laboratories, Undergraduate and Graduate Laboratories, and the Computer Aided Design Laboratory. Responsible directly to the Chair of the Department.

In this capacity I plan, organize, direct and control the operation of the laboratories to support academic, research and contract activities; by assisting faculty in the translation of University roles and objectives into immediate and long range plans for laboratory

operations; by defining and developing for financial estimate purposes, laboratory requirements relative to space, facilities, equipment and personnel resources; by developing arrangements for laboratory resources for academic, research and contract plans; by submitting to the Faculty consulting advice and recommendations with respect to the effective, economical and efficient use of laboratory resources; by developing policy and broad guidelines for the operation of the laboratories; by ensuring procedures are developed for use of facilities and equipment.

I provide professional services to Faculty, teaching assistants, students and other users for academic, research and contract purposes by assisting in the development of plans and schedules for use of laboratories and their resources and by assisting principal investigators in contract administration as it relates to use of laboratory resources.

In addition other duties performed are; consulting with faculty and technicians regarding design, development, modification, manufacture and purchase of equipment; preparing estimates and structuring schedules for expenditures of approved budgets; maintaining financial and accounting records and reports for both capital and operating resources; developing and supervising technician resources.

**Morrison, Hershfield, Burgess and Huggins Limited, Toronto**

Project and Design Engineer

January 1979 to August 1982

Employed as Project and Design Engineer with the Timber Engineering and Wood Technology Division of the firm and responsible to the Division Manager.

Experienced in the evaluation of structural timber components and fastenings by inspection, structural analysis and physical testing. Knowledgeable in the design of timber and wood framed structures, the investigation of deterioration of failure of wood structures and consulted on wood products research and development.

Supervised junior engineers working on division projects and consulted and advised other company divisions on timber engineering expertise. Provided direction on inspection; analysis; preparation of reports; preparation of cost estimates; design of remedial work; preparation of specification and site supervision of work in progress.

Directed and was project engineer on several federally sponsored research and development projects which included, testing of long span light wood trusses, an extension of the structural safety investigation of long span light wood trusses and the testing of conventional and special ceiling diaphragms for farm buildings.

**Carleton University, Ottawa**

Graduate Student

September 1976 to December 1978

Teaching assistant for the Department of Civil Engineering

**Ministry of Transportation and Communications of Ontario, Toronto**

Field Engineer

May 1976 to September 1976

Employed as an engineer in the Ministry's Training program. Responsible for the supervision of a survey crew for road alignment and grade.

**EDUCATION:**

M.Eng. (Civil) Carleton University 1981

B.Eng. (Civil) Carleton University 1976

Carleton University, Staff Training and Career Development Courses:

Time Management

Supervision (course developed to train supervisors)

Knowledge of Microsoft Windows, Word, Excel, PowerPoint and Project

Queen's School of Business, Executive Development Program:

Fundamentals of Governance

**PROFESSIONAL QUALIFICATIONS:**

Professional Engineers of Ontario (PEO) 1982



#### **PEO Activities:**

Past-President 2004-2005  
President 2003-2004  
President-Elect 2002-2003  
Vice-President (Elected) 2001-2002  
Eastern Region Councillor 1997-2001  
Member Ottawa Chapter Executive 1988-1994  
Chair Ottawa Chapter 1991-1992

#### **PEO Committees:**

Member PEO Awards Committee 1993-2002  
Member PEO Fee Schedule Committee 1996-2000  
Member PEO Discipline Committee 1997-2000  
Member PEO Student Membership Task Force 1998-2001, Co-Chair 1998-2001  
Member PEO Regional Councillors Committee 1997-2001, Chair 2000-2001  
Member PEO Enforcement Committee 1999-2003, Chair 1999-2003  
Member PEO Finance Committee 1999-2003, Chair 2000-2003  
Member PEO Executive Committee 2001-2005  
Member PEO Advisory Committee on Committees 2001- 2003  
Member PEO Human Resources Committee 2004-present, Chair 2004-2005  
Member PEO/OSPE Joint Relations Committee 2004-2005  
Member PEO Finance Committee 2015- 2016

#### **Engineers Canada Activities:**

Past-President 2007-2008  
President 2006-2007  
President-Elect 2005-2006  
Director representing PEO 2002-2008

#### **Engineers Canada Committees:**

Awards Committee 2002-2005  
Government Relations Committee 2002-2003, 2005-2006  
Finance Committee 2005-2006  
Canadian Engineering Accreditation Board 2004-2005  
Executive Committee 2005-2008

#### **AWARDS:**

1984 Canadian Society for Civil Engineers' Gzowski Medal  
Fellow of Engineers Canada

#### **PUBLICATIONS:**

Turnbull, J.E., K.C. McMartin and A.T. Quaile **STRUCTURAL PERFORMANCE OF PLYWOOD AND STEEL CEILING DIAPHRAGMS USED AS WIND BRACING IN FARM BUILDINGS**, Canadian Society of Agricultural Engineers Annual Conference, St. Catherine's, Ontario, August 1981

McMartin, K.C., A.T. Quaile and F.J. Keenan, **STRENGTH AND STRUCTURAL SAFETY OF LONG SPAN LIGHT WOOD TRUSSES,(PART 1) EXPERIMENTAL RESULTS**, Canadian Journal of Civil Engineering, Volume 11, No. 4, 1984, pp. 978-1008.

Salinas, J.J., R.G. Gillard and K.C. McMartin, **STRENGTH AND STRUCTURAL SAFETY OF LONG SPAN LIGHT WOOD TRUSSES, (PART 2) ANALYSIS OF RESULTS**, Canadian Journal of Civil Engineering, Volume 12, No. 1, 1985, pp. 114-126.

Selvadurai, A.P.S., K.C. McMartin and S.D. Conley, **A COMPUTER AIDED EXPERIMENTAL TECHNIQUES FOR THE STUDY OF HEAT TRANSFER PROCESSES IN BUFFER REGIONS OF A NUCLEAR WASTE DISPOSAL VAULT**, First Canadian Conference on Computer Applications in Civil Engineering/Micro-computers, McMaster University, Hamilton, Ontario, May,1986.

Agerwal, A.C., Selvadurai, A.P.S. and McMartin, K.C. (1991) **BEHAVIOUR OF A SHEAR CONNECTION BETWEEN STEEL GIRDER AND CONCRETE DECK SLAB**, Proceedings of the CSCE Annual Conference, Vancouver, Vol. III, pp. 126-135.

**Andrew J. Ramcharan (Ph.D.,P.Eng)**

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**Attn: Human Resources,**

Dear Sir or Madam,

I have enclosed a copy of my application and resume for your review and consideration of my qualifications for employment with your reputable company.

Have conducted due diligence on over 60 projects globally and proposed over 10 for complete take out. The companies were valued from \$40M to \$3 billion dollars. Completed 3 private placements and 2 major take over (worth of \$800M and \$1.5B Capital Cost) and raised over \$500M for capital expenditure at IAMGOLD Corporation. Worked in Investor Relations and Exploration/Geology.

My minor at Colorado School of Mines is in Mineral Economics and attended Harvard Business School (short course on strategy investment). I have worked in operations, as an analyst, in consultancy and currently in corporate development.

Identify, analyze and perform due diligence in evaluating mining projects/company for Mergers and Acquisitions/Investments and prepare board memo for recommendations for transaction. I have traveled extensively on site visits to finalize and complete due diligences. Prepare cash flow models (NPV, IRR) and recommend whether to invest.

Coupled with my strong analytical, interpersonal and communication skills are my commitments to hard work and strong work ethics. I would appreciate an opportunity to discuss my abilities in more depth, and am available for an interview at your earliest convenience. I look forward to hearing from you.

Thank you for your consideration.

Sincerely,

.....  
Andrew Ramcharan.

**Andrew J. Ramcharan (Ph.D.,P.Eng)**

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**Objective:** A challenging position within a progressive organization.

**Working Experience:**

- *Cash Flow Model, NPV, IRR*
- Financing, Continuous Improvement
- Investor Relations, Exploration
- NI43-101, PFS, FS, Scoping Reports
- *Project Evaluation for Investments*
- Operating and Capital Cost estimates
- Datamine, Whittle, MS Project and Office
- Resource and Reserve estimation

**Petaquilla Mineral Ltd. May 2012 – Present “Toronto, Canada”**

**VP - Corporate Development (M&A)**

- Project evaluation for investments (M&A) by identifying, analyzing and performing due diligence. Assisted in financing over \$50m and advancing new projects in Europe.
- Advice on all strategic corporate decisions including new projects, fend off Inmet’s hostile bid and also work in Investor Relations, Exploration, Resources/Reserves and Company’s QP.
- Continuous Improvement of operations and expansions strategies. In charge of Consultants.

**IAMGOLD Corporation Oct. 2008 – April 2012 “Toronto, Canada”**

**Manager - Corporate Development (M&A)**

- Project/Company evaluation to recommend for investments (M&A) by identifying, analyzing and performing due diligence. Share price increase from \$5 to over \$20 in 2 years.
- Extensive cash flow modeling of potential project/company and recommendations of reasonable capital and operating costs. Worked in Investor Relations and Exploration/Geology.
- Assisted in raising over \$500m, 2 major take overs and 3 private placements.

**SRK Consulting Mar. 2005– Sept. 2008 “Denver CO” USA**

**Manager Technical Services, Snr. Engineer**

- Resources and reserves estimation. *Extensive Cash flow modeling (NPV, IRR).*
- Reports of deposits worldwide for listings (TSX, LSE), feasibility studies, NI43-101, due diligences and project evaluation to raise capital or for acquisition.
- Advice on mergers and acquisition of assets and/or companies. Investor Relations.

**Resource Capital Funds Jul. 2004 – Feb. 2005 “Denver CO” USA**

**Analyst – Geological/Mining**

- Analyze projects worldwide and recommend whether to invest. Prepare cash flow models and prepare risk analysis for commodity prices/demand and supply/ and compare operations. Resources and reserves estimation with Opex and Capex costs estimation.
- Site visits and technical review of mines. Advice whether to invest – **Perth, Australia**

**Dynatec Corporation Apr. 2000 – Jun. 2004 “Sudbury ON” Canada**

**Mine Plan Engineer – Mc Creedy West Mine Site / Levack Mine / Norman**

- Mine planning, design and development with Datamine and Whittle. Prepare cost/budget/schedule reports. Block modeling and resource estimations. Implement systems to improve overall efficiency and reduce cost.
- Worked underground and in open-pit to gain practical experience.

**Estimator** (Mining and Consultant Company) – “**Richmond Hill ON**” Canada

- Under the guidance of a professional engineer – prepare estimates for mining/civil engineering projects. Did many raise boring and underground mining estimates (INCO, Placerdome). Assisted in feasibility study for projects in the US (Thompson Mine) and Greenland (Nalunaq).

**Guyana Geology and Mines Commission.** Aug.1995 - Jun.1999.  
(Regulatory body for mining companies)

**Mine Engineer**

- Worked under the guidance of a senior mining engineer in preparation of technical reports, for inspection and monitoring of small, medium and large scale gold mining operations. Inspected and monitored mining operations - Omai Gold Mines Ltd. (Cambior/Golden Stars Resources), Aroaima Bauxite Company (Reynolds/Greens) etc.

**Geological Technician**

- Worked under the supervision of a mining engineer to conduct field mapping and field support of gold mining operation (open-pit). Field Technician duties for sampling and assaying.

Education/ Professional Body:

**Colorado School of Mines**, Leoben – M.Sc. 2005, and Ph.D. 2010 Mining Engineering/Economics  
Harvard Business School – Course on Fundamentals of Strategy  
B.Eng - Mining Engineering (1997)  
Working knowledge of Spanish.

**P.Eng**, SME – USA, CIM – Canada, QP-NI43-101(Ontario), FAusIMM – Australia, PDAC member  
Full Scholarship for Masters and Ph.D.

Training and Voluntary

- Leadership, Environmental Training Summit-*UN Headquarters*, New York 1995, 2001.
- Former Vancouver Board of Trade 2000.
- NORCAT / WHMIS – Sudbury, Ontario. 2002. Common Core – Ontario. 2003.

**REFERENCES:** Available upon request.

## JAIDEV (JAY) SARKAR, P.Eng.



Mr. Jay Sarkar is the Chairman, President and CEO of Sartrex Power Control Systems Inc. a high-tech Scientific Instrumentation Company with its principal office located in Toronto, Canada. Although Sartrex has distribution channels all over the world including South Korea, China, Argentina, Romania, India, Pakistan, and most parts of Europe, Mr. Sarkar has kept his entire manufacturing and design staff here in Toronto Canada.

Sartrex is a 100% Canadian owned company which designs and manufactures custom control and safety instrumentation to the Nuclear, Military and security markets globally. Today, Sartrex has been recognized as a world leader in the field of safety related instrumentation and custom solutions.

Mr. Sarkar is a Professional Electrical Engineer (P.Eng.) by profession. In addition to being engaged with his professional activities in various capacities over the last 35 years, Mr. Sarkar has been active leader in his community and social outreach programs. He is the Chairperson of several groups and actively participates in academic, cultural, and social events as a motivational speaker to immigrants who have recently entered this country.

His benevolence does not restrict only in Canada, but his generosity blended with kindness emulates all over the world where people are in need of help and assistance.

Mr. Sarkar is the elected President of the Prabasi Bengali Cultural Association (PBCA), which is an organization more than 40 years old, very well known within Indian and Bengali circles. He was also the principal Chairperson for North American Bengali Conference (NABC) 2008 and again in 2013 held in Toronto, Canada. He is also a life time member of the Canadian Adult and Community Education Alliance.

Mr. Sarkar is also the respected member of many nuclear association and society. He is also an active member of CAN (Canadian Nuclear Association). He is known as "Mr. Nuclear" in his professional circles. He has participated in many trade missions with heads of states to promote the viability and safety of nuclear power all over the world.

Mr. Sarkar contested for the Parliamentary election held in 2007 from Ontario Provincial Government and will have future plan to run federal election.

Mr. Sarkar's vision is to evolve society from status quo and facilitate a social fabric that adds value to society from all persons within that society. One that equally treats all persons based on performance and merit. Being an active member of the Private Sector for his entire career, Mr. Sarkar has seen what it takes to sustain long term success in this very dynamic and globalized world. Innovation and forward thinking strategies through a global lens are keys to present and future achievement.

In addition to Mr. Sarkar's sustained professional achievements, he has been also nominated for the glorious "Ontario Medal for Good Citizenship" award and was most recently the key note speaker for many events including the "Settlement Assistance & Family Support Services (SAFSS)".

It is also worth noting that Jay Sarkar has been awarded the prestigious award titled "Glory of Bengal" meant for Non-Resident Indians who are successful in their respective business fields. Mr. Sarkar has received this award as a successful businessman and entrepreneur. Only a handful of people were nominated from around the world. The ceremony was held in Doha-Qatar in the month of January 2010. In 2013 Mr. Sarkar was also invited as an overseas entrepreneur in Kolkata, India by the Bengal Chamber of Commerce and Industries (BCCI) to attend a special seminar and spoke as one of the key note speakers. Mr. Sarkar has also been inducted to the Board of Directors of Panorama INDIA in Toronto 2012-2013. Corporate member of ICC (Indian Chamber of Commerce, Canada).

In 2010, Mr. Sarkar received two distinguished awards for life time achievement/contribution towards community services and entrepreneurship. Mr. Sarkar was invited by the Government of India in Mumbai to attend a Nuclear Conference on Nov/Dec.2013 and he was one of the prime speakers on behalf of Canadian Government. In January 2014 he was invited by Indian Government to attend entrepreneur's conference and spoke as one of the keynote speakers. In February 2014, Jay was invited to join as a foreign entrepreneur to establish a Medical college in the state of West Bengal. In December 2014, he attended worldwide INFOCOM conference held in Kolkata, India. He was one of the important speakers to speak about convergence of business, technology and leadership.

Mr. Sarkar also ran for the parliamentary election held in 2007 from Ontario, Canada for the Provincial Government and plans to run federally in the upcoming Federal Election in Canada in October 2015.

Mr. Sarkar is dedicated, self disciplined, motivated, cultured person, married with two children and lives in Woodbridge, Ontario.

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# JOHN ALLEN STEWART, PhD, MASc, B.Eng, CD, FITE, RMC, P.Eng

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15 February 2016

Registrar PEO  
c/o Director, People Development

RE: PEO Representative Engineers Canada Board of Directors

I am writing to express my interest in being appointed as one of the PEO Representatives on the Engineers Canada Board of Directors. If selected I am willing to serve for a three year term. I have been a member of PEO since 1989 and have a Certificate of Authorization from PEO. I am currently a member of the Academic Review Committee.

As long time academic administrator, educator and researcher I am energized by the idea that I could effectively represent PEO on the EC Board of Directors. I am confident that with my proven track record of successes in academic administration and my reputation as a collegial and collaborative senior manager and consensus builder, I can ensure that PEO's interests will be well protected and that its vision of engineering will be given the voice it deserves. I am confident that with my cumulative experiences I have the qualities that you seek and, as such, am pleased to put forth my candidacy for PEO Representative on the EC Board of Directors.

As Vice Principal Academic at the Royal Military College of Canada (RMC), I was instrumental in driving RMC's modernization through both academic and budgetary leadership. I owe my success to a combination of tenacity, strategic thinking and a genuine commitment to excellence in teaching, scholarship and administration. As an accomplished educator and researcher, I possess the knowledge and understanding of the needs of the engineering profession and I believe that I have the ability and skills that you expect in your representative. Moreover, I also bring over a decade in senior academic administration, providing me with first-rate insight into the operational workings of complex national organizations.

I led RMC's Faculty through the development and implementation of new programs such as a significantly expanded graduate program and a new Aeronautical Engineering program. Like most Ontario Universities, RMC is under extraordinary budgetary pressures, especially given the Federal Government's Strategic Review and Deficit Reduction Action Plan. As part of the Senior Executive team, I have been integral in ensuring that all core programmes were safeguarded, faculty were properly compensated, infrastructure was maintained all while accomplishing significant budget reductions.

In addition, while not required to do so as a result of our federal funding, I mandated and implemented the Council of Ontario Universities' (COU) Institutional Quality Assurance Process (IQAP) procedures in order to ensure that all degree programs at RMC are of the highest quality and are second to none, not only in Ontario, but across Canada. I have particular expertise in this area having been an active member of the Canadian Engineering Accreditation Board (CEAB). I have been an external reviewer for numerous national and international universities including, among others, University of Toronto, Concordia, McGill, Memorial, University of Calgary and University of Costa Rica. I also spent three years as a member of the Ontario Council of Graduate Studies (OCGS) finishing as Chair of one of the appraisal committees.

As part of my portfolio, I had strategic oversight of the \$150M recapitalization of RMC's main academic buildings as well as providing guidance and leadership in the design of a proposed \$75M Learning Centre. This is in addition to being responsible for the allocation of physical space to competing faculties and departments during a time of severe space shortages in office, laboratory and classrooms.

At the same time that I was confronting these challenges, I obtained a national reputation for superior leadership and management. As my C.V. indicates I have chaired a number of national level bodies and have been a key member of a number of national committees that will have a long-term impact on the future of engineering and education in Canada. Key amongst these were my positions as Chair of the National Council of Deans of Engineering (NCDEAS) and inaugural chair of its Deans Liaison Committee. I was integrally involved with the creation and introduction of the outcomes based assessment now used as an integral part of engineering school accreditation. I was also instrumental in instigating and getting agreement from Engineers Canada for the Memorandum of Understanding detailing the relationship between NCDEAS and EC. Under my leadership this organization has evolved into a proactive organization that is taking the lead in promoting and developing engineering education in Canada.

In addition, I have regularly organized and chaired technical paper sessions at the annual meeting of the Transportation of Association of Canada. I was a member of the steering committee of the Engineers Canada sponsored Canadian Engineering Labour Market Study. I have also served on numerous other international and national learned societies and helped organize technical sessions at several international engineering organizations' annual meetings.

I believe that I can bring a unique set of capabilities as your Representative on the EC BoD. RMC, in spite of being a relatively small university in terms of undergraduate student population, is an extremely complex organization. In addition to the 1000 residential undergraduates, there are approximately 9000 other students, civilian and military, national and international, enrolled in our programmes. We deliver courses to these students around the world in some of the most austere locations, including Afghanistan and the Persian Gulf. As well there are over 600 students currently studying at both the Masters and Doctoral levels. RMC has a very complex organizational structure, being the only Federal University in Canada, and as such, must meet all of the rules and regulations set by Treasury Board and the Financial Administration Act. At the same time, due to our membership in COU and AUCC and the fact that our authority to grant degrees stems from the Ontario Legislature, RMC must adhere to all Ontario norms for the quality assurance and control of all of our degree programs. Navigating amongst these often competing and conflicting objectives requires skill, diplomacy and agility of thinking; all talents that I possess.

I believe that I have the skills, determination and qualities that you are seeking and that I can be an effective representative for PEO on the EC BoD.

Regards,

**Dr. J. A. Stewart, P. Eng**  
Professor Emeritus Royal Military College of Canada

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# JOHN ALLEN STEWART, PhD, MASc, B.Eng, CD, FITE,, P.Eng

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## EXECUTIVE PROFILE

Visionary and resourceful Academic Leader with a long history of professional achievements in academia at the Royal Military College of Canada and Queen's University. Engaging educator and researcher with the skills to inspire and lead faculty to embrace a more modern curriculum delivery. Consensus builder, using a collaborative and collegial approach, leveraged astute market knowledge to align program offerings with prospective student needs. Expertly responded to changes in the education field, conceptualizing programs that allow for future career flexibility while promoting interdisciplinary skills. Dignified and articulate communicator, poised to promote and represent a distinguished post-secondary institution.

### ASSETS AT A GLANCE

- ◆ Long-Range Academic Planning
- ◆ Budgetary Leadership
- ◆ Multidisciplinary Collaboration
- ◆ Community Liaison
- ◆ Stakeholder Management
- ◆ Strategic Management
- ◆ Change Management
- ◆ Media Relations

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## QUALIFICATIONS IN ACTION

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### ROYAL MILITARY COLLEGE OF CANADA – Kingston, ON

<b>PROFESSOR EMERITUS, Civil Engineering</b>	<b>2013-PRESENT</b>
<b>VICE PRINCIPAL, Academic</b>	<b>2008-2012</b>
<b>DEAN, Faculty Of Engineering</b>	<b>2002-2010</b>
<b>HEAD &amp; CHAIR, Civil Engineering Department</b>	<b>1998-2002</b>
<b>PROFESSOR, Civil Engineering</b>	<b>2000-2013</b>
<b>ASSOCIATE PROFESSOR, Civil Engineering</b>	<b>1995-2000</b>
<b>ASSISTANT PROFESSOR, Civil Engineering</b>	<b>1987-1995</b>

**CAREER SUMMARY:** Began academic career with the Royal Military College in the 80s as an Assistant Professor, rapidly earning a full tenure position as Professor. Improved programs through extensive curriculum review and strategic long term academic planning.

In 1998, won the competition for the Head & Chair of the Civil Engineering Department, achieving innovative accomplishments in curriculum development and staff relations. Subsequently was appointed Dean of the Faculty of Engineering and after six years in that position was chosen to be the inaugural Vice Principal Academic.

## HIGHLIGHTS OF ACCOMPLISHMENTS

- ◆ Selected to fill the newly created position of VP Academic, eagerly stepping up to the challenge while simultaneously leading the Faculty of Engineering as the Dean.
- ◆ Lead a culture change within the Office of the Registrar, by replacing the incumbent military officer serving as registrar with a new registrar better suited to the role and benefiting from a solid academic background, streamlining the reporting structure and aligning the leadership with the university's objectives, resulting in increased staff retention, improved harmony and morale, as well as overall increased productivity and collaboration within the Registrar's Office.

Continued...



## FURTHER ACCOMPLISHMENTS WITH THE ROYAL MILITARY COLLEGE

- ◆ Overhauled the timetable system, setting clearly defined deadlines on the purchase and implementation of automated software, allowing for an expeditious and timely production of timetable.
- ◆ Collaboratively worked with other senior administrators to sort out the extreme budget pressures to allow for greater transparency in presenting the university's needs, effectively taking charge of laying out the future budgetary needs (\$31M) against the current budget (\$29M) and securing the additional \$2M to hire added staff.
- ◆ As Dean of the Faculty of Engineering, led an analysis of competing engineering programs, parlaying findings into a strategic plan to revamp the RMC's engineering program by differentiating course offerings and implementing increased liberal arts electives to allow for greater literacy and communication skills in graduating students.
- ◆ Propelled the expansion of the graduate programme, championing the equal teaching load model to foster greater consistency and variety in the curriculum delivery, resulting in the RMC earning a 1<sup>st</sup> place ranking in research intensity from the National Post.
- ◆ Instituted the Institutional Quality Assurance Program (IQAP), allowing for the RMC's programs to be appraised under the Ontario Council of Academic VPs (OCAV), ultimately implementing the IQAP across the university.
- ◆ Initiated the Aeronautical Engineering Program, taking charge of the development of the university's first new program in 25 years in response to identified needs from the Air Force.
- ◆ Awarded Queen's Diamond Jubilee Medal for having made a significant contribution to Canada as a member of the Public Service

## ADDITIONAL RESPONSIBILITIES AS VICE PRINCIPAL ACADEMIC

- ◆ Assumption of Principal's responsibilities when absent
- ◆ Responsible for infrastructure pertaining to academic activities including renewal/renovation/recapitalization, strategic planning and oversight, and space allocation.
- ◆ Responsible for all undergraduate programs across three faculties; Arts, Science and Engineering including, undergraduate curriculum development and control, student grievances, student marks and progression and applications of all Academic Regulations.
- ◆ Responsible for Quality Assurance of all programs including development and implementation of Provincially mandated Institutional Quality Assessment Protocol, oversight of cyclical review of existing programs and oversight of initiation of any new program.
- ◆ Responsible for oversight of Registrar's office and all its functions, Responsible for all undergraduate admissions including Chairing Admissions Committee, direct liaison with other government agencies and oversight of admission file assessment process.

**SOLE PROPRIETOR & HOLDER OF CERTIFICATE OF AUTHORIZATION**  
**STEWART ENGINEERING - Kingston, ON**

**2000-PRESENT**

Maintains practical hands-on experience in engineering through this engineering consulting firm, taking on clients such as the Region of Peel, Transport Canada, The Chamber of Maritime Commerce, and the Royal Canadian Air Force.

**Continued...**

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## FURTHER PROFESSIONAL EXPERIENCE

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- 1997-Present      **ADJUNCT PROFESSOR OF CIVIL ENGINEERING**  
Department of Civil Engineering  
Queen's University – Kingston, ON
- 2006-Present      **ACADEMIC WING LIAISON** –Renovations to Sawyer and Girouard (\$160M)
- 2005-2010        **VICE CHAIR AND CHAIR** – National Council of Deans of Engineering and Applied  
Science
- 2001-2008        **VICE-CHAIR, CHAIR AND PAST CHAIR** –Transportation Association of  
Canada's Standing Committee on Transportation Planning and Research
- 2005-2010        **STEERING COMMITTEE**– Canadian Engineering Leadership Forum and Team  
Leader for Health Stream, Canadian Engineering Summit
- 2006-2010        **STEERING COMMITTEE**– Canadian Engineering Labour Market Study
- 2004-2005        **CHAIR** – Dean's Liaison Committee, NCDEAS
- 2006-2007        **CHAIR** – Appraisal Committee 4, Ontario Council on Graduate Studies

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## EDUCATION

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- 1987-1992        **DOCTOR OF PHILOSOPHY**  
Queen's University – Kingston, ON  
*Thesis Topic: Optimisation of Signal Timing Plans for Isolated Signalized  
Intersections.*
- 1985-1987        **M.SC CIVIL ENGINEERING**  
University of Waterloo – Waterloo, ON  
*Thesis Topic: Risk and Capacity Impacts of Changing Air Traffic Control Separation  
Requirements of Arriving and Departing Aircraft.*
- 1977-1979        **BENG (CIVIL) FIRST CLASS HONOURS**  
Royal Military College of Canada – Kingston, ON  
*Thesis Topic: Design and Construction of Ice Bridges*

Continued...

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## EDUCATION CONTINUED

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- 1975-1977*            **GENERAL ENGINEERING**  
Royal Roads Military College – Victoria, BC
- 2009*                **SENIOR UNIVERSITY ADMINISTRATOR'S COURSE**  
Centre for Higher Education Research and Development, Banff Centre, Banff  
Alberta

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## FURTHER QUALIFICATIONS

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- Officially Bilingual to Federal Government Standards
- Commanding Officer 58 Air Cadet Squadron – Kingston, ON; 1987-1990
- Member Royal Canadian Military College of Canada Club

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## VOLUNTEER WORK

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- 2014-*                **Academic Review Committee, Professional Engineers of Ontario**
- 2014*                **Audit Committee, Royal Military College Club of Canada**
- 2014-*                **Secretariat Engineering Change Lab**

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## ADDENDUM

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### MEMBERSHIPS IN PROFESSIONAL AND LEARNED SOCIETIES

1989-Present	Association of Professional Engineers of Ontario, P. Eng
2007-Present	Member American Society of Civil Engineers
2006-Present	Fellow Institute of Transportation Engineers
1992-2006	Member Institute of Transportation Engineers
1990-Present	Member Transportation Association of Canada
1989-present	Member Canadian Society for Civil Engineers
1987-Present	Individual Associate Transportation Research Board

### EXTERNAL COMMITTEE WORK

2002-Present	Member Canadian Institute of Transportation Engineers Academic Advisory Committee
2001-Present	Member Standing Committee for Transportation Planning and Research for Urban Transportation Council of Transportation Association of Canada
2001-Present	Warden Camp 3, Ritual of the Calling of an Engineer
2000-Present	NSERC Research Grant Proposal Reviewer
1990-Present	Friend of the Committee on Canadian Capacity Guide for Signalized Intersections
1990-Present	Friend of TRB Committee A3A10, Highway Capacity and Quality of Service
1996-2011	Board of Directors University Network of Excellence in Nuclear Engineering
2003	National Council of Deans of Engineering and Applied Science representative on Canadian Engineering Qualification Board's Joint Task Force on Ethics and Professionalism
2002	Member National Guide for Sustainable Municipal Infrastructure: Innovation and Best Practices (NGSMI) Technical Committee on Municipal Roads and Sidewalks Working Group MR-Decision Making for Construction and Rehabilitation guide
1992-2000	Member Intelligent Vehicle Highway System Round Table
1990-1998	Member CSCE Committee Transportation Technology & Management
1994-1997	Member Programme Committee; International Symposium on Automotive Technology and Automation (ISATA)
1995-1997	Paper reviewer ISATA
1996	Technical Session Chair International Symposium on Automotive Technology and Automation. Stuttgart, Germany.
1989-1997	Alternate Warden, Ritual of the Calling of an Engineer, Camp 3
2012-2014	Warden, Ritual of the Calling of an Engineer, Camp 3
2014-	Chief Warden, Ritual of the Calling of an Engineer, Camp 3

## CANADIAN ENGINEERING ACCREDITATION BOARD

2003	Program Visitor Unified Engineering Université de Québec à Chicoutimi, PQ
2004	Vice Chair, Concordia University, PQ
2005	Program Visitor, Civil Engineering McGill University, PQ
2007	Program Visitor Civil Engineering, École Technologie Superior, PQ
2008	Program Visitor, Civil Engineering, University of Costa Rica, Costa Rica
2010	Program Visitor Civil Engineering, Instituto Tecnológico Costa Rica, Costa Rica
2011	Program Visitor, Civil Engineering, Memorial University, NFLD
2011	Program Visitor, Civil Engineering, University of Calgary, AL
2012	Program Visitor, Engineering Science, University of Toronto, ON

## RMC COMMITTEE WORK

2003-Present	Organizer and Chair of paper sessions at Annual Meeting Transportation Association of Canada
2002-Present	Member College LMCC
2002-Present	Member RMC Admissions Committee
1996-Present	Paper Reviewer –Transportation Research Board
2006-2007	Chair Appraisal Committee 4, OCGS
2004-2006	RMC Representative and Chair OCGS Appraisal Committee
2002-2006	Member College Co-Ordination Committee
2002-2006	Co-Chair EDLAT LMCC
2002-2006	Chair College Activities Calendar Committee
2003	Chair Search Committee for Dean of Science
2002	Member Academic Regulations Review Committee
2000-2002	Chair Standing Committee UT Termination Investigation Fall Supplemental Exam Committee
1987-2002	Engineering Division Representative for Building and Accommodations and Accommodations and Infrastructure Committee
2001	Chair Search Committee for Head Electrical and Computer Engineering
2000	Chair Search Committee for Head Mechanical Engineering
1995-2000	Academic Wing Accommodations Committee
1998	College Committee responding to Withers Report re Military Training
1998	College Committee responding to Withers Report re Core Curriculum Steering Committee 125 Anniversary Celebrations
1995-1998	Undergraduate Admission Application Reviewer
1995-1998	Committee on granting degree credits for LFTSC

1997	NSERC Scholarship Application Review Committee
1996-1997	Engineering Safety Net Degree Committee
1995-1996	Engineering Syllabus Review Committee
1994	Co-Organizer 2nd DND Symposium/Workshop on Risk Evaluation and Assessment
1993-1994	President, Mess Committee
1992-1993	Vice-President, Mess Committee
1989-1990	Iron Ring Ceremony Organizer

#### UNIVERSITY LEVEL COURSES TAUGHT

CEE 387B	Highway Design, Royal Military College
CEE 487B	Highway Design, Royal Military College
CEE 489A	Transportation and Planning, Course Coordinator
CEE 493	Civil Engineering Project, Course Coordinator
CEE 231B	Introduction to Mechanics of Materials, Royal Military College
CIVL371	Pavement Design, Queen's University
CIVL470	Traffic Engineering, Queen's University
CIVL870	Transportation Planning, Queen's University Graduate Course
CIVL875	Traffic Engineering, Queen's University Graduate Course

## PUBLICATIONS AND PRESENTATIONS

### REFEREED JOURNALS PAPERS

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Stewart, J.A. and Van Aerde, M., 1991, Material and Mix Design Considerations for Constructing Asphaltic Roads and Runways in Canada's North, *Canadian Journal of Civil Engineering*, Volume 18, No.3 pp 407-415.

Stewart, J.A. and Van Aerde, M., 1992, An Expert Assistant for Selecting Green Splits, Cycle Times, and Phasing Schemes Based on The Canadian Capacity Guide Procedures, *Canadian Journal of Civil Engineering*, Volume 19 No.2, pp 245-251.

Stewart, J.A. and Shortreed, J.H., 1993 Risk and Capacity Impacts of ATC Separation Rules, *Journal of Transportation Engineering*, Vol. 119, No.5, pp 705-722.

Stewart, J.A. and Hodgson, K., 1995, Estimation of Right Turn on Red Saturation Flow Rates, *Canadian Journal of Civil Engineering*, Vol. 22, No.3, June 1995, pp 535-543.

Stewart, J.A., Rakha, E., and Van Aerde, M., 1995, An Analysis of the Temporal & Spatial Variability of Free-Speed Along a Freeway Segment, Best Paper Award Runner Up for TRB Committee A3A10, Transportation Research Record No 1494, Transportation Research Board, Washington, D.C. pp 1-10.

Stewart, J. A. Baker, M., and Van Aerde, M., 1996, Evaluating Weaving Section Designs Using INTEGRATION, Transportation and Research Record 1555, Transportation Research Board, Washington, D. C., pp 33-41.

Stewart, J.A. and Van Aerde, M., 1997, Requirements for Automating Signal Timing Plan Design, *Canadian Journal of Civil Engineering*, Vol. 24, No. 1, February 1997, pp 53-63.

Stewart, J. A and Van Aerde, M., 1998, An Assessment of Adaptive Co-ordination of Traffic Signal Offsets Within Integration, *Traffic Engineering and Control*, Volume 39 Number 7/8, pp. 435-443.

Stewart, J. A., Lepik, K., and Van Aerde, M., 1999, Benefit Sensitivities of Adaptive Traffic Control Strategies at Isolated Intersections, Transportation Research Record 1692, Transportation Research Board, Washington, D. C., pp 173-182.

Al-Kaisy, A., Stewart, J. A., and Van Aerde, M., 1999, A Simulation Approach for Examining Capacity and Operational Performance at Freeway Diverge Areas, *Canadian Journal of Civil Engineering*, Vol. 26, No. 6, pp 760-770.

Al-Kaisy, A., Stewart, J. A., and Van Aerde, M., 1999, Microscopic Simulation of Lane Changing Behaviour at Freeway Weaving Sections, *Canadian Journal of Civil Engineering*, Vol. 25, No. 6, pp. 840-851.

Al-Kaisy A., and Stewart, J. A., 2001, New approach for developing warrants of protected left-turn phase at signalised intersections, *Transportation Research A*, Vol. 35/6, pp 87-100.

Shah, A., Tighe, S., and Stewart, J. A., 2004, Development of a Unique Deterioration Index, Prioritization Methodology and FODp Evaluation Models for Canadian Airfield Pavement Management, *Canadian Journal of Civil Engineering* Vol 31 No 4., pp 608-618.

## BOOK AND BOOK CHAPTERS

---

Co-Chairman and Co-Editor of First DND Symposium/Workshop on Risk Evaluation and Assessment, 1994, Kingston, Ontario.

Editorial and Written Contribution for 2nd Edition of Canadian Capacity Guide for Signalized Intersection, S, Tepley, ED, 1995.

## REFEREED CONFERENCE PAPERS

---

Stewart, J.A., Rakha, E., and Van Aerde, M., 1995, An Analysis of the Temporal & Spatial Variability of Free-Speed Along a Freeway Segment, 74th Annual Meeting of the Transportation Research Board.

Van Aerde, M., Baker, M., and Stewart, J. A., 1996, Weaving Section Sensitivity Analysis using INTEGRATION, presented at 75th Annual Meeting of the Transportation Research Board.

Stewart, J.A., and Van Aerde, M., 1998, An Assessment of Adaptive Co-ordination of Traffic Signal Offsets Within Integration, 77th Annual Meeting of Transportation Research Board.

Al-Kaisy, A. and Stewart, J. A., 1999, Warrants for Protected Left-Turn phase at Signalised Intersections, 78th Annual Meeting of Transportation Research Board.

Al-Kaisy, A. and Stewart, J. A., 1999, Warrants for Protected Left-Turn phase at Signalised Intersections, 78th Annual Meeting of Transportation Research Board.

Shah, A., Tighe, S., and Stewart, J. A., 2004, Development of a Unique Deterioration Index, Prioritization Methodology and FODp Evaluation Models for Canadian Airfield Pavement Management, 83rd Annual Meeting of the Transportation Research Board, Washington, D.C.

Saiyed, S. and Stewart, J. A. 2004, An Assessment of Pre-timed, Actuated and Adaptive Signal Control Strategies for Unsaturated and Saturated Arterial Network, 83rd Annual Meeting of the Transportation Research Board Washington, D.C.

## CONFERENCE PAPERS

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Stewart, J.A., and Van Aerde, M., 1990, New Methodologies for Determining Optimum Phase Split and Cycle Length for Signalized Intersections, Compendium of Technical Papers, Institute of Transportation Engineers 60th Annual Meeting, pp. 254-257.

McKinnon, G., Rakha, H., Stewart, J.A., Van Aerde, M., 1990, Alternative Approaches to Modelling Traffic Congestion in Downtown Kingston, 1990 Annual Conference of District 7 - Canada; Institute of Transportation Engineers, Toronto, Ontario.

Stewart, J.A., and Van Aerde, M., 1991, Design of HCM Signal Timings Using Signal Expert, Applications of Advanced Technologies in Transportation Engineering, Proceedings of Second International Conference, pp. 243-247.

Stewart, J.A., and Van Aerde, M., 1992, An Expert Assistant for Selecting Green Splits, Cycle Times, and Phasing Schemes Based on the Canadian Capacity guide Procedures, Compendium of Technical Papers, 1991 Annual Conference of Institute of Transportation Engineers district 7 - Canada, pp. 71-96.



Stewart, J. A. and Fitzgerald, A, 1993, Cold Temperature Mixing of Emulsions, Proceedings of the First World Congress on Emulsions, Paris, France and invited paper at Asphalt Emulsion Manufacturers Association Annual Meeting, Hollywood, Florida.

Stewart, J.A. and Hodgson, K, 1994, Methods for Estimating Right Turn on Red Saturation Flow Rates, Compendium of Technical Paper, Vol. 2, Proceedings of 1994 Annual Conference of Canadian Institute of Transportation Engineers, Windsor Ontario, pp 145-178.

Stewart, J.A. Robinson, M., and Van Aerde, M., 1994, A Quantitative Assessment of Coupled versus Uncoupled ATIS/ATMS Strategies, Proceedings of the First World Congress on Applications of Transport Telematics & Intelligent Vehicle Highway Systems, Paris, France.

Stewart, J.A. and Yu, L., 1995, A New Methodology for Routing Vehicles in IVHS with Environmental Objectives, Proceedings of the 1995 Annual Meeting of ITS America, pp 1147-1160.

Stewart, J.A. and Van Aerde, M., 1996, Requirements for Automating Signal Timing plan Design, Proceedings 3rd World Congress on Intelligent Transport Systems, Orlando Florida, October 1996.

Al-Kaisy, A. Stewart, J. A., and Van Aerde, M., 1999, Examination of Lane Changing Behaviour in INTEGRATION Traffic Simulation Model, Presented at and in Proceedings of CITE Annual Meeting 1999.

Al-Kaisy, A., Stewart, J. A. and Van Aerde, M., 1999, The Use of Computer Simulation to Estimate Freeway Capacity at Areas of Concentrated Turbulence, presented at and in Proceedings of CITE Annual Meeting, 1999.

Al-Kaisy, A and Stewart, J. A., 1999, The use of Microscopic Simulation to Explore Traffic Stream Models at Freeway Merge, Diverge and Weave Areas, Presented at INFORMS Fall 1999 Meeting, Philadelphia, PA.

Al-Kaisy, A and Stewart, J. A., 1999, The use of Microscopic Simulation to Explore Traffic Stream Models at Freeway Merge, Diverge and Weave Areas, Presented at INFORMS Fall 1999 Meeting, Philadelphia, PA.

Stewart, J. A., and Saiyed, S., 2003 An Assessment of Pre-timed, Actuated and Adaptive Signal Controls for an Arterial Network Saiyed, 10<sup>th</sup> World Congress on Intelligent Transportation Systems, Madrid Spain.

Saiyed, S. and Stewart, J.A. 2003, An Assessment of Arterial Network Using Macro and Micro Simulation Models, 17<sup>th</sup> Annual International EMME/2 Conference, Calgary Alberta.

Shaw, A. Stewart, J. A. and Tighe, S., 2004, Development of a Unique Deterioration Index, Prioritization Methodology and FODp Evaluation Models for Canadian Airfield Pavement Management, Presented at the PIARC 5th International Symposium on Pavement Surface Characteristics –Roads and Airfields.

Saiyed, S. and Stewart, J. A., 2004, Integrating Macro and Micro-simulation models for Transportation Planning and Operational Analysis, Presented at the CITE 2004 Annual Conference, Moncton. New Brunswick.

Saiyed, S. and Stewart, J. A., 2005 An Assessment of Pre-Timed, Actuated and Adaptive Signal Controls for an Arterial Network, Presented and Published at the 2005 ITE Annual Meeting Melbourne 2005

Saiyed, S. and Stewart, J. A., 2009, An Assessment of Urban Arterial Network, TRB Transportation Planning Application Conference, Houston, Texas, USA.

Stewart, J.A., 1987, Risk and Capacity Impacts of Changing Air Traffic Control Separation Requirements for Arriving And Departing Aircraft, MSc Thesis, University of Waterloo, Waterloo, Ontario.

Stewart, J.A., 1992, An Automated Approach to Designing the Timing Parameters of Isolated Traffic Signals, PhD Thesis, Queen's University, Kingston, Ontario.

## RESEARCH REPORTS

Stewart, J. A., Tighe, S., Saiyed, S. 2001, CFP 320(12) Part 2 B-G-320-012/FP-002 Engineer Field Manual, Volume 12, Horizontal Construction, Part 2 Roads, for Director Army Doctrine, Canadian Army.

Stewart, J. A., Technical Investigation, Coal Tar Rejuvaseal Sealer, for 1 CAD, 2001

Stewart, J. A. and Asghar, A., 1999, 2000, 2001, Trial Pavement Management System for CFB Kingston, MERG 4-99, 2000-4 and 2001-7.

Moynihan, T. W., English, G. W., and Stewart, 1999, Enhancement of a Transit Simulation Model and Assessment of Transit Priority Measures, Transportation Development Centre, Transport Canada, TP 13438E.

## RESEARCH GRANTS AND CONTRACTS

1990	\$700	PDF	Presentation of Paper at ITE Annual Conference in Orlando, Florida, New Methodologies for Determining Optimum Phase Split and Cycle Length for Signalized Intersection.
1992	\$2,500	PDF	Development of SIGNAL EXPERT, an Expert Assistant for designing Traffic Signal Timing Plans.
1993	\$10,000	ARP	RTOR (Right Turn on Red) Saturation Flow Rates.
1993	\$3,500	PDF	Cold Temperature mixing of Emulsions.
1994	\$13,000	ARP	Dynamic Routing in IVHS based on Environmental Criteria.
1994	\$3,000	PDF	Travel to Paris for First World Congress on Applications of Transport Telematics & Intelligent Vehicle Highway Systems.
1995	\$15,000	ARP	Dynamic Traffic Routing.
1996	\$17,500	ARP	Analysis of Merging and Diverging Areas of Freeway Section
1997	\$17,500	ARP	Analysis of Merging and Diverging Areas of Freeway Section
1998	\$17,500	ARP	Analysis of Merging and Diverging Areas of Freeway Section
1998	\$28,000	MERG	Trial Pavement Management System for CFB Kingston
1999	\$37,000	MERG	Trial Pavement Management System for CFB Kingston
1999	\$18,000	ARP	Benefits to Adaptive Signal Control
1999	\$20,000	MERG	DND Expedient Road Manual Update
2000	\$43,000	MERG	Trial Pavement Management System for CFB Kingston
2000	\$18,000	ARP	Benefits to Adaptive Signal Control
2000	\$60,000	MERG	DND Expedient Road Manual Update
2000	\$30,000	1 CAD	Rejuvaseal Efficacy Study
2001	\$18,000	ARP	Benefits to Adaptive Signal Control
2001	\$28,000	MERG	Airport Pavement Management System
2001	\$50,000	MERG	DND Expedient Road Manual Update
2002	\$28,000	MERG	Airport Pavement Management System
2002	\$16,000	ARP	Benefits of Adaptive Signal Control
2002	\$14,500	ARP	Benefits of Adaptive Signal Control
2003	\$14,500	ARP	Benefits of Adaptive Signal Control
2004	\$8,900	ARP	Benefits of Adaptive Signal Control
2005	\$8,900	ARP	Benefits of Adaptive Signal Control
2006	\$8,900	ARP	Benefits of Adaptive Signal Control
2007	\$6,690	ARP	Benefits of Adaptive Signal Control

## ONGOING RESEARCH ACTIVITY

### **Potential Benefits of Real Time Adaptive Signal Control Strategies:**

*Assessment of the potential benefits of employing adaptive and or actuated control strategies for signalized intersections.*

## COMPLETED RESEARCH

### **Dynamic Traffic Assignment Using Environmental Considerations as the Optimisation Criteria:**

*Examination of real time vehicle routing algorithms for congested networks that can be optimised based in minimisation of fuel consumption and hydrocarbon emissions. ARP Grant \$13,000 1994-95*

**Safety Aspects of In Vehicle Route Guidance:** *Studying the safety issues involved with placing in vehicle route guidance hardware in cars in addition to estimating reductions in risk due to better guidance information. Conducted in collaboration with Dr. M. Van Aerde, Queen's University.*

### **Saturation Flow Rates for Right Turns on Red:**

*Examining the saturation flow rates for vehicles executing right turns at signalized intersections during a red indication. ARP Grant \$10,000 1993-94.*

### **Cold Temperature Mixing of Emulsions:**

*Examined the effect on stability of curing, mixing and aerating emulsions based asphalt pavements at near freezing temperatures. PDF Grant \$3,500 1993*

### **Optimisation of Isolated Intersection Signal Timing Plans:**

*Developed methodology for optimising phase scheme, cycle time and green split automatically for isolated intersections controlled by signal lights. PDF Grant \$700, Funding from Queen's \$700, 1991*

### **New Methodologies for Quantifying Speed Flow Relationships:**

*Development of new tools for calibrating speed flow relationships for vehicle interactions on freeways.*

### **An Examination of Merging and Diverging Areas of Freeway Sections:**

*Research aim is to develop a new combined analytical and design technique for merging, diverging and weaving section of freeways. ARP Grant \$17,500 per year for three years 1995-98.*

### **Pavement Management Systems for Canadian Forces Bases:**

*Aim of project is to develop a standard protocol for implementing Pavement Management Systems at Canadian Forces Bases. MERG Grant of \$28,000 for 1998-99, \$37,000 for 99-00, \$43,000 for 00-01.*

## THESIS EXAMINATIONS AND SUPERVISION

### GRADUATE THESIS SUPERVISION

Mr. Ahmed Al-Kaisy, Queen's PhD 1996-1999  
Mr. Ali Asghar, Carleton (co-supervisor with Dr. A Khan), MASc, 1998-2000  
Mr. D. Lukezic, Carleton (co-supervisor with Dr.Khan), MASc, 1999-2000  
Mr. M. Robinson, Queen's, PhD, 1998-2002  
Capt M. Braid, RMC, MEng, 1998-2000  
Mr. Anwar Shah, M.Eng, Waterloo (co-supervised with Dr. S Tighe), 2001-2002  
Mr. S. Saiyed, RMC, PhD, 1999-2011

### UNDERGRADUATE THESIS SUPERVISION

Ocdt Keller, RMC, B.Eng, 1989  
Ocdt Fitzgerald, RMC, B.Eng,  
Ocdt Cameron, RMC, B.Eng, 1992  
Ocdt Tisdale, RMC, B.Eng, 1992  
Ms. K. Hodgson, Queen's, BASc, 1994  
Ocdt Fletcher, RMC, B.Eng, 1995  
Ocdts Fish and Orr, RMC, B.Eng, 1996  
Ocdt Pilon, RMC, B.Eng, 1996  
Mr. K. Eyers, Queen's BASc, 1998

### GRADUATE THESIS EXAMINATIONS

Capt R. Fenton, RMC, M.Eng, 1992  
Capt J. McKenna, RMC, M.Eng, 1993  
Ms. L. Aultman-Hall, Queen's MASc, 1993  
Capt. P. Heffernan, RMC, M.Eng, 1994  
Mr. M. Baker, Queen's, MASc, 1994  
Capt. P. Yantha, RMC, M.Eng, 1995  
Capt. R. Marinello, RMC, M.Eng, 1995  
Maj. R. Walker, RMC, M. Eng, 1995  
Mr. A Al-Kaisy, Queen's, PhD Comprehensive 1997  
Mr. M. Robinson, Queen's, PhD Comprehensive, 1997  
Capt. D. Johnson, RMC, MA, 1999 (Chair of Committee)  
Capt. P Bouffard, RMC, MEng, 1999  
Capt. P. Burgess, RMC, MEng, 1999  
Capt. R. Reshke, RMC, MEng, 1999  
Mr. A. Al-Kaisey, Queen's Ph.D. dissertation 1999  
Capt J. Roberge, RMC, MSc, 2000, (Chair of Committee)  
Mr. Christopher Raymond, PhD, Waterloo, 2001  
Mr. A. Mehmood, PhD, Waterloo, 2003

## MILITARY ROLES

- 1985**                    **PROJECT COORDINATOR**  
Canadian Forces Base (CFB) – Chatham, NB  
Co-ordinated plans to reorganize CFB Chatham from an Air Force Base to a Land Force Base.
- 1985**                    **BASE INFORMATION OFFICER**  
Canadian Forces Base (CFB)– Chatham, NB  
*Provided public affairs, media relations and information services concerning all base activities to private citizens, public agencies, and the media.*
- 1982-1985**            **PILOT, CANADIAN ARMED FORCES**  
CFB Chatham, NB  
*Pilot on CF-101 and CT-133 aircraft at 416 All Weather Fighter Squadron. Scheduled operational and training flights, minor and major exercises. Kept Squadron flying statistics. Responsible for the physical plant of the Quick Reaction Area.*
- 1981-1982**            **PILOT, CANADIAN ARMED FORCES**  
CFB Bagotville, QC  
*Pilot on CF-101 and CT-133 aircraft at 410 Operational Training Unit.*
- 1980-1981**            **PILOT, CANADIAN ARMED FORCES**  
CFB Cold Lake, AB  
*Pilot on CF-5 Aircraft at the Basic Fighter School.*
- 1993-1996**            **COMMANDING OFFICER**–58 Squadron Royal Canadian Air Cadets
- 1993-1994**            **PRESIDENT** – Mess Committee
- OFFICER PROFESSIONAL DEVELOPMENT**
- 1987**                    Staff School, Toronto, Ontario – Above Average Standing
- 1979-1984**            Officer Professional Development Program, Completed with Distinction
- 1979-1980**            Flying Training School, Moosejaw, SK – Received pilots wings
- 1979**                    French Language Training, Kingston, ON –Obtained bilingual status
- 1979**                    Land and Sea Survival, Edmonton, AB and Comox, BC
- 1977**                    Primary Flying School, Portage La Prairie, MB
- 1976**                    Basic Officer Training, Borden, ON – Above Average Rating

Raj Subramanim, P.Eng

Friday, February 19, 2016

**Professional Engineers Ontario**

40 Sheppard Avenue West, Suite 101  
Toronto ON M2N K69

Re: Call for nominations to Engineers Canada Board of Directors

Dear Sir or Madam,

I would like to take this opportunity to express my interest in joining Engineers Canada's Board of Directors, as a representative of Professional Engineers Ontario.

I am goal oriented with a strong desire to succeed and work towards achieving measurable results. I take pride in working hard and always enjoy new challenges and demands. My previous work environments have required me to adapt to a variety of high-pressure situations whilst developing strong management, problem-solving and interpersonal skills.

I graduated from Carleton University in 1998 with an engineering degree, and earned my P.Eng designation in 2003. Over the past 20 years, I have obtained extensive experience in the corporate world, working in a diverse array of industries including telecommunications, software consulting, finance, and government services.

Additionally, I am deeply involved in my local community, having started several not-for-profit organizations. I have organized events in the Tamil community with Canada Blood Services and served on various Boards, including the Greensborough Public School Parent Council and the Tamil Heritage Society of Canada.

I am passionate about assisting and educating others and I believe that this has ultimately led me to success in my career. The aforementioned activities have allowed me to uplift my leadership capabilities by acting as both an organizer and participant across a spectrum of political, educational and community initiatives. I am a firm believer in the power of strong collaboration and have confidence in my abilities to listen in order to understand the issues closest to people's hearts.

I am fully committed to serving the Board of Directors of Engineers Canada and liaising with Professional Engineers Ontario for a three year term. I pledge to act in accordance with Council's Terms of Reference and Expectations of PEO's Directors on Engineers Canada Board of Directors.

I welcome the opportunity to meet and discuss this nomination with you in further detail. If you require any additional information, please contact me. Thank you for your time and consideration. I look forward to hearing from you.

With Kindest Regards,

Raj Subramaniam P.Eng



# RAJ SUBRAMANIAM P.Eng

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## PROFILE

Talented and accomplished IT Team Leader and middleware engineer with extensive background in managing Database and Application Administrators, process improvement, project and program management, and systems development operations.

IBM Certified Advanced System Administrator- Websphere Application Server, Network Deployment V6.1 with a background in web systems architecture and support. A breadth of experience in managing internet infrastructure implementation, deployments, upgrades and maintenance makes me the right choice for designing, building, and supporting your internet environment.

## OBJECTIVE

A challenging leadership role in the information technology field building on technical and managerial skills gained over the past 15 plus years.

## SKILLS

- ◆ Management/Leadership: Team creation, inspiration, motivation, management, mentoring, Technical Leadership, Project Scheduling, Task Estimation
- ◆ Project Management , Team Player, Problem/Conflict Solver, Confident and Flexible
- ◆ Experience with ITIL Change management methodology
- ◆ Hands-on management and administration of middleware technologies (such as but not limited to IBM WebSphere)
- ◆ Experience with Quality Assurance processes and management
- ◆ Client/User/Sponsor Requirements Analysis, Problem resolution, Communication and Presentation skills
- ◆ Knowledge and understanding of application and technology architecture definition and integration needs related to shared infrastructure and middleware technologies (such as but not limited to IBM WebSphere)
- ◆ Ability to work with minimal supervision and have the ability to interact productively with co-workers and others across departmental lines.
- ◆ Solid analytical skills to quickly determine root causes of problems and drive towards solutions
- ◆ Proven ability to translate a technical solution into an operational plan
- ◆ Excellent client facing skills, outstanding analytical skills with attention to detail and a focus on system issues. Good experience in providing quick fixes as production support.
- ◆ Ability to work under pressure, meet deadlines and easy to adapt Advanced Technologies.
- ◆ Expertise in installation, configuration of WebSphere Application Server 4.X/5.X/6.X, MQSeries, Message Broker and WebSphere Portal Server 4.X/5.X/6.X, Tivoli Access Manager
- ◆ Expertise in administration, Migration and performance tuning of WebSphere Application Server 4.X/5.X/6.X, MQSeries, Message Broker and WebSphere Portal Server 4.X/5.X/6.X

## TECHNICAL SKILLS (Managed/Deployed technology initiatives leveraging the following)

Operating Systems: Windows NT- Windows 7, UNIX, AIX, LINUX, SOLARIS

Applications : IBM Websphere v4 – v7, Websphere Portal V5 - V6.1, Message Broker V6.1, MQSeries

Databases : Oracle v7- 10g, IBM DB2 v8- 9, MS-SQL

Security : Tivoli Access Manager, LDAP, Certificates, SSL

Tools : Putty, NetTools, FTP clients

## PROFESSIONAL EXPERIENCE

### Principal Consultant

2013-Oct to Present

Government of Ontario, TORONTO, ON

- ◆ Design, installation and configuration of Websphere solutions for CPIN project
- ◆ CURAM integration – design and installation
- ◆ Acting as Middleware focal for new projects
- ◆ Worked with Infomatica, PowerCentre, Business Objects Enterprise, Oracle Database, and Sun Solaris

## Senior Middleware Engineer

2012-Sept to Oct/2013

TD, TORONTO, ON

- ◆ Deployments and Rollouts, Troubleshooting, Maintenance & Scripting
- ◆ Providing administration for Websphere Application Server 8
- ◆ Assigned to support and provide project management services to TD online banking and Web Broker
- ◆ Experience in problem tracing, log management, scripting to invoke problem-determination actions involving diagnostic traces and thread dumps.
- ◆ Involved in opening and working on PMR's with IBM to solve various issue related to the environment. Enabled traces as part of troubleshooting and used collector tool to submit the logs and traces to IBM after running the must gather scripts and enabling various traces and taking thread dumps

## Senior Middleware Consultant

2010/April – 2012-Sept

IBM, North York, ON

- ◆ Deployments and Rollouts, Troubleshooting, Maintenance & Scripting
- ◆ Providing administration for Websphere Application Server V6.1 , Websphere Portal Servers V6.1, IBM Message Broker V6.1 and MQSeries(Installation, Configuration, BAR files deployments, Creating Brokers/Configure managers, Clustering, Security, Execution groups, Monitoring, Creating Queues and Channels etc)
- ◆ Assigned to support multi clients pool (Government of Alberta, BNS, Dejangines, Canadian Tire etc)
- ◆ Cross training to different team members
- ◆ Experience in problem tracing, log management, scripting to invoke problem-determination actions involving diagnostic traces and thread dumps.
- ◆ Involved in opening and working on PMR's with IBM to solve various issue related to the environment. Enabled traces as part of troubleshooting and used collector tool to submit the logs and traces to IBM after running the must gather scripts and enabling various traces and taking thread dumps.
- ◆ Worked with Infomatica, PowerCentre, Business Objects Enterprise, Oracle Database, and Sun Solaris

## Senior Middleware Consultant

2008/August – 2010/April

Telus, North York, ON

- ◆ Deployments and Rollouts, Troubleshooting, Maintenance & Scripting
- ◆ Provided administration for Websphere Application Server V6.1 , Websphere Portal Servers V6.1, IBM Message Broker V6.1 and MQSeries(Installation, Configuration, BAR files deployments, Creating Brokers/Configure managers, Clustering, Security, Execution groups, Monitoring, Creating Queues and Channels etc)
- ◆ Advised business teams of their technical capabilities and explained business requirements to technical teams.
- ◆ Worked as project coordinator for UAT and Production deployments; Using Office, Visio and Microsoft office
- ◆ Efficiently prepared project schedules, *Work Breakdown* Structure (WBS), other project related activities.
- ◆ Provided documentation and support for a document repository that included contributions from other team members.

## Senior Middleware Consultant

2007/Feb – 2008/July

Government of Ontario, Toronto, ON

- ◆ Provided administration for Websphere Application Server and Websphere Portal Servers (Installation, Configuration, Clustering, Security and Monitoring etc)
- ◆ Provided architectural decision on choosing topology and Roadmap
- ◆ Led migration project for Websphere from technical side (Migrated Websphere 5.0 and 5.1 to 6, Websphere Portal Server from v5 to v6)
- ◆ LDAP migration - Provided technical leadership to migrate LDAP from 5.1 to 6.1
- ◆ Gained experience in operational 24x7 supports, best practice trouble shooting, monitoring, capacity planning and maintenance.
- ◆ Adept at developing effective internet policies and procedures, project documentation, as well as technical and business specifications
- ◆ Track record of increasing responsibility in internet architecture, systems infrastructure and project management.
- ◆ Technical management of Portal projects (Public Portal for Ontario government such as Ontario.ca/Drinking Water/OntarioImmigration.ca etc)
- ◆ Worked as project coordinator for migration tasks, UAT and Production deployments; used Office, Visio and Microsoft office project.
- ◆ Assisted management in preparation of RFP(s) and RFQ(s) whenever requested.
- ◆ Efficiently prepared project schedules, *Work Breakdown* Structure (WBS), other project related activities.

- ◆ Provided documentation and support for a document repository which included contributions from other team members.
- ◆ Performed various administrative tasks, including recording of meeting minutes and other correspondence related to middleware projects

### **Senior Middleware Consultant**

2006/Sept – 2007/Jan

CGI, Markham, ON

- ◆ Supported Websphere Application Server V6 and Websphere Message Broker V6 for Development, Testing, Quality Assurance and Production servers
- ◆ Infrastructure design, Integration, Planning, Documentation, Deployments, Rollouts, Troubleshooting and Maintenance
- ◆ Led cross training project

### **Senior Middleware Consultant**

2006/Feb – 2006/Aug

TD Bank Mississauga, ON

- ◆ Supported Development, Testing, Quality Assurance and Production Websphere servers
- ◆ Installation, Deployment and Administration of Websphere Application Server V 6.0
- ◆ Infrastructure design, Integration, Planning & Documentation
- ◆ Deployments and Rollouts, Troubleshooting, Maintenance & Scripting
- ◆ IBM LDAP installation and configuration
- ◆ Websphere performance analysis(**heapdump**) and Monitoring using ITCAM

### **Middleware Consultant**

2005/Sept – 2006/Feb

WSIB / IBM, Toronto, ON

- ◆ Installation, Deployment and Administration of Websphere Application Server V5.1
- ◆ Database administration for Oracle Database
- ◆ Infrastructure design, Integration, Planning & Documentation
- ◆ Deployments and Rollouts, Troubleshooting, Maintenance & Scripting
- ◆ IBM LDAP installation and configuration

### **Team Leader – Production and Quality Assurance**

2004/Jan – 2005/Jul

CELESTICA INTERNATIONAL INC., TORONTO, ON

1999/Jan – 2005/Jul

- ◆ Hired, trained, and supervised staff of 7 IT professionals who specialized in Websphere, IBM portal, Oracle Database and Applications
- ◆ Recognized and celebrated team and individual member accomplishments and exceptional performance
- ◆ Served as a focal point to communicate and resolve interface and integration issues with other teams
- ◆ Evaluated personnel and reviewed their performance with managers
- ◆ Provided team with a vision of project objectives; guided members based on management direction
- ◆ Informed project manager and product committee of task accomplishments, issues and status
- ◆ Maintained version control, QA environments, and change control database to promote new changes and enhancements
- ◆ Provided technical (Websphere, Oracle V 7 to 10g) guidance to development team in Singapore

### **Portal Architect / Project Leader**

2002/Jan – 2003/Dec

Deployed new portal infrastructure using IBM Tivoli Access Manager enabling customers and suppliers to log into company's intranet with provided credentials (Client certificate and log-in passwords).

- ◆ Performed technical (solution) design for customer's specific requirements, Ensured timely delivery of projects
- ◆ Deployed new and upgraded existing versions of WebSphere Application and Portal Servers, Provided production support for 3-tier applications and databases.
- ◆ Documented Disaster Recovery process and SLAs involving different stakeholders
- ◆ Integrated new applications for business requirements by consulting with security team and IT; ensured that existing infrastructure supported new developments
- ◆ Identified gaps/risks in the current support process
- ◆ Created & updated documentation: System architecture, diagrams and data process flow, System Administration Guide, and Sustainment/Operations Training Guide
- ◆ Provided technical assessment and development of operations environment, tools, monitoring, notification, Fail-over, redundancy and reliability

### **Oracle DBA / Programmer Analyst**

1999/Jan – 2001/Dec

100GB size data migrated from mainframe (DB2) to Oracle database using customized shell scripts and SQL LOADER. Online/Offline backup, data validation and monitoring scripts were developed and deployed upon completion of the migration. Provided DBA support for SCMDW (Supply Chain Management Data Warehouse) and company's HR database, including records of more than 5000 employees.

- ◆ Provided Oracle consulting services focusing on database administration, performance tuning, systems migration, capacity planning, upgrades, defragmentation, analysis, sizing, security, user management and disaster recovery in mission critical 24x7 enterprise environments. Created shell scripts to monitor database availability, growth and congestion
- ◆ Designed and implemented successful and effective disaster recovery and maintenance plan to support existing databases; disaster recovery plan consisted of creating full backup jobs.
- ◆ Worked with other System Engineers using IBM TSM tape unit to ensure that adequate backups remained on-site and off site for database recovery purposes
- ◆ Maintained production and development databases in UNIX and in Windows NT/2000
- ◆ Performed Y2K analysis, renovation, testing and implementation on all Oracle databases
- ◆ Worked with Infomatica, PowerCentre, Business Objects Enterprise, Oracle Database, and Sun Solaris

### **Systems Engineer**

1998/June-1998/Dec

Bellcore NJ, USA

- ◆ Installed, configured and administered Oracle Database

### **Network Administrator (CO-OP)**

1997/May-1997/Sept

NORTEL, OTTAWA, ON

- ◆ Managed Nortel Microsoft LAN

### **EDUCATION AND CREDENTIALS**

- ◆ **Bachelor of Electrical Engineering** – Computer Systems Engineering (1998): Carleton University, OTTAWA, ON
- ◆ **Licensed Professional Engineer** – Professional Engineers of Ontario (2003)

### **CERTIFICATIONS**

- ◆ IBM Certified System Administrator - WebSphere Application Server, Network Deployment V6.1
- ◆ IBM Certified **Advanced** System Administrator - WebSphere Application Server, Network Deployment V6.1
- ◆ ITIL Foundations Certificate (EXIN): Examination Institute for Information Science (2002)

### **ACHIEVEMENTS & AWARDS**

- ◆ January 2004: Promoted as Global IT e-Business Team Leader
- ◆ January 2003 and January 2004: Awarded for consistent outstanding performance.
- ◆ 3 Merit Promotions and 5 Team Awards

### **PROFESSIONAL DEVELOPMENT**

Project Management, WAS Administration, Disaster Recovery, Oracle8: Database Administration, Introduction To Aix Administration, Khalix For DBA, ITIL It Service Management Essentials, ISO 9001:2000 and TI 9000 Multimedia Course, Project Management For It Project Leaders, Elements of Leadership, MS-SQL Administration

**FAYSAL SUNBA**

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January 25, 2016

**Attn: Registrar**

**Re: Call for nominations to Engineers Canada Board of Directors**

Please accept the attached resume for consideration for the Board of Directors volunteering opportunity offered by Engineers Canada. I am interested to apply my management skills to contribute to PEO's unique culture of creativity and innovation.

I believe that the combination of my Executive Management Training and engineering experience will be of particular interest and relevance to the Board. As a manager, I have developed a solid reputation for successfully managing numerous Defence contracts (Repair and Overhaul and Acquisition of new tactical equipment), and coordinating the activities of a multidisciplinary staff of Military and Public Service personnel. Other engineering responsibilities include but not limited to drafting and editing Statement of Requirements, Statement of Works for tactical radio specifications, investigated hearing protection issues to our troops in combat, created a test plan and conducted trials with other government agencies to evaluate co-site effects of vehicular antennas, and test different battery chemistry performances from several vendors.

I am currently in my last stretch of the Executive MBA program at Telfer School of Business and this volunteering opportunity would be a great transition and an opportunity to apply my learnings into an executive role.

Enclosed is a copy of my resume. I believe that I will be able to make a strong contribution to the Board of Directors and I look forward to meeting with you and discussing this opportunity. Thank you in advance for your consideration.

Sincerely,

Faysal Sunba, P.ENG, PMP, EMBA (Candidate)

# Faysal Sunba, P. Eng, PMP, EMBA (Candidate)

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## Experience

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2011 – Present

Department of National Defence

OTTAWA, ON

### **Tactical Communications, Security and Navigation, Sub-Section Head**

- Responsible for life-cycle equipment management of tactical systems (HF/UHF/VHF) overseeing contracts of \$20M and over
- Responsible for analyzing and providing recommendations for use of tactical Command, Control, and Communications (C3) systems
- Responsible for coordinating and supporting field trials and technical evaluations
- Responsible for the section's financial planning and budget forecasting
- Translated Operational requirements into project requirements
- Leading change in support of organizational transformations using Balanced Scorecard and Strategy Maps
- Work within a cross-functional teams
- Provide expert advice, options analysis and recommendations on engineering related matters and Major Crown projects (complex procurements) to senior management
- Oversee the establishment of complex procurement and delivery of tactical radios into supply channels and COMSEC channels
- Provided support to multiple complex capital projects to ensure procurement mechanisms are in place to meet the projects milestones for integration within the vehicular platforms
- Direct the activities and priorities of a mixed staff of military, contractors, and public service personnel to ensure all deliverables are met
- Extensive customer experience – work closely with nations and other teams to clarify requirements, define tasks, and develop test schedules
- Work within an Agile environment
- Extensive experience in writing, reviewing, and editing technical reports and specifications
- Performed PM duties while also developing technical solutions to problems in an effective manner
- Interfaced with stakeholders and subject matter experts.

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2008 – 2011

Department of National Defence

OTTAWA, ON

### **Radio Frequency Engineer**

- Technical point of contact for customers. Participated in equipment evaluations, characterizations and test demonstrations within all Canadian Force (CF) Units and Contracting Companies
- Delivered presentations to technical teams, field support teams, and CF units
- Prepared test methods and specifications; analyzed and tested RF hardware to verify performance characteristics
- Responsible for equipment disposal activities including creating disposal plans, COMSEC and Cryptographic handling in accordance with ITAR disposal regulations
- Prepared technical specifications and specific contractual documentations
- Conducted field evaluations, noise measurements, EMI/EMC and frequency allocation for Radio Systems
- Measurements of radio characteristics such as sensitivity, selectivity, error rates, modulated signals and throughputs
- Experience in the operation of RF signal analyzers, spectrum analyzers, and signal generators
- Experience in reading schematics, interpreting circuit boards layouts, modifying and coding microprocessor language, and conducting laboratory tests to evaluate and solve problems.

## **Education**

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2014 – 2016            University of Ottawa – Telfer School of Management            OTTAWA, ON  
**Executive Masters of Business Administration (EMBA)**

2003 – 2009            Carleton University            OTTAWA, ON  
**B.Eng. Computer Systems Engineering**

- 2007 – 2008 Dean's Honour List

## **Certifications**

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2014 – Present            Project Management Professional (PMP)            OTTAWA, ON

2012 – Present            Professional Engineers Ontario (PEO)            OTTAWA, ON

## **Volunteering Opportunities**

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2015 – 2015            FIFA Women's World Cup Canada            OTTAWA, ON

- Management Staff and Youth Program Supervisor

2011 – 2012            Engineers without Borders Canada            OTTAWA, ON

- Media Communications Lead for the 2012 EWB National Conference - Largest annual international development conference in Canada; responsible for evolving and optimizing digital marketing platforms, technology and tools such as external website, delegate handbooks, and other related conference logistics.

## **Languages**

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English (Fluent), Arabic (Fluent), French (Basic), Turkish (Basic)

## **References**

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References are available on request.

# JOHN VAN EGMOND

P.ENG.(ON,NU,NT, FORMER SASK, MB, PQ),P.E.(MN)

## EDUCATION

B.Eng, Civil Engineering, McMaster University, 1977  
M.Eng, Civil Engineering, McMaster University, 1979  
Structural Engineering (Steel) Course, University of Regina, 1981  
Japanese, Sheridan College, 1994  
Clandestine Labs Seminar 2007  
CMHC Mold Course 2007  
Ontario Building Code Course (Part 9) – 2007

## PROFESSIONAL REGISTRATION AND MEMBERSHIPS

Professional Engineer, Professional Engineers of Ontario - Current  
Consulting Engineer, Professional Engineers of Ontario - Current  
Professional Engineer, APEGM Manitoba till 2015  
Professional Engineer, NAPEGG, Northwest Territories, Nunavut - current  
Professional Engineer, Minnesota Board of Architecture, Engineering, Land Surveying, Landscape Architecture, Geoscience and Interior Design - **Current**  
Ontario Reg 153/04, Qualified Person  
Canadian Environmental Law (Life Supporter for Work Completed on BSAR)

## EXPERIENCE

Mr. Van Egmond has about 30 years experience in engineering, management, and entrepreneurship. He is a senior environmental and geotechnical executive engineer. His work includes a wide variety of projects directly applicable to environmental engineering, hydrology and hydrogeology, geotechnical engineering, and related matters.

## MANAGEMENT

Mr. Van Egmond has about 30 years of management experience in business, politics, and charitable agencies.

**Egmond Associates Ltd** – Brampton – Board – 1987 to Present – Deal with all aspects of running a private consulting practice. Hire staff. The firm specializes in geotechnical, environmental and storm water engineering. Opened Minneapolis Branch office.

**Egmond Associates North Ltd** – Brampton Yellowknife 2013 to Present –VP – Geotechnical and cold regions engineering

**Peritus Environmental** – Toronto – 2015 to Present – Sales for Highly Contaminated Sites

**Wallace Van Egmond Spankie** – 1992 to present – Start up firm in tax reduction, bought out partners, switched firm to cable locating in 1994, firm now a holding company.

**K.Smart:** Brampton – Kitchener – Memorandum of Understanding – Management of a joint engineering group to offer combined geotechnical and environmental services with traditional civil engineering services by K.Smart of Kitchener.

**Aeon Egmond Ltd.** – Mississauga – Board – 2004 to 2009 – Deal with all aspect of running a private consulting engineering practice. Main role was principal project management with sales and marketing for last three months with firm. Principal responsible for most staff and outside consultant identification. Developed innovative practices with other principal.

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# JOHN VAN EGMOND

**P.ENG.(ON,NU,NT, FORMER SASK, MB, PQ),P.E.(MN)**

**Auditing Association of Canada** – 2008 to 2014 – Board – Strategic Planning, Preliminary committee for Hiring new Executive Director, Strategic Planning, Proposed new methods for board actions, work on various activities (conference, local meetings protocol)

**Halton Literacy Guild** – Board - Work on initial Board to activate Literacy Guild. On hiring committee for first paid director.

**Georgetown District Christian School** – Board – Education Committee and Board – Dealt with hiring, degiring, educational issues and priorities, curriculum, finances, promotion, etc. Investigate complaints against senior staff and make recommendations.

**Toronto District Christian High School** – Board – Secretary and executive committee – Dealt with hiring new principal, staff problems, budget issues, educational priorities, building expansion issues.

**Brampton- Hope Centre Christian Mission, Board** – 2000 to 2012 – In various roles from secretary to chairman, have participated in the running of the Hope Centre, an charity dedicated to reaching the people of Brampton. Work with young to old people, with people with mental incapacities to drug dependence, to the homeless, to those needing emergency food or other support. Participated in preparing funding proposal for our “Silver and Gold Program” for seniors. Participate in fund raising activities and promotion.

**Peel – Reform Party – Board** - Work on committee to establish a riding association.

**Halton – Liberal Party – Board** - Work on Board in position of secretary to member at large, to elect various candidates and to keep riding association active. Recognition for volunteer of year.

## SALES AND MARKETING

Mr. Van Egmond has carried out sales and marketing for Egmond Associates Ltd. for 27 years. This effort lead to an ongoing firm servicing the Canadian market.

Mr. Van Egmond is Director of Strategic Projects for Peritus Environmental Consultants – 2015 to present

Mr. Van Egmond carried out sales for geotechnical component of Keith Consulting in Saskatchewan for the year he was with the division of the firm.

Developed sales and marketing for Phase 1 and 2 investigations for environmental, geotechnical, and storm water products. The campaign include direct mail, cold call, and seminar based campaigns.

Evaluated market acceptance of food chain safety investigations. The market, banking, and government was not ready to evaluate food chain safety.

Evaluated market acceptance of private utility locates. Found market interest but that private locates were still and unknown concept. About 10 years later the market developed and grew.

SAGES™ - Carried out sales and marketing efforts for SAGES™ as part time function of consulting practice.

## LITIGATION SUPPORT AND EXPERT WITNESS SERVICES

- Slip and Fall, 2015 – Evaluate report on slip and fall on a driveway. Prepare opinion report.
- Quarry Application Hydrogeology Report Review– 2011 – A group proposed a quarry. Local residents retained EAL to review brief hydrogeology report prepared by others. The review found the report was not to be relied upon, found the report was based on a table top survey. The project did not proceed.
- Environmental Support PCE Spill and Litigation – A DNAPL (PCE and TCE )spill occurred in the late 1970’s. Over several years, litigation occurred between the client and the neighbour

# JOHN VAN EGMOND

## P.ENG.(ON,NU,NT, FORMER SASK, MB, PQ),P.E.(MN)

causing the spill. A clean up was undertaken. John provided technical support and oversight of the investigation, carried out a review of extensive productions by the neighbour in support of litigation, identified issues related to the technical reports and actions of others

- Environmental - The BSAR was proposed to carry more traffic into the core of Brantford. John and his team carried out a review of properties associated with the BSAR, commenting on the likely environmental contaminants. The client was a local environmental group and the work was completed for free. The project did not proceed.
- Hydrogeology - A trailer park wished to expand. An artesian well was pump tested and found able to supply the proposed park. The expansion was denied because it did not fit the character of the local area.
- Explosion – Carried out a review of fire damage and an explosion. The work included site work, reporting, and testimony before a provincial inquiry.
- Engineering – A 20 year old subdivision was settling. The condominium corporation retained John to investigate the causes of settlement. He reviewed and audited reports by other engineers historical records (weather, mapping, by-laws, work at other sites) to support the litigation.
- Engineering – A new building exhibited movements every spring season. John was retained to audit and review all the work and productions of the client (who had undertaken some of the supervision of the work) and of other engineers. An expert opinion was delivered. The client settled the matter.
- Failing Fire Place – A fire place was failing. John reviewed the causes and testified in court in about 1980.
- Town Plans – John prepared town plans. He was then lead presenter of the results to local town councils in the 1980's.
- Stone Work – Investigate distress of stone work. Provide report for litigation.
- Retaining Wall – Investigate damage of concrete retaining wall elements.
- Failing Pavement - soft subgrade. Project did not proceed
- Asphalt Rejuvenator - Evaluate for City and Provide Report

### GEOTECHNICAL

John has completed numerous projects dealing with geotechnical issues. These include footings, embankments, and the like. He offers advice related to footings, retaining walls, compaction, materials issues, frost, and other geotechnical issues. Select projects are described below.

- Sand, Gravel – Aggregate Testing – Carry out lab tests for aggregate gradation (Gavel, Sand, Filter Sand, for Asphalt, for Concrete, for drainage).
- Asphalt – Lab and field testing and lab supervision of road and construction materials testing. Project engineering and lab testing for construction or research related asphalt projects. Aggregates tested include steel industry slag and cinders, conventional aggregates. Later manage lab.
- Concrete Testing – Carry out testing of concrete cylinders for 28 day strengths, curing, sampling and reporting, including project engineering and analysis. Later manage lab.
- Pipe Testing – Carry out testing of concrete pipes and reporting to client. Manage lab.
- Unshrinkable Fill – Project engineering for road cut performance review. Assist in development of options and testing, and in development of unshrinkable fill. Carry out multi year supplier qualification.

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- Pavement Failure – Carry out testing and or investigations of failing or distressed pavements (industrial, commercial)
- Road Construction – Carry our project engineering for design of soil cement road base in Saskatchewan, and a soil cement PCB stabilization in Ontario.
- Parking Lot – Evaluate cause of parking lot damage and make recommendations to clients.
- Syncrude Tailings Dam – Geotechnical Engineer responsible for construction monitoring, filter design, and monitoring of dam behaviour. Showed one long held practice of measuring piezometric levels was wrong and gave incorrect results for years (training issue).
- Gardiner Dam – Geotechnical investigations for substation.
- Scotia Plaza – Carry out project management for movement monitoring and reporting during deep excavation. Review tieback and anchor data.
- Missinabi Rail Bridge – Carry out project engineering for a moving rail embankment. Showed apparent wild movements were related to instrumentation limits and not actual movements.
- North Bay Sewage Treatment Plant – Carry out review of soils reports, of construction reports, and was project manager for movement monitoring during a plant expansion. Reviewed monitoring results, slope movements, worked with experts, and attended litigations meetings.
- Webb Drive – Carry out geotechnical report for 23 storey high rise.
- Peel – Carry out environmental and geotechnical investigations of new school sites during the property acquisition stage.
- Collingwood – Carry out geotechnical investigation and construction monitoring for a subdivision near a golf course.
- Taro Landfill – Geotechnical and environmental engineering support re compaction and quality, including water well sampling.
- Torvalley – Fill engineering for 1 million cubic metre abandoned quarry. Geotechnical and environmental testing completed.
- Private Landfill – Find sites suitable for a private landfill. The project sites selected did not proceed for political reasons.
- Keele Valley Landfill – Investigation and annual report on geotechnical properties of base liner.
- Manhole Settlement – Carry out investigation of settlement of manhole. Field designed and installed pressure cell and remote readout. Investigated causes of settlement using dynamic and static loads due to heavy vehicle traffic.
- Houses – Investigate bearing capacity of soils for footings. Provide input on frost depth, retaining wall investigations.
- Slope Stability – Carry out project engineering for slopes and dams, including modeling, sampling, and reporting, tree growth evaluation and erosion.
- Tunnel Investigation – Project engineer for Bay Street tunnel Toronto.
- Tunnel Investigation – Project engineer for King Street Connection Tunnel to TTC Toronto
- Industrial Buildings – Carry out full geotechnical services for new building.
- Brantford Slope Failure – Project engineer to install instrumentation.
- Leaside Slope Failure – Project engineering and construction monitoring.
- Sound Sorb Berm Slope Failure– Examine failures and construction of Sound Sorb berm and toe berm construction. Found improper construction of toe berm.
- Industrial Building – Steel Plant – Regina – Provide bearing capacity for new crane.

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- Mine – Saskatchewan – Provide full geotechnical report for a new addition on the mine.
- Methane – Investigate methane gas and school settlement issue in Northern Saskatchewan. Found buried putrescible materials and that water hose had been on all summer.
- New Building Fill – Found the fill around new footings was uncompacted so the client could take appropriate measures before laying the concrete slab.
- Norman Wells, Tuktoyaktuk – Investigate locations for new landfill sites.
- Taro Landfill – Investigate and annual monitoring of landfill placement and contaminant migration.
- Toronto – Investigate conditions of found private landfills (geotechnical issues including bearing capacity and methane migration).
- Colville Lake – Investigate best location for generator plan using seismic technology.

## PROFESSIONAL ASSESSMENTS AND NEW TECHNOLOGIES

- Develop the Use of X-Ray Florescence – A client held two large high rise rental apartment complexes in trust. Phase 1 work revealed an rubber factory at the site. A lead and asbestos clean up resulted. XRF technology was used to decrease remediation time. The results were compared to traditional methods. Results were not found to be highly correlated though the general range was confirmed.
- Sonic Density Testing – John evaluated the use of sonic methods for controlling compaction operations. The technology used, was found to be rapid. The problem with implementation is that the current practice of basing compaction decisions on density and not strength is very well entrenched and produces favourable outcomes.
- Hydrogen Elimination of PCBs – The client was considering investing in a hydrogen process to destroy PCBs. The review found the process to be elegant but found approvals could take many years. The client did not invest. The technology was used for a time after years of effort but is not a major method used today.
- Landfill Patent – A client retained John to review a structure based landfill storage system. The client proceeded with some design but based on input from John and other sources, and possible patent infringement rights stopped further work.
- New Flooring Support for Void Spaces – A contractor used a straw board, Strawmit, a new technology coupled with “enzymes” to decompose the straw board to create the void. The testing conducted by John showed the enzyme was actually cow gut bacteria.
- SAGES™ - Developed the SAGES™ system that allows for the treatment of surface water prior to reintroduction to the vadose zone. The SAGES units removed grit and particulate mater through the use of sand and gravel filters. The effluent is then polished using a carbon filter that will remove and reduce the levels of VOCs and heavy metals. Developed patent pending new infiltration technologies.
- Superior Wall Systems – A manufacturer was seeking to introduce a new wall system into Ontario. John reviewed the bearing capacity issues and prepared an engineering opinion on using the technology for a project in Toronto.
- Drywall System – An inventor proposed a new drywall system. John reviewed and provided brief comments on the system.
- Maintemp–An EXCEL based software package was developed to estimate the average infiltration rate of SAGES™ units into the ground. The package uses estimates of material

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# JOHN VAN EGMOND

## P.ENG.(ON,NU,NT, FORMER SASK, MB, PQ),P.E.(MN)

properties, aquifer properties, areas, land use, contaminant levels to estimate the diversion efficiency of the SAGES™ unites, the costs, and the groundwater mounds.

- Unshrinkable Fill – Part of team to develop the use on a non proprietary mix to restore concrete pavements. John carried out the review of existing methods of cut repairs on streets as part of a team. He developed a mix, based on a City of Winnipeg protocol, that was much weaker than concrete. The product is now widely used in the Greater Toronto area.

### PERMITS/APPLICATIONS

- Fill Permits – Prepare fill permits for clients seeking to place clean fill on lands.
- Environmental – Carried out permit applications for water wells.
- Charity – Carried out applications for funding for charitable organizations for programs and staff from government programs. Applications prepared to Peel Region for outreach workers for seniors, youth, and ABI individuals. Applications prepared to Government of Canada for summer students to assist with safe “harbour” and outreach activities (youth, elderly, adults, mentally ill, mentally challenged). Prepare applications for funding from private/government Trillium fund for youth programs.
- Charity - Applications with Brampton Neighbourhood Resource Centre and Hope Centre for youth program funding.
- Record of Site Condition – Carry out records of site condition for various industrial and commercial properties.
- Patent - Carry out paper work for patents
- Carry out applications for Hazardous waste transport.
- SAGES™ - Prepare applications for venture funds for sales campaigns.
- Certificate of Authorization – Waste Transfer Station (Aces Waste), Battery Transfer Station ECA Support (BatteryMan)
- Certificate of Authorization – Geothermal Closed Loop (Dascan, Earheat, McKinnon, Determination, Bertram, Underground, ...)

### PROFESSIONAL REVIEW AND AUDIT SERVICES

- Environmental Support PCE Spill and Litigation – A DNAPL (PCE and TCE )spill occurred in the late 1970’s. For over 20 years the spill lay hidden. An environmental investigation was completed including historical data followed by sampling. John audited and reviewed extensive records by other consultants and records provided the MOE and the neighbour to determine the nature and extent of the spills. John provided technical support and oversight of the investigation. In support of litigation, identified issues related to fractured clayey soils, DNAPL movement, the technical reports and actions of others
- Environmental – A new residential high rise was found to contain high levels of manure odour. John reviewed the floor system used. A new void form product had been used. John reviewed the technology with biologists and found the protocol used to be ineffective for creating a void. John resented a report on the cause of odour to the client (cattle gut bacteria used made manure odour).
- Engineering – A 20 year old subdivision was settling. The condominium corporation retained John to investigate the causes of settlement. We reviewed and audited reports by other engineers historical records (weather, mapping, by-laws, work at other sites) to support the litigation. The case is pending.

# JOHN VAN EGMOND

## P.ENG.(ON,NU,NT, FORMER SASK, MB, PQ),P.E.(MN)

- Engineering – A new building exhibited movements every spring season. John was retained to audit and review all the work and productions of the client (who had undertaken some of the supervision of the work) and of other engineers. An expert opinion was delivered. The client settled the matter.
- Environment – A client was undertaking environmental engineering investigations of electrical sites. John was retained to review and audit the final documentation and reporting to provide the client with third party review.
- Hydrology and Hydrogeology – John teamed with another consultant to carry out the technical and reporting review and audit of water well investigations. John and his team reviewed and audited the data in over 50 reports for a provincial agency on behalf of the other consultant and was project manager. .
- Hydrology and Hydrogeology – For the internationally sensitive Coronach Power Dam, Mr. Van Egmond was responsible for monitoring and reporting on the dam. Using a variety of techniques the flows were estimated and danger of piping monitored. The monthly and yearly reports were prepared by John and sent to the client was subsequently used by the US/Canada oversight team. The work was to continually review and audit results to protect the dam and in doing so protect international efforts.
- Wall Damaged by Wind – Showed that wind loads exceeded code limits and that wall bracing was ineffective as a result.
- Explosion – A homeowner lit a pilot light, blowing up his home and damaging surrounding homes. John carried out a review of the structural damage.
- Vibration at Homes – As part of the team investigating the cause of home vibrations, John assisted in measurements which showed a city bus went into sympathetic vibration with a nearby bridge which were transmitted to the home. Only the city buses seemed to cause the vibration.
- Vibration at Home – John carried out an investigation of possible house damage due to an excavation crew causing vibrations. John showed the crew did not create excessive vibrations and that the cracks were due to the swelling clays at the site.
- Food Safety – Carry out development of food safety compliance investigations.
- Toxic Human Factors – Develop investigative regime for corporate liability investigations for toxic human factors in the workplace.

### STRATEGIC PLANNING INITIATIVES

- Remote Road Access – Investigate remote roads for Northern Ontario Communities. Prepare implementation plans and benefits investigations.
- Canadian Northern Ring Road Concept – Concept for Road to tie northern communities and resources. Presented to governments.
- The American Eurasian Link – Report on Road, Rail, Pipeline Link between Euros and North America. Economics, Issues, Traffic and Economic Flows, routes, costs, concepts.
- Environmental – Carried out permit applications for water wells.
- Town Plans – Tuktoyaktuk, Norman Wells, Coppermine for Government of Northwest territories. The work included the civil engineering component of the plans including streets, store and goods infrastructure, land fill selection, fire protection, water supply, school infrastructure, graveyard selection in one case, transportation infrastructure, impact on

# JOHN VAN EGMOND

## P.ENG.(ON,NU,NT, FORMER SASK, MB, PQ),P.E.(MN)

settlement of road and surface heating on community as 3 m ice lens below community melts, Arctic Ocean shoreline protection, etc.

- Participate in strategic planning for charities for 5 year and multiyear planning horizons.
- Participate in solar energy roof installation site and investigation of application process for Ontario FIT program and find willing host sites. Participate in strategic planning and presentations to client agencies with owner.

### PROFESSIONAL ADVICE ENVIRONMENTAL

- Mold – Investigate Mold infested homes and grow ops and provide remedial recommendations. Develop mold remediation protocol.
- Lead – Monitored lead removal at a residential high rise using on site testing using X-Ray Florescence.
- Lead - Monitored the removal of lead impacted soil from a residential neighbourhood in South Riverdale in Toronto. Soil from over 300 homes was excavated and transported to a licensed facility in accordance with a site specific health and safety plan.
- Lead - Monitored the removal of lead impacted soil from the Niagara Street Subdivision in Toronto.
- Dust Sampling – Carry out dust sampling for construction site with lead contamination.
- Mercury - Battery Site – Investigated the extent of mercury contaminated site on a former battery plant.
- Brass Works – Investigated the extent of contaminant impacts on a brass works site. Found evidence of elevated heavy metals.
- Car Parts Plant – Investigated the environmental impact of various car parts plants. The works have found underground fuel tanks, asbestos, heavy metals, and the like. Prepared reports and advice to buyers, sellers, lenders and the like.
- Radiation Airplane Parts Plant – Investigate for and find buried lost nuclear silos. John carried out pre planning of the proposal and investigation. John's team used EM surveys, snake cameras, and transmission of live camera feeds to regulators during the critical period of entering the buried silos and camera surveys.
- EM Surveys – John has conducted EM Surveys and interpreted the results. With Geomar, he carried out one of the first integrations of EM surveys with GPS technology in the Greater Toronto area. John has used the technology to find buried tanks, buried cables, and evidence of other buried materials and to prepare reports and advice to clients.
- Arsenic – Electrical utilities wish to demolish exiting excess facilities and to sell their lands. In many cases arsenic has been found. On about one half of a dozen sites in Ontario tested or reviewed by John arsenic has been found. In one case deep excavations extended to almost 2 m depth across the entire site. In another case the utility directors did not wish to notify its neighbours but asked for advice on their position respecting legislation. Together with an environmental lawyer a brief report was prepared which aided the directors decision to proceed with further work and notify the neighbours.
- Asbestos – John has provided information and advice on asbestos in buildings and work environments. Projects he has provided advice on include: brake plant air quality within factory and work areas, asbestos in residential units.
- Chromium – A client contractor called having found bright blue soil in a stockpile on the site upon mixing. The sampling program identified high chromium levels. The client was advised

# JOHN VAN EGMOND

## P.ENG.(ON,NU,NT, FORMER SASK, MB, PQ),P.E.(MN)

to not mix soils further and to dispose of the soil at a public landfill site, although a significant delay caused a significant cost increase..

- DNAPLs, Hydrocarbons – On over 50 sites, John has investigated for hydrocarbons and DNAPLs. In some cases DNAPLs and hydrocarbons were of limited extent, and in other cases of large extent. Typical sites involve heating oil tanks. John has provided advice to persons with tanks under sidewalks on other persons lands, persons with tanks built into basements that are completely hidden from view. In one case a hydrocarbon spill from a neighbour reached the busiest muffler shop in North America, and John provided advice and options on cleaning the site (the client opted for a long term solution rather than shut down his site for fear of losing traffic). John has found numerous tanks based on review and audits of sometimes old records and plans. DNAPLs found have included spills which reached rivers and streams.
- Clean Soil – A client in Toronto was filling the 1.1 million cubic metre Don Valley Brickyard. John provided daily project management for over a year, ongoing advice on keeping contaminated soils from the site, and provided engineering advice on the environmental and geotechnical practices. The results were a high class project which could not be impugned for poor workmanship and the value of the lands was increased.
- Soil Disposal – A client was retained to remove contaminated and clean soils in Toronto. John and his team provided sampling, support for meetings with the regulator, and daily site monitoring. John interacted with numerous landfills and private disposal sites.
- Private Landfill Sites – A client was advised regarding possible locations for private landfills in Ontario. Using conventional mapping, engineering, and site reconnaissance John identified large tracts of lands in the GTA and beyond suitable for landfill site use. Sites included lands around the Milton landfill, in north west Brampton, and beyond. The client decided against this billion dollar revenue project for political reasons.
- Hydrocarbon Soil Remediation – A landlord was considering remediation of hydrocarbons. We advised him to use bioremediation methods. The operation is still ongoing in Toronto.

### INDOOR AIR QUALITY

- Hydrocarbon Odour in School – Identified plant that had absorbed hydrocarbon vapours after a site remediation. The plant was removed.
- Indoor Air Quality – The Metro Toronto Ambulance service was concerned about employee health due to running equipment and other causes in ambulance facilities. John and his team carried out a review of about a dozen stations and provided reports outlining findings and recommendations.
- Indoor Air Quality – Home owners were concerned about indoor air quality. John evaluated the homes finding evidence of pet impacts, damaged roof members resulting in leaking – moisture and mold, poorly drained sites, and many other factors.
- Plating – John has provided investigations of plating areas. The work has included investigation of chroming tanks, of indoor air quality in the plating areas, and a review of working conditions.

### PROFESSIONAL DATA ASSESSMENT AND EVALUATION OF ENVIRONMENTAL GEOSCIENCE, REMEDIAL/ABATEMENT ENGINEERING AND WELLS DATA

- Wells – John has carried out well investigations in Ontario and Saskatchewan. He has completed investigations for single domestic wells to larger city sized wells. He has

416-782-7227



# JOHN VAN EGMOND

P.ENG.(ON,NU,NT, FORMER SASK, MB, PQ),P.E.(MN)

investigated various bounded well conditions including confined aquifers, river valley aquifers, bedrock aquifers, and the like. John has completed a three dimensional model of the Guelph Amabel aquifer to its full published extent and locally in the Acton area.

- Provided hydrogeologic assessment of the aquifer in more than 10 regions in Ontario. This included an assessment of the available groundwater supply, conducting drawdown pump tests, collection of samples for analysis and determining the available quantity for future use.
- Groundwater supply investigation for the community of Craven Saskatchewan. Work included the development and implementation of a work plan for a hydrogeologic investigation to estimate the quantity and quality of the available groundwater. This work plan included locating and installing groundwater monitoring wells, development of and completion of long term pumping tests and the collection of groundwater samples to ensure the quality for municipal purposes.
- Groundwater modeling of the Biscayne Aquifer in Florida., Edwards in Texas -This included a review of the increase in salination of individual wells, the natural wells of Texas, and also modeled the well field on a limited region basis. Recommendations for alternatives were developed and presented to the client.
- Water for Trailer Parks - Provided a hydrogeologic assessment of areas of the Guelph-Amabel aquifer in south central Ontario. This included drilling new wells and performing pumping tests, collection of groundwater samples for chemical analysis and estimating groundwater quantity in an artesian well regime. In one case it involved testing an existing artesian well.
- Storm Water Management Plan –The client was not allowed to discharge storm water from his site and needed to redesign all storm drainage. He was also to deal with water from a small subdivision impinging on his site. An on site pond, raised West Nile issues and was to be dealt with. We estimated the surface water and groundwater flows of the site, pre-development, for the existing development, and for the post development period. The overland flows were estimated using a computerized model. A system involving SAGES™ technology filtered dry wells was designed and adopted.
- Arsenic – Electrical utilities wish to demolish exiting excess facilities and to sell their lands. In many cases arsenic has been found. On about one half of a dozen sites in Ontario tested or reviewed by John arsenic has been found. In one case deep excavations extended to almost 2 m depth across the entire site. In another case the utility directors did not wish to notify its neighbours but asked for advice on their position respecting legislation. Together with an environmental lawyer a brief report was prepared which aided the directors decision to proceed with further work and notify the neighbours.
- Asbestos – John has provided information and advice on asbestos in buildings and work environments. Projects he has provided advice on include: brake plant air quality within factory and work areas, asbestos in residential units. Provide engineering advice and support for mine sludge dewatering including use of filter bags.
- Chromium – A client contractor called, having found bright blue soil in a stockpile on the site upon mixing. The sampling program identified high chromium levels. The client was advised to not mix soils further and to dispose of the soil at a public landfill site.
- DNAPLs, Hydrocarbons – On over 50 sites, I have investigated for hydrocarbons and DNAPLs. In some cases DNAPLs and hydrocarbons were of limited extent, and in other cases of large extent. Typical sites involve heating oil tanks. I have provided advice to persons with tanks under sidewalks on other persons lands, persons with tanks built into basements that are

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completely hidden from view. In one case a hydrocarbon spill from a neighbour reached the busiest muffler shop in North America, and John provided advice and options on cleaning the site (the client opted for a long term solution rather than shut down his site for fear of losing traffic). John has found numerous tanks based on review and audits of sometimes old records and plans. DNAPLs found have included spills which reached rivers and streams.

- Gold – Investigated the environmental aspects of two gold plating or manufacturing facilities. In both cases soil samples were taken below floor slabs. Reports were prepared.
- On Site Testing – Over 10 years developed methods for on site testing using Xray Fluorescence and for five years with on site testing (UVF) for hydrocarbon contamination.
- Direct Push – Co Inventor of novel use of direct push technology, bar coding, clean sampling protocols, and reporting protocols for environmental investigations. Use of SADA and other techniques for sample data evaluation and test hole gap analysis in investigations. Use of Triad approach and investigative limits for remediation projects.

## SHALLOW SEISMIC/ EM SURVEYS

- Vaughan – Investigate location of buried tanks. First use or one of first use of EM technology with GPS in Canada.
- Oil Company - EM survey of buried pipes and lines for interior construction. Prepared colour plans of work area.
- Tanks – Investigate numerous sites for buried fuel tanks.
- Shallow Seismic Testing and Analysis – conversion to bearing values, soil layer analysis, seismic design factors
- Lab and Field EM – To estimate soil electrical conductivity for corrosion

## STORM WATER AND HYDROGEOLOGY

- Patent - John is the inventor of SAGES™, a storm water infiltration technology. Canadian and US Patents
- Fill Evaluation – Investigate impact of fill on flooding in river valley using HEC-RAS. Found small negligible impacts. Worked with client and regulator.
- Acton Industry – Hydrogeology, Hydrology of site. Design storm water system to avoid using storm water pond. Annual maintenance of storm water system.
- Los Angeles – Innovative Water Supply Program – Investigate hydrogeology, hydrology and use of SAGES™ to deal with storm water flows and implement water conservation, aquifer balancing. A report presented to California legislative committee and to Metropolitan Water District.
- Toronto, Single House Aquifer Storage and Recovery – Investigate hydrogeology of home site in Toronto, design storm water interception with SAGES™, investigate storm water options, investigate on site water balance, install SAGES™ unit, modify SAGES™ unit to allow pumping of recovered water for lawn watering, interact with MOE and City agencies re approvals.
- Northern Ontario – Investigate groundwater resources or water supplies for over 10 provincial parks, estimate water taking requirements, carry out preliminary site hydrogeology to select well sites, undertake pump tests, manage projects, engage drillers, prepared hydrogeological and groundwater resource reports.
- Guelph – Design septic systems and investigate hydrogeology of over 20 homes.
- Georgetown – Design septic systems for church and homes.

# JOHN VAN EGMOND

**P.ENG.**(ON,NU,NT, FORMER SASK, MB, PQ),**P.E.**(MN)

## **GEOHERMAL**

- Provide Preliminary Site Geology
- Estimate Thermal Regime for Far North

## **PHASED INVESTIGATIONS**

- Prepare Phased pre investment protocol for food safety
- Prepare Phased pre investment protocol for structural evaluations

## **Rob Willson, P.Eng. - Profile**

### PEO Councillor

- West Central Regional Councillor 2011-2015;
- Member of the Executive Committee 2014-2015;
- Chair of the Finance Committee 2012-2014;
- Vice Chair of the Regional Councillors Committee 2013-2015;
- Member of Central Election and Search Committee 2013-2014;
- Council representative Equity and Diversity Committee 2012-2013;
- Chair of the Chapter Leaders Conference 2013;
- Council liaison for the Enforcement Committee 2013-2015;
- Member of several discipline panels;
- Supported Government Liaison Program, speaking at academies and meeting MPPs;
- Attended and spoke at numerous meetings of chapters in my region, including annual general meetings, license presentations, and chapter board meetings.

### PEO Chapters

- Secretary, Vice Chair and Chair of Toronto Dufferin Chapter 2005-2008
- Founding Chapter Chair West Toronto Chapter 2008-2009
- Past Chair West Toronto Chapter 2009-2011

### Related Organizations

- Board Member Professional Engineers Foundation for Education 2011-2015
- Vice Chair FFE 2012-2015
- Chair Fundraising Committee FFE 2013-2015



## Terms of Reference and Expectations of PEO Directors on Engineers Canada Board of Directors<sup>1</sup>

### Background:

Engineers Canada is governed by a Board of Directors, consisting of one or more representatives from each Constituent Association. PEO appoints five representatives to this Board of Directors.

Engineers Canada is a federation of the provincial/territorial associations whose mandate is to coordinate the work of the Constituent Associations and to represent the profession nationally and internationally within the mandate provided by its Letters Patent and By-laws.

### Role of Engineers Canada Director:

The role and responsibilities of the Director are described in Section 202-2 of Engineers Canada Governance Manual. In carrying his/her role, the Director is to be informed and to carry out the fiduciary responsibilities as defined in Engineers Canada Organization Manual. The section has been modified here to include the responsibilities as they relate to PEO

### Section 4 -FIDUCIARY RESPONSIBILITIES.

The Directors must also comply with the Code of Conduct of Volunteers. As a Director of Engineers Canada, the principal responsibilities include:

- Be informed of significant issues affecting, or likely to affect, PEO and Engineers Canada.
- Be informed of rules, regulations, policies and procedures governing PEO and Engineers Canada.
- Participate in meetings of the Engineers Canada Board and of PEO Council.
- Effectively present the views of PEO as they relate to matters under discussion by Engineers Canada.
- Contribute to the Engineers Canada decision-making process in the national interest, while respecting the rights, responsibilities and decisions of PEO.
- Keep PEO Council informed of the activities, decisions and plans of Engineers Canada.

### Expectations Regarding Principal Activities:

- Attend Engineers Canada meetings and report significant activities or decisions to PEO following each meeting, including a report on any special Engineers Canada projects.
- Attend PEO Council meetings. The Directors are expected to attend to the same standard to which a regular member of PEO Council is held.

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<sup>1</sup> Approved by resolution at the September 2010 meeting of Council.



- Provide a written report to Council through the Registrar in a timeframe acceptable so that it may be included in the Council meeting agenda package.
- Notify PEO's President and Registrar of any specific items for which he/she requires a decision of or guidance by, PEO Council, so that they may be included in the agenda for the next PEO Council meeting.

### **Eligibility:**

To be eligible, a nominee for the position of Engineers Canada Director must be a member in good standing of PEO, preferably a recent Past President or senior volunteer of PEO who is knowledgeable of current issues and who has attended meetings of the national bodies as an official representative of the PEO.

Alternatively, the nominee could be a current Councillor or a member who is actively involved in PEO matters. Notwithstanding the foregoing, in all cases the candidate deemed by PEO to be the most knowledgeable and suitable to represent PEO at the national level shall be selected.

### **Appointment Process:**

PEO determines its appointment process. This may include a nominating committee (e.g. President, President-elect and Registrar) to identify one or more candidates for consideration by PEO Council as Engineers Canada Directors.

Council will determine the preferred order in which candidates will be approached. A senior representative of Council would approach candidates in the order approved by Council until an acceptance is received.

### **Term of Appointment for Directors**

Appointment to the Engineers Canada Board is at the sole discretion of PEO. The term of appointment normally commences and ends at an annual meeting of the Engineers Canada and shall normally be of three (3) years duration. However, PEO may determine a different term according to the circumstances of a particular appointment. Terms fewer than two years are discouraged as they may not allow for effective representation.

The Council of PEO may rescind the appointment of an Engineers Canada Director if it determines that the Director is not acting in accord with these terms of reference.

Likewise, the Council, as it deems reasonable, may extend the term of appointment of any Director. Should a Director wish to extend his/her term, either to continue as a member of the Board of Directors or to serve on the Executive Committee, or seek the Office of President-Elect, a request shall be made at least three months prior to the expiration of the term, or in advance of such election, to the Council of PEO for such extension.

### **Performance Review**

Council shall conduct an annual review of a Director's performance prior to the Annual General Meeting of Engineers Canada.

## PROMOTION OF OSPE ON PEO FEE RENEWAL FORM

**Purpose:** To better describe OSPE on the PEO fee renewal page, thereby assisting OSPE to attract more of PEO members who are renewing their PEO membership to also join OSPE.

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

That Council approve that a description of OSPE to be drafted by OSPE personel and approved by PEO staff be posted to the PEO Fee renewal page where it indicates that the OSPE Fee is a voluntary contribution

**Prepared by:** Warren Turnbull P. Eng.

**Moved by:** Warren Turnbull P. Eng.

### 1. Need for PEO Action

- In order to actively support the PEO – OSPE partnership the PEO – OSPE Joint Relations Committee suggested at its February 1<sup>st</sup>, 2016 meeting that a better description of OSPE’s advocacy role where members are being requested to make a voluntary contribution may help increase those PEO members who choose to join OSPE.
- It may not be clear to some PEO members why they should choose to support and join OSPE
- Please see the relevant PEO fee renewal form in the Appendix A.

### 2. Proposed Action / Recommendation

- It is recommended that the above action be approved to demonstrate PEO’s commitment to the PEO-OSPE partnership

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

- Advise staff of both PEO and OSPE of the change, draft and approve the wording change, implement on the website and consider the addition of a hyperlink, [Learn More About OSPE](#).

### 4. Peer Review & Process Followed

<b>Process Followed</b>	The OSPE – PEO Joint Realties Committee suggested at its February 1 <sup>st</sup> , 2016 meeting that PEO should support OSPE by enabling a better description of OSPE’s advocacy role where PEO members are being requested to make a voluntary contribution to OSPE. This may assist OSPE to increase their membership.
<b>Council Identified Review</b>	N/A
<b>Actual Motion Review</b>	N/A

### 5. Appendices

- Appendix A - PEO Fee Renewal Form



## Fees and Donations

[Fees Schedule](#)

The box, if available, must be checked to proceed with the payment.

<input checked="" type="checkbox"/> <b>Professional Engineer Renewal</b> Annual fee for members licensed as a Professional Engineer	<b>\$ 248.60</b>
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The following is voluntary contribution.

<b>OSPE Fee</b> <input checked="" type="checkbox"/> Ontario Society of Professional Engineers	<b>\$ 190.97</b>
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### Donations

<a href="#">Professional Engineers Foundation for Education</a> Donate Generously	Amount: \$ <input type="text"/>
<a href="#">Canadian Engineering Memorial Fund</a> Donate Generously	Amount: \$ <input type="text"/>
<a href="#">Engineers Without Borders</a> Donate Generously	Amount: \$ <input type="text"/>

**Grand Total:** \$

Paying your OSPE annual dues or donations for FFE, CEMF and EWB through PEO is completely voluntary. By doing so, you agree that your personal information necessary to process your membership/donation request will be transferred to OSPE, FFE, CEMF and EWB as applicable. Respective, privacy policies are on their websites at [www.ospe.on.ca](http://www.ospe.on.ca), [www.engineersfoundation.ca](http://www.engineersfoundation.ca), [www.cemf.ca](http://www.cemf.ca) and [www.ewb.ca](http://www.ewb.ca)



INTERNATIONAL ASSOCIATION OF CONTINUING ENGINEERING EDUCATION (IACEE) CONFERENCE

**Purpose:** To approve participation at the International Association of Continuing Engineering Education (IACEE) Conference

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

1. That Council approve the participation of Annette Bergeron, P.Eng., Chair, CP<sup>2</sup> Task Force at the International Association of Continuing Engineering Education(IACEE) Conference in Porto, Portugal, May 17 – 20, 2016.
2. That Council approve a budget of \$3,530 in 2016 for this purpose. These funds will be sourced from the current budgetary surplus.

**Prepared by:** Annette Bergeron, P.Eng., Chair, CP<sup>2</sup> Task Force

**Moved by:** Dave Brown, P.Eng., Councillor

## 1. Need for PEO Action

The International Association of Continuing Engineering Education (IACEE) called for papers as part of a conference to be held in Porto, Portugal, May 17 – 20, 2016. The theme of the conference is Innovation in Continuing Professional Development: A Vision for the Future.

As Chair of PEO's CP<sup>2</sup> Task Force, Ms. Bergeron recently submitted an abstract of a paper to the IACEE that was the culmination of two years effort by eleven volunteers on the work of the CPDCQA Task Force. There are three streams to the conference and the Task Force's work was submitted under the stream Devising CPD Stakeholders Next Steps. More detailed information is available at <http://www.iacee2016.com>. On the strength of that submission, PEO has been invited to present.

The cost to participate at the Conference is as follows:

Line Item	Euros	\$CDN
Conference Registration Fee (includes 5 meals)	650	\$947
3 nights hotel @\$129 Euro	400	\$583
Return flight		\$1,500
Miscellaneous and ground transportation		\$500
<b>TOTAL</b>		<b>\$3,530</b>

## 2. Proposed Action / Recommendation

It is recommended that Council approve PEO's participation in the IACEE Conference as it is an opportunity to showcase PEO's innovative work on the world stage and to glean what the current best practices are across the globe and where CPD is heading in the future. The conference is timely as it would allow for Ms. Bergeron to report back as Chair of the CP<sup>2</sup> Task Force and incorporate any new findings into the current work of the Task Force. This is an unbudgeted funding request for approximately \$3,530 in 2016.

## 3. Next Steps (if motion approved)

- Ms. Bergeron would prepare and submit her full paper to the Conference organizers prior to March 31, 2016
- All messaging will be reviewed by PEO Communications.
- Ms. Bergeron will attend at the Conference and present PEO's submission.

## 4. Peer Review & Process Followed

<b>Process Followed</b>	N/A
<b>Council Identified Review</b>	N/A
<b>Actual Motion Review</b>	N/A

## 5. Appendices

- Appendix A – Program and Speaker, IACEE Conference
- Appendix B – Papers, Posters and other Formats, IACEE Conference



(index.php)

**C-505-2.12**  
**Appendix A**

Day one – 17May16		Day two – 18May16		Day three – 19May2016		Day Four – 20May16	
14:00 – 18:00	Registration (continues in other days 9h-17h)	9:30	Welcome	9:30	Sessions (presentations, thematic workshops/debate, poster)	9:30	Sessions (presentations, thematic workshops/debate, poster)
15:00 – 19:00	Workshops (Workshops.docx)	10:00	Keynote speaker Michael Knuth, VP Human Resources Management Organizational Development and Continuous Improvement Process, BOSCH: "The Challenge to Enable an Agile Mindset"	10:15	Keynote speaker David Houle, Futurist, Thinker and Speaker: "The Shift Age and the Future of Global Learning"	11:00	Keynote speaker Thorsten Kliewe, Chair of University Industry Innovation Network: "Professionalising University-Industry Interaction: Where do we stand and where should we go?"
19:00	Welcome reception	10:45	Coffee break	11:00	Coffee break	11:30	Coffee break
		11:15	Sessions	11:30	Sessions (presentations, thematic workshops/debate, poster)	12:00	Conference Conclusions
		13:00	Lunch	13:00	Lunch	12:30	Conference closing session
		14:00	Sessions (presentations, thematic workshops/debate, poster)	14:00	Sessions (presentations, thematic workshops/debate, poster)	13:00	Lunch
		16:00	Coffee break	15:30	IACEE Award for Individual Leadership in CEE		
		16:30	IACEE Award for Corporate Leadership	16:00	Coffee break		
		17:30	PBS Bus Departure	16:30	IACEE General Assembly		
		18:00	Cruise in River Douro	18:00	PBS Bus Departure		
		19:30	Welcome Dinner	18:45	Visit to Taylors Porto wine cellars		
		22:00	Bus to hotels	20:00	Conference Dinner at Taylors restaurant		

## Speakers



### **MICHAEL KNUTH**

BOSCH – Vice-President (Human Resources Management Organizational Development and Continuous Improvement Process)

*THE CHALLENGE TO ENABLE AN AGILE MINDSET*

18 May 2016

Michael Knuth is Vice President Organizational Development and Continuous Improvement, Corporate Office, Robert Bosch GmbH, Stuttgart, Germany. He's responsible for Operational Excellence, including Lean Management, Agile Working and Continuous Improvement. His current focus is driving the transition of Bosch to an agile company with a special challenge in setting up an enabling portfolio, not only addressing agile tools, methods and team work but also behavior and mindset of team members and leaders in order to come from "agile working teams" to "agile teams".

Michael has a master in engineering. He has been working with Bosch for 28 years now as design engineer, project leader, engineering director and plant manager. He had assignments in Germany, Switzerland, Malaysia and China.



### **DAVID HOULE**

Futurist, Thinker and Speaker

*THE SHIFT AGE AND THE FUTURE OF GLOBAL LEARNING*

19 May 2016

David Houle is a futurist, thinker and speaker. Houle spent more than 20 years in media and entertainment. He has worked at NBC, CBS and was part of the senior executive team that created and launched MTV, Nickelodeon, VH1 and CNN Headline News Houle has won a number of awards. He won two Emmys, the prestigious George Foster Peabody award and the Heartland award for "Hank Aaron: Chasing the Dream". He was also nominated for an Academy Award.

Houle is consistently ranked as one of the top futurists and futurist keynote speakers on the major search engines and in the world today. He was named a Vistage ~~Speaker of the Year for 2008. In the last eight years he has delivered 600+ keynotes~~ and presentations on six continents and thirteen countries. He is often called "the CEOs' Futurist" having spoken to or advised 3,500+ CEOs and business owners in the past eight years. He writes the highly regarded futurist blog [www.evolutionshift.com](http://www.evolutionshift.com) with the tag line "A Future Look At Today." For those of you on Twitter his user name is [evolutionshift](https://twitter.com/evolutionshift), which is also the name of his YouTube channel. He also publishes the free Shift Age Newsletter, available at [www.davidhoule.com/newsletter](http://www.davidhoule.com/newsletter). During 2010 Houle was a featured contributor on

Oprah.com. His much acclaimed curated visual look into the future, launched in 2013 is [www.futurewow.com](http://www.futurewow.com).

He has been speaking about the future for 8 years and his influential first book *The Shift Age* was published in 2007. His second book, *Shift Ed: A Call to Action for Transforming K-12 Education*, written with Jeff Cobb was published in March 2011. *The New Health Age: the Future of Health Care in America*, co-authored with Jonathan Fleece, was published by Sourcebooks in January 2012 and became a #1 best seller on Amazon in the categories of Medicine and Future of Health Care. "Entering the Shift Age" was published by Sourcebooks in January of 2013. It is also a #1 Amazon best seller in the category of Business Planning and Forecasting. Houle published the eBook "Is Privacy Dead: The Future of Privacy in the Digital Age" in November 2013. His latest book "Brand Shift: The Future of Brands and Marketing" with co-author Owen Shapiro was published in August 2014. It quickly became an Amazon top ten best seller in the category of Media and Communications. In February 2015, it was named one of the top five marketing books published in the world in 2014. Houle is Futurist in Residence and Guest Lecturer at the Ringling College of Art + Design. On a recent trip to China, he guest lectured at Beijing University, China's top University and at SINOPEC, China's largest company and the second largest company in the world.



### **THORSTEN KLIEWE**

Chairman of UIIN - University Industry Innovation Network

*PROFESSIONALISING UNIVERSITY-INDUSTRY INTERACTION: WHERE DO WE STAND AND WHERE SHOULD WE GO?*

20 May 2016

Dr. Thorsten Kliewe is Co-founder, Chairman and CEO of the University Industry Innovation Network, an Amsterdam-headquartered Network facilitating the interaction between universities and business organisations. At UIIN, he leads the organisation's activities that aim to connect university and business representatives, either through events, in projects or in the network in general. Thorsten is also affiliated with the Science-to-Business Marketing Research Centre at Münster University of Applied Sciences (MUAS) in Germany, where he researches, lectures and conducts industry projects at the intersection of marketing, innovation and entrepreneurship. Through his work at UIIN and MUAS, he is well experienced in projects on EU (e.g. Knowledge Alliance, EU Tender, Erasmus+) and national level (e.g. BMBF, FH Extra, ProfUnt), primarily investigating new approaches for business development, and how to optimise the interaction between university research/education and business and society. Thorsten chairs the University-Industry Interaction Conference Series, frequently serves on international boards and committees, has shared his knowledge through presentations and workshops in more than 15 countries, and has widely published in the field of B2B marketing, innovation and entrepreneurship, including two books and a large number of book chapters and (journal) papers. His prior work experience includes Deloitte Australia's Innovation Acceleration Team, the Institute for Innovation and Knowledge Management (INGENIO) at the Polytechnic University of Valencia in

Spain, the Centre of Marketing Management at Zurich University of Applied Sciences in Switzerland as well as the eArchitecture Lab at Constance University of Applied Sciences in Germany. Thorsten obtained his PhD in marketing and management from Coventry University Business School in the UK and holds a Master of Arts in International Management as well as a German Diploma in Business Administration from MUAS in Germany.

Organized jointly by



In cooperation with Porto Business School (conference venue)



Contact and information: [iacee2016@fe.up.pt](mailto:iacee2016@fe.up.pt) (<mailto:iacee2016@fe.up.pt>)  
Developed by Mercatura (<http://www.mercatura.pt>)



[\(index.php\)](#)

C-505-2.12  
Appendix B

Organized by engineering organizations, the IACEE2016 (<http://www.iacee2016.com/>) international event will be the place to discuss the current state and best practices and foresee the future of continuing professional development (CPD). Major stakeholders are invited and interaction is sought to write the history of the future of CPD. The format of the conference will provide plenty of occasions to hear everyone's opinion and to exchange ideas and plans.

Take part in shaping the future of CPD on a global stage with one of the world's only international organizations devoted to CPD global stage. Take advantage and visit Porto (<http://www.europeanbestdestinations.com/top/europe-best-destinations-2014/>) a city that has been chosen as #1 best destination in Europe in 2014. Papers, proposals for sessions and other publications of the IACEE2016 will be peer reviewed. Final publications of the different types of contributions will be compiled in the IACEE2016 Proceedings. The proceedings will have an ISBN and doi for future reference.

Original contributions are sought regarding the three main topics of the conference. These contributions can take the form of papers, posters, videos, podcasts, workshops, hands-on sessions, thematic debates and other types of working sessions. Participate with your experience, share your thoughts, make your voice heard and learn from others!

Time lines for contributions:

31 January 2016 – final date for submission of proposals according to template (IACEE2016\_Contributions\_Template.docx) to be done here ([https://pco.abreu.pt/CLIENTES/abreu/c\\_empty.php?gc=Evento-3421806252-Login&set\\_lang=en](https://pco.abreu.pt/CLIENTES/abreu/c_empty.php?gc=Evento-3421806252-Login&set_lang=en))

01 March 2016 – communication to contributors about acceptance or refusal of the proposal

31 March 2016 - final version of the contribution delivered on [www.iacee2016.com](http://www.iacee2016.com) ([www.iacee2016.com](http://www.iacee2016.com)) using the template (IACEE2016\_PaperTemplate.docx)

15 April 2016 – deadline for payment of registration of at least one contributor per accepted proposal

30 April 2016 – deadline for delivery of all related documentation on [www.iacee2016.com](http://www.iacee2016.com) ([www.iacee2016.com](http://www.iacee2016.com))

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## CONSENT AGENDA

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

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

***That the consent agenda be approved.***

**Prepared by:** Dale Power, Secretariat Administrator

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

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

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

The following items are contained in the consent agenda:

- 3.1 Minutes – 504<sup>th</sup> Council meeting – February 5, 2016
- 3.2 Limited Engineering Licensee and Licensed Engineering Technologist - Approval of Seal Designs
- 3.3 Approval of CEDC Applications
- 3.4 Changes to Committees/Task Forces Roster
- 3.5 Audit Committee Work Plan

## **OPEN SESSION MINUTES – 504<sup>th</sup> Council Meeting – February 5, 2016**

**Purpose:** To record that the minutes of the open session of the 504<sup>th</sup> meeting of Council accurately reflect the business transacted at that meeting.

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

***That the minutes of the 504<sup>th</sup> meeting of Council, held February 5, 2016, as presented to the meeting C-505-3.1, 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 – 504<sup>th</sup> Council open session meeting – February 5, 2016





# Minutes

C-505-3.1  
Appendix A

The 504<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, February 5, 2016 at 9:00 a.m.

- Present:
- T. Chong, P.Eng., President and Chair
  - J. D. Adams, P.Eng., Past President via teleconference [minutes 11607 – 11617 only]
  - G. Comrie, P.Eng., President-elect
  - B. Dony, P.Eng., Vice President (Appointed)
  - P. J. Quinn, P.Eng., Vice President (Elected) [minutes 11607 – 11617 only]
  - I. Bhatia, P.Eng.
  - D. Brown, P.Eng.
  - D. Chui, P.Eng.
  - N. Colucci, P.Eng.
  - B. Dony, P.Eng.
  - R. A. Fraser, P.Eng.
  - S. K. Gupta, P.Eng.
  - R. Huang, LL.B. [minutes 11607 – 11617 only]
  - R. Jones, P.Eng.
  - C.M. Kidd, P.Eng. [minutes 11615 – 11630 only]
  - L. King, P.Eng.
  - B. Kossta
  - E. Kuczera, P.Eng.
  - M. Long-Irwin [minutes 11607 – 11617 only]
  - D. Preley, P.Eng.
  - S. Reid, C.Tech.
  - S. Robert, P.Eng.
  - C. Sadr, P.Eng.
  - R.K. Shreewastav, P.Eng.
  - M. Spink, P.Eng.
  - W. Turnbull, P.Eng.
- Regrets:
- R. J. Hilton, P.Eng.
  - J. Zuccon, P.Eng.
- Staff:
- G. McDonald, P.Eng., Registrar
  - S.W. Clark, LL.B.
  - M. Cellucci
  - C. Mucklestone
  - L. Latham, P.Eng.
  - M. Price, P.Eng.
  - Z. Sarmento
  - R. Martin
  - D. Power

- Guests:
- A. Bergeron, PEO Director, Engineers Canada [minutes 11607 – 11630 except minute 11615]
  - D. Freeman, PEO Director, Engineers Canada [minutes 11607 – 11630 except minute 11615]
  - C. Roney, PEO Director, Engineers Canada [minutes 11607 – 11630 except minute 11615]
  - H. Brown, Brown & Cohen [minutes 11607 – 11630 except minute 11615]
  - D. Campbell, Government Liaison Committee Chair [minutes 11607 – 11630 except minute 116615 a-e, g-n]
  - S. Perruzza, OSPE [minutes 11607 – 11630 except minute 11615]

On Thursday evening, Council held a plenary session to discuss the Continuing Professional Competence Program Task Force Terms of Reference and Communication Plan (CP)<sup>2</sup>, Canadian Engineering Accreditation Board Discussion and the Terms of Reference for Council Term Limits Task Force (CTL).

Council convened at 9:00 a.m. Friday, February 5, 2016.

**CALL TO ORDER**

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

**11607  
APPROVAL OF AGENDA**

Moved by Councillor Jones, seconded by Councillor Sadr:

**That:**

- a. **the agenda, as presented to the meeting at C-504-1.1, Appendix A be approved as amended so that the in-camera session follows the Priority Items portion of the meeting, and**
- b. **the Chair be authorized to suspend the regular order of business.**

**CARRIED**

**11608  
PRESIDENT/REGISTRAR'S REPORT**

Registrar McDonald advised that his most recent Registrar's Update included a PEO Media Release regarding comments made in the press by current and past Councillors regarding the Nipigon River Bridge.

**11609  
CONTINUING PROFESSIONAL  
COMPETENCE PROGRAM (CP)<sup>2</sup> TASK  
FORCE TERMS OF REFERENCE**

Council was asked to approve the Terms of Reference and authorize the creation of the Continuing Professional Competence Program (CP)<sup>2</sup> task Force.

Moved by Councillor Brown, seconded by Councillor Sadr:

**That Council:**

- 1. **Approve the Terms of Reference for the Continuing Professional Competence Program (CP)<sup>2</sup> Task Force as presented to the meeting at C-504-2.1, Appendix A.**
- 2. **Approve a budget of \$10,000.00 for the Continuing Professional Competence Program (CP)<sup>2</sup> Task Force;**
- 3. **Approve the roster for the Continuing Professional Competence Program (CP)<sup>2</sup> Task Force as presented to the meeting at C-504-2.1, Appendix B; and**

4. Direct the Registrar to arrange an initial meeting of the new Task Force within 30 days.

**CARRIED**

Moved by Councillor Fraser, seconded by Councillor Brown:

**That Council:**

1. Approve the Terms of Reference for the Continuing Professional Competence Program (CP)<sup>2</sup> Task Force as presented to the meeting at C-504-2.1, Appendix A as amended by;
  - a) Adding the words “and budget” after operational under item e)
  - b) Deleting item “f” from the Terms of Reference and referring it to the Licensing Committee (LIC) with a report back to Council date to align with the deadline of the (CP)<sup>2</sup> Task Force.

**CARRIED**

Council then voted on motions 2, 3 and 4.

**That Council:**

2. Approve a budget of \$10,000.00 for the Continuing Professional Competence Program (CP)<sup>2</sup> Task Force;
3. Approve the roster for the Continuing Professional Competence Program (CP)<sup>2</sup> Task Force as presented to the meeting at C-504-2.1, Appendix B; and
4. Direct the Registrar to arrange an initial meeting of the new Task Force within 30 days.

**CARRIED**

Vice-President Quinn opposed.

**11610  
CONTINUING PROFESSIONAL  
COMPETENCE PROGRAM (CP)<sup>2</sup>  
COMMUNICATIONS PLAN**

A Communications Plan to inform PEO members about the Continuing Professional Competence Program in order to encourage participation in the program’s voluntary rollout and in a referendum on making it a mandatory program was presented.

Moved by Councillor Sadr, seconded by Councillor Colucci:

**That Council approve the Communications Plan for the Continuing Professional Competence Program as presented to the meeting at C-504-2.2, Appendix A.**

**CARRIED**

Vice-President Quinn opposed.

Councillor Chui referred to his comments at the February 4, 2016 Plenary regarding involvement of Chapters in the Continuing Professional Competence Program (CP)<sup>2</sup>. Registrar McDonald replied that his request for Chapter involvement would relate more to the rollout of the program once it is developed than to the Communications Plan.

Councillor Fraser requested that the FAQ document include both pros and cons so that there is a balanced argument. Registrar McDonald replied that the document would include all feedback from the Townhall meetings, etc.

In response to two member resolutions passed at the 2015 Annual General Meeting, Council approved, at its November 2015 meeting, the creation of a Council Term Limits Task Force. The Registrar was directed to develop the draft terms of reference and a proposed list of members for the task force to examine the issues of term limits and succession planning for Council positions for approval by Council at its February 2016 meeting.

Moved by Councillor Brown, seconded by Councillor Colucci:

- 1. That Council approve the Terms of Reference for the Council Term Limits Task Force as presented to the meeting at C-504 2.3, Appendix A.**
- 2. That Council approve a budget of \$7,500 for the Council Term Limits Task Force.**
- 3. That Council approve the appointment of members to the Council Term Limits Task Force as presented at C-504 2.3, Appendix B.**

Moved by Councillor Fraser, seconded by Past President Adams:

**That Council approve the Terms of Reference for the Council Term Limits Task Force as presented to the meeting at C-504 2.3, Appendix A as amended by:**

- a) Removing item 3. from Key Duties and Responsibilities**
- b) Amending item 4 to read "Provide a report to Council no later than at its February 2017 meeting, detailing pros, cons and principles and recommendations regarding term limits and succession planning for all Council positions."**

**CARRIED**

**11611  
TERMS OF REFERENCE FOR COUNCIL  
TERM LIMITS TASK FORCE (CTL)**

Council then voted on motions 2 and 3.

2. **That Council approve a budget of \$7,500 for the Council Term Limits Task Force.**
3. **That Council approve the appointment of members to the Council Term Limits Task Force as presented at C-504 2.3, Appendix B.**

**CARRIED**

Councillor Fraser noted that with respect to the removal of item 3 from Key Duties and Responsibilities regarding the development of a clear statement of policy intent for the purposes of Regulation changes, that the intent is there will be regulation changes if needed.

**11612  
LEGISLATION COMMITTEE – RESCINDING  
COUNCIL MOTIONS**

There are Council motions calling for amendments to Regulations 941 and 260 for the purpose of creating an Engineer of Record. The motions called for proper peer review and consultation. The Regulatory Protocol requires Council to direct any proposed changes to the Regulations to the Legislation Committee for guidance. The Committee reviewed the proposals and decided that it was not possible through revision of the Regulations to meet the policy intent of these motions.

Moved by Councillor Fraser, seconded by Councillor Kossta:

**That the following motions be rescinded:**

**C-472, 11013 ENGINEER OF RECORD**

**That the CEO/Registrar:**

- a) **in consultation with the Professional Standards Committee, shall undertake to study and to propose amendments to Regulations 941 and 260 under the Professional Engineers Act and PEO Guidelines to incorporate "Engineer of Record and Review Commitment", with proper peer review and consultation, to ensure lines of responsibility are clear for all work related to the practice of professional engineering and that in a multi-disciplined project, each discipline must be signed off by a Professional Engineer; and**
- b) **report back to Council at March 2012 meeting.**

**C-476, 11069 ENGINEER OF RECORD**

**That:**

- a) the performance standard on General Review Commitment Regulation 260-08 be revised to provide a clear line of responsibility for the integrity of the design and general review by sealing and signing the drawings; and
- b) the CEO/Registrar be authorized to contact the appropriate authority with responsibility for dealing with stages, bridges, manufacturing processes and engineered products with the purpose of ensuring there is a clear line of responsibility for the engineering component of the work.

Moved by Councillor Gupta, seconded by Councillor Chui:

**That this item be tabled.**

**DEFEATED**

Council then voted on the main motion.

**That the following motions be rescinded:**

**C-472, 11013 ENGINEER OF RECORD**

**That the CEO/Registrar:**

- c) in consultation with the Professional Standards Committee, shall undertake to study and to propose amendments to Regulations 941 and 260 under the Professional Engineers Act and PEO Guidelines to incorporate "Engineer of Record and Review Commitment", with proper peer review and consultation, to ensure lines of responsibility are clear for all work related to the practice of professional engineering and that in a multi-disciplined project, each discipline must be signed off by a Professional Engineer; and
- d) report back to Council at March 2012 meeting.

**C-476, 11069 ENGINEER OF RECORD**

**That:**

- c) the performance standard on General Review Commitment Regulation 260-08 be revised to provide a clear line of responsibility for the integrity of the design and general review by sealing and signing the drawings; and
- d) the CEO/Registrar be authorized to contact the appropriate authority with responsibility for dealing with stages, bridges, manufacturing processes and engineered products with the purpose of ensuring there is a clear line of responsibility for the engineering component of the work.

**CARRIED**

<u>For</u>	<u>Against</u>	<u>Abstain</u>
I. Bhatia	J. D. Adams	D. Chui
D. Brown	L. King	S. Gupta
N. Colucci	P. Quinn	R. Huang
G. Comrie		
B. Dony		
R. Fraser		
R. Jones		
B. Kossta		
E. Kuczera		
M. Long-Irwin		
D. Preley		
S. Reid		
S. Robert		
C. Sadr		
R. Shreewastav		
M. Spink		
W. Turnbull		

Council recessed for break.

Upon reconvening, President Chong presented the following Councillors with service pins and certificates in appreciation of their volunteer services to Professional Engineers Ontario:

Councillor Jones – 10 years  
 Councillor King – 15 years  
 Councillor Colucci – 25 years  
 Vice-President Quinn – 25 years

President-elect Comrie presented President Chong with a 15 year service pin and certificate in appreciation of his volunteer service to Professional Engineers Ontario.

**11613**  
**ENGINEERING DIMENSIONS EDITORIAL**  
**OBJECTIVES (from November 2015**  
**Council meeting)**

Vice-President Quinn requested that the following motion be withdrawn.

**That:**

- 1. Council approves the objectives as presented to the meeting at C-503-2.5, Appendix A;**
- 2. Council approves the establishment of a three person Advisory Communications Board, (the ACB), to act for Council, (with final decision making authority should the Editor require guidance as to content), and report to Council for ratification of its decisions in a timely fashion;**

3. The ACB consist of three recent past-presidents willing to serve, who will establish its terms of office and reference for Council approval;
4. Council agrees that the renewal of Engineering Dimensions is a matter where time is of the essence, and that all shall act accordingly;
5. The ACB have an annual expense allowance of \$2,000 from the operations budgets.

**WITHDRAWN BY CONSENSUS**

**11614  
ENGINEERING DIMENSIONS EDITORIAL  
OBJECTIVES**

PEO's recent Communications Audit recommended that PEO periodically review its communications products for their relevance, timeliness and impact. Given the audit report findings and recommendations, it is desirable to revise the objectives to enable staff to develop more engaging content that continues to focus on PEO's mandate.

Moved by Vice-President Quinn, seconded by Councillor Kossta:

**That Council approve the following revised Editorial Objectives for Engineering Dimensions as presented at C-504-2.6, Appendix A:**

**Engineering Dimensions, while focusing on the legal, regulatory and ethical aspects of the profession, as well as PEO operations and chapter activities, has an objective of publishing an interesting, informative, and stimulating periodical:**

- **To provide information on the practice of professional engineering, PEO activities, and appropriate topics of current general interest;**
- **To showcase the achievements of engineers and engineering practices;**
- **To be a forum for the exchange among members of ideas and knowledge, but especially related to the practice of professional engineering and the activities of the association;**
- **To provide information to members on events, issues and public policy developments, especially those relevant to the practice of professional engineering in Ontario;**
- **To promote public awareness of the Professional Engineers Act, the role of the association and the responsibilities of professional engineers.**

**CARRIED**

**11615  
IN-CAMERA SESSION**

Moved by President-elect Comrie, seconded by Councillor Jones:



**That Council move in-camera.**

**CARRIED**

While in-camera, Council:

- a) ratified the in-camera minutes of the Executive Committee, held on December 3, 2015, as presented to the meeting at C-504-4.1, Appendix A;
- b) verified the in-camera minutes from the 503<sup>rd</sup> meeting of Council held November 20, 2015 as amended;
- c) approved proposed Act Changes related to the Belanger recommendations and that this item be moved to open session;
- d) approved the 2016 V.G. Smith Awardee;
- e) received a report regarding the data gathering and analysis plan related to the Repeal of the Industrial Exception and that this item be moved to open session;
- f) approved the Industrial Exception Response Strategy
- g) received a report from the HRC Committee;
- h) received the Council evaluation survey results;
- i) received a legal opinion obtained related to PEO reporting of public safety concerns to other regulatory authorities;
- j) received decisions and reasons of the Discipline Committee;
- k) received a legal update on legal actions in which PEO is involved;
- l) received the Complaints Review Councillor Report;
- m) there were no issues reported regarding PEO's Anti-Workplace Violence and Harassment Policy.

This item was moved to open session from in-camera.

**11616  
BELANGER RECOMMENDATIONS –  
PROPOSED ACT CHANGES**

**4.3a Continuing Professional Development**

Council was asked to consider an amendment to the Act to provide the authority to impose mandatory continuing professional development requirements and sanctions for non-compliance for licence, limited licence and temporary licence holders.

Moved by Councillor Fraser, seconded by Councillor Shreewastav:

**That Council approves the policy intent to amend the *Professional Engineers Act* to provide the authority for mandating Continuing Professional Development (CPD) requirements for all licence holders, limited licence holders, and temporary licence holders.**

**CARRIED**

**4.3b Provision of Practitioner Information on PEO's Website**

Council was asked to consider an amendment to the Act to add Disciplinary information to the register and to require all register information to be available and accessible on the website.

Moved by Councillor Fraser, seconded by Councillor Shreewastav:

**That Council approves the policy intent to amend the *Professional Engineers Act* to expand the list of information that may be included in the register, and that all register information may be available and accessible on the website. In particular, the date of any Discipline hearing, the date of a decision of the Discipline Committee, its findings of professional misconduct or incompetence, the penalty imposed, and a link to the decision and reasons.**

**CARRIED**

#### **4.3c Lowering of Threshold for By-Law Confirmation by Members**

The Legislation Committee recommended that Council amend section 8(3) of the *Professional Engineers Act* to allow by-laws passed by Council to be confirmed by a majority of *voting* members. This change will also enable sections 7(1)25 and 8(1)16 of the PEA to be proclaimed to support moving fees from Regulations to By-Laws.

Moved by Councillor Fraser, seconded by Councillor Shreewastav:

**That Council approves the policy intent to amend section 8(3) of the *Professional Engineers Act* to allow bylaws as specified and approved by Council to be confirmed by a majority of members voting.**

**CARRIED**

#### **4.3d Additions of Limited License Holders to those Qualified to Design Certain Building Structures**

Policy intent to amend the *Professional Engineers Act* was proposed to give limited license holders the same right to practice in all areas of professional engineering including building design as professional engineers.

Moved by Councillor Fraser, seconded by Councillor Shreewastav:

**That Council approves the policy intent to amend the *Professional Engineers Act* to include holders of limited licence to design certain buildings within their limited scope of practice in addition to professional engineers.**

**CARRIED**

#### **4.3e Suspension of Licenses for Past Conduct**

Policy intent to amend the *Professional Engineers Act* to give the

Registrar the authority to issue a notice of proposal to suspend a licence where warranted by past conduct, similar to the authority to do so for limited licences, temporary licences, provisional licences and Certificates of Authorization under section 18(2) was proposed.

Moved by Councillor Fraser, seconded by Councillor Shreewastav:

**That Council approves the policy intent to amend the *Professional Engineers Act* to provide the Registrar with the authority to issue a notice of proposal to suspend a licence where warranted by past conduct, subject to a hearing on the notice of proposal by the Registration Committee.**

**CARRIED**

#### **4.3f Update Act Language for Payment of Fines to Minister of Finance**

In 2009, amendments to the Financial Administration Act stipulated that all references to the “Treasurer of Ontario” or “Minister of Economics” in other acts were to be read as referring to the “Minister of Finance”. The section of the *Professional Engineers Act* concerning fines still references the “Treasurer of Ontario” and should be updated.

Moved by Councillor Fraser, seconded by Councillor Shreewastav:

**That Council approves the policy intent to amend the *Professional Engineers Act* to update language in section 28(4(h)) to match that of the *Financial Administration Act*.**

**CARRIED**

#### **4.3g Provide Public Access to Disciplinary Hearings Exhibits, Evidence and Transcripts**

Policy intent to amend the *Professional Engineers Act* to allow members of the public to access Disciplinary hearing evidence, exhibits and transcripts, except where evidence or exhibits were excluded in the course of that hearing was proposed.

Moved by Councillor Fraser, seconded by Councillor Shreewastav:

**That Council approves the policy intent to amend the *Professional Engineers Act* to allow members of the public to get copies of Disciplinary hearing evidence, exhibits, and transcripts at their own expense, unless the Discipline Committee excludes evidence or exhibits pursuant to Section 28(4.1).**

**CARRIED**

#### **4.3h Allowing Release of Information to Other Regulatory Authorities**

Occasionally, in the course of their duties, employment, examination, review or investigation, PEO staff gain information on a holder of a licence or Certificate of Authorization that suggests a public safety risk that is outside of PEO's jurisdiction.

PEO has no explicit authority to release non-public information obtained in the course of PEO's regulatory mandate on public safety concerns to any persons except under subsections 38 (1)(a) through (c), without opening them up to prosecution under section 38(3).

This amendment would enable PEO to forward public safety concerns arising from information received regarding a holder of any licence or Certificate of Authorization to the appropriate regulatory authorities for further investigation or actions under that organization's jurisdiction. These could include federal, provincial or municipal governments (or their departments, ministries, special purpose bodies, agencies, boards or commissions), or the OPP or local police services. The net effect would be greater public safety by investigating other concerns, subject to the procedural safeguards of those other regulatory authorities. This provision would also protect PEO staff from prosecution for an offence or fine under section 38(3) from disclosing such information.

Ministries and local building officials will likely welcome receipt of information that may assist with their investigation of other alleged infractions involving that individual or company

Moved by Councillor Fraser, seconded by Councillor Shreewastav:

**That Council approves the policy intent to amend the *Professional Engineers Act* to give the Registrar authority to release information that comes to an authorized person in the course of their duties, employment, examination, review or investigation pertaining to a holder of a licence, limited licence, or temporary licence to other regulatory authorities for their investigation within their respective jurisdiction.**

**CARRIED**

#### **11617 REPEAL OF INDUSTRIAL EXCEPTION – DATA GATHERING AND ANALYSIS PLAN UPDATE**

This item was moved from in-camera to open session.

L. Latham, Deputy Registrar, Regulatory Compliance, advised that the repeal research project is continuing; however, there is some delay because the information requested from the Ministry of Labour is

voluminous and as such they are having some challenges with their clerical ability to assemble and redact the information. As a result, the original timeline for the end of 2015 has now been pushed back to the end of February. This in turn will delay the final report to Council until the June 2016 Council meeting.

**11618  
CONSENT AGENDA**

President-elect Comrie acted as Chair on behalf of President Chong who had to leave the meeting.

Moved by Councillor Colucci, seconded by Councillor Sadr:

**That the Consent Agenda be approved.**

**CARRIED**

Included on the consent agenda:

- 3.1 Minutes – 241<sup>st</sup> Executive Committee meeting – November 2, 2015
- 3.2 Minutes – 242<sup>nd</sup> Executive Committee meeting – December 3, 2015
- 3.3 Minutes – 503<sup>rd</sup> Council meeting – November 20, 2015
- 3.4 Changes to Committees/Task Forces Roster
- 3.5 Awards Committee (AWC) HR and Work Plans

[Note: minutes 11619 to 11623 reflect the motions provided in the briefing notes presented to the meeting.]

**11619  
MINUTES – 241<sup>ST</sup> EXE COMMITTEE  
MEETING – NOVEMBER 2, 2015**

**That the minutes of the open session of the 241<sup>ST</sup> meeting of the Executive Committee, held on November 2, 2015 as presented to the meeting at C-504-3.1, Appendix A be ratified.**

**CARRIED**

**11620  
MINUTES – 242<sup>ND</sup> EXE COMMITTEE  
MEETING – DECEMBER 3, 2015**

**That the minutes of the open session of the 242<sup>nd</sup> meeting of the Executive Committee, held on December 3, 2015 as presented to the meeting at C-504-3.2, Appendix A be ratified.**

**CARRIED**

**11621  
MINUTES – 503<sup>RD</sup> COUNCIL MEETING –  
NOVEMBER 20, 2015**

**That the minutes of the open session of the 503<sup>rd</sup> meeting of Council, held on November 20, 2015 as presented to the meeting at C-504-3.3, Appendix A accurately reflect the business transacted at that meeting.**

**CARRIED**

**11622  
CHANGES TO COMMITTEES/TASK FORCES  
ROSTER**

**That Council approve changes to the 2016 PEO Committees and Task Forces Membership Roster as presented at C-504-3.4, Appendix A.**

**CARRIED**

**11623  
AWARDS COMMITTEE (AWC) HR AND  
WORKPLANS**

**That Council approve the Awards Committee (AWC) 2016 work plan and human resources plan as presented at C-504-3.5, Appendix A.**

**CARRIED**

**11624  
APTIFY UPDATE**

Council was provided with a written report regarding progress to date. Registrar McDonald reported that the project is moving along well, however the completion date has been extended by three weeks to allow for delivery of certain program elements. That being said, the project is still within budget. Registrar McDonald noted that, given the three week project implementation delay, the contract with Deloitte would be amended by \$36,000 to ensure we had their services up to full implementation.

**11625  
LEGISLATION COMMITTEE UPDATE**

There was no update.

**11626  
REGIONAL CONGRESS UPDATE**

Councillor Sadr advised that there have been no Regional Congress since the last Council meeting.

**11627  
ENGINEERS CANADA UPDATE**

Engineers Canada President-elect Roney provided updates on the following items that are upcoming at the February 23-24<sup>th</sup> Engineers Canada Board meeting:

- Discussion and presentation on the Trans-Pacific Partnership agreement that was signed on February 4, 2016
- Panel discussion on influencing codes, regulations and standards
- Accreditation

President-elect Roney advised that a questionnaire was being sent to Council with some general questions on how Engineers Canada can support PEO as part of the linkages process.

**11628  
STATISTICS - COMPLAINTS, DISCIPLINE,  
LICENSING AND REGISTRATION**

There were no questions or comments.

**11629  
CORRESPONDENCE FROM THE ATTORNEY  
GENERAL REGARDING THE INDUSTRIAL  
EXCEPTION**

Council was provided with the Attorney General's response to President Chong's email regarding the government's decision to maintain the industrial exception in the *Professional Engineers Act*.

**11630  
COUNCILLOR ITEMS**

**a) Inclusion of Budget Information in Briefing Notes**

Councillor Chui referred to the \$10,000 budget that was requested for the Continuing Professional Competence Program (CP)<sup>2</sup> and requested that all briefing notes include the appropriate budget information whenever there are budget implications.

**b) Central Election and Search Committee (CESC)**

A. Bergeron, CESC Chair, advised that there was 3.3% voter turnout as of February 4, 2016. She encouraged Councillors to spread the word amongst their colleagues to increase voter participation.

**c) Election Issues**

Councillor Chui referred to the approximately 1,000 voting packages that were sent electronically that were rejected. He also noted that when he received his hard copy of the voting package there was nothing on the envelope to indicate that it was from PEO.

R. Martin advised that the electronic voting packages were sent out on January 22, 2016 and that two more attempts (January 23 and 24) were made to deliver the rejected packages. Hard copies were sent to those members with undeliverable email addresses on Monday, January 25, 2016. He further noted that this item, as well as the concern regarding the unmarked envelope, will be added to the Issues Report that will be reviewed by the CESC who will make recommendations for Council's consideration at its September 2016 meeting.

Councillor Sadr advised that a number of people he spoke to were not aware that the voting package was being sent electronically this year. He noted that since this is the first year that this was being done that reminders should be sent out.

R. Martin advised that an eBlast was recently issued regarding this as well as the Robocall from the CESC Chair on January 22, 2016; however, this concern will be added to the Issues Report.

Councillor Jones noted that those who do not vote as soon as they receive their email could have difficulties retrieving the email or they may have deleted it.

R. Martin advised that there is a Help Desk number on PEO's website that voters can call if they have misplaced their ID and PIN number.

Councillor Jones referred to the Robocall and the delay that took place once he answered the phone noting that when someone answers the phone and there is a delay they tend to hang up immediately because they believe it is a telemarketer.

**d) Notice of Motion - Succession Planning**

Councillor Spink advised that the need for governance improvements was mentioned by several candidates during the All Candidates meetings and that she intends to bring forward a motion calling for the creation of a Governance Committee.

**e) PEO Volunteer Web Module**

Councillor Shreewastav congratulated the Registrar and team for the PEO volunteer web module noting that it is an excellent resource for new and experienced Councillors. The link to this web module will be sent to all Councillors.

**f) Voting**

Councillor Bhatia congratulated the Registrar and staff on the voting process which was very easy.

There being no further business, the meeting concluded.

These minutes consist of sixteen pages and minutes 11607 to 11630 inclusive.

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T. Chong, M.Sc., P.Eng., FEC, PMP, Chair

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G. McDonald, P.Eng., Registrar

DRAFT



## **LIMITED ENGINEERING LICENSEE AND LICENSED ENGINEERING TECHNOLOGIST – APPROVAL OF SEAL DESIGNS**

**Purpose:** To approve the Limited Engineering Licensee (LEL) and Licensed Engineering Technologist (LET) Seals to be issued to qualified Limited Licence holders and LETs.

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

**That Council approve for use the design of the seal for the Limited Engineering Licensee and Licensed Engineering Technologist class of limited licence as presented to the meeting at C-505-3.2(i) and (ii), Appendix B, effective immediately.**

**That the Experience Requirements Committee be required to specify a brief description of each applicant-specific limitation for the seal, that excludes PEO’s approved syllabi disciplines, to comply with Section 52(4)(f) of Regulation 941.**

[Council is authorized under section 7(1)12. of the Act to make regulations pertaining to the form of seals for limited licences. Council is required under subsection 52(4) of Regulation 941 to approve the design of the seal for limited licence holders. Section 52(5) sets out the title variation to be used on the seals of licensed engineering technologists.]

**Prepared by:** J. Max, Manager, Policy

**Moved by:** Roydon Fraser, P.Eng., Chair, Legislation Committee

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

- Applications for the new Limited Licence and LET class of limited licence began to be processed effective July 1, 2015 to comply with O.Reg 71/15. Council is required under subsection 52(4) of Regulation 941 to approve the design of the seal for limited licence holders. Section 52(5) sets out the title variation to be used on the seals of licensed engineering technologist class of limited licence. As per the 1993 Council motion regarding Corporate Identity, the PEO Corporate Logo also continues to appear on the seal. The relevant citations for sections 52 and 55.1 are found in Appendix A. The draft seals are found in Appendix B.

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

- That Council approve the design of the seal to be used by the limited engineering licensee and licensed engineering technologist class of limited licence holder, to prepare PEO to issue the first limited licences and licensed engineering technologists after July 1, 2015.

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

- Staff will continue to process applications for the new limited licences and the LET class of Limited Licence, and issue licences and seals to those who meet the qualifications. PEO would

also advise its members, the other provincial associations, OACETT, government and local building officials, and other stakeholders of the existence of the new seal. No further Council action is required.

#### 4. Peer Review & Process Followed

<p>Process Followed</p>	<ul style="list-style-type: none"> <li>At the 498<sup>th</sup> meeting held on February 6, 2015, Council approved a series of amendments to Regulation 941 to implement changes to the limited licence and the Certificate of Authorization. These changes included introducing a limited engineering technologist (LET) class of limited licence for OACETT members in good standing who also hold the Certified Engineering Technologist (CET) designation from OACETT. These Regulation changes were approved by the provincial Cabinet and filed on April 2, 2015 as O. Reg. 71/15, and effective July 1, 2015. At its April 25, 2015 meeting, Council approved the application forms for the Limited Licence (including the LET class of Limited Licence) and the Certificate of Authorization, as referenced in O. Reg. 71/15. The seal design is based on the current limited licence seal, with wording specified in subsections 52(4) and (5) of O. Reg. 941 and recommended by the Licensing and Registration Department.</li> </ul>
<p>Council Identified Review</p>	<ul style="list-style-type: none"> <li>Council previously approved a new Corporate Seal (required on legal documents) and the design of the current limited licence seal on November 12, 1993.</li> <li>The design of the new limited engineering licensee and licensed engineering technologist seals are based on the current limited licence seal with wording as specified in subsections 51(4) and (5) of Regulation 941, so no prior Council review is necessary.</li> </ul>
<p>Actual Motion Review</p>	<ul style="list-style-type: none"> <li>At the February 5<sup>th</sup> Legislation Committee meeting, the committee passed the following motions. <ol style="list-style-type: none"> <li>That the Legislation Committee recommend to Council that the draft LEL and LET seals be modified by removing the word “category”, adding “licence” in front of “certificate” and that all LL and LET seals have a maximum of an 8-word summary of the licence holder’s limitation(s) to be determined by the Experience Requirements Committee.</li> <li>That Council’s opinion be sought whether to continue to use the PEO corporate logo on the LEL and LET seals.</li> <li>That this recommendation be presented to Council at its March 2016 meeting.</li> </ol> </li> <li>The Chair of the Legislation Committee reviewed and approved the Council motions</li> <li>At its March 4, 2016 meeting, the Committee further amended the second motion to allow more flexibility for the Experience Requirements Committee to provide a brief description of the limitations on each seal.</li> </ul>

#### 5. Appendices

- Appendix A – Citations of section 52(4) and (5) of Regulation 941.
- Appendix B – Designs of Seal for “Limited Engineering Licensee” and “Licensed Engineering Technologist”

**Appendix A - Citations of section 52(4) and (5) and 55.1(2) and (3) of Regulation 941**

**52.** (4) Subject to subsection (5), every holder of a limited licence shall have a seal of a design approved by the Council, the impression of which shall include,

- (a) the surname and initials of the holder of the limited licence;
- (b) the words “Association of Professional Engineers of Ontario” and one or more of the following:
  - (i) “Limited Engineering Licensee”,
  - (ii) “titulaire de permis restreint d’ingénieur”,
  - (iii) “LEL”,
  - (iv) “PRI”;
- (c) the limited licence number;
- (d) a statement that the limited licence is limited to the services within the practice of professional engineering mentioned in the limited licence; and
- (e) REVOKED: O. Reg. 13/03, s. 15 (3).
- (f) a statement of the limitations on the limited licence that may affect the public. R.R.O. 1990, Reg. 941, s. 52 (4); O. Reg. 13/03, s. 15 (3); O. Reg. 71/15, s. 19 (1-3).

(5) In the case of a holder of an engineering technologist class of limited licence, clause (4) (b) does not apply, and the holder’s seal shall instead include the words “Association of Professional Engineers of Ontario” and one or more of the following:

1. “Licensed Engineering Technologist”.
2. “technologue en ingénierie titulaire de permis”.
3. “LET”.
4. “TITP”. O. Reg. 71/15, s. 19 (4).

**55.1** (2) The following are the titles and abbreviations that may be used in the practice of professional engineering by the holder of a limited licence:

1. “Limited Engineering Licensee” or “titulaire de permis restreint d’ingénieur”.
2. “LEL” or “PRI”. O. Reg. 205/09, s. 7.

(3) The following are the titles and abbreviations that may be used in the practice of professional engineering by the holder of an engineering technologist class of limited licence:

1. “Licensed Engineering Technologist” or “technologue en ingénierie titulaire de permis”.
2. “LET” or “TITP”. O. Reg. 71/15, s. 20.



**Professional Engineers**  
Ontario

C-505-3.2  
Appendix Bi

## **Limited Engineering Licensee**

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**Name:**

**Number:**

**Limitations:**

This licence is subject to the above limitations as detailed on the licence certificate.

**Association of Professional Engineers of Ontario**



**Professional Engineers**  
Ontario

C-505-3.2  
Appendix Bii

## **Licensed Engineering Technologist**

**Name:**

**Number:**

**Limitations:**

This licence is subject to the above limitations as detailed on the licence certificate.

**Association of Professional Engineers of Ontario**

# 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-505, Appendix A, Section 1.
2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-505, Appendix A, Section 2.
3. That Council decline the application for designation as Consulting Engineer as presented to the meeting at C-505, Appendix A, Section 3.
4. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-505, Appendix A, Section 4.

**Prepared by:** Lawrence Fogwill, P.Eng, Manager, Registration

**Moved by:** Councillor Santosh Gupta, 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 January 28, 2016.
<b>Council Identified Review</b>	Not applicable. Required by Regulation.
<b>Actual Motion Review</b>	As stated under above process.

### 5. Appendices

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

To the 505<sup>th</sup> Meeting of the Council of  
Professional Engineers Ontario

**REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE**

Chair: Eric Nejat, P.Eng.

- 1. The Committee has reviewed the following applications for DESIGNATION and recommends to Council that these 8 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	DEVOS, MICHAEL PETER	Spriet Associates London Ltd.	155 York St, London ON, N6G 4Y8	90329830
1.2	HALLSWORTH, LISA ANN	Lisa Hallsworth, P.Eng.	218 Avonlough Rd, Belleville ON, K8P 5GH	90365339
1.3	ISABELLE, JOSEPH ROBERT	KJA Consultants Inc.	901-85 Richmond St W, Toronto ON, M5H 2C9	21426507
1.4	LAWRENCE, NORMAN EDWARD	Keewatin-Aski Ltd.	61 Queen St, PO Box 510, Sioux Lookout, ON, P8T 1A8	25878455
1.5	MIRHADI, ALIREZA	K-Tek Electro Services	107-37 Sandiford Dr, Stouffville ON, L4A 7X5	90539446
1.6	PLENDERLEITH, DONALD HALLAM	Golder Associates Ltd.	1931 Robertson Rd, Ottawa ON, K2H 5B7	90382706
1.7	SIDDIQUI, MOHAMMAD ILYAS	Nasiruddin Engineering Ltd.	1-6033 Shawson Dr, Mississauga ON, L5T 1H8	100059876
1.8	ZUKOV, MICHAEL NICOLAS	Arencon Inc.	206-1551 Caterpillar Rd, Mississauga ON, L4X 2Z6	100146183

**2. The Committee has reviewed the following applications for REDESIGNATION and recommends to Council that these 47 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	BAILEY, CHARLES MARC	Bailey Engineering Inc.	505-675 Cochrane Dr, East Tower, Markham ON, L3R 0B8	90334558
2.2	BARKER, PAUL DOUGLAS	Flexion Engineering Inc.	11-1155 North Service Rd W, Oakville ON, L6M 3E3	90328600
2.3	BENNEYWORTH, DOUGLAS ARTHUR	Ausenco Engineering Canada	100-1016B Sutton Dr, Burlington ON, L7L 6B8	3388014
2.4	BORTOLOTTI, BRUNO JOHN	Sfera Architectural Associates Inc.	220-4510 Rhodes Dr, Windsor ON, N8W 5K5	4542015
2.5	BROUGHTON, ERIC RIGG	E.R. Broughton Associates Ltd.	20 Clarence St, PO Box 89, Queenston ON, L0S 1L0	5405014
2.6	BRUMWELL, SCOTT WILLIAM	Skelton, Brumwell & Associates Ltd.	107-93 Bell Farm Rd, Barrie ON, L4M 5G1	5749502
2.7	CHARNISH, BARRY DAVID	Entuitive Corporation	200 University Ave, 7th Floor, Toronto ON, M5H 3C6	7702012
2.8	CHENG, STEPHEN SHU-MAN	exp Services Inc.	1595 Clark Blvd, Brampton ON, L6T 4V1	7877012
2.9	CHUNG, NORMAN QUOC	Poulos & Chung Ltd.	535 Bur Oak Ave, Markham ON, L6C 2S5	90289158
2.10	CONFORZI, JOHN PETER	J.P. Conforzi & Associates Ltd.	201-238 Gerrard St E, Toronto ON, M5A 2E8	9079013
2.11	COOK, GREGORY KENT	CC Tatham and Associates Ltd.	4-41 King St, Barrie ON, L4N 6B5	90331737
2.12	COUTURE, DANIEL PATRICK	Arcon Engineering Consultants Ltd.	352 Consumers Rd, North York ON, M2J 1P8	9557505
2.13	DECARIA, GIUSEPPE ANGELO	Decaria Engineering Ltd.	7-35 West Pearce St, Richmond Hill ON, L4B 3A9	11044500
2.14	DI CIENZO, RALPH	Landtek Limited	3-205 Nebo Rd, Hamilton ON, L8W 2E1	90396748
2.15	DIETZ, JEFFREY WILLIAM	Englobe Corp.	353 Bridge St E, Kitchener ON, N2K 2Y5	90553751
2.16	DROUIN, ROLAND DONAT	exp Services Inc.	100-170 Deveault St, Gatineau QC, J8Z 1S6	12210019
2.17	DZEKIC, SASA	JNE Consulting Ltd.	176 Shaw St, Hamilton ON, L8L 3P7	90455049
2.18	FERGUSON, JOHN ERNEST	The Hidi Group	200-155 Gordon Baker Rd, North York ON, M2H 3N5	14014500
2.19	FREDERICK, JOHN CHARLES	J Frederick Ltd.	293 Fairlawn Ave, Toronto ON, M5M 1T2	14982011
2.20	HAMEL, CHRISTOPHER WILLIAM	GM Blueplan Engineering Ltd.	402-3300 Highway 7, Vaughan ON, L4K 4M3	100025941



2.21	HANNA, ROBERT ALEXANDER	RPM Engineering Ltd.	2816 Hammond Rd, Mississauga ON, L5K 2R1	18245514
2.22	HANNIGAN, DONALD JAMES	Hannigan Engineering Ltd.	401-3901 Highway 7, Vaughan ON, L4L 8L5	18257014
2.23	HAYDEN, ALFRED STANLEY	EHA Engineering Ltd.	Box 2711, Stn 8, Richmond Hill ON, L4E 1A7	18898015
2.24	HEIN, BRIAN BRADLEY	J.L. Richards & Associates Limited	864 Lady Ellen Pl, Ottawa ON, K1Z 5M2	90368333
2.25	JOSEPH, SIDNEY	AIMS Environmental	111-1020 Denison St, Markham ON, L3R 3W5	22596506
2.26	KODSI, SAMEH MAMDOUH	Kodsi Engineering Inc.	1-225 Traders Blvd, Mississauga ON, L4Z 3L8	90533068
2.27	KRIEGER, GORDON ROBERT	WSP	69 Cleak Ave, Box 187, Bancroft ON, K0L 1C0	90213513
2.28	LAW, STEVEN RICHARD	Reinders + Rieder Ltd.	201-57 Mill St N, Brampton ON, L6X 1S9	25839705
2.29	LAWRENCE, ROSS DOUGLAS	Watts, Griffis & McOuat Ltd.	301-8 King St E, Toronto ON, M5C 1B5	25881012
2.30	LEE, NORMAN WING CHIH	Norman Lee & Associates Ltd.	203-275 Renfrew Dr, Markham ON, L3R 0C8	26222505
2.31	MAKSYMEC, ROBERT IHOR	Planmac Engineering Inc.	302-80 North Queen St, Toronto ON, M8Z 2C9	28740017
2.32	MIDA, GIDON	Power & Controls Engineering Ltd.	4 Foothills Dr, Ottawa ON, K2H 6K3	90350422
2.33	MONS, RODNEY DUANE	H.H. Angus and Associates Ltd.	1127 Leslie St, Don Mills ON, M3C 2J6	32350506
2.34	NEJAT, ERIC	E.Z. Nejat & Associates Inc.	10620 Yonge St, PO Box 30529, Richmond Hill ON, L4C 0C7	33717505
2.35	PANETTA, SERGIO ANTONIO	I-Gard Corp.	7686 Bath Rd, Mississauga ON, L4T 1L2	90295411
2.36	PATEL, NILKANTHKUMAR BHAGUBHAI	Neal Patel Engineering Ltd.	146 Beverley Glen Blvd, Thornhill ON, L4J 7T6	35700012
2.37	PEARCE, GLEN AARON	Envirosearch Ltd.	4166 15 Side Road, Rockwood ON, N0B 2K0	36011013
2.38	POISSON, ROBERT ELPHEGE	R.E. Poisson Engineering Inc.	200-55 Cork St E, Guelph ON N1H 2W7	90277542
2.39	QURESHI, MOHAMMED YAHYA	RCM Technologies Canada Corp.	895 Brock Road S, Pickering ON, L1W 3C1	37845757
2.40	RAPPOLT, ROBERT CECIL	Maplerock Consulting Inc.	221 Viceroy Rd, North Bay ON, P1B 8G4	90251653
2.41	ROSS, ANDREW	B.M. Ross and Associates Ltd.	62 North St, Goderich ON, N7A 2T4	39718507
2.42	RYAN, JOHN JAMES JOSEPH	Ryan Associates Inc.	3196 Lakeshore Rd, Burlington ON, L7N 1A4	40208019
2.43	SCHEPERS, ALBERT	Albert Schepers Engineering Ltd.	2080 North Talbot Rd, Windsor ON, N9A 6J3	40941015

2.44	SCOTT, DAVID NELSON	The Municipal Infrastructure Group Ltd.	200-8800 Dufferin St, Vaughan ON, L4K 0C5	41224809
2.45	TERSIGNI, LORETO	Candevcon Ltd.	9358 Goreway Dr, Brampton ON, L6P 0M7	90214081
2.46	TERRIAULT, WILLIAM TIMMIE	Northshore Engineering	184 McNaughton Ave, North Bay ON, P1C 1G7	46060802
2.47	WELDON, RICHARD HAROLD	Carson Dunlop Weldon & Assoc Ltd.	212-120 Carlton St, Toronto ON, M5A 4K2	49421506

**3. The Committee has considered the following application for DESIGNATION and recommends that the application be DECLINED.**

#	P.Eng.	Company Name	Address	Licence #
3.1	HOUGHTON, GARY OLIVER	Norfolk County	PO Box 99, Port Stanley ON, N5L 1J4	20500013

The CEDC recommends to the Council of the Association that Mr. Houghton's application for designation be **DECLINED** because although this applicant has a current CofA, he has been employed by the municipal government for the past 3 years and does not have an active consulting practice, as it has been and still is dormant with no active works, such as marketing, that would make him "currently engaged" in the independent practice of professional engineering in Canada {Sections 56.(1) item (b) and 57 (2) item (b)}. He does not plan to do consulting work (independent practice) until after he retires, which will be 2 to 3 years from now.

**4. The Committee recommends to Council that the following 4 FIRMS be granted PERMISSION TO USE THE TITLE "CONSULTING ENGINEERS", having met the requirements pursuant to Section 68 of O.Reg.941:**

#	Company Name	Address	Designated Consulting Engineer (s)
4.1	Orbit Engineering Limited	9-1900 Clark Blvd, Brampton ON, L6T 0B9	Hafiz Muneeb Ahmad, P.Eng.
4.2	RCM Technologies Canada Corp.	895 Brock Rd S, Pickering ON, L1C 3C1	John Paul Brock, P.Eng. And Sergej Jacenko, P.Eng.
4.3	Steer Davies Gleave North America Incorporated	1500-330 Bay St, Toronto ON, M5H 2S8	Louis Tilatti, P.Eng.
4.4	UTS Consultants Inc.	195 David St S, 3rd Flr, Fergus ON, N1M 2L4	Clayton Jamison Uyede, P.Eng.

## CONSULTING ENGINEER DESIGNATION APPLICATIONS

### Legal Implications/Authority

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

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

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

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

**Purpose:** To approve changes to Section 2 (Other Committees reporting to Council) of the *2016 PEO Committees and Task Forces Membership Roster*.

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

**That Council approve changes to the *2016 PEO Committees and Task Forces Membership Roster* as presented to the meeting at C-505-3.4, Appendix A.**

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

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

### 1. Need for PEO Action

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

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

Appendix A sets out changes to the Section 2 (Other Committees Reporting to Council) of the approved Roster that require Council approval at this time.

### 2. Proposed Action / Recommendation

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

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

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

### 4. Peer Review & Process Followed

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

- Appendix A – Changes to Section 2 (Other Committees reporting to Council) of the *2016 PEO Committees and Task Forces Membership Roster*.

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

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

**New appointments:**

<b>First/Last Name</b>	<b>Service Dates</b>	<b>Committee / Task Force</b>
Charles Eddie, P.Eng., CD	Feb 2, 2016 – Dec 31, 2016	Consulting Engineer Designation Committee (CEDC) – Toronto subcommittee (East Central Region)
John Rosenthal, P.Eng., CD	Feb 2, 2016 – Dec 31, 2016	Consulting Engineer Designation Committee (CEDC) – Toronto subcommittee (East Central Region)
Mohamed Hamed, P.Eng.	Feb 2, 2016 – Dec 31, 2016	Experience Requirements Committee (ERC)
Balaji Kumar, P.Eng.	Jan 27, 2016 – Dec 31, 2016	Experience Requirements Committee (ERC)
Neil Kennedy, P.Eng.	Mar 11, 2016 – Dec 31, 2016	Professional Standards Committee (PSC) – Design Evaluations of Demountable Event Structures subcommittee (Chair)
Jeff Archbold, P.Eng.	Mar 11, 2016 – Dec 31, 2016	Professional Standards Committee (PSC) – Design Evaluations of Demountable Event Structures subcommittee
Antonino (Tony) Crimi, P.Eng.	Mar 11, 2016 – Dec 31, 2016	Professional Standards Committee (PSC) – Design Evaluations of Demountable Event Structures subcommittee
Ronald (Ron) Koerth, P.Eng.	Mar 11, 2016 – Dec 31, 2016	Professional Standards Committee (PSC) – Design Evaluations of Demountable Event Structures subcommittee
J. Albert Schepers, P.Eng.	Mar 11, 2016 – Dec 31, 2016	Professional Standards Committee (PSC) – Design Evaluations of Demountable Event Structures subcommittee
James Wilkinson, P.Eng.	Mar 11, 2016 – Dec 31, 2016	Professional Standards Committee (PSC) – Design Evaluations of Demountable Event Structures subcommittee
Mohamed El Semelawy, P.Eng.	Mar 11, 2016 – Dec 31, 2016	Professional Standards Committee (PSC) – Design Evaluations of Demountable Event Structures subcommittee (observer)

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

The above volunteers for the Professional Standards Committee (PSC) - Design Evaluations of Demountable Event Structures subcommittee have completed a formal application process and were evaluated by the Director, People Development and the Professional Standards Committee (PSC) members. At the committee’s request, a summary of applicants’ qualifications is included for Council’s information, as presented in the Table below:

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

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

Name	PEO Experience	MMAH Panel for Demountable Structures	Experience Demountable Structures	Employer
Neil Kennedy	PSC member, Structural subcommittees	No	Design Evaluation	WalterFedy
Jim Wilkinson	Forensic subcommittee	No	Design Evaluation	Wilkinson Technical Services
Ron Koerth	Structural Assessment Bulletin	No	Forensic Engineering	Giffin Koerth
Tony Crimi		Yes, Chair	Codes & Standards	AC Consulting Solutions
Albert Schepers		Yes	Design Evaluation	GS Engineering Consultants
Jeff Archbold		Yes	Design Evaluation	Walters Forensic Engineering
Mohamed El Semelawy (observer)	Structural Assessment (observer)	No	Government	MMAH

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

First/Last Name	Term [per Terms of Reference]	Committee / Task Force
Nancy Hill, P.Eng.	1-year term	Awards Committee (AWC) Chair
John Severino, P.Eng.	1-year term	Awards Committee (AWC) Vice Chair
Tony Cecutti, P.Eng.	2-year term	Complaints Committee (COC) Chair (re-elected in 2016)
Chris Roney, P.Eng.	2-year term	Complaints Committee (COC) Vice Chair (re-elected in 2016)
Eric Nejat, P.Eng.	1-year term	Consulting Engineer Designation Committee (CEDC) Chair (re-elected in 2016)
Douglas Barker, P.Eng.	1-year term	Consulting Engineer Designation Committee (CEDC) Vice Chair (re-elected in 2016)

## AUDIT COMMITTEE (AUC) 2015/2016 WORK PLAN

**Purpose:** To approve the Audit Committee (AUC) 2015/2016 work plan.

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

That Council approve the Audit Committee (AUC) 2015/2016 work plan as presented to the meeting at C-505-3.5, Appendix A.

**Prepared by:** Chetan Mehta, MS, MBA – Manager, Financial Services and Business Planning

**Moved by:** Ewald Kuczera, M.Sc., P.Eng. – Chair, Audit Committee

### 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 for the following year by September 30 each year.

One of the roles of Council under the Committees and Task Forces Policy (Role of Council, Item 2), is to approve committee/task force mandates, Terms of Reference, annual work plans and human resources plans. The Audit Committee has submitted the annual work plan.

### 2. Proposed Action / Recommendation

That Council approve the Audit Committee work plan.

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

The approved work plan will be posted on the PEO website and the committee will implement its plans.

### 4. Peer Review & Process Followed

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

### 5. Appendices

- Appendix A – Audit Committee (AUC) 2015/2016 Work Plan

**AUDIT COMMITTEE (AUC)**  
**2015/2016 WORK PLAN**

<b>Approved by Committee:</b> November 24, 2015	<b>Review Date:</b> Annually		
<b>Approved by Council:</b> March 11, 2016 (TBC)	<b>Approved Budget:</b> \$44,850		
<b>Mandate [as approved by Council]:</b>	<p><i>PEO By-law #1, section 51 states: The Council shall lay before each Annual Meeting of the members a financial statement prepared in accordance with generally accepted accounting principles for the previous fiscal year of the Association (made up of a Balance Sheet as at the end of such fiscal year and a Statement of revenue and expenses and changes in net assets and a Statement of cash flows for such fiscal year) together with the report of the Association's auditors on the financial statement.</i></p> <p><i>PEO By-law #1, section 52 states: The members of each annual meeting shall appoint one or more auditors who shall be chartered accountants to hold office until the next annual meeting and if an appointment is not so made, the auditor in office shall continue in office until a successor is appointed.</i></p> <p>In order to allow Council to fulfill the above-noted regulations, the Audit Committee's mandate approved by Council is:</p> <ol style="list-style-type: none"> <li>1. to oversee the external audits of the Association's financial statements, the statement of the pension fund and the Statement of Common Area Maintenance costs by the independent auditor;</li> <li>2. to oversee the work of the independent auditor and recommend the appointment or replacement of the independent auditor; and</li> <li>3. to monitor and recommend to council any revisions to the Accounting and Financial reporting policies, processes and Systems of Internal Control.</li> </ol>		
<b>Terms of Reference [Key duties]:</b>	<p>The Audit Committee will:</p> <ol style="list-style-type: none"> <li>a. review and evaluate the audit scope, audit findings and financial statements of the Association and recommend to Council approval of the Association's annual financial statements and auditor's report thereon;</li> <li>b. review and evaluate the independence and performance of the Association's independent auditors and recommend to Council the appointment of the independent auditor;</li> <li>c. review, evaluate and obtain reasonable assurance that the accounting and financial reporting processes and systems of internal control are operating effectively to produce accurate and timely financial information and statements; and</li> <li>d. request if necessary periodic reviews of the accounting and financial reporting processes and systems of internal control;</li> <li>e. report to Council matters which come to the attention of the Committee which are considered material or relevant.</li> </ol> <p>The Chair of the Audit Committee will be responsible for presenting to Council annually in March, a report on the review of financial results and financial statements by the Audit Committee and recommending the approval of the annual Financial Statements and Appointment of Auditors.</p>		
<b>Tasks, Outcomes and Success Measures:</b>	<b>Task/Activity:</b>	<b>Outcomes, Purpose Success measures</b>	<b>Meeting date:</b>
	<i>Refer to Appendix A</i>		
<b>Inter-committee collaboration:</b>	Volunteer Expense Claim Appeal Subcommittee Finance Committee		
<b>Stakeholders:</b>	Members, Deloitte, Government, Public		



## Appendix A

### AUDIT COMMITTEE WORK PLAN – ANNUAL TASKS

**Approved by Committee:** November 24, 2015

**Review Date:** Annually

**Approved by Council:** March 11, 2016 (TBC)

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

Mar	Review PEO's annual financial statements with Management and the auditors.	To gain reasonable assurance that the statements are accurate, complete and represent fairly PEO's financial position and performance in accordance with GAAP.
Mar	Receive/review the auditors' reports on their audit of the Financial Statements.	To gain reasonable assurance that the statements are accurate, complete and represent fairly PEO's financial position and performance in accordance with GAAP.
Mar	Confirm with auditors that PEO is in compliance with laws and regulations which materially impact the financial statements (tax (statutory, etc.), legal, financial reporting, etc.)	
Mar	Oversee and review the performance of the auditors.	Accountability of auditors, performance and quality of the work.
Mar	Recommend to Council the appointment and remuneration of the auditors, subject to the tendering process every five years.	Helps fulfill mandate of PEO By-law #1, section 51.
TBD	Tender process for Audit Services (2016)	Adequate value for services and good business practice.
TBD	Consider any matters relating to the financial management/audit of PEO referred to the Committee by Council	Ensure that Council is able to fulfill it's mandate.

## In Camera Session

In-camera sessions are closed to the public

# Briefing Note – Information

C-505-5.1

## **Aptify - Update**

**Purpose:** To provide Council with a current project status update.

**No motion required**

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

Gerard McDonald, PEO Registrar, will provide a verbal report.

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

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

### **No motion required**

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

## **1. Status Update**

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

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

As part of the annual priority setting exercise eighteen additional strategies have been identified for inclusion in the plan as follows:

- Strategy 1.6 - Supervising and Delegating Engineering Practice Policy Implications Review
- Strategy 2.4 - Communications Infrastructure Engineering outreach and licensure
- Strategy 4.9 - Continuing Professional Competence [CP]2 Task Force
- Strategy 5.7 - Practitioner Research Project
- Strategy 7.6 - Review and refine voluntary undertakings process employed by Complaints Committee within complaints process.
- Strategy 8.8 - Develop Enforcement Reporting Guide for use by general public and members
- Strategy 8.9 - Develop plan for enhanced enforcement in manufacturing sector
- Strategy 8.10 - Develop plan for enforcement outreach to key stakeholders.
- Strategy 9.2 - Tribunal Panel Composition and Size
- Strategy 9.3 - Modernization of tribunal processes on practice directions and webpage information
- Strategy 9.4 - On-line webinar training programs for adjudicators
- Strategy 10.2 - Pilot project on developing a performance standard to address MOECC modernization of approvals under the Environmental Protection Act
- Strategy 15.7 - Implementation of online expense project
- Strategy 17.5 - Upgrade hydraulic parking garage elevator
- Strategy 18.11 - Develop CASL Compliance Tracking
- Strategy 19.10 - Conduct GLP Review
- Strategy 19.11 - Implement leadership development and volunteer on-boarding modules

Strategy 20.7 - Support Council Term Limits Task Force.

The fifth update on Plan progress is found at Appendix A – Strategic Plan Update 5.

**Appendices**

- Appendix A - Strategic Plan Update 5



# Professional Engineers Ontario

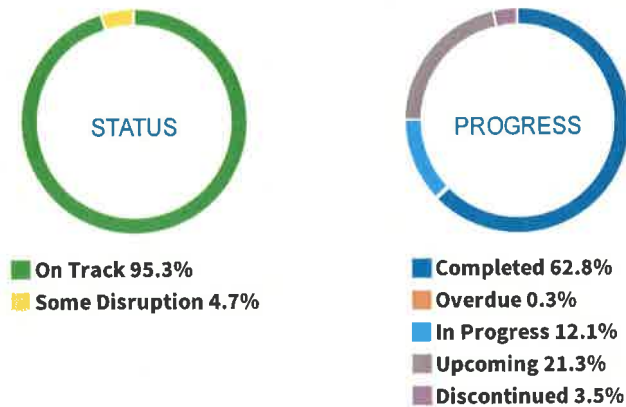
## **Executive Report**

Strategic Plan Update #5

**Strategic Plan Progress as at Feb 26, 2016**

Created on: Feb 26, 2016

## Strategic Plan Progress as at Feb 26, 2016



### Strategic Plan Update #5

As of February 26, 2016, of the 116 (98) Strategies identified in the Strategic Plan, **50** (47) have been completed, **63** (48) are in progress and **13** (3) have yet to commence.

In terms of Activities associated with specific Strategies, **66.2%** (65.7%) of these have been completed, another **12.4%** (18.4%) of the Activities are in progress, and **21.3%** (15.9%) of the Activities have yet to commence.

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

Eighteen new Strategies have been added to the Plan since the last report.

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



## Strategic Objective 1



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



■ Completed 77.8%  
■ Upcoming 22.2%

### Strategy 1.1



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



■ Completed 100.0%

**Last update: Feb 22, 2016**

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

### Strategy 1.2



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



**Last update: Feb 17, 2016**

**Consultant completes final report : (100% Completed)**

Consultant presented final report to ERC subcommittee on February 2, 2016

Project to be completed Q3 2016 with implementation of recommendations made and agreed to by ERC

**Strategy 1.3**



Establish process to close Inactive files in a timely manner



**Last update: Aug 27, 2015**

Project Completed

**Strategy 1.4**



Provide information to prospective applicants through increased seminars and webinars



■ Completed 100.0%

**Last update: Jan 05, 2016**

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

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

### Strategy 1.5



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



■ Completed 100.0%

**Last update: Mar 04, 2015**

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

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

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

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

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

**Update PEO materials : (100% Completed)** PEO presentations and website with link to the Professional Practice Exam (PPE) have been updated. Next step is to communicate about the PPE online module to the applicants eligible to write PPE.

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

### Strategy 1.6



Supervising and Delegating Engineering Practice Policy  
Implications Review



■ Upcoming 100.0%

## Strategic Objective 2



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



■ On Track 100.0%



■ Completed 50.0%  
■ In Progress 13.5%  
■ Upcoming 36.5%

### Strategy 2.1



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



■ Completed 100.0%

**Last update: Nov 11, 2015**

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

### Strategy 2.2



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



■ On Track 100.0%



■ Completed 50.0%  
 ■ In Progress 25.0%  
 ■ Upcoming 25.0%

**Last update: Feb 19, 2016**

Implementation of the approved communications plan continues. Latest activities include: Limited licence references on various website pages have been updated. Licensed Engineering Technologist stamp scheduled to go to Council for approval in March 2016. Limited licence certificate and stamp updated for new title. Updates to OACETT Council in September, November and February included statistics on uptake of LET. Cover article on impact of limited licence, CET and C of A regulation changes appeared in the January/February 2016 issue of Engineering Dimensions. President-elect article in North Bay Nugget Engineering Day supplement highlights the changes. President's message in March/April 2016 Engineering Dimensions and 2015 Annual Review will mention LET. Strategy expected to be completed by June 30, 2017.

**Strategy 2.3**



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



■ On Track 100.0%



■ Completed 50.0%  
 ■ In Progress 12.5%  
 ■ Upcoming 37.5%

**Last update: Feb 19, 2016**

Communications plan developed and budgeted for 2016. Plan implementation begun with President's Message in July/August issue of Engineering Dimensions reiterating work PEO has done to enable international engineering graduates to become licensed. PEO social media has been engaged to highlight the Financial Credit Program available to qualified international engineering graduates who apply within six months of landing in Ontario. Exploring inclusion of PEO literature targeting newcomers in delegate bags for Newcomers Canada Career and Settlement Fair April 30 in Toronto. Strategy is expected to be completed by July 2017.

## Strategy 2.4



Communications Infrastructure Engineering outreach and licensure.



■ On Track 100.0%



■ In Progress 16.7%  
■ Upcoming 83.3%

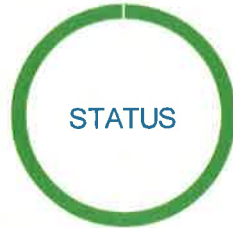
**Last update: Feb 17, 2016**

***Preliminary Assessment of Potential Applicant Backgrounds: (50% Completed)***

Preliminary review by staff of Curriculum Vitae received

### Strategic Objective 3 ★ ★ ☆ ☆ ☆

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



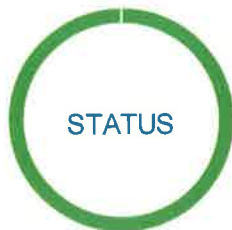
■ On Track 100.0%



■ Completed 87.5%  
■ In Progress 12.5%

#### Strategy 3.1 ★ ★ ☆ ☆ ☆

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



■ On Track 100.0%



■ Completed 75.0%  
■ In Progress 25.0%

**Last update: Feb 22, 2016**

■ Webinar materials are complete. Staff to schedule dates for the webinars.

#### Strategy 3.2 ★ ★ ☆ ☆ ☆

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





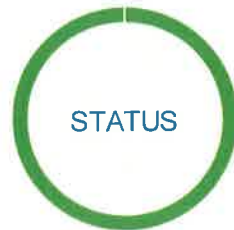
■ Completed 100.0%

**Last update: Mar 05, 2015**

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

## Strategic Objective 4 ★★★★☆

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



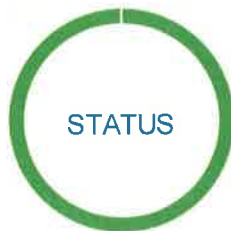
■ On Track 100.0%



■ Completed 62.0%  
■ In Progress 7.5%  
■ Upcoming 30.4%

### Strategy 4.1 ★★★★★

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



■ On Track 100.0%



■ In Progress 14.3%  
■ Upcoming 85.7%

**Last update: Feb 22, 2016**

Public consultation of the guideline is scheduled for March and April. Sub-committee working to finalize the draft document on the standard. Target to complete this strategy by December 2016.

### Strategy 4.2 ★★★★☆

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



■ Completed 100.0%

**Last update: Feb 22, 2016**

PEO Council's intent for a designation will proceed within the existing regulation making powers under section 7. PEO will not be seeking to amend its legislation to provide authority for an exclusive scope of practice for any specialist designation.

### Strategy 4.3



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



■ Completed 100.0%

**Last update: Nov 11, 2015**

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

### Strategy 4.4



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



■ Completed 100.0%

**Last update: Aug 28, 2015**

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

#### Strategy 4.5



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



■ Completed 100.0%

**Last update: Nov 11, 2015**

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

#### Strategy 4.6



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



■ Completed 100.0%

**Last update: Aug 28, 2015**

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

**Strategy 4.7** ★★★★★

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



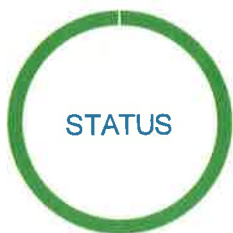
■ Upcoming 100.0%

**Last update: Jan 11, 2016**

Currently gathering requirements for the enhancements to the directories and beginning the design of the solution

**Strategy 4.8** ★★★★★

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



■ On Track 100.0%



■ Completed 50.0%  
■ In Progress 50.0%

**Last update: Feb 22, 2016**

Joint PEO-OAA staff meeting to consider the next steps to implement the "prime consultant" roles and responsibilities has been set for March 10 2016. Anticipate completing this strategy by end of 2016.

**Strategy 4.9**



Continuing Professional Competence [CP]2 Task Force

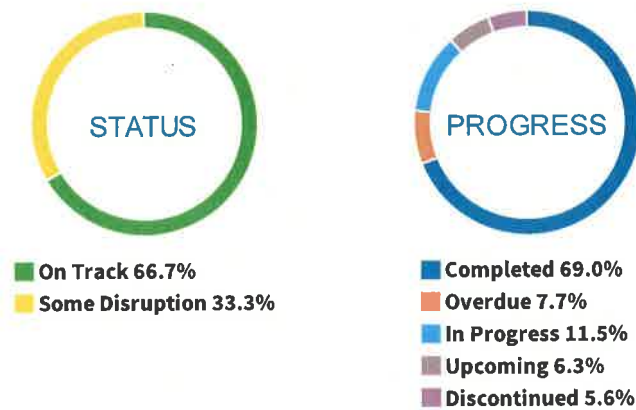


■ Completed 11.1%  
■ Upcoming 88.9%

## Strategic Objective 5



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



### Strategy 5.1



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



Last update: Feb 22, 2016

Completed.

### Strategy 5.2



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



■ Completed 100.0%

**Last update: Feb 22, 2016**

■ Strategy is complete.

### Strategy 5.3



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



■ Completed 66.7%  
■ Discontinued 33.3%

**Last update: Feb 22, 2016**

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

### Strategy 5.4



Implement a legislation monitoring program





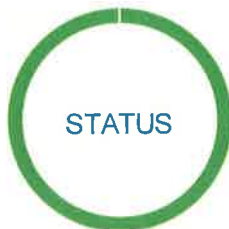
■ Completed 100.0%

**Last update: Mar 05, 2015**

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

**Strategy 5.5** ★★★★★

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



■ On Track 100.0%



■ Completed 75.0%  
■ In Progress 25.0%

**Last update: Feb 22, 2016**

Strategy is complete.

**Strategy 5.6** ★★★★★

Review strength of rationale for repealing the industrial exception



Some Disruption 100.0%



Completed 53.8%  
Overdue 46.2%

**Last update: Feb 24, 2016**

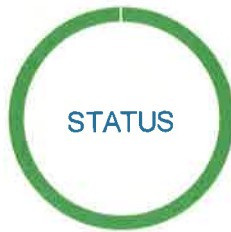
*Collection of relevant accident data continues, but delay has been encountered due to the limitations of the FOI process required to obtain MOL documents. The bulk of MOL documents was expected by end of December, 2015, however these documents have not yet arrived as of Feb 24, 2016. The survey of voluntary compliance companies is delayed due to the departure of the Manager, Enforcement, as well as the volume of work associated with gathering court documents and submitting FOI requests.*

*The final project update is now anticipated to be in June 2016.*

**Strategy 5.7**



Practitioner Research Project



On Track 100.0%



In Progress 50.0%  
Upcoming 50.0%

**Last update: Feb 26, 2016**

Project is underway

## Strategic Objective 6



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



■ On Track 100.0%

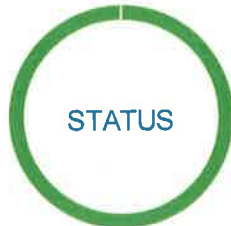


■ Completed 74.0%  
■ In Progress 14.2%  
■ Upcoming 11.8%

### Strategy 6.1



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



■ On Track 100.0%



■ Completed 75.0%  
■ In Progress 25.0%

**Last update: Feb 17, 2016**

#### ***Attend Engineers Canada National Admissions Officials Meetings: (75% Completed)***

Admissions teleconference on February 18 to discuss CEAB accreditation criteria and Licensing Convention refugees. Annual face-to-face meeting scheduled for June 8

Monitor and provide feedback on Engineers Canada Admissions related activities.

### Strategy 6.2



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



■ On Track 100.0%



■ In Progress 33.3%

■ Upcoming 66.7%

**Last update: Feb 17, 2016**

*Continue to participate in APEGBC Canadian Environment Experience Steering Committee: (50% Completed)*

Licensing and Registration, will participate on the Steering Committee for the next phase of the project.

Review pilot results from other provinces and determine appropriate recommendations for Council's consideration by Q4 2016.

### Strategy 6.3



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



■ Completed 100.0%

**Last update: Jan 05, 2016**

*Roydon Fraser Paper: (100% Completed)*

Briefing Note submitted to November 2015 PEO Council Meeting

### Strategy 6.4



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



**Last update: Jan 05, 2016**

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

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

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

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

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

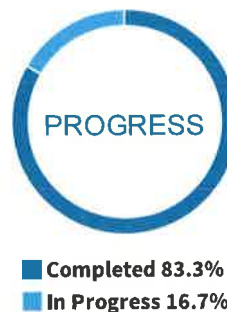
ARC Updated Policy Manual does not recommend any changes to Looking to Exempt criteria

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

**Strategy 6.5**



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



**Last update: Feb 17, 2016**

**Implement Action Plan: (85% Completed)**

Briefing Note prepared and submitted to March 2016 Council meeting requesting exception to Ontario Labour Mobility Act for 3 years

Implement Action Plan by end of Q1 2016.

## Strategic Objective 7 ★★★★☆☆

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



■ On Track 100.0%



■ Completed 58.8%  
■ In Progress 2.9%  
■ Upcoming 38.2%

### Strategy 7.1 ★★★★☆☆

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



■ Completed 25.0%  
■ Upcoming 75.0%

**Last update: Jan 07, 2016**

■ Targets have been established, however this strategy is ultimately dependent on Aptify Phase II, which is not a current priority.

### Strategy 7.2 ★★★★☆☆

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



■ Completed 100.0%

**Last update: Feb 24, 2016**

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

**Strategy 7.3**



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



■ Completed 100.0%

**Last update: Feb 24, 2016**

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

**Strategy 7.4**



Develop internal complaints procedures manual



■ On Track 100.0%



■ Completed 50.0%  
 ■ In Progress 25.0%  
 ■ Upcoming 25.0%

**Last update: Jan 07, 2016**

*Procedure manual structure and table of contents have been developed and approved. Development of manual content is underway, on track for first draft in summer 2016.*

**Strategy 7.5**



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



■ Completed 100.0%

**Last update: Jan 07, 2016**

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

**Strategy 7.6**



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



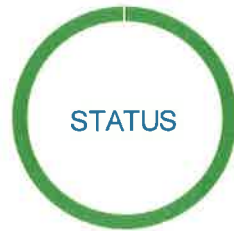


■ Upcoming 100.0%

## Strategic Objective 8



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



■ On Track 100.0%



■ Completed 40.4%  
■ In Progress 9.2%  
■ Upcoming 47.0%  
■ Discontinued 3.4%

### Strategy 8.1



Categorize all enforcement inquiries by source of allegation and violation type



■ On Track 100.0%



■ Completed 69.2%  
■ In Progress 7.7%  
■ Upcoming 23.1%

**Last update: Jan 07, 2016**

**Categorize: (100% Completed)** Building on the tracking currently in place, additional categories for tracking enforcement inquiries and files have been created, and a more robust tracking system has been developed. The system is more labour intensive. Aptify Phase II can help alleviate this additional workload, but in the meantime the tracking is being done using MS Excel. Review of 2015 data is in progress.

### Strategy 8.2



Develop key performance indicators (KPIs) of enforcement activity.



■ On Track 100.0%



■ Completed 50.0%  
■ In Progress 33.3%  
■ Upcoming 16.7%

**Last update: Jan 07, 2016**

KPI's are being refined, and further internal comments are being solicited before finalization. Tracking to commence when Aptify is fully operational.

### Strategy 8.3



Develop new enforcement activity report



■ Completed 64.3%  
■ Upcoming 35.7%

**Last update: Jan 07, 2016**

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

### Strategy 8.4



Revise enforcement policy and procedures manual



■ On Track 100.0%



■ Completed 42.9%  
 ■ In Progress 14.3%  
 ■ Upcoming 42.9%

**Last update: Jan 07, 2016**

Gap analysis to evaluate current enforcement policies for gaps and relevancy has been completed. Draft policy document needs formal internal review and formatting.

**Strategy 8.5**



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



■ On Track 100.0%



■ Completed 54.5%  
 ■ In Progress 9.1%  
 ■ Upcoming 36.4%

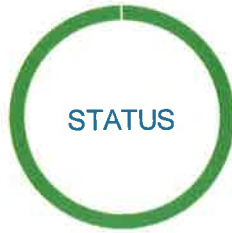
**Last update: Jan 07, 2016**

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

**Strategy 8.6**



Carry out root cause analysis of obstacles to enforcement prosecutorial success



■ On Track 100.0%



■ Completed 45.5%  
 ■ In Progress 9.1%  
 ■ Upcoming 45.5%

**Last update: Jan 07, 2016**

Review of 2014 major files and obstacles is complete. Action planning to address obstacles is in development, on track for Q1 2016.

**Strategy 8.7**



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



■ Completed 75.0%  
 ■ Discontinued 25.0%

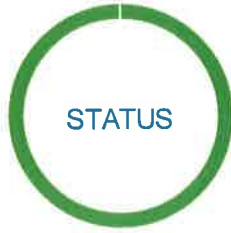
**Last update: Feb 22, 2016**

Strategy is completed.

**Strategy 8.8**



Develop Enforcement Reporting Guide for use by general public and members



■ On Track 100.0%



■ In Progress 20.0%  
■ Upcoming 80.0%

**Last update: Feb 26, 2016**

Draft Reporting Guide provided to Enforcement Committee on January 19, 2016; awaiting feedback from Committee.

Strategy Scheduled to be completed by March 2017

**Strategy 8.9**



Develop plan for enhanced enforcement in manufacturing sector.



■ Upcoming 100.0%

**Strategy 8.10**



Develop plan for enforcement outreach to key stakeholders.

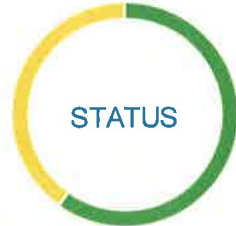


■ **Upcoming 100.0%**

## Strategic Objective 9



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



■ On Track 60.0%  
■ Some Disruption 40.0%



■ Completed 15.4%  
■ In Progress 46.2%  
■ Upcoming 38.5%

### Strategy 9.1



Establish and implement enhanced practices for all PEO Tribunals



■ Some Disruption 100.0%



■ Completed 50.0%  
■ In Progress 50.0%

**Last update: Feb 22, 2016**

Staff have completed the work as assigned. DIC Chair has requested that prior to going on-line it needs committee approval at its May/June meeting.

### Strategy 9.2



Tribunal Panel Composition and Size





■ Upcoming 100.0%

**Last update: Feb 26, 2016**

■ Work Plan developed

### Strategy 9.3



Modernization of tribunal processes on practice directions and webpage information.



■ On Track 100.0%



■ In Progress 100.0%

**Last update: Feb 23, 2016**

■ Review access requests before the DIC.

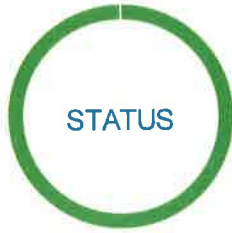
■ Prepared draft process for Chair's review.

■ Reviewed ILC legal opinion's on access requests.

### Strategy 9.4



On-line webinar training programs for adjudicators.



■ On Track 100.0%



■ In Progress 33.3%  
■ Upcoming 66.7%

**Last update: Feb 23, 2016**

■ Reviewed existing content from orientation packages for use in webinar slides.

## Strategic Objective 10



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



■ On Track 100.0%



■ In Progress 42.9%  
■ Discontinued 57.1%

### Strategy 10.1



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



■ Discontinued 100.0%

**Last update: Feb 22, 2016**

■ This item is already covered under Strategy 4.8.

### Strategy 10.2



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



■ On Track 100.0%



■ In Progress 100.0%

## Strategic Objective 11



**STAKEHOLDERS** - Other engineering bodies (eg. OSPE, OACETT, CEO, and Ontario universities, among others), are supported within the limits of their respective mandates



Completed 100.0%

### Strategy 11.1



Collaborate with other Ontario engineering bodies to provide information on licensing requirements



Completed 100.0%

**Last update: Jan 05, 2016**

***Maintain ongoing relationships with OSPE wrt experience requirements: (100% Completed)***

P. Lebel supported OSPE training session on experience requirements on December 5, 2015

***Maintain ongoing relationships with OSPE wrt experience requirements: (100% Completed)***

Ongoing Participation in Seminars

***Provide support to PEO chapters: (100% Completed)***

Ongoing Presentations to Chapters

***Presentation to government and employers on experience requirements: (100% Completed)***

Licensing Staff have attended IEP conference and continue to give presentations to employers

***Presentation to government and employers on experience requirements: (100% Completed)***

Participated in the City of Toronto's Engineering career fair on October 26, 2015

**Panel Participations: (100% Completed)**

Participated in IEP conference panel discussion for February 26, 2015

Presentations to government, employers, Chapters and IEG Panels completed in 2015

**Strategy 11.2**



Review National Engineering Month partnerships to enhance cooperation among main engineering bodies (PEO, OACETT, and OSPE)



■ Completed 100.0%

**Last update: Aug 24, 2015**

Three CEOs met (PEO, OACETT and OSPE) early summer - the result is that the Memo of Understanding for 2016 will include OSPE as a full fledged founding partner. OSPE's portion of payment of founders fees is \$10,000 for the year of 2016 and will be payable before January 31, 2016. All other aspect of the MoU and the relationship will remain the same.

Matthew Ng, Manager, Chapters completed the MoU 2016 edits in the week of 10 August. All parties on the MoU either have or will be signing the document before it is send back to each member of the founding partner.

At the August 20 2015 NEMOSC meeting, the committee passed a terms of refernce document adding some element of governance to the existing NEMOSC meetings. The terms of reference document included committee mandate, roles and responsibilities, committee make up and most importantly the quorum.

The strategy is therefore completed.

**Strategy 11.3**



Explore with OSPE alternative funding arrangements for the OPEA Gala to promote the long-term viability and prestige of the event



■ Completed 100.0%

**Last update: Mar 02, 2015**

***OPEA Gala Funding (PD11): (100% Completed)*** 3-year OPEA Memorandum of Understanding for 2015 - 2017 signed by PEO and OSPE

***OPEA Memorandum of Understanding (PD11): (100% Completed)*** Council approval of 3-year Memorandum of Understanding for 2015 - 2017 OPEA.

#### Strategy 11.4



Improve PEO lines of communication with CEAB, CEQB and universities



■ Completed 100.0%

**Last update: Jan 05, 2016**

***CEAB Rep Attending CODE Meetings: (100% Completed)***

CEAB Rep attended June CODE meeting and will continue to attend CODE meetings scheduled in Ontario in 2016

***CEAB and CEQB Rep Council Reports: (100% Completed)***

PEO's CEAB and CEQB Reps prepared and distributed Annual report to the November 2015 Council Meeting

Requirement for Annual Council Reporting by PEO's CEAB and CEQB Reps established in 2015

#### Strategy 11.5



Explore options, in consultation with CEAB and universities, for addressing effect of Limited Licence changes on university professors



■ Completed 100.0%

**Last update: Aug 27, 2015**

***ARC CODE Fact Finding : (100% Completed)*** at the June 29 ERC meeting the PEO/CODE guideline on the interpretation of experience requirements for university faculty was approved.

New Interpretive Guidelines have been completed and endorsed by CODE.



**Strategic Objective 12** ★★★★★

**STAKEHOLDERS** - Productive partnerships are developed with Engineers Canada and other constituent associations



■ Completed 100.0%

**Strategy 12.1** ★★★★★

Contribute to Engineers Canada initiatives to address maximization of common standards and assess applicability of other CA practices in licensing, accreditation discipline and enforcement issues



■ Completed 100.0%

**Last update: Jan 05, 2016**

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

Observed at August and September NAOG consultation. Project is on hiatus.

Engineers Canada's Educational Assessment Project was monitored throughout 2015

## Strategic Objective 13 ★ ★ ★ ☆ ☆

**STAKEHOLDERS** - Public respect for the role of PEO is increased in accordance with the objects of the Professional Engineers Act



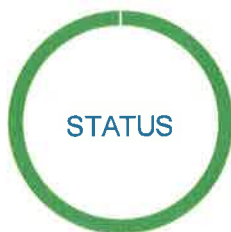
■ On Track 100.0%



■ Completed 85.7%  
■ In Progress 14.3%

### Strategy 13.1 ★ ★ ★ ☆ ☆

Audit PEO communications activities to determine their current effectiveness and make recommendations for increasing their effectiveness in support of the organization's Vision and Mission



■ On Track 100.0%



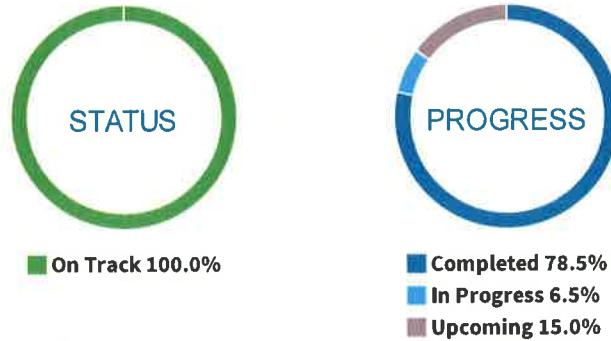
■ Completed 85.7%  
■ In Progress 14.3%

#### Last update: Feb 19, 2016

Audit report received on schedule and reviewed. Audit findings, recommendations and progress presented to Council plenary on November 19. Based partly on the audit result, Engineering Dimensions reverted to a print edition for all recipients, except those requesting the digital edition, starting January/February 2016. Revised editorial objectives for Engineering Dimensions approved by Council on February 5, 2016. PEO PowerPoint presentation templates updated to better reflect Strategic Plan mission, as recommended in the audit. PEO/OSPE joint brochure has been drafted and is undergoing review. PEO external communications routinely go through Communications. Engineering Dimensions redesign scheduled for year-end 2016. Strategy is expected to be fully implemented by December 2016.

## Strategic Objective 14 ★★★★☆

**OPERATIONS** - Electronic communications are engaging, interactive, dynamic and appropriately targeted and integrated



### Summary

Strategy 14.1, aimed at implementing the next iteration of PEO's web presence, is on track. Website analytics analyzed. Log of current site functionality and issues created. Website survey fielded with almost 2600 responses. IT has budgeted in 2016 for platform switch to SharePoint. Improvements to current site based on feedback and analytics begun. Next iteration of website is scheduled for implementation in Q4 2016.

Strategy 14.2, aimed at developing a web-based Engineering Dimensions to enhance accessible for all members, is on track. Research on online versions of similar publications is completed. Word Press site template selected and site design completed. Webmaster has created test site and uploaded January/February 2016 issue for testing. Improvements to site being made as a result of staff tests. Volunteer beta testers recruited and will begin testing. Implementation of the Engineering Dimensions microsite is scheduled for release of the May/June 2016 issue. Strategy expected to be fully executed by December 2016.

Strategy 14.3, aimed at fully integrating social media into PEO communications, is one track. Social media policy approved and communicated to those affected. Staff and chapter users have been provided a best practices guide. PEO Twitter, LinkedIn, Facebook and YouTube accounts established and being regularly used to supplement communications in other media. Seventeen chapters are using social media to communicate. Strategy expected to be fully executed by September 2016.

Work on Strategy 14.4, aimed at ensuring online information for applicants about courses in lieu is clear, has been completed.

### Strategy 14.1 ★★★★☆

Review website analytics and end-user functionality to determine next iteration of PEO web presence



■ On Track 100.0%



■ Completed 71.4%  
 ■ In Progress 14.3%  
 ■ Upcoming 14.3%

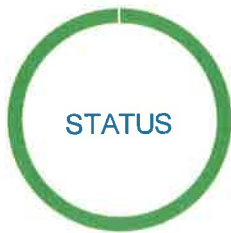
**Last update: Feb 19, 2016**

Analytics have been reviewed and log of current website functionality and issues created. Website survey fielded and almost 2600 responses received, which have been analyzed. Agreed with IT on change in platform to SharePoint. Money budgeted in IT 2016 capital budget for the new platform. Homepage banner navigation buttons implemented as an immediate improvement, based on survey responses. Website content is being revised and updated and functionality issues being addressed with current website vendor. Development of RFP for new website scheduled for summer 2016. New website expected to be implemented in late 2016.

**Strategy 14.2**



Develop web-based version of Engineering Dimensions to enhance accessibility of information for members



■ On Track 100.0%



■ Completed 55.6%  
 ■ In Progress 11.1%  
 ■ Upcoming 33.3%

**Last update: Feb 19, 2016**

Word Press site template selected. Preliminary site design created. Webmaster has created test site and uploaded January/February 2016 issue for testing. Improvements are being made based on results of staff testing. Volunteer beta testers recruited and soon to test. Site scheduled to be launched with May/June 2016 issue. Strategy expected to be fully executed by December 2016.

**Strategy 14.3**



Develop and cement social media as a PEO communications tool



**Last update: Feb 19, 2016**

Social media policy approved. Staff and chapter users have been provided best practices guides. PEO Twitter, LinkedIn, Facebook and YouTube accounts established and being regularly used to augment and support communications in other media. Seventeen chapters are now using social media regularly in their communications. Other chapters will be encouraged to develop social media presence. Strategy expected to be fully implemented by September 2016.

**Strategy 14.4**



Clarify applicant information about courses in lieu and provide more detailed instructions for obtaining PEO approval on PEO's website



**Last update: Aug 27, 2015**

Information was made available to applicants on PEO's website together with other information regarding technical examinations.

## Strategic Objective 15 ★★★★☆☆

**OPERATIONS** - Service delivery is improved by clarifying staff and volunteer responsibilities and managing performance



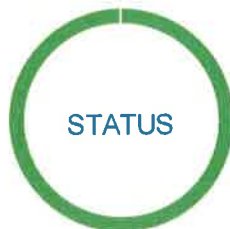
■ On Track 100.0%



■ Completed 68.6%  
■ In Progress 9.5%  
■ Upcoming 21.9%

### Strategy 15.1 ★★★★☆☆

Align individual staff objectives to priorities and goals and provide coaching, support, training and empowerment to increase competencies and improve service delivery



■ On Track 100.0%



■ Completed 66.7%  
■ In Progress 33.3%

**Last update: Feb 16, 2016**

Strategy Update: SMT reviewing recommended strategies to increase staff competencies and improve service delivery.

Next Steps: Communicate approved coaching mechanisms with employees.

Project expected to be completed by: June 2016

### Strategy 15.2 ★★★★☆☆

Explore utility of a new Chart of Accounts and Staff Contribution System to facilitate accurate and informative financial tracking



■ Completed 100.0%

**Last update: Jan 11, 2016**

■ Completed

**Strategy 15.3**



Initiate Lean Management Project to review steps and processing times of the P. Eng. Licensing process



■ Completed 100.0%

**Last update: Nov 11, 2015**

■ ***Develop Implementation Plan: (100% Completed)***

Implementation plan has been developed

**Strategy 15.4**



Review applicant assessment communications to ensure clarity



■ On Track 100.0%



■ Completed 33.3%  
 ■ In Progress 33.3%  
 ■ Upcoming 33.3%

**Last update: Feb 17, 2016**

***Clarify the letters and make them easy to read.: (60% Completed)***

Letters reviewed by Licensing staff

***Standard letters need to be clear and easy to understand. : (50% Completed)***

All revised letters have been reviewed by Licensing and Crystal Versions provided by IT

Letters to be reviewed, modified and implemented by Q3 2016

**Strategy 15.5**



Conduct a survey as a follow-up to applicants that have been interviewed by the ERC



■ Completed 80.0%  
 ■ Upcoming 20.0%

**Last update: Feb 17, 2016**

***Launch survey to all current applicants after interview has been completed: (100% Completed)***

Survey completed and final report to be distributed to ERC Business meeting on February 26, 2016

Recommendations based on survey results to be presented to ERC in Q2 2016



**Strategy 15.6**



Establish Process Indicators for Temporary Licence, Limited Licence, Consulting Engineer Designation and Certificate of Authorization



■ Completed 100.0%

**Last update: Nov 25, 2015**

■ this item is complete as of Nov. 27, 2015

**Strategy 15.7**



Implementation of online expense project



■ Upcoming 100.0%

## Strategic Objective 16



**OPERATIONS** - Cost management and service delivery are improved by actively managing service provider performance



■ Completed 81.8%  
■ Upcoming 18.2%

### Strategy 16.1



Manage vendor performance, reduce or consolidate vendors where possible and consider going to RFP / RFQ if appropriate to maximize the value provided by PEO's 3rd party suppliers



■ Completed 81.8%  
■ Upcoming 18.2%

#### Last update: Feb 17, 2016

Strategy update: for activities 16.1.3 and 16.1.4, projects to be initiated in 2016, all other activities in 16.1 have been completed. We have migrated to CentriLogic, reducing vendors by 4 for these services.

Next steps: Monthly account review meetings are being scheduled with the new vendor

## Strategic Objective 17 ★★★★☆☆

**OPERATIONS** - PEO Headquarters occupancy rates and building efficiency are optimized



■ On Track 100.0%



■ Completed 63.4%  
■ In Progress 27.2%  
■ Upcoming 9.4%

### Strategy 17.1 ★★★★☆☆

Assess furniture assets in long-term storage for disposal to optimize storage requirements and minimize storage costs



■ Completed 100.0%

**Last update: Mar 03, 2015**

**Long-term Asset Storage Requirements: (100% Completed)** Assets have been documented and a full inventory has been prepared

**Assess Asset Inventory: (100% Completed)** Finance has identified which assets have any book value and those that still do.

**Determine Disposal Options: (100% Completed)** Several furniture dealers contacted and none were interested in purchasing items with no book value.

**Prepare Disposal Plan : (100% Completed)** Disposal and storage plan approved by Registrar

**Disposal and Storage: (100% Completed)** All assets have been disposed of or are now in storage at 40 Sheppard. PEO will no longer incur any storage fees going forward.

### Strategy 17.2 ★★★★☆☆

Renovate suite 101 to enhance working conditions of front-line reception staff, provide greater privacy to applicants and increase meeting space for volunteers



■ Completed 100.0%

**Last update: Oct 08, 2015**

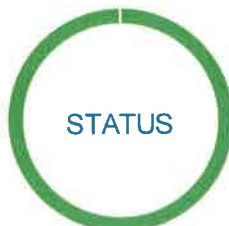
**Project Completion: (100% Completed)**

Close out and as built drawing have been received.

### Strategy 17.3



Create a 40 Sheppard capital projects document archive to improve research and analysis capabilities and enhance decision-making



■ On Track 100.0%



■ In Progress 100.0%

**Last update: Feb 17, 2016**

Strategy Update: Archiving of building documents ongoing.

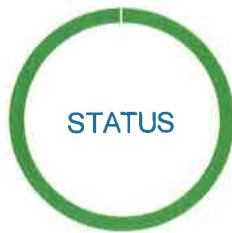
Next steps: documents will be archived and tagged to be searchable

Project is expected to be completed by April 2017.

### Strategy 17.4



Update the long-term capital plan for 40 Sheppard to ensure appropriate stewardship of PEO's building asset and improve financial



■ On Track 100.0%



■ Completed 80.0%  
■ In Progress 20.0%

**Last update: Feb 16, 2016**

Strategy Update: Updated plan has been submitted by BGIS.

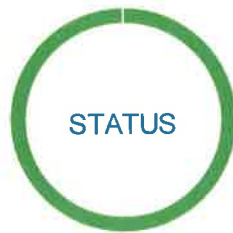
Next Steps: Plan to be reviewed by Manager, Building Operations and CAO.

Project expected to be completed by March 31, 2016.

**Strategy 17.5**



Upgrade hydraulic parking garage elevator



■ On Track 100.0%



■ Completed 25.0%  
■ In Progress 25.0%  
■ Upcoming 50.0%

**Last update: Feb 17, 2016**

Strategy Update: BGIS is preparing RFP.

Next Steps: BGIS will send out RFP.

Project expected to be completed by September, 2016.

## Strategic Objective 18 ★★★★☆☆

**OPERATIONS** - Risk is mitigated by assessing vulnerabilities and addressing service gaps



■ On Track 100.0%



■ Completed 50.7%  
■ In Progress 4.4%  
■ Upcoming 44.9%

### Strategy 18.1 ★★★★☆☆

Outsource eblasts and migrate all Chapters off Prism 4.3



■ Completed 100.0%

**Last update: Aug 26, 2015**

- email campaigns (eBlasts) successfully outsourced to "Campaigner"
- the Communications team and all Chapters are now using this new tool
- project is closed

### Strategy 18.2 ★★★★☆☆

Re-launch Sharepoint based upon accepted smart practices



■ Upcoming 100.0%

**Last update: Feb 19, 2016**

■ This project will launch April 2016.

### Strategy 18.3



Replace the outsourced core infrastructure provider



■ Completed 100.0%

**Last update: Oct 20, 2015**

■ Infrastructure move is complete and we are live at CentriLogic

### Strategy 18.4



Update systems – PCs; website performance; Optical Imaging Technology



■ Completed 66.7%  
 ■ Upcoming 33.3%

**Last update: Aug 26, 2015**

- The update of the Optical Imaging Technology (OIT) software is progressing towards completion by September 30, 2015
- The project to update Microsoft Office is planned to be initiated after the OIT project is completed

**Strategy 18.5**



Implement new Online Licensing system



■ Upcoming 100.0%

**Last update: Feb 17, 2016**

- To be implemented in conjunction with Aptify Phase 2. Expected to be completed in 2017

**Strategy 18.6**



Implement an IT dashboard to focus efforts on improving service availability, service performance, and client satisfaction





■ Completed 50.0%  
 ■ Upcoming 50.0%

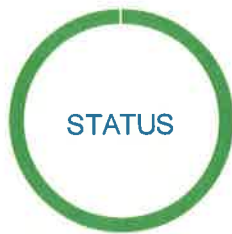
**Last update: Aug 26, 2015**

■ - to be initiated in 2016 to allow resources to focus on project Aptify

**Strategy 18.7**



Develop a disaster recovery / business continuity plan to mitigate risk of disruption to ongoing PEO operations



■ On Track 100.0%



■ Completed 40.0%  
 ■ In Progress 20.0%  
 ■ Upcoming 40.0%

**Last update: Feb 17, 2016**

Status Update: IT disaster recovery achieved as a result of switching to the new hosting provider. Development of enterprise wide disaster recovery / business continuity plan initiated.

Next Steps: an enterprise wide disaster recovery / business continuity plan will be developed

Project is expected to be completed by December 2017.

**Strategy 18.8**



Develop a guide to CASL for Chapters to facilitate common understanding, compliance and mitigate risk



■ Completed 100.0%

**Last update: Dec 11, 2015**

■ This strategy is complete

**Strategy 18.9**



Impliment APTIFY Phase 1



■ On Track 100.0%



■ Completed 60.0%  
■ In Progress 20.0%  
■ Upcoming 20.0%

**Last update: Feb 26, 2016**

***User Acceptance Testing: (90% Completed)***

User acceptance testing taking a little longer than anticipated due to delay in receiving program elements

***Mock Go-Live: (13% Completed)***

Data conversion commenced

Go live still scheduled for March 21st

**Strategy 18.10**



Aptify - Phase 2



■ Completed 100.0%

**Last update: Feb 17, 2016**

Strategy Update: Possible projects identified and prioritized by SMT and budget approved by Council. Projects assigned to Regulatory Compliance and IT. This project is now completed.

**Strategy 18.11**



Develop CASL Compliance Tracking



■ Upcoming 100.0%

**Last update: Feb 18, 2016**

This project will launch April 2016.

**Strategic Objective 19** ★ ★ ★ ☆ ☆

**STAFF, VOLUNTEERS & COUNCIL** - PEO has a sustainable organization-wide continuous-improvement culture



■ On Track 100.0%



■ Completed 62.2%  
 ■ In Progress 8.2%  
 ■ Upcoming 29.7%

**Strategy 19.1** ★ ★ ★ ☆ ☆

Establish IT Service Management controls and IT Project Management controls to increase predictability create efficiency and meet stakeholder needs



■ On Track 100.0%



■ Completed 20.0%  
 ■ In Progress 20.0%  
 ■ Upcoming 60.0%

**Last update: Aug 26, 2015**

- engaged vendor (Info-Tech) to provide assessment of PM practices and to provide constructive feedback
- project planned for initiation in October, 2015

**Strategy 19.2** ★ ★ ★ ☆ ☆

Develop GLP training modules to enhance the skills of the GLP members and effectiveness of the GLP



■ On Track 100.0%



■ Completed 60.0%  
 ■ In Progress 20.0%  
 ■ Upcoming 20.0%

**Last update: Feb 17, 2016**

Strategy Update: training module developed, communication strategy being developed

Next step: project is on hold pending GLP review.

**Strategy 19.3**



Develop a Reference / FAQ Guideline module to improve access to information and enhance the learning opportunity for Chapter volunteers



■ Completed 100.0%

**Last update: Dec 11, 2015**

The strategy is complete

**Strategy 19.4**



Develop Chapter financial management training module for Chapter Chairs and Treasurers to broaden understanding of fiscal processes and enhance accountability



■ Completed 100.0%

**Last update: Dec 15, 2015**

■ This strategy is complete

### Strategy 19.5



Update Employee Manual to ensure that PEO policies are in compliance with legislation and industry accepted smart practices; and post on SharePoint to enhance access to current information for all staff and facilitate common understanding and compliance



■ Completed 100.0%

**Last update: Dec 17, 2015**

■ This project is completed.

### Strategy 19.6



Harmonize generic volunteer orientation with committee-specific on-boarding to improve volunteer understanding of PEO policies and volunteer engagement



■ Completed 100.0%

**Last update: Dec 18, 2015**

■ This project is completed.

**Strategy 19.7**



Develop Volunteer Manual to improve volunteer understanding of PEO policies and enhance access to current information



■ On Track 100.0%



■ Completed 50.0%  
 ■ In Progress 25.0%  
 ■ Upcoming 25.0%

**Last update: Feb 19, 2016**

■ Strategy Update: Developing searchable PDF volunteer manual.

■ Next Steps: PDF volunteer manual is posted and communicated to all volunteers.

■ Project expected to be completed by: April 2016

**Strategy 19.8**



Provide Privacy Policy training to volunteers and staff to facilitate common understanding and compliance



■ Completed 100.0%

**Last update: Aug 26, 2015**

Production of the privacy policy training web module by ScholarLab ongoing.

Next steps: Review draft module and finalize with ScholarLab

Project expected to be completed by: October 2015

**Strategy 19.9**



Conduct a member survey to assess relevance of PEO to their needs



■ On Track 100.0%



■ Completed 75.0%  
■ In Progress 25.0%

**Last update: Feb 18, 2016**

Strategy Update: Member Survey administered January 5 to February 5, 2016.

Next Steps: Results being compiled for report to Council.

Project expected to be completed by: April 2016

**Strategy 19.10**



Conduct GLP Review





■ Upcoming 100.0%

**Last update: Feb 18, 2016**

■ This project will launch February 29, 2016

**Strategy 19.11** ★★★★★

Implement leadership development and volunteer on-boarding modules



■ Upcoming 100.0%

**Last update: Feb 18, 2016**

■ This project will launch March 1, 2016

## Strategic Objective 20



**STAFF, VOLUNTEERS & COUNCIL** - PEO's governance approach is robust, transparent and trusted



■ On Track 100.0%

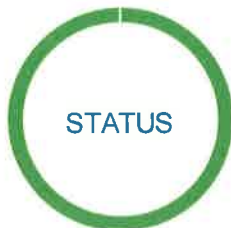


■ Completed 70.5%  
■ In Progress 7.8%  
■ Upcoming 21.8%

### Strategy 20.1



Develop and publish series of articles on aspects of PEO governance and accepted smart practices for governance of regulatory bodies



■ On Track 100.0%



■ Completed 33.3%  
■ In Progress 44.4%  
■ Upcoming 22.2%

#### Last update: Feb 19, 2016

Article list confirmed and scheduled. Articles published in July/August, September/October, November/December and January/February issues of Engineering Dimensions. Article in hand for March/April 2016 issue. Strategy is expected to be completed by December 2017.

### Strategy 20.2



Review election costs and procedures of other Constituent Associations and develop a proposal for PEO elections that enhances efficiencies and controls costs



■ Completed 100.0%

**Last update: Aug 27, 2015**

An RFP for the Official Elections Agent was completed and sent to six companies. Four submitted proposals. The submissions were reviewed and a recommendation for the Official Elections Agent is going to the September 25 Council meeting.

Next steps: Official Election Agent at the September 25 Council meeting and successful bidder notified.

Project is expected to be completed by September 30, 2015.

### Strategy 20.3



Develop a Councillor orientation program to improve new Councillor on-boarding



■ Completed 100.0%

**Last update: May 26, 2015**

**Council Orientation: (100% Completed)**

Presentation slides prepared.

**Council Orientation : (100% Completed)**Orientation delivered May 28, 2015.

Project completed.

### Strategy 20.4



Develop a briefing note training program for staff and volunteers to improve the quality of submissions to Council and to enhance



■ Completed 100.0%

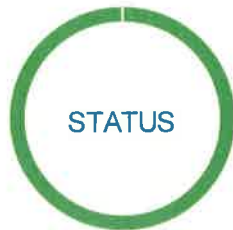
**Last update: Nov 09, 2015**

Training module made available to Councillors, SMT, Committee Chairs and Committee Advisors.  
Project completed.

**Strategy 20.5**



Develop and implement an electronic queuing and voting application for Council meetings to enhance the effectiveness of the Council Chair and improve meeting efficiency



■ On Track 100.0%



■ Completed 50.0%  
■ In Progress 12.5%  
■ Upcoming 37.5%

**Last update: Feb 17, 2016**

Strategy Update: Draft RFP to be issued by end of March 2016..  
Next Steps: RFP will be conducted.

**Strategy 20.6**



Develop Council / Executive Committee motion tracking system to improve research capabilities and enhance Council oversight



■ Completed 100.0%

**Last update: Mar 04, 2015**

**Develop and populate Council/Executive Committee Motion Tracking System: (100% Completed)** Tracking System Developed

**SMT reviews the Council/Executive Committee motion tracking application: (100% Completed)** Motion tracking system approved by SMT

**Council motion tracking: (100% Completed)** Council Action Log posted to secure Council website

Project completed.

**Strategy 20.7**



Support Council Term Limits Task Force



■ Upcoming 100.0%

**Last update: Feb 18, 2016**

This project will launch March 1, 2016.

**Strategic Objective 21** ★★☆☆☆

**STAFF, VOLUNTEERS & COUNCIL** - Chapters are engaged in the regulatory mandate of PEO



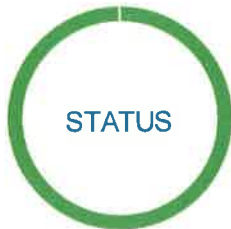
■ On Track 100.0%



■ Completed 66.7%  
 ■ In Progress 4.8%  
 ■ Upcoming 28.6%

**Strategy 21.1** ★★☆☆☆

Develop a Licensure Assistance Program (LAP) orientation training module to improve access and enhance the learning opportunity for Interns and Guides



■ On Track 100.0%



■ In Progress 14.3%  
 ■ Upcoming 85.7%

**Last update: Feb 17, 2016**

- Strategy Update: Training requirements being gathered.
- Next step: once requirements determined, module will be developed
- Project is expected to be completed by July 2017

**Strategy 21.2** ★★☆☆☆

Constitute a Chapter IT Governance Task Group to develop Chapter IT standards and recommended practices and enhance communication between Chapters and PEO on Chapter IT issues



■ Completed 100.0%

**Last update: Dec 15, 2015**

■ The strategy is complete

**Strategy 21.3**



Plan and implement combined Volunteer Leadership Conference involving leaders from chapters and committees / task forces to be held in conjunction with the PEO Annual General Meeting to facilitate common understanding of regulatory issues among all volunteers



■ Completed 100.0%

**Last update: Aug 26, 2015**

■ Project completed. Executive Committee approved ongoing continuation of Volunteer Leadership Conferences on August 11, 2015.

## Strategic Objective 22 ★ ★ ★ ☆ ☆

**STAFF, VOLUNTEERS & COUNCIL** - Equity and diversity values and principles are integrated into the general policy and business operations



■ Completed 62.5%  
■ Upcoming 37.5%

### Strategy 22.1 ★ ★ ★ ☆ ☆

Online equity and diversity training module is available to all ARC and ERC members. Introduce mandatory equity and diversity and AODA training for all ARC and ERC members



■ Completed 62.5%  
■ Upcoming 37.5%

**Last update: Feb 17, 2016**

***Prepare Briefing Note (if required) for council to make training mandatory: (100% Completed)***

Training Module was introduced to the Committee and they were encouraged to take the training

Review of existing ARC and ERC members completion of module Q2 2016.

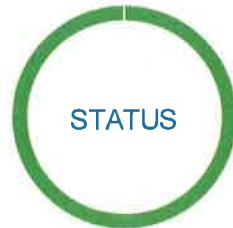
Module now mandatory for all new ARC and ERC members.



## Strategic Objective 23



**STAFF, VOLUNTEERS & COUNCIL** - Organizational renewal is ensured through succession plans and talent management strategies



■ On Track 100.0%

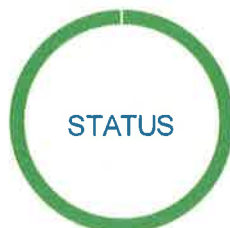


■ Completed 41.7%  
■ In Progress 25.0%  
■ Upcoming 33.3%

### Strategy 23.1



Conduct analysis of volunteer database to identify committee HR plan gaps and turn-over rate.



■ On Track 100.0%



■ Completed 25.0%  
■ In Progress 25.0%  
■ Upcoming 50.0%

**Last update: Feb 18, 2016**

Strategy Update: Gap analysis summary report to be reviewed by ACV.  
Next Steps: ACV to develop recommendations for presentation to Council in June 2016.  
Project expected to be completed by: December 2016

### Strategy 23.2



Develop succession plans and talent management strategies to enhance operational effectiveness



■ On Track 100.0%



■ Completed 50.0%  
■ In Progress 25.0%  
■ Upcoming 25.0%

**Last update: Feb 18, 2016**

Strategy Update: SMT to approve strategies.  
Next Steps: Implement and communicate approved strategies.  
Project expected to be completed by: December 2016

**Strategic Objective 24** ★ ★ ★ ☆ ☆

**STAFF, VOLUNTEERS & COUNCIL** - PEO is recognized as an employer of choice



■ Completed 85.7%  
■ Upcoming 14.3%

**Strategy 24.1** ★ ★ ★ ☆ ☆

Conduct an employee job satisfaction survey to assess and improve employee engagement and morale



■ Completed 100.0%

**Last update: Feb 16, 2016**

■ This project is now complete

**Strategy 24.2** ★ ★ ★ ★ ☆

Develop an employer-of-choice strategy to increase employee engagement; enhance preservation of the knowledge base; promote employee satisfaction; and improve organizational performance



■ Completed 75.0%  
■ Upcoming 25.0%

**Last update: Feb 17, 2016**

Strategy Update: Research completed and employer of choice strategies developed for review by SMT.

Next Steps: Report presented to SMT.

Project expected to be completed by: September 2016

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# Briefing Note – Information

C-505-5.3

## LEGISLATION COMMITTEE UPDATE

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

**Motion(s) to consider:**

none required

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

## REGIONAL COUNCILLORS COMMITTEE (RCC) UPDATE

**Purpose:** To update Council on RCC activities

**No motion required**

**Prepared by:** Matt Ng., P.Eng., Manager, Chapters

Councillor Sadr, Chair of the Regional Councillors Committee (RCC), will provide a report on activities of the RCC.

### Appendices

At its August 2010 meeting, the Executive Committee, by consensus, agreed that a Regional Councillors Report, setting out chapter issues that were approved at each Regional Congress to go forward to Regional Councillors Committee, be included as an information item on future Council agendas.

- Appendix A – Regional Congress Open Issues Report.

## Regional Congress Open Issues

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Secunder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
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### Western

55	Sep/2014	WRC requests RCC to establish a task force to consider recommended changes and potential implementation of the proposed structured EIT program as presented in the PENTA Forum 2014, so to address Western Open Issue 49 by 2015 PEO AGM.	W Kershaw, D Al-Jailawi	A progress update was not available due to life changing events of Task Force members. M. Ng to contact S. McGuire regarding the possibility of her involvement in discussing this issue at the VLC as the structured EIT program is one of the topics for the 2016 VLC.	Western Congress	09-Feb-16	Remain Open	<input type="checkbox"/>	
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<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Seconder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
56	Sep/2015	WRC requests RCC to request the PEO Licensing Committee to clarify the background associated with 30 hour supervised EIT experience per month requirement; to provide information on what is an acceptable way for how an EIT can get someone to vouch for his/her experience in the absence of a P.Eng. direct supervisor. The region further asks the committee to provide an explanation on why this is changed, and with the intent to change it back to what it was before.	M Irvine, N Birch	Ongoing. Chapter Manager to draft the letter communicating this open issue for RCC Chair to send to the PEO Licensing Committee. Before the letter is sent, it will be presented and reviewed at the Mar 12, 2016 RCC meeting.	Western Congress	09-Feb-16	Remain Open	<input type="checkbox"/>	

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Seconder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
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## West Central

29	Feb/2014	WCRC wants RCC to review the invitation and attendance policy of Chapter AGM and Meetings where a senior regional Councillor is seeking re-election, and where a senior regional Councillor is seeking election to other council positions.	F Dato, S Naseer	Ongoing. Chapter Manager to present the updated guideline to the RCC at its March 12, 2016 meeting.	West Central Congress	03-Feb-16	Remain Open	<input type="checkbox"/>	
32	Jun/2014	WCRC wants RCC to implement means of improving the knowledge new licensee have with regard to the role and mandate of PEO in society, its chapter system and volunteerism in general for the Association.	S Favell, J Chisholm	Ongoing. Nothing to report at this time.	West Central Congress	03-Feb-16	Remain Open	<input type="checkbox"/>	

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Second</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation Closed</i>	<i>Action By</i>
33	Feb/2016	<p>WHEREAS: PEO requires all volunteers including the members of the PEO Chapters Boards to sign PEO Confidentiality Agreement by which PEO acknowledge that volunteers may have an access to personal and other confidential information on behalf of PEO ;</p> <p>AND WHEREAS: By signing the Confidentiality Agreement volunteers, including PEO Chapters Boards, acknowledge reading, understanding and agree to comply with section 38 of the Professional Engineering Act and PEO's; Privacy Policy and Privacy Sub-Policy on Privacy Safeguards;</p> <p>AND WHEREAS: Specific information about PEO Chapter Board members and Chapters members such as members' e-mail addresses, members' disciplines and members designation (P.Eng., LL, Temporary, EIT or Retired ) is required to enable effective communication management with Chapter's members, other Chapter Boards and avoid communication bottlenecks and flooding;</p> <p>AND WHEREAS: Chapter Boards are currently using event registration lists to collect and compile partial</p>	G Abelmessih, W Turnbull	Motion Tabled. G Abelmessih to re-draft the motion to be more concise and to take into account the lists and chapter emails is curavailable through Campaigner and on PEO website	West Central	03-Feb-16	<input type="checkbox"/>	

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>
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information from members attending events organized by the Chapters which means that the Chapter committee chairs are limiting their communication to those who attend Chapters events or contacting the Chapter committee chairs and officers using chapters web sites or social media links and action that leads to ineffective communication with Chapters' members;

AND WHEREAS: Chapters own internet domains and publish their own websites hosted by service providers independent from PEO, with the capability to send secure e-mails with no extra costs or limitations;

AND WHEREAS: The PEO "campaigner®" e-mail service provider used by PEO has been set only for four Mailing lists (EIT, PENG email only, Non-email list, and All Members email only), and with the current set-up no attachments can be sent to the recipients. In addition to these limitations, it is an expensive as each e-mail costs PEO ¢0.03 I am not sure if it is \$0.03 or ¢0.03 per e-mail per a recipient so for an e-mail blast for 6000 members (Mississauga Chapter for example) the cost is \$18 or \$180 per e-mail! With such communication limitations and constraints, Chapter committee chairs are not able to communicate effectively with Chapter members;

AND WHEREAS: The PEO Chapters Staff refused to provide member information to Chapter Board based on the fear of members complaints about unsolicited emails or use the provided information for personal business not related to PEO activities. Both reasons stressed by the Chapters Manager are not legitimate as for the first given reason, all e-mails send by Chapter Boards and Chapter committee chairs will have the same footnote attached to all PEO communications with the members; as for the second given reason the Chapters Manager assumes possibility of breach of trust which why PEO ask a ll volunteers to sign the Confidentiality Agreement;

THEREFORE BE IT SUBMITTED THAT:

The WCR to ask the RCC to instruct the Chapters Staff to keep, maintain and provide the Chapter Boards, upon request with up-to date lists with members information and Chapter Boards contact information including "first name, last name, gender, e-mail address, Native Chapter, designation and engineering discipline".

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Second</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
<b>Northern</b>									
37	Jun/2015	NRC requests RCC to establish a task force to consider the AGM Term Limits Motion and make recommendations back to RCC.	S Schelske, S Sennanyana	Motion was brought to Council and was approved. A six member committee has been established. Motion was closed. Moved by M Barker, seconded by R Theiss. CARRIED	Northern Congress	10-Feb-16	Closed	<input checked="" type="checkbox"/>	
38	Sep/2015	NRC requests RCC to recommend to Council to establish a task force to look at the size of the council make-up with reference to the James Dunsmuir's article in Engineering Dimensions May/June 2015 issue.	Z White, D Ch'ng	This item has been sent back to RCC for further discussion at its March 12th meeting	Northern Congress	10-Feb-16	Remain Open	<input type="checkbox"/>	
39	Feb/2016	NRC requests RCC to recommend to council to rescind the motion of a membership referendum for continuous professional development (CPD) program. It is the opinion of the NRC that PEO should have a mandatory CPD program for its members and administered by PEO.	M Barker, L Betuzzi	New open Issue.	Northern Congress	10-Feb-16		<input type="checkbox"/>	

<i>Issue</i>	<i>Date Opened</i>	<i>Motion Text</i>	<i>Mover Seconder</i>	<i>Update Description</i>	<i>Meeting</i>	<i>Revision Date</i>	<i>Recommendation</i>	<i>Closed</i>	<i>Action By</i>
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## Eastern

112	Jun/2015	<p>Be it resolved that PEO Council approach the Canadian Forces in an effort to encourage Licensure of these otherwise qualified officers. WHEREAS the PEO is the body responsible for the licensure of Engineers in the Province of Ontario as detailed in the Professional Engineers act, and; WHEREAS some 200 Engineers per year graduate and serve as Military Officers in the Canadian Forces, but are exempt from the requirement for the P.Eng. Licence. Those that would meet the Academic Requirements for Licensure, are usually, but not exclusively, employed doing Professional Engineering work, and; WHEREAS these Officers are often unable to fulfill the listed requirements for Experience during their initial employment, for reasons not under their control, such as:</p> <ol style="list-style-type: none"> <li>1.They may not be employed as an Engineer, they have no choice since the Canadian Forces employs them according to the needs of the forces, not the personal needs of the individual,</li> <li>2.They may not be supervised by a Professional Engineer,</li> <li>3.They may not be employed in the field of their Under-graduate Degree, or</li> <li>4.They may be restricted from describing the nature of their employment.</li> </ol>	D Hamilton, J Podrebarac	This item is on hold until the RMC Dean returns from his sabbatical.	Eastern Congress	17-Feb-16	Remain Open	<input type="checkbox"/>	
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## East Central

No open issues for the East Central Region.

# Briefing Note – Information

C-505-5.5

## **(CP)<sup>2</sup> Update**

**Purpose:** To provide Council with an update on (CP)<sup>2</sup> activities.

**No motion required**

**Prepared by:** Warren Turnbull, P.Eng.

Warren Turnbull will provide a verbal report.

## **COMPLAINTS, DISCIPLINE, LICENSING AND REGISTRATION STATISTICS**

**Purpose:** To provide a statistical report to Council regarding Complaints, Discipline, Licensing and Registration.

**No motion required**

**Prepared by:** Dale Power, Secretariat Administrator

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

- Standing report was requested at the September 2009 meeting of Council.

### **2. Appendices**

- Appendix A – Complaints Statistics
- Appendix B – Discipline Statistics
- Appendix C – Licensing Statistics
- Appendix D – Registration Statistics



**COMPLAINTS & INVESTIGATION STATISTICS**

	<b>2013</b>	<b>2014</b>	<b>2015 (Dec. 31)</b>
<b>COC's Caseload</b>			
Filed Complaints <sup>1</sup> not disposed of by COC at previous year-end	135	127	105
Complaints Filed ( <i>PEAct s. 24. 1(a)</i> ) during the Year	66	69	62
Total Caseload in the Year	201	196	167
Total Filed Complaints Disposed of by COC in the Year (for details see <i>COC's Disposition of Complaints</i> below)	74	91	81
<b>Total Filed Complaints Pending for COC Disposition</b> (for details see <i>Status of Active Filed Complaints</i> below)	<b>127</b>	<b>105</b>	<b>86</b>
<b>COC's Disposition of Complaints</b>			
Direct that the matter be referred, in whole or in part, to the Discipline Committee. ( <i>PEAct s. 24. 2(a)</i> )	3	6	7
Direct that the matter not be referred. ( <i>PEAct s. 24. 2(b)</i> )	47	62	56
Take such action as COC considers appropriate in the circumstances and that is not inconsistent with this Act or the regulations or by-laws. ( <i>PEAct s. 24. 2(c)</i> )	24	23	18
<b>COC's Timeliness Regarding the Disposition of the Complaint<sup>2</sup></b>			
Complaint disposed of within 90 days of filing	0	0	0
Complaint disposed of between 91-180 days of filing	30	17	6
Complaint disposed of after more than 180 days of filing	44	74	75
<b>COC Processing Time – Days from Complaint Filed to COC Disposition</b>			<b>12 mo rolling average</b>
Average # Days	362	655	571
Minimum # Days	105	136	91
Median # Days	183	444	308
Maximum # Days	1408	1601	1686

<sup>1</sup> Signed Complaint Form filed with the Registrar.

<sup>2</sup> Days from Complaint Filed to date COC Decision is signed by COC Chair.

## Status of Active Filed Complaints

<b>Active Filed Complaints - Total</b>		<b>86</b>
<b>Complaints filed more than 180 days ago</b>	<b>45</b>	<b>45</b>
Waiting for Approval and Reason regarding COC Decision	10	
Complaints under active consideration by COC	17	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	18	
<b>Complaints filed between 91-180 days ago</b>	<b>24</b>	<b>24</b>
Waiting for Approval and Reason regarding COC Decision	8	
Complaints under active consideration by COC	1	
Completed Investigation ready for COC consideration	0	
Regulatory Compliance Investigation	15	
<b>Complaints filed within the past 90 days</b>	<b>17</b>	<b>17</b>
Waiting for Approval and Reason regarding COC Decision	0	
Complaints under active consideration by COC	0	
Completed Investigation ready for COC consideration	3	
Regulatory Compliance Investigation	14	

Note:

### **Review by Complaints Review Councillor (PEAct s. 26. (s))**

Where a complaint respecting a member of the Association or a holder of a certificate of authorization, a temporary licence, a provisional licence or a limited licence has not been disposed of by the Complaints Committee **within ninety days** after the complaint is filed with the Registrar, upon application by the complainant or on his or her own initiative the Complaints Review Councillor may review the treatment of the complaint by the Complaints Committee.

### **Glossary of Terms:**

Complaint Filed – Signed Complaint Form filed with the Registrar.

Investigation Complete – Investigation Summary document prepared and complaint file ready for COC consideration

**DISCIPLINE STATISTICS – March 2016 Council Meeting Report**

Discipline Phase

	2013	2014	2015	2016 (as of Feb 19)
Matters Referred to Discipline	3	7	8	2
Matters Pending (Caseload)	10	12**	17	18
Written Final Decisions Issued	10	6	5*	1
<b><i>DIC Activity</i></b>				
Pre-Hearing Conferences Held	4	4	6	1
Hearings Phase commenced (but not completed)	3	1	2	0
Hearings Phase completed	6	3	5	2

\*One matter was stayed in 2012, and a motion regarding costs was heard in January 2013.

Note: This matter was still counted into the number of “Matters Pending (Caseload)” in 2012, but no longer counted in 2013. Decision on motion (hearing in January 2013) was issued by Panel on May 15, 2015.

\*\* By a decision of the Divisional Court one matter was sent back for re-hearing by a differently constituted panel.

Table “A” – Timeline summary for matters in which written Decision and Reasons were issued in 2016

<b>File Number</b>	<b>Hearing date(s)</b>	<b>Date of written Decision</b>	<b>Approx. length of time from the last Hearing date to date of written Decision</b>
L05 12-03	January 12, 2016	January 19, 2016	1 week





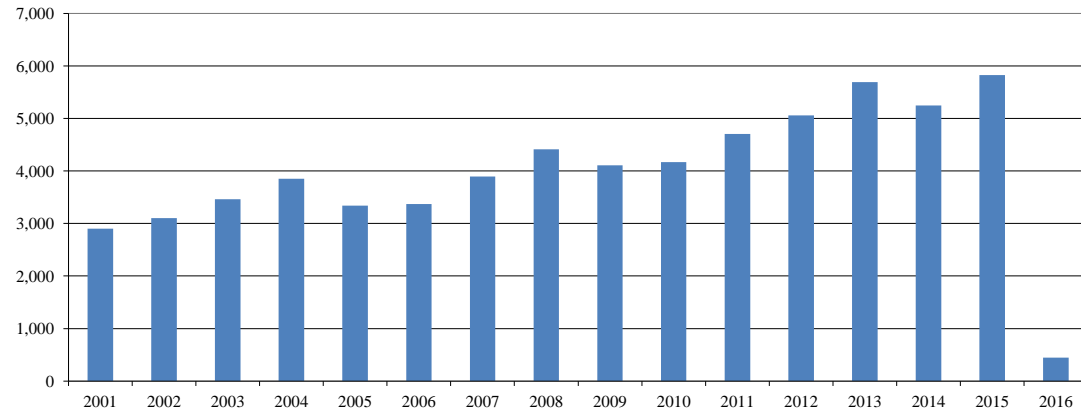




**PEO STATISTICS  
APPLICATIONS RECEIVED  
2001 - 2016**

	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
JANUARY	328	341	539	440	364	316	308	372	336	393	414	397	440	530	561	445
FEBRUARY	260	222	260	345	259	319	257	234	338	276	278	384	422	380	422	
MARCH	136	234	169	298	340	316	272	345	379	373	453	398	428	395	368	
APRIL	225	277	279	304	269	291	280	381	294	239	338	297	414	361	356	
MAY	403	299	394	425	270	298	293	278	279	303	314	353	394	324	292	
JUNE	158	220	221	337	264	273	279	332	320	306	322	374	388	356	472	
JULY	236	265	200	297	286	254	355	460	395	332	398	482	529	486	555	
AUGUST	248	269	357	272	301	285	367	413	326	358	493	508	505	495	547	
SEPTEMBER	270	352	455	382	254	251	333	415	402	383	451	388	512	542	466	
OCTOBER	222	206	257	253	263	282	396	419	428	372	469	540	646	568	648	
NOVEMBER	232	238	190	236	304	226	505	430	340	497	481	503	525	416	565	
DECEMBER	184	178	140	261	168	260	248	334	270	336	295	432	491	392	576	
<b>TOTAL</b>	<b>2,902</b>	<b>3,101</b>	<b>3,461</b>	<b>3,850</b>	<b>3,342</b>	<b>3,371</b>	<b>3,893</b>	<b>4,413</b>	<b>4,107</b>	<b>4,168</b>	<b>4,706</b>	<b>5,056</b>	<b>5,694</b>	<b>5,245</b>	<b>5,828</b>	<b>445</b>
<b>MONTHLY AVERAGE</b>	<b>242</b>	<b>258</b>	<b>288</b>	<b>321</b>	<b>279</b>	<b>281</b>	<b>324</b>	<b>368</b>	<b>342</b>	<b>347</b>	<b>392</b>	<b>421</b>	<b>475</b>	<b>437</b>	<b>486</b>	<b>445</b>
<b>YEAR TO DATE</b>	<b>2,902</b>	<b>3,101</b>	<b>3,461</b>	<b>3,850</b>	<b>3,342</b>	<b>3,371</b>	<b>3,893</b>	<b>4,413</b>	<b>4,107</b>	<b>4,168</b>	<b>4,706</b>	<b>5,056</b>	<b>5,694</b>	<b>5,245</b>	<b>5,828</b>	<b>445</b>

## Applications Received - Year To Date





**REGISTRATION STATISTICS – March 2016 Council Meeting Report**

Registration Phase

	<b>2014</b>	<b>2015</b>	<b>2016</b> <b>(as of Feb 19)</b>
Requests for Hearing	5	4	1
Premature Applications (no Notice of Proposal)	1	2	1
Matters Pending (Caseload)	10	10	10
Written Final Decisions Issued	3	2	0
Appeals to the Divisional Court	1*	1	0
<b><i>REC Activity</i></b>			
Pre-Hearing Conferences Held	6	3	0
Hearings Phase completed	2	2	0

\*The Divisional Court upheld the decision of the Registration Committee

## **COUNCILLORS ITEMS**

- a) **Notices of Future Agenda Items**
- b) **Councillors' Questions**

**Purpose:** To provide Councillors with an opportunity to provide notice of items for inclusion on the next Council meeting agenda, and to ask questions.

**No motion required**

**Prepared by:** Dale Power, Secretariat Administrator