



**Professional Engineers
Ontario**

Council Meeting

520th Meeting of Council
of Professional Engineers Ontario

to be held on
Thursday, September 20, 2018
5:30 p.m. – reception
6:00 p.m. – dinner
7:00 p.m. plenary session

Friday, September 21, 2018
7:45 – 8:45 a.m. – breakfast
9:00 a.m. – 4:00 p.m.

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

Thursday, September 20, 2018

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

2. Plenary Session – 7:00 p.m. to 9:00 p.m.
(8th Floor Council Chambers)
 1. Registrar's Profile

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-520-1.1, 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 – 520th Council meeting agenda



C-520-1.1
Appendix A

Agenda

520th Meeting of the Council Professional Engineers Ontario

Date: Friday, September 20-21, 2018
Time: Friday – 9:00 a.m. – 4:00 p.m.
Place: PEO Offices – 8th Floor Council Chambers
 40 Sheppard Avenue West
 Toronto, Ontario

OR **Dial-in: 1-888-866-3653**
Participant Code: 9394319#

Thursday, September 20 – 7:00 p.m. – 9:00 p.m.

	Spokesperson
<u>PLENARY SESSION</u>	
Registrar's Profile	Chair/Western Management Consultants (WMC)

Friday, September 21 – 9:00 a.m. – 4:00 p.m.

CALL TO ORDER			
1. <u>APPROVAL OF AGENDA</u>		Spokesperson/ Moved by	Type
1.1	APPROVAL OF AGENDA	Chair	Decision
2. <u>PRIORITY ITEMS</u>		Spokesperson/ Moved by	Type
2.1	REGISTRAR PROFILE	Chair	Decision
2.2	2019 OPERATING BUDGET	Councillor Chan	Information
2.3	2019 CAPITAL BUDGET	Councillor Chan	Information
2.4	NON-BUDGETED SUBSTANTIVE EXPENDITURES	Vice-President Reid	Decision
2.5	2018 AGM SUBMISSION – LEADERSHIP DEVELOPMENT PROGRAM	Councillor Hidalgo	Decision
2.6	2018 AGM SUBMISSION – PEO WEBMAIL ACCOUNTS FOR ACTIVE VOLUNTEERS	Councillor Bhatia	Decision
2.7	EXTERNAL REGULATORY PERFORMANCE REVIEW	Chair	Decision
2.8	2018 – 2020 STRATEGIC PLAN – 2019 STRATEGY SELECTION	Past President Dony	Decision

2.9	FINAL REPORT OF THE PUBLIC INFORMATION CAMPAIGN TASK FORCE	Councillor Spink	Decision
2.10	30 BY 30 TASK FORCE TERMS OF REFERENCE AND ACTION PLAN	Past President Dony	Decision
2.11	ENGINEER-IN-RESIDENCE (EIR) PROGRAM	Councillor Olukiyesi	Decision
2.12	APTIFY UPGRADE UPDATE AND REQUEST FOR ADDITIONAL FUNDS	Councillor Chan	Decision
2.13	COUNCIL ACTION LOG	Chair	Information
2.14	RISK REGISTER	Chair	Information
2.15	BRIEFING NOTE PROTOCOL	Chair	Information
3. <u>CONSENT AGENDA</u>		Spokesperson/ Moved by	Type
3.1	OPEN SESSION MINUTES – 251 st EXECUTIVE COMMITTEE MEETING – JANUARY 16, 2018	Chair	Decision
3.2	OPEN SESSION MINUTES – 519 TH COUNCIL MEETING – JUNE 22, 2018	Chair	Decision
3.3	APPROVAL OF CEDC APPLICATIONS	Councillor Bhatia	Decision
3.4	CHANGES TO THE 2018 PEO COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER	Councillor Chan	Decision
3.5	LEGISLATION COMMITTEE 2018-2019 WORK PLAN		Decision
3.6	CANADIAN ENGINEERING ACCREDITATION BOARD (CEAB) ACCREDITATION DECISIONS	Past President Dony	Decision
4. <u>IN-CAMERA</u>		Spokesperson/ Moved by	Type
4.1	IN-CAMERA MINUTES – 251 st EXECUTIVE COMMITTEE MEETING – JANUARY 16, 2018	Chair	Decision
4.2	IN-CAMERA MINUTES – 519 TH COUNCIL MEETING – JUNE 22, 2018	Chair	Decision
4.3	NOMINATION TO THE CANADIAN ENGINEERING ACCREDITATION BOARD	Past President Dony	Decision
4.4	SUCCESSION PLANNING TASK FORCE APPOINTMENTS	Past President Dony	Decision
4.5	APPOINTMENT OF ADDITIONAL MEMBERS TO THE 2018-2019 CENTRAL ELECTION AND SEARCH COMMITTEE	Past President Dony	Decision
4.6	MCMASTER UNIVERSITY – FACULTY OF ENGINEERING – UNACCREDITED BACHELOR OF TECHNOLOGY PROGRAMS	Past President Dony	Decision
4.7	DISCIPLINE COMMITTEE – DECISIONS AND REASONS	Linda Latham	Information
4.8	LEGAL UPDATE	Linda Latham	Information
4.9	PEO'S ANTI-WORKPLACE HARASSMENT AND VIOLENCE POLICIES – COUNCILLOR VIOLATIONS, IF ANY	Chair	Information

5. <u>INFORMATION ITEMS</u>		Spokesperson/ Moved by	Type
ONGOING ITEMS			
5.1	COUNCILLOR ITEMS	Chair	Information
5.2	EDUCATION COMMITTEE WORK PLAN AND TERMS OF REFERENCE	Councillor Olukiyesi	Information
<p>Please note that in order to streamline the agenda, Committee reports will no longer be included in the agenda package. Committee Chairs are asked to submit their written reports to the Secretariat for posting on the Council SharePoint site prior to each Council meeting. These reports will not be discussed at the meeting unless a Councillor or an EC Director asks to address a specific item contained within the written report.</p>			

Councillors Code of Conduct

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

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

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

[s. 2.4 of the Council Manual]

2018-19 Council Committee Meeting/Mailing Schedule

2018-19 Council Mailing Schedule

2018

Meeting #		Meeting Date	Initial BN Due Date – Members at Large	Initial BN Due Date – Councillors/ Staff	Initial Agenda Mailing Date	Supp. Agenda Due Date ¹	Supp. Agenda Mailing Date
520	Council	Sept. 20-21	Aug. 31	Sept. 4	Sept. 7	Sept. 11	Sept. 14
521	Council	Nov. 15-16	Oct. 26	Oct. 30	Nov. 2	Nov. 6	Nov. 9

2019

Meeting #		Meeting Date	Initial BN Due Date – Members at Large	Initial BN Due Date – Councillors/ Staff	Initial Agenda Mailing Date	Supp. Agenda Due Date ¹	Supp. Agenda Mailing Date
522	Council	Feb. 7-8	Jan. 18	Jan. 22	Jan. 25	Jan. 29	Feb. 1
523	Council	Mar. 21-22	March 1	March 5	March 8	March 12	March 15
524	Council	May 4 ²	April 12	April 16	April 19	April 23	April 26

¹ - requires the approval of the Chair or Registrar

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

Upcoming Events

Date	Event	Location
October 24, 2018	Queen's Park Day	Toronto
October 26, 2018	Committee Chairs Workshop	PEO Offices
November 17, 2018	Chapter Leaders Conference	Hilton Toronto Airport
November 17, 2018	Ontario Professional Engineers Award (OPEA)	Toronto International Centre

Briefing Note – Decision

C-520-2.1

REGISTRAR PROFILE

Purpose: To approve the recommendation of the Western Management Consultants of Ontario (WMC) regarding a PEO Registrar Profile that has been developed by the WMC consultants in collaboration with the HRC.

The approved Registrar Profile will assist the HRC and HR consultants with the recruitment process for a Registrar.

Prepared by: Olivera Tasic, CHRP Acting Director, People Development

PEO Registrar Profile and details on its development will be provided by the WMC at the Council Plenary meeting.

2019 DRAFT OPERATING BUDGET

Purpose: To review the draft 2019 operating budget.

No motion required

Prepared by: Chetan Mehta – Director, Finance

1. Need for PEO Action

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

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

Despite the best efforts by management to reduce and control costs wherever possible, the 2019 operating budget is expected to have a deficit of \$2.3m before Council discretionary spend items and deficit of \$4.9m after Council discretionary expenses. These deficits will be funded from the operating reserve which is expected to fall to \$3.3m in 2019.

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

- a) There have been no membership fee increases since 2008 and revenues from the growth in the number of licence holders, applications, examinations, etc., have not been adequate to keep pace with operating expenditures, which have increased over 16% since 2009 due to inflation.
- b) The modest increase in membership revenue over the past several years has not kept pace with costs for operations.
- c) In addition to the effects of inflation, there has been an increase in the scope and breadth of PEO's operations. Several new initiatives have become part of regular operations over the course of the past several years, such as the Practice Evaluation and Knowledge (PEAK) program, which was introduced in 2017 but became part of regular operations in 2018. Further, a higher spend is expected on several significant initiatives (if approved), such as the Public Information Campaign and activities related to the 2018-2020 Strategic Plan.

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

The key highlights of the 2019 draft operating budget are summarized below and compared to the 2018 forecast. Total revenues in 2019 are budgeted at \$25.6m and total expenses are budgeted at \$27.9m resulting in an excess of expenses over revenues of \$2.3m.

Revenue

The 2019 budgeted revenue is expected to be \$25.6m representing an increase of \$568k or 2.3% over the 2018 forecasted revenue. This increase is largely due to:

- An increase in application, registration, exam and other revenues of \$286k or 4.1%;
- An increase in P.Eng. revenues of \$256k or 1.6% due to natural growth in P.Eng. membership; and
- An increase in 40 Sheppard revenues by \$60k or 2.9% due to the expected leasing of vacant space on the 2nd, 4th and 8th floors in 2019.

P.Eng. licence fees are the lowest in Canada and will remain frozen for the tenth consecutive year. All other fees remain frozen for the eighth consecutive year. The current version of the 2019 budget assumes that all fees remain unchanged.

Expenses

The 2019 budgeted expenses are planned to be \$27.9m, which represents an increase of \$2.4m or 9.3% over 2018 forecasted expenses. The increase is largely due to:

- An increase in employee salaries and benefits, and retiree and staff future benefits of \$1.6m over the 2018 forecast due to a 3.5% increase in staff salaries for the merit / CPI adjustment and an increase in headcount from 108 to 111 full-time staff. One new position is in the Licensing dept. to deal with the increased workload of files; one new position is in the IT dept. for help desk support; and one position is in the Tribunals office for a research analyst that was approved but not filled and funded in 2018. The increase in the 2019 budget over the 2018 forecast is magnified due to the 2018 forecast being much lower than the 2018 budget (by over \$681k) due to several staff being away for medical reasons.
- An increase in costs for computers and telephone of \$208k for software and server support contracts and non-capital hardware purchases.
- An increase of \$161k in amortization due to the completion of IT and other projects.
- An increase of \$147k in chapters largely due to an increase in allotments.
- An increase of \$123k for contract staff for replacing full-time staff who are on long-term leave and for assistance in processing licence applications. One developer is expected to be hired on contract to assist with the various critical IT upgrade projects.
- An increase of \$98k in volunteer business expenses due to higher costs for meals, mileage, accommodation and travel-related expenses for attending various events, committee meetings and conferences, etc.
- An increase of \$95k for consultants largely due to consulting support required for IT systems development, for the PEAK program and for the Succession Planning Task Force.
- An increase of \$61k for occupancy costs due higher operating costs.

The above expenses are partially offset by:

- Reduction of \$98k in postage and courier costs primarily due to the transition to the digital version of *Engineering Dimensions* and because members are continually being encouraged to receive correspondence via email.

- Reduction of \$88k in costs for 40 Sheppard expenses largely due to lower mortgage interest and a lower leasing fees.
- Reduction of \$16k in purchased services largely due to lower printing costs for Dimensions and the completion of the Tribunals survey in 2018, etc.

2. Background

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

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

As per Council direction, the senior management team and staff began work on the 2019 operating budget and 2018 forecast in July. A draft copy of the 2019 operating budget and the 2018 forecast was completed in August and distributed to the Finance Committee prior to its meeting on August 28, 2018.

During this meeting on August 28, 2018, the Finance Committee met with members of the senior management team to review the first draft of the 2019 operating and capital budgets. Key highlights of the operating budget were reviewed, and questions put forward by the Finance Committee members to the senior management team were answered. After discussion and inputs from staff, the Finance Committee requested an additional meeting be held on Sept. 6, 2018 at which staff provided a list of potential options to address the 2019 budget shortfall. This list, after incorporating feedback from the Finance Committee, is shown in Appendix C for Council's consideration and direction. During the meeting on Sept. 6, the Finance Committee concurred that the draft version of the 2019 operating and capital budgets be presented to Council for information and feedback.

3. Appendices

- **Appendix A** - 2019 Draft Operating Budget and Variance Analysis
Projected Financial Statements 2019 to 2023
- **Appendix B** - Highlights of Significant Changes in 2019 Budget Program Expenses as compared to the 2018 Forecast
- **Appendix C** – List of potential savings to address 2019 budget deficit
- **Appendix D** – 2019 Budget Assumptions

Professional Engineers Ontario - DRAFT 2019 OPERATING BUDGET

Variance Analysis - 2019 Budget Vs 2018 Forecast

C-520-2.2
Appendix A

DRAFT - Reviewed by FIC on Sept 6, 2018

REF. NO	DESCRIPTION	2019 Bud	2018 Fcst	2018 Bud	2017 Act	Favourable (Unfavorable) Variances			
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud	
						\$	%	\$	%
		(A)	(B)	(C)	(D)	(E)	(F)	(G)	(H)
1	Advertising income	\$ 220,000	\$ 260,000	\$ 360,000	\$ 269,958	(\$40,000)	(15.4)%	(\$100,000)	(27.8)%
2	Investment income	212,000	205,000	214,000	287,341	7,000	3.4%	(9,000)	(4.2)%
3	40 Sheppard Revenue	2,111,843	2,052,321	2,546,408	2,386,379	59,522	2.9%	(494,087)	(19.4)%
4	P. Eng Revenue	15,847,458	15,591,950	15,955,500	15,444,463	255,508	1.6%	(363,550)	(2.3)%
5	Appln, regn, exam and other fees	7,230,382	6,944,713	6,789,972	6,450,742	285,669	4.1%	154,741	2.3%
	TOTAL REVENUE	25,621,683	25,053,984	25,865,880	24,838,883	567,699	2.3%	(811,896)	(3.1)%
	EXPENSES								
6	Salaries and benefits / Retiree and staff future benefits	13,590,196	11,988,172	12,668,726	11,742,284	(1,602,024)	(13.4)%	680,554	5.4%
7	Computers and telephone	1,288,899	1,081,396	1,075,848	854,024	(207,503)	(19.2)%	(5,548)	(0.5)%
8	Amortization	1,402,674	1,241,658	1,307,096	1,280,598	(161,016)	(13.0)%	65,438	5.0%
9	Chapters	974,720	827,673	857,800	887,498	(147,047)	(17.8)%	30,127	3.5%
10	Contract staff	463,780	340,666	203,981	189,353	(123,114)	(36.1)%	(136,685)	(67.0)%
11	Volunteer expenses	820,725	723,176	793,065	738,032	(97,549)	(13.5)%	69,889	8.8%
12	Consultants	421,245	325,820	547,500	459,679	(95,425)	(29.3)%	221,680	40.5%
13	Occupancy costs	936,530	875,108	903,839	817,268	(61,422)	(7.0)%	28,731	3.2%
14	Transaction fees	600,805	551,485	542,540	536,201	(49,320)	(8.9)%	(8,945)	(1.6)%
15	Legal (Corporate, Prosecution & Tribunal)	1,069,605	1,055,978	493,555	913,788	(13,627)	(1.3)%	(562,423)	(114.0)%
16	Engineers Canada	994,567	982,774	964,000	960,080	(11,793)	(1.2)%	(18,774)	(1.9)%
17	Staff expenses	148,895	139,320	141,560	100,522	(9,575)	(6.9)%	2,240	1.6%
18	Office supplies	105,980	100,491	103,280	132,120	(5,489)	(5.5)%	2,789	2.7%
19	Insurance	134,818	129,912	124,237	116,481	(4,906)	(3.8)%	(5,675)	(4.6)%
20	Recognition, grants and awards	176,750	174,812	173,600	178,010	(1,938)	(1.1)%	(1,212)	(0.7)%
21	Printing	111,000	113,560	116,000	113,406	2,560	2.3%	2,440	2.1%
22	Professional development	78,000	80,961	206,500	120,985	2,961	3.7%	125,539	60.8%
23	Advertising	107,250	120,897	112,050	156,729	13,647	11.3%	(8,847)	(7.9)%
24	Purchased services	1,561,990	1,578,552	1,660,352	1,492,430	16,562	1.0%	81,800	4.9%
25	40 Sheppard expenses	2,436,037	2,524,353	2,456,018	2,401,801	88,316	3.5%	(68,335)	(2.8)%
26	Postage and courier	512,215	611,113	617,120	638,415	98,898	16.2%	6,007	1.0%
27	TOTAL EXPENSES	27,936,681	25,567,877	26,068,667	24,829,704	(2,368,804)	(9.3)%	500,790	1.9%
28	EXCESS OF REVENUE OVER EXPENSES BEFORE UNDERNOTED	(2,314,998)	(513,893)	(202,787)	9,179	(1,801,105)	(350.5)%	(311,106)	(153.4)%
	Council Discretionary Expenses								
29	Public information campaign	1,077,000	-	-	-	(1,077,000)	-	0	-
30	Other Strategic Plan Initiatives	644,000	-	-	-	(644,000)	-	0	-
31	Approved spend for the hire of 5 P.Engs as part of resiliency plan	600,000	-	300,000	-	(600,000)	-	300,000	100%
32	Misc Council TFs and webmail accounts project	250,000	80,000	-	34,967	(170,000)	(212.5)%	(80,000)	-
	EXCESS OF REVENUE OVER EXPENSES	(4,885,998)	(593,893)	(502,787)	(25,788)	(4,292,105)	(722.7)%	(91,106)	(18.1)%

Professional Engineers Ontario - DRAFT 2019 OPERATING BUDGET

Variance Analysis - 2019 Budget Vs 2018 Forecast

DRAFT - Reviewed by FIC on Sept 6, 2018

C-520-2.2
Appendix A

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

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

C-520-2.2
Appendix A

DRAFT - Reviewed by FIC on Sept 6, 2018

	2017 ACTUAL	2018 FORECAST	2019 BUDGET	2020 PROJECTION	2021 PROJECTION	2022 PROJECTION	2023 PROJECTION
REVENUE							
P. Eng Revenue	\$15,444,463	\$15,591,950	\$15,847,458	\$16,069,322	\$16,294,293	\$16,522,413	\$16,753,727
Appln, regn, exam and other fees	6,450,742	6,944,713	7,230,382	7,331,607	7,434,250	7,538,329	7,643,866
40 Sheppard Revenue	2,386,379	2,052,321	2,111,843	2,835,053	2,847,430	2,867,407	2,770,537
Advertising income	269,958	260,000	220,000	221,650	223,312	224,987	226,675
Investment income	287,341	205,000	212,000	214,968	217,978	221,029	224,124
	\$24,838,883	\$25,053,984	\$25,621,683	\$26,672,601	\$27,017,263	\$27,374,166	\$27,618,928
EXPENSES							
Salaries and benefits / Retiree and staff future benefits	11,742,284	11,988,172	13,590,196	13,862,000	14,139,240	14,422,025	14,710,465
40 Sheppard expenses	2,401,801	2,524,353	2,436,037	2,433,542	2,439,418	2,440,965	2,449,019
Purchased services	1,492,430	1,578,552	1,561,990	1,593,230	1,625,094	1,657,596	1,690,748
Amortization	1,280,598	1,241,658	1,402,674	1,430,727	1,459,342	1,488,529	1,518,299
Computers and telephone	854,024	1,081,396	1,288,899	1,314,677	1,340,971	1,367,790	1,395,146
Engineers Canada	960,080	982,774	994,567	1,014,458	1,034,748	1,055,442	1,076,551
Chapters	887,498	827,673	974,720	994,214	1,014,099	1,034,381	1,055,068
Occupancy costs	817,268	875,108	936,530	955,261	974,366	993,853	1,013,730
Volunteer expenses	738,032	723,176	820,725	837,140	853,882	870,960	888,379
Postage and courier	638,415	611,113	512,215	522,459	532,908	543,567	554,438
Transaction fees	536,201	551,485	600,805	612,821	625,078	637,579	650,331
Consultants	459,679	325,820	421,245	429,670	438,263	447,029	455,969
Legal (Corporate, Prosecution & Tribunal)	913,788	1,055,978	1,069,605	790,997	806,817	822,953	839,412
Professional development	120,985	80,961	78,000	79,560	81,151	82,774	84,430
Contract staff	189,353	340,666	463,780	473,056	482,517	492,167	502,010
Recognition, grants and awards	178,010	174,812	176,750	180,285	183,891	187,569	191,320
Staff expenses	100,522	139,320	148,895	151,873	154,910	158,009	161,169
Printing	113,406	113,560	111,000	113,220	115,484	117,794	120,150
Insurance	116,481	129,912	134,818	137,514	140,265	143,070	145,931
Advertising	156,729	120,897	107,250	109,395	111,583	113,815	116,091
Office supplies	132,120	100,491	105,980	108,100	110,262	112,467	114,716
	24,829,704	25,567,877	27,936,681	28,144,199	28,664,288	29,190,332	29,733,374
EXCESS OF REVENUE OVER EXPENDITURE before undernoted	\$9,179	(\$513,893)	(\$2,314,998)	(\$1,471,598)	(\$1,647,025)	(\$1,816,167)	(\$2,114,446)
Council Discretionary Reserve	34,967	80,000	2,571,000	200,000	200,000	200,000	200,000
EXCESS OF REVENUE OVER EXPENDITURE	(\$25,788)	(\$593,893)	(\$4,885,998)	(\$1,671,598)	(\$1,847,025)	(\$2,016,167)	(\$2,314,446)

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

C-520-2.2 Appendix A

DRAFT - Reviewed by FIC on Sept 6, 2018

	2017	2018	2019	2020	2021	2022	2023
	ACTUAL	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
ASSETS							
CURRENT							
Cash	2,353,902	1,025,832	(3,487,543)	(4,018,683)	(4,675,398)	(5,345,048)	(6,278,829)
Marketable securities at fair value	6,806,699	6,806,699	6,806,699	6,806,699	6,806,699	6,806,699	6,806,699
Cash & marketable securities	9,160,601	7,832,531	3,319,156	2,788,016	2,131,301	1,461,651	527,870
Accounts receivable	426,729	426,729	426,729	426,729	426,729	426,729	426,729
Prepaid expenses, deposits & other assets	790,345	714,462	629,091	535,182	431,883	318,254	193,262
	10,377,675	8,973,722	4,374,976	3,749,927	2,989,913	2,206,634	1,147,861
Capital assets	35,078,815	34,908,875	33,615,623	31,534,074	29,383,062	27,057,175	24,678,502
	45,456,490	43,882,597	37,990,599	35,284,001	32,372,976	29,263,809	25,826,363
LIABILITIES							
CURRENT							
Accounts payable and accrued liabilities	1,787,457	1,787,457	1,787,457	1,787,457	1,787,457	1,787,457	1,787,457
Fees in advance and deposits	9,048,378	9,048,378	9,048,378	9,048,378	9,048,378	9,048,378	9,048,378
Current portion of long term debt	980,000	1,006,000	1,035,000	1,064,000	1,093,000	1,123,000	286,000
	11,815,835	11,841,835	11,870,835	11,899,835	11,928,835	11,958,835	11,121,835
LONG TERM							
Long term debt	5,607,000	4,601,000	3,566,000	2,502,000	1,409,000	286,000	-
Employee future benefits	11,939,100	11,939,100	11,939,100	11,939,100	11,939,100	11,939,100	11,939,100
	17,546,100	16,540,100	15,505,100	14,441,100	13,348,100	12,225,100	11,939,100
Net Assets	16,094,555	15,500,662	10,614,664	8,943,066	7,096,041	5,079,874	2,765,428
	45,456,490	43,882,597	37,990,599	35,284,001	32,372,976	29,263,809	25,826,363

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

C-520-2.2
Appendix A

DRAFT - Reviewed by FIC on Sept 6, 2018

	2018	2019	2020	2021	2022	2023
<i>Operating</i>	FORECAST	BUDGET	PROJECTION	PROJECTION	PROJECTION	PROJECTION
Excess of revenue over expenses - operations	(593,893)	(4,885,998)	(1,671,598)	(1,847,025)	(2,016,167)	(2,314,446)
Add (deduct) items not affecting cash						
Amortization	2,231,097	2,421,710	2,488,830	2,550,936	2,615,288	2,681,981
Amortization - other assets (leasing)	75,883	85,371	93,909	103,299	113,629	124,992
Total Operating	1,713,087	(2,378,917)	911,141	807,210	712,750	492,528
<i>Financing</i>						
Repayment of mortgage	(980,000)	(1,006,000)	(1,035,000)	(1,064,000)	(1,093,000)	(1,123,000)
Total Financing	(980,000)	(1,006,000)	(1,035,000)	(1,064,000)	(1,093,000)	(1,123,000)
<i>Investing</i>						
Additions to Building (Recoverable)	(1,168,415)	(241,458)	(157,281)	(199,925)	(89,400)	(103,309)
Additions to other Capital Assets (F&F, IT, Phone, AV)	(892,742)	(887,000)	(250,000)	(200,000)	(200,000)	(200,000)
Total Investing	(2,061,157)	(1,128,458)	(407,281)	(399,925)	(289,400)	(303,309)
Net Cash Increase/(Decrease) during the year	(1,328,070)	(4,513,375)	(531,140)	(656,715)	(669,650)	(933,781)
Cash, beginning of year	2,353,902	1,025,832	(3,487,543)	(4,018,683)	(4,675,398)	(5,345,048)
Cash, end of year	1,025,832	(3,487,543)	(4,018,683)	(4,675,398)	(5,345,048)	(6,278,829)
Cash/Investments, end of year	7,832,531	3,319,156	2,788,016	2,131,301	1,461,651	527,870
Comprised of:						
Cash	1,025,832	(3,487,543)	(4,018,683)	(4,675,398)	(5,345,048)	(6,278,829)
Investments	6,806,699	6,806,699	6,806,699	6,806,699	6,806,699	6,806,699
	7,832,531	3,319,156	2,788,016	2,131,301	1,461,651	527,870

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

C-520-2.2
Appendix A

DRAFT - Reviewed by FIC on Sept 6, 2018

Description	2018 FORECAST	2019 BUDGET	2020 PROJECTION	2021 PROJECTION	2022 PROJECTION	2023 PROJECTION
Rental income	722,400	730,440	944,168	912,707	921,198	792,114
Operating cost	1,501,633	1,606,990	2,047,453	2,108,236	2,171,226	2,236,518
Property tax	307,063	324,846	456,862	465,999	475,319	484,826
Parking income	139,500	132,600	93,900	91,800	85,500	82,000
Other space rent	137,707	128,316	123,708	123,708	94,014	80,642
TOTAL REVENUE	2,808,303	2,923,192	3,666,091	3,702,450	3,747,257	3,676,100
Less PEO Share of CAM & Tax	755,982	811,349	831,038	855,020	879,850	905,563
TOTAL REVENUE excluding PEO share of CAM & Tax	2,052,321	2,111,843	2,835,053	2,847,430	2,867,407	2,770,537
Utilities	563,194	560,952	572,171	583,614	595,287	607,192
Property taxes	442,424	447,904	456,862	465,999	475,319	484,826
Amortization	601,146	630,743	669,810	703,301	738,466	775,389
Payroll	253,104	258,166	263,329	268,596	273,968	279,447
Janitorial	224,511	251,489	254,989	260,089	265,290	270,596
Repairs and maintenance	171,647	179,404	171,486	174,916	178,415	181,983
Property management and advisory fees	59,244	50,004	51,004	52,024	53,065	54,126
Road and ground	15,962	20,690	17,136	17,479	17,828	18,185
Administration	25,754	26,576	27,108	27,650	28,203	28,767
Security	20,840	27,120	27,662	28,216	28,780	29,356
Insurance	18,755	19,251	19,636	20,029	20,429	20,838
TOTAL RECOVERABLE EXPENSES	2,396,581	2,472,299	2,531,193	2,601,913	2,675,050	2,750,705
Interest expense on note and loan payable	301,269	252,084	201,845	151,593	94,503	41,252
Amortization of building	388,293	388,293	388,293	388,293	388,293	388,293
Other and other non-recoverable expenses	194,192	134,711	143,249	152,639	162,969	174,332
TOTAL OTHER EXPENSES	883,754	775,088	733,387	692,525	645,765	603,877
TOTAL EXPENSES	3,280,335	3,247,387	3,264,580	3,294,438	3,320,815	3,354,582
Less PEO Share of CAM & Tax	755,982	811,350	831,038	855,020	879,850	905,563
TOTAL EXPENSES excluding PEO share of CAM	2,524,353	2,436,037	2,433,542	2,439,418	2,440,965	2,449,019
NET INCOME	(472,032)	(324,194)	401,511	408,012	426,442	321,518

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

C-520-2.2
Appendix B

DRAFT - Reviewed by FIC on Sep 6, 2018

6-Sep-18

Overview:

Overall, program expenses in 2019 are expected to increase by 4.3% or \$565k over the 2018 forecast largely due to various upgrade projects that are necessary to address the operational risks associated with several IT systems that are approaching their end of life. In addition, there would be higher costs in 2019 for various security upgrades to PEO's facilities in light of the recent security incidents; higher costs for Chapter allotments and for various task forces such as the succession planning task force. In addition, costs for the government liaison program and costs for meals, mileage, etc. for various events such as the AGM, OPEA, OOH, etc. are expected to be higher in 2019. There is an increase expected in Regulatory compliance due to a planned public survey in 2019 and costs related to the handling of a complex file currently before the Discipline committee. Credit card transaction costs and insurance premiums are expected to be higher in 2019. These increases will be partially offset by lower printing and postage costs due to the transition to the digital version of Engineering Dimensions. There would be a lower spend for the Tribunals and Regulatory affairs dept in 2019 due to the conclusion of a research project in 2018.

Department	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation of significant variances
					2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
					\$	%	\$	%	
ITS	1,820,500	1,481,053	1,557,535	1,503,552	(339,447)	(22.9)%	76,482	4.9%	The increase of \$339k or 23% in the 2019 budget vs the 2018 forecast for the ITS dept are due to various upgrade projects that will address operational risks from end of life software and hardware that will come into effect in 2019 and early 2020. The upgrade projects are: database software, email system, SharePoint, server software, document management software, financial system software and staff computer equipment. These projects will increase monthly infrastructure costs, monthly hardware leasing costs, yearly licensing, and one time professional services costs. Additional staff of one IT FTE and one consultant.
Corporate Services	7,051,202	6,805,866	7,024,840	7,161,259	(245,336)	(3.6)%	218,974	3.1%	The 2019 budget for the Corporate Services dept has an overall increase of \$245k or 4% vs the 2018 forecast primarily due to two categories which total \$271k and account for the majority of the Corp Services net variance. These two categories are 1) Facility costs - combination of higher security costs in 2019 and lower depreciation costs in 2018; 2) Chapters - higher 2019 budget increased for inflation and increased members, plus lower 2018 expenditures in chapter allotments and licensing ceremonies.
Licensing	1,108,000	1,027,206	882,800	875,855	(80,794)	(7.9)%	(144,406)	(16.4)%	Overall, the Licensing dept spend will increase by \$80k or 8% due to an expected increase in the number of applications. For the last 10 years we are seeing an average of 8% increase year over year.
Regulatory Compliance	763,305	721,554	407,670	581,950	(41,751)	(5.8)%	(313,884)	(77.0)%	For Regulatory Compliance, the 2019 budget is expected to increase by \$42k or 6% and is aligned with 2018 forecast. The increases in 2019 are largely due to the costs for a public survey which is to be undertaken in 2019 and higher costs for media monitoring. In addition, there are higher costs expected for a complex file/case currently before the Discipline committee.
Finance	710,786	677,874	600,508	650,691	(32,912)	(4.9)%	(77,366)	(12.9)%	Finance department costs are expected to increase by \$33k or 5% in 2019 in comparison to the 2018 forecast largely due to increases in credit card transaction costs and increases in insurance premiums for the cyber insurance coverage.
Executive Office	1,173,167	1,150,858	1,147,055	1,108,465	(22,309)	(1.9)%	(3,803)	(0.3)%	Executive Office spending expected to increase by \$22k or 2% in 2019 largely due to higher contributions to Engineers Canada due to the expected increase in membership and higher travel costs for representing PEO at various external meetings and events.
Tribunals & Regulatory Affairs	658,370	701,800	703,775	483,678	43,430	6.2%	1,975	0.3%	The decrease of \$43k or 6% in the 2019 budget for Tribunals & Regulatory affairs reflects the completed "Practitioner Centered Research" project of the 2015-2017 strategic plan initiative.
Communications	518,625	672,796	871,775	816,332	154,171	22.9%	198,979	22.8%	The Communications dept. budget is expected to decrease by \$154k or 23% in comparison to the 2018 forecast mainly due to reduced printing and postage expenses associated with Council's 2018 decision to have the digital edition of Engineering Dimensions serve as the default option.
Total - Program expenses	\$13,803,955	\$13,239,007	\$13,195,958	\$13,181,782	(564,948)	(4.3)%	(43,049)	(0.3)%	

Professional Engineers Ontario

2019 Budget - Communications

C-520-2.2
Appendix B

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

DRAFT - Reviewed by FIC on Sep 6, 2018

6-Sep-18

Overview:

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

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

Professional Engineers Ontario
2019 Budget - Corporate Services

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

C-520-2.2
Appendix B

DRAFT - Reviewed by FIC on Sep 6, 2018

6-Sep-18

Overview:

2019 Budget is in line with 2018 Forecast with overall variance of 3.6%. Variance due primarily to two categories which total \$271k and account for the majority of the Corp Services net variance of \$245k. These are 1) Facility costs - combination of higher security costs in 2019 and lower depreciation costs in 2018; 2) Chapters - higher 2019 budget increased for inflation and increased members, plus lower 2018 expenditures in chapter allotments and licensing ceremonies.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
510	Facility	1,592,460	1,464,310	1,558,737	1,500,750	(128,150)	(8.8)%	94,427	6.1%	Lower depreciation costs in 2018. Higher security costs in 2019.
477	Chapters	874,140	731,052	751,150	757,976	(143,088)	(19.6)%	20,098	2.7%	Higher 2019 budget increases for inflation and increased members, plus lower 2018 expenditures in Chapter allotments and licensing ceremonies.
630	Development - Staff & Volunteers	81,820	105,780	210,320	187,981	23,960	22.7%	104,540	49.7%	Lower training costs - cyber training was included are part of cyber insurance coverage and hence no additional training costs were incurred for it.
500	Succession Planning Task Force	29,000	6,100	60,000	-	(22,900)	(375.4)%	53,900	89.8%	Redistribution of the \$60K allocated: 2018: 6K; 2019: 29K; 2020: 25K. Will only expend 6K in 2018.
645	Benefit Administration-General	119,980	95,400	98,750	357,077	(24,580)	(25.8)%	3,350	3.4%	Pension changes mandated by government.
860	Council Workshop	70,650	51,956	70,650	63,933	(18,694)	(36.0)%	18,694	26.5%	Location costs lower in 2018.
850	Council Meetings	66,000	50,837	66,000	77,892	(15,163)	(29.8)%	15,163	23.0%	Lower travel and accommodation costs in 2018.
412	Govt. Liaison Program	233,500	217,400	233,500	185,716	(16,100)	(7.4)%	16,100	6.9%	Less expenditures in chapter allotment due to changes in political fundraiser rules.
479	Regional Councillors Committee	94,400	87,333	94,400	88,443	(7,067)	(8.1)%	7,067	7.5%	Mileage and meal costs lower in 2018
680	Equity & Diversity	10,000	4,000	10,000	9,303	(6,000)	(150.0)%	6,000	60.0%	Consultant not required for 2018.
475	Volunteer Leadership Conference	61,500	55,592	61,500	65,077	(5,908)	(10.6)%	5,908	9.6%	Lower costs in 2018.
470	Ontario P.Eng. Awards	150,975	145,542	147,650	145,180	(5,433)	(3.7)%	2,108	1.4%	
410	Annual General Meeting	163,400	156,008	159,750	198,777	(7,392)	(4.7)%	3,742	2.3%	
420	Order of Honour	116,200	111,304	114,200	109,045	(4,896)	(4.4)%	2,896	2.5%	
478	Regional Congress	55,040	51,415	55,040	77,022	(3,625)	(7.1)%	3,625	6.6%	Mileage and meal costs lower in 2018.

Professional Engineers Ontario
2019 Budget - Corporate Services

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

C-520-2.2
Appendix B

DRAFT - Reviewed by FIC on Sep 6, 2018

6-Sep-18

Overview:

2019 Budget is in line with 2018 Forecast with overall variance of 3.6%. Variance due primarily to two categories which total \$271k and account for the majority of the Corp Services net variance of \$245k. These are 1) Facility costs - combination of higher security costs in 2019 and lower depreciation costs in 2018; 2) Chapters - higher 2019 budget increased for inflation and increased members, plus lower 2018 expenditures in chapter allotments and licensing ceremonies.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
870	Search Committee	6,650	3,998	6,650	13,972	(2,652)	(66.3)%	2,652	39.9%	No meetings in Jul, Aug, Sep. Will have these meetings in 2019.
620	Recruitment Staff-General	7,250	4,750	5,250	4,459	(2,500)	(52.6)%	500	9.5%	Increased HR recruitment in 2019.
660	Recognition Volunteer-General	19,000	16,500	18,500	24,314	(2,500)	(15.2)%	2,000	10.8%	Increased recognition due to Term Limits, hence more people coming off committees and needing to be recognized.
845	Executive Committee	5,500	3,759	5,500	3,495	(1,741)	(46.3)%	1,741	31.7%	Travel expenses lower in 2018.
686	Awards Selection Committee	13,000	11,300	13,000	14,200	(1,700)	(15.0)%	1,700	13.1%	Lower accommodation costs in 2018.
685	Advisory Comm. on Volunteers	13,650	12,244	13,650	12,904	(1,406)	(11.5)%	1,406	10.3%	Lower volunteer travel in 2018.
515	Printing & Mail Services	148,900	148,335	168,900	122,457	(565)	(0.4)%	20,565	12.2%	
480	Education Committee	63,500	63,231	63,500	50,417	(269)	(0.4)%	269	0.4%	
104	Govt. Liaison Committee	8,600	8,600	8,600	7,997	-	-	-	-	
210	Committee staff advisors group	250	250	250	-	-	-	-	-	
211	Student Memb-General	51,400	52,400	53,900	46,791	1,000	0	1,500	0	
485	EIR	68,700	68,700	68,700	70,486	-	-	-	-	
545	Telephone Services	11,870	11,870	-	36,250	-	-	(11,870)	-	

Professional Engineers Ontario
2019 Budget - Corporate Services

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

C-520-2.2
Appendix B

DRAFT - Reviewed by FIC on Sep 6, 2018

6-Sep-18

Overview:

2019 Budget is in line with 2018 Forecast with overall variance of 3.6%. Variance due primarily to two categories which total \$271k and account for the majority of the Corp Services net variance of \$245k. These are 1) Facility costs - combination of higher security costs in 2019 and lower depreciation costs in 2018; 2) Chapters - higher 2019 budget increased for inflation and increased members, plus lower 2018 expenditures in chapter allotments and licensing ceremonies.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
817	Secretariat Services	3,000	3,000	3,000	290	-	-	-	-	
918	GG Sterling Award	4,000	4,000	4,000	3,513	-	-	-	-	
105	National Eng. Month	40,000	40,089	40,000	41,338	89	0.2%	(89)	(0.2)%	
100	Align Activities	14,425	14,645	14,425	21,954	220	1.5%	(220)	(1.5)%	
865	Council Orientation	2,500	2,845	2,500	349	345	12.1%	(345)	(13.8)%	Travel costs higher in 2018 (1 air flight).
265	Internship	71,550	73,315	85,350	54,093	1,765	2.4%	12,035	14.10%	
610	HR Planning S-General	97,500	100,094	36,500	189,778	2,594	2.6%	(63,594)	(174.2)%	
835	Council Elections	214,355	218,959	209,500	194,636	4,604	2.1%	(9,459)	(4.5)%	
640	Compensation	24,250	29,250	29,250	16,882	5,000	17.1%	-	-	No spend for upgrades to payroll system in 2019 as the upgrade was completed in 2018.
687	Human Resources & Comp. Committee	6,250	55,350	26,250	4,711	49,100	88.7%	(29,100)	(110.9)%	HRC recruitment. Council approved 50K in 2018 to assist HRC. Will be done Nov 2018, then there will just be routine committee costs in 2019.
511	40 Sheppard Ave West	2,436,037	2,524,353	2,456,018	2,401,801	88,316	3.5%	(68,335)	(2.8)%	
Corporate Services Total		\$7,051,202	\$6,805,866	\$7,024,840	\$7,161,259	(\$245,336)	(3.6)%	\$218,974	3.1%	

Professional Engineers Ontario

2019 Budget - Executive Office

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

C-520-2.2
Appendix B

DRAFT - Reviewed by FIC on Sep 6, 2018

6-Sep-18

Overview:

Executive Office spending expected to increase by 1.9% in 2019 versus 2018 forecast largely due to higher contributions due to the increase in membership to Engineers Canada and higher travel costs for representing PEO at various external meetings and events.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
810	Engineers Canada	1,017,317	1,003,264	988,050	970,934	(14,053)	(1.4)%	(15,214)	(1.5)%	Increase largely due to higher contribution to Engineers Canada on account of increase in membership. The per member cost of \$10.21 remains unchanged.
875	Audit Committee	43,900	41,200	50,250	38,888	(2,700)	(6.6)%	9,050	18.0%	Audit fees have an inflationary component.
825	Represent PEO	21,850	19,200	25,000	12,159	(2,650)	(13.8)%	5,800	23.2%	Travel related costs for representing PEO at various events.
815	President's Office	37,350	34,850	32,450	40,492	(2,500)	(7.2)%	(2,400)	(7.4)%	Travel related costs for representing PEO at various events.
830	OSPE-General	1,750	1,450	4,250	2,542	(300)	(20.7)%	2,800	65.9%	Travel related costs for representing PEO at various events.
100	Align Activities	6,250	6,144	1,655	8,921	(106)	(1.7)%	(4,489)	(271.2)%	
805	Executive Operations	-	-	650	1,193	-	-	650	100.0%	
907	Legal Reserve	44,750	44,750	44,750	28,923	-	-	-	-	
928	National Framework Task Forc	-	-	-	4,413	-	-	-	-	
Executive Office Total		\$1,173,167	\$1,150,858	\$1,147,055	\$1,108,465	(\$22,309)	(1.9)%	(\$3,803)	(0.3)%	

Professional Engineers Ontario
 2019 Budget - Finance
 Highlights of significant changes in 2019 budget program expenses as compared to 2018 forecast
 DRAFT - Reviewed by FIC on Sep 6, 2018

C-520-2.2
Appendix B

6-Sep-18

Overview:

Finance department costs are expected to increase by \$33k or 4.9% in 2019 in comparison to the 2018 forecast largely due to increases in credit card transaction costs and insurance premiums for the cyber insurance coverage.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
520	Fees & Accounts Administration	575,600	551,500	482,000	520,876	(24,100)	(4.4)%	(69,500)	(14.4)%	Increase in 2019 for transaction fees as a large number of members make payments through credit cards which have higher fees. Currently over 70% of our members pay their membership dues via credit card.
530	Financial Management	124,536	117,284	108,658	120,262	(7,252)	(6.2)%	(8,626)	(7.9)%	2019 increase in insurance premiums due to the cyber insurance coverage for \$8k which provides enhanced coverage for various types of IT threats, investment fees and bank service charges.
555	Accounts Payable	2,000	1,000	1,650	2,153	(1,000)	(100.0)%	650	39.4%	
575	Finance Committee	8,400	7,850	8,200	6,925	(550)	(7.0)%	350	4.3%	
100	General	250	240	-	475	(10)	(4.2)%	(240)	-	
Finance Total		\$710,786	\$677,874	\$600,508	\$650,691	(\$32,912)	(4.9)%	(\$77,366)	(12.9)%	

Professional Engineers Ontario

2019 Budget - ITS

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

DRAFT - Reviewed by FIC on Sep 6, 2018

C-520-2.2
Appendix B

6-Sep-18

Overview:

Increase of \$339k or 22.9% due to projects that will address operational risks from end of life software and hardware that will come into effect in 2019 and early 2020. The upgrade projects are database software, email system, SharePoint server software, document management software, financial system software and staff computer equipment. These projects will increase monthly infrastructure costs, monthly hardware leasing costs, yearly licensing and one time professional services costs.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud Vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
715	Information System Operation	1,021,849	875,713	932,847	801,448	(146,136)	(16.7)%	57,134	6.1%	Increase due to Aptify annual maintenance support 2.5% (USD), Aptify licenses for new hires, additional Service desk licenses, Microsoft licenses for End Of Life systems, and Microsoft office 365 subscription
710	InfoSys Dev-General	679,205	537,920	563,703	584,214	(141,285)	(26.3)%	25,783	4.6%	
725	Desktop-General	80,671	31,591	32,000	42,917	(49,080)	(155.4)%	409	1.3%	
720	Data Security-General	22,500	15,000	16,500	6,000	(7,500)	(50.0)%	1,500	9.1%	Vulnerability testing increase from 2 to 3 tests for enhanced security.
100	Align Activities	275	1,979	225	187	1,704	1	(1,754)	(779.6)%	
735	Printing Systems	-	-	-	42,776	-	-	-	-	Moved to Corporate Services in 2018.
730	Web Portal (support)	16,000	18,850	12,260	26,010	2,850	15.1%	(6,590)	(53.8)%	PEO website maintenance support and hosting, Support \$950/month and Hosting \$4,500.
ITS Total		\$1,820,500	\$1,481,053	\$1,557,535	\$1,503,552	(\$339,447)	(22.9)%	\$76,482	5.1%	

Professional Engineers Ontario

2019 Budget - Licensing

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

DRAFT - Reviewed by FIC on Sep 6, 2018

C-520-2.2
Appendix B

6-Sep-18

Overview:

Overall a variance of 7.9% due to an expected increase in the number of applications. For the last 10 years we are seeing an average of 8% increase year over year.

Cost Object No.	Cost Object Description	2019 Budget	2018 Forecast	2018 Budget	2017 Actual	Favourable / (Unfavourable) Variances		Favourable / (Unfavourable) Variances		Explanation for variances
						2019 Bud vs 2018 Fcst		2018 Fcst Vs 2018 Bud		
						\$	%	\$	%	
245	P.Eng. Licensing	788,170	725,483	629,400	655,567	(62,687)	(8.6)%	(96,083)	(15.3)%	This item includes: Technical exams, PPE, ARC business meetings, academic Assessments, ERC Business meetings interviews - For the last 10 years we have seen an average increase of 8% year over year.
285	Experience Requirements Com	35,600	26,189	34,400	26,735	(9,411)	(35.9)%	8,211	23.9%	We are anticipating to increase the number of ERC interviews in 2019 to 1050 interviews.
248	Licensing committee	16,750	10,750	9,250	7,904	(6,000)	(55.8)%	(1,500)	(16.2)%	The Licensing Committee was created as a standing committee with a budget of \$10,000 in 2015. The 2019 budgeted amount reflect the actual cost of the committee expenses. In the past years, it shared the costs with ARC (common members and common meeting dates) .
525	Document Management Center	119,500	116,450	107,200	83,258	(3,050)	(2.6)%	(9,250)	(8.6)%	The document Management Centre is responsible for receiving new applications and maintaining members records after licensure; there is an increase in the documents storage fees and scanning services.
250	Provisional Licence	600	550	500	454	(50)	(9.1)%	(50)	(10.0)%	
100	General	14,150	14,150	9,750	10,405	-	-	(4,400)	(45.1)%	
215	CofA Renewal-General	7,000	7,000	6,000	5,291	-	-	(1,000)	(16.7)%	
225	Support Univ-General	500	500	500	27	-	-	-	-	
230	Reinstatement-General	1,700	1,700	1,700	1,725	-	-	-	-	
235	IAMA Transfers	12,250	12,250	6,100	12,341	-	-	(6,150)	(100.8)%	
240	Temporary Licensing	6,800	6,800	5,500	6,715	-	-	(1,300)	(23.6)%	
255	Limited Licensing	2,400	2,400	1,550	1,907	-	-	(850)	(54.8)%	
262	Institute Accreditation	3,700	3,700	3,700	-	-	-	-	-	
270	CofA-General	15,150	15,150	3,000	1,171	-	-	(12,150)	(405.0)%	
275	Consulting Engr. Designation	800	800	800	639	-	-	-	-	
277	Exam Development	1,700	1,700	1,700	429	-	-	-	-	
290	Consulting Engineers Des	21,330	21,330	13,950	17,065	-	-	(7,380)	(52.9)%	
280	Academic Requirements Com	59,900	59,947	47,800	43,915	47	0.1%	(12,147)	(25.4)%	
246	Licensing Enhancements	-	357	-	307	357	100.0%	(357)	-	
Licensing Total		\$1,108,000	\$1,027,206	\$882,800	\$875,855	(\$80,794)	(7.9)%	(\$144,406)	(16.5)%	

Professional Engineers Ontario
2019 Budget - Regulatory Compliance
Highlights of significant changes in 2019 budget program expenses as compared to 2018 forecast
DRAFT - Reviewed by FIC on Sep 6, 2018

C-520-2.2
Appendix B

6-Sep-18

Overview:

The 2019 budget is expected to increase by 5.8% or \$41.7k and is aligned with 2018 forecast. The increases in 2019 are largely due to the costs for a public survey which to be undertaken in 2019 and higher costs for media monitoring. In addition, there are higher costs expected for a complex file/case current before the Discipline committee.

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

Professional Engineers Ontario
2019 Budget - Tribunals
Highlights of significant changes in 2019 budget program expenses as compared to 2018 forecast
DRAFT - Reviewed by FIC on Sep 6, 2018

C-520-2.2
Appendix B

6-Sep-18

Overview:

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

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

Cost saving suggestions to address Projected 2019 Budget Deficit

Reviewed by FIC on Sept 6, 2018

C-520-2.2
Appendix C

Since 2008 when PEO's fees were last increased, the cost of living (compounded) has increased some 19%.

In that time PEO's reserve has risen to nominally \$9 million, \$4.5 million over the mandated reserve required.

The deficit in 2019 is projected to be \$2.5 million before discretionary expenses. The deficit could be funded from the reserve.

After a review by the FIC during its meeting on Sept 6, 2018, the following is a list of potential options for Council's consideration to increase revenues and reduce expenses:

Item	Options to Increase Revenues	Subtotal	Total
1	Increase Application, EIT and Exam fees by 20% and start charging fees for interviews.		692,000
2	Modify Financial Credit Program (FIC) to provide credit only after an application is complete and a licence is obtained.		-
Total		\$	692,000
Item	Options to Decrease Expenses	Subtotal	Total
1	Simplify catering options: serve sandwiches instead of catered meals, eliminate alcohol, etc. \$40,000 - \$150,000		95,000
2	Eliminate regional viewing meetings for Council election debates		25,000
3	Suspend Specific Conferences		
3.1	Chapter Leaders Conference	95,000	
3.2	Volunteer Leaders Conference	62,000	
3.3	Queen's Park Day	35,000	
3.4	Committee Chairs Conference	29,000	
3.5	Education Conference (cost captured in 7.1)	-	
3.6	PEO Student Conference (cost captured in 9.3)	-	
	Total for Suspend Specific Conferences		221,000
4	Restructure Council Workshop		50,000

Item	Options to Decrease Expenses	Subtotal	Total
5	Restructure Annual General Meeting Hold AGM onsite at PEO Do not cover expenses for attendees		143,400
6	Revisit Chapters costs		
6.1	Hold RCC meetings on Thursday afternoons before Council meeting	32,000	
6.2	Northern Regional Office	18,000	
6.3	Western Regional Office	25,000	
6.4	Maintain 2019 Chapter funding at 2018 levels	147,000	
	Total for Chapters		222,000
7	Reduce the number of non-regulatory committees. A sample breakdown of costs for one such committee:		-
7.1	Education Committee		
	o Education Conference	30,150	
	o Chapter Allotments (for Special Project Funding)	15,000	
	o EDU meetings	12,350	
	o Engineering Innovation Forum (EIF)	6,000	
	Total for Education Committee		63,500
8	Suspend Task Forces for one year - for e.g.:		
8.1	Succession Planning Task Force	29,000	
8.2	30 by 30 Task Force	20,000	
8.3	Governance Working Group Phase 1 (GWGP1)	20,000	
8.4	Emerging Discipline Task Force (EDTF)	1,000	
	Total		70,000
9	Revisit programs		
9.1a	OPEA and OOH: return to hosting alternating years	125,000	
9.1b	Combine events and coordinate with OSPE		
9.1c	Cancel OPEA		
9.1 d	Cancel OOH		
9.2	Engineer in Residence (EIR) - Please refer to BN on EIR program to be presented at Council meeting on Sept 21, 2018		
	Base fee payment to service provider	50,000	
	Additional costs which cover:		
	o Co-op student	10,500	
	o Reimbursements for materials (up to \$300/EIR)	5,000	
	o Admin/processing costs	1,500	
	o Orientation for EIRs	1,000	
	o Nationbuilder Annual Fee (website domain)	600	
	o Website maintenance	400	

Item	Options to Decrease Expenses	Subtotal	Total
9.3	Chapter Scholarships - consider suspending for one year	45,000	
9.5	National Engineering Month (NEM)	40,000	
	Total for Revisit Programs		279,000
10	Internship (EIT program)		
	Licensure Assistance Program	56,400	
	EIT Seminars and Webinars	16,700	
	Remainder falls under additional outreach to chapters (presentations by staff), printing of brochures/material, appreciation items for volunteers and mailing fees for EIT welcome packages sent by the registration department	10,400	
	Total for Internship		83,500
11	Consider the option of passing on credit card fees to members who opt to pay their dues via credit card		575,000
12	Decommission PEO Online Member Forum Minimal cost reduction but PEO would reduce risk as the software is no longer supported. Costs to maintain this service would be in PEO staff resources (4 - 6 weeks) to upgrade to the most recent version of the software.		500++
Total			1,827,400
<p>Note: All of the above \$ figures are rough estimates. For the action items identified by Council to be acted upon, staff will do a more thorough cost - benefit analysis.</p>			



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2019 Operating and Capital Budget Assumptions

Reviewed by FIC on June 5, 2018

2019 Budget Assumptions

Reviewed by FIC on June 5, 2018

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

A. General Assumptions

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

B. Capital Expenditure Assumptions

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

IT projects

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

Building improvements – recoverable

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

Facilities

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

C. Revenue Assumptions

Based on prior member statistics and current trends, the budget assumptions for the 2019 budget are:

1. Membership levels, fees and dues

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

2. Investment income

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

3. Advertising income

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

2019 Budget Assumptions

Reviewed by FIC on June 5, 2018

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

4. Rental income from 40 Sheppard

Inducements for approximately 2,500 sf on the 8th floor would be \$50 psf and 6 months of free rent, occupancy anticipated at the end of the 4th quarter in 2019. Approximately 7,500 sf of the 4th floor was leased to The Ontario Film Authority. Occupancy is scheduled for October 1, 2018 and the term of the lease is ten years with an additional renewal term of 5 years. PEO is in negotiations with a law firm to lease the remainder of the space available on the 4th floor and we expect an executed lease within the next month. Inducements for approximately 6,700 sf on the 2th floor would be \$30 psf and 6 months of free rent, occupancy anticipated at the end of the 3rd quarter in 2019. Recovery income should remain in line with total recoverable expenses and slippage should occur only to the extent of any vacancies.

D. Expense Assumptions

1. Salaries

Salaries in 2019 to be budgeted to increase by 3.5 per cent supported by salary market research data. This increase is comprised of:

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

2. Benefits

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

3. PEO pension plan

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

4. Statutory deductions

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

5. Other assumptions

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

2019 Budget Assumptions

Reviewed by FIC on June 5, 2018

6. 40 Sheppard

These expenses include operating expenses (recoverable and non-recoverable) and financing expenses. Total recoverable tenant expenses are expected to increase by less than 3 per cent. Other non-recoverable expenses, comprising of mostly broker and legal fees, will increase in 2019 as leases are renewed.

2019 DRAFT CAPITAL BUDGET

Purpose: To review the 2019 draft capital budget.

No motion required

Prepared by: Chetan Mehta, Director - Finance

1. Status Update

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

Council's feedback will be incorporated into the final 2019 capital budget to be presented at the November 2018 meeting.

The key highlights of the 2019 draft capital budget are summarized below. The total capital budget for 2019 is \$1.13m (vs \$2.52m in 2018) and is comprised of the following parts:

- 1) Capital improvements to 40 Sheppard - \$967k (vs \$2.13m in 2018)
- 2) Information Technology - \$45k (vs \$342k in 2018); and
- 3) Facilities - \$116k (vs \$45k in 2018)

1) Capital improvements to 40 Sheppard

A total amount of \$726k has been budgeted for leasehold improvements (or inducements) which are incentives by way of costs for renovations that are provided to potential tenants for signing leases for the vacant space on the 2nd, 4th and 8th floors.

An amount \$241k has been budgeted for capital improvements that are Common Area Maintenance costs (CAM) which are recoverable from tenants and were recommended by BGIS in the Asset Funding Needs Report prepared in July 2018. These planned improvements in 2019 include:

- \$83k for security upgrades based on the recommendations made by Toronto PD in light of the recent security incidents;
- \$66k for replacing exterior windows;
- \$54k for repairing the base plate in the loading dock area;
- \$23k for the replacement of heat pumps; and
- \$16k for the replacement of the parking garage grates

2) Information Technology Services (ITS)

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

3) Facilities

The expenditures for facilities in 2019 are:

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

2. Background

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

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

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

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

2. Appendices

- **Appendix A** – 2019 Draft Capital Budget

Professional Engineers Ontario

2019 Capital Budget - DRAFT

DRAFT - Reviewed by FIC on Sept 6, 2018

C-520-2.3
Appendix A

S. No	Project	2018		2019
		Budget	Forecast	Budget
	Leasehold Improvements			
1	PEO Leasehold 4th floor (Inducements)	\$600,000	375,000	\$375,000
2	PEO Leasehold 8th floor (Inducements)	120,000	-	150,000
3	PEO Leasehold 2th floor (Inducements)	135,000	-	201,000
4	Security Improvements	80,000	-	-
	TOTAL Leasehold Improvements	935,000	375,000	726,000
	40 Sheppard Ave - Recoverable			
5	2017-03 Elevator Upgrades	499,699	499,699	-
6	2018-01 Heat Pump Replacement	22,651	22,651	-
7	2018-02 Exterior Windows	64,996	40,000	-
8	2018-03 Generator Replacement	596,065	596,065	-
9	2018-04 Asset Funding Needs Assessment	15,101	10,000	-
10	2019-01 Heat Pump Replacement	-	-	23,104
11	2019-02 Exterior Windows	-	-	66,296
12	2019-03 Repair Loading Dock Base Plate	-	-	53,680
13	2019-04 Parking Garage Grates	-	-	15,559
14	2019-05 Security Upgrades	-	-	82,819
	TOTAL 40 Sheppard- Common Area	1,198,512	1,168,415	241,458
	TOTAL 40 Sheppard	2,133,512	1,543,415	967,458
	Hardware			
15	Upgrade aging computers	21,000	21,000	-
16	Decommission legacy servers	3,000	-	-
17	NAS replacement	15,000	9,212	-
18	Computers for new hires (contract and full time)	11,000	2,284	-
19	Upgrade aging monitors	2,500	2,500	-
20	UPS battery replacement	1,500	1,500	-
	Total Computer Hardware	54,000	36,496	-
	Software			
21	Upgrade website and portal	100,000	100,000	-
22	Upgrade PEO intranet	11,000	-	-
23	Upgrade SQL from 2008	91,544	91,272	-
24	Upgrade Aptify	70,000	269,974	45,000
25	Upgrade financial system	15,000	-	-
	Total Software	287,544	461,246	45,000
	Total Computer Hardware and Software	341,544	497,742	45,000
	Facilities			
26	Upgrade phone system	10,000	-	-
27	8 new workstations	-	-	85,000
28	Replacement of Office furniture	20,000	20,000	20,000
29	Replace aging AV equipment	15,000	-	11,000
	Total Facilities	45,000	20,000	116,000
	TOTAL Spend on Capital Assets	2,520,056	2,061,157	1,128,458

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

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

POLICY ON NON-BUDGETED SUBSTANTIVE EXPENDITURES

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

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

That Council Revise PEO Finance Policy to indicate that:

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

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

1. Need for PEO Action

- PEO for the first time in many years is operating with a budget deficit. The new/additional non-budgeted expenditure items that are being submitted to Council for approval need to be paid out from the remaining cash reserve which is not sustainable over the longterm.
- To ensure significant expenditures are implemented in best possible manner (i.e., ensuring value for money) it is imperative that Council feedback be incorporated on these items.
- According to the Government of Canada Not for Profit Corporations website the Board of “Directors and officers are required to exercise at least the level of care, diligence and skill that a reasonably prudent person would exercise in comparable circumstances.”
- This is an opportunity for PEO Council to add fiducial prudence in approval of these costs.
- Logically more weight should be provided for substantial expenditures versus small ones.
- According to Wainberg’s Society Meetings including Rules of Order, 2nd Edition p.200 “...in some cases, a higher percentage than a majority of the votes may be required. For example, a substantial change in the services, assets, or common elements of the corporation requires a vote in favour by the owners who own at least 66²/₃% of the units in the corporation.”
- Generally, boards should consider substantive items to be in range of 2-10% of the budget.
- The parliamentary rules of both the U.S. Senate and House of Representatives provide means by which a supermajority vote can be required for the passage of certain measures. These special rules requiring supermajority votes are most often applied to legislation dealing with the federal budget or taxation. The House and Senate draw authority for requiring supermajority votes from Article 1, Section 5 of the Constitution...” (Oct 2017)
- 7 states require a super majority vote to approve budgets or expenditure caps (Nov 2017).
- League of Wisconsin Municipalities indicate that “The law on changing an adopted budget is important because it is a key consideration in deciding how detailed the budget should be. A two-thirds vote of the entire governing body is required to change an adopted budget...”
- The non-profit organization American Association of Professional Farriers requires per Bylaws – Article VII, Section 3 (Treasurer), Item 3 - c: “Non-budgeted expenditures shall be presented to the Board of Directors for their review and approval. Such non-budgeted expenditures shall require a 2/3 majority vote of the Board for approval.”

2. Proposed Action / Recommendation

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

3. Next Steps (if motion approved)

- Revise PEO Finance Policy to reflect approved change.

4. Policy or Program contribution to the Strategic Plan

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

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

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	
2 nd	\$0	\$0	
3 rd	\$0	\$0	
4 th	\$0	\$0	

6. Peer Review & Process Followed

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

LEADERSHIP DEVELOPMENT PROGRAM

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

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

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

Prepared by: Ralph Martin, Manager, Secretariat

Moved by: Councillor Lola Hidalgo, P.Eng.

1. Need for PEO Action

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

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

2. Proposed Action / Recommendation

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

3. Next Steps (if motion approved)

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

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

4. Policy or Program contribution to the Strategic Plan

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

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

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

6. Peer Review & Process Followed

Process Followed	<p>A Member Submission was passed (% Yes - % No) at the 2018 PEO Annual General Meeting with the following motion;</p> <p><i>THEREFORE BE IT SUBMITTED THAT: PEO Council form a task force to develop a comprehensive Leadership Development Program (LDP) to support the Succession Planning and Term Limits provisions adopted by Council, and make this program available for all practitioners with a focus on PEO's current and future volunteers. The LDP should be designed to effectively build high performance leadership capacity as volunteers advance in their volunteer careers with PEO.</i></p> <p>Note: A Member Submission is not binding on Council.</p>
Council Identified Review	N/A
Actual Motion Review	N/A

7. Appendices

- Appendix A – 2018 Annual General Meeting: Submission 1

2018 Annual General Meeting (AGM) Member Submission

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

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

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

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

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

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

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

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

Seconded by: Hasan
Hasan Akhter, P. Eng.

Date: April 6, 2018

PEO WEBMAIL ACCOUNTS FOR ACTIVE VOLUNTEERS

Purpose: To consider providing PEO webmail accounts for active volunteers

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

That Council direct staff to make webmail accounts available to PEO volunteers at their request

Prepared by: Michelle Wehrle – Director, Information Technology

Moved by: Ishwar Bhatia, P.Eng

1. Need for PEO Action

The following Member Resolution was passed at the 2018 Annual General Meeting.

That PEO Council pass a motion allowing PEO volunteers to be able to request and receive webmail accounts.

Council reviews member submissions passed at each Annual General Meeting.

2. Proposed Action / Recommendation

Currently there are approximately 1000 active volunteers that could potentially apply for a PEO webmail account. PEO currently has the infrastructure scaled to provide 120 users access to the email system. To achieve the results outlined in the Member Resolution it is recommended that all active volunteers receive PEO webmail accounts.

There are multiple possible solutions to address this request, but this response will focus on the following:

- Scaling PEO's current environment ten-fold
- Outsourcing all PEO email to Microsoft cloud base email system

Scaling Current Environment

PEO would need to upgrade the current Exchange server from Standard to Enterprise edition as per Microsoft's technical specifications to support the addition of 1000 mailboxes. In addition, the current Exchange server manages 3 roles (Mailbox, Hub Transport, and Client Access server roles) that would now have to be split amongst 3 Exchange servers to manage the additional volume. This would require re-architecting the mail infrastructure.

It should be noted that Microsoft only sells licenses for the most recent version – currently 2016, which would require upgrading all PEO's existing 2010 licenses.

The expansion of the mail system will also impact the services provided by PEO's private cloud hosting provider. Additional computing resources and virtual machines would be needed for both production, staging, backup and disaster recovery sites. The existing spam filter would have to be replaced as the current model does not support 1000+ mailboxes. The monthly bandwidth allowance would have to be augmented to accommodate the additional email traffic hitting the network.

With the current work load and project deadlines, this project would have to be contracted to the private hosting provider for implementation. As they do not offer end-user technical support, PEO would have to hire additional staff or contract out to a third party.

Estimated time to complete this project would be a minimum of 2 months' time by a third-party provider. *All the figures provided herein are estimates and would be revised after the completion of the architecture redesign.*

The costs to create and maintain 1000+ additional email addresses on the production site would be:

- Software Licenses one time – \$323,578
- Software Licenses annual renewal – \$10,200
- Infrastructure – Onetime \$10,000 setup fee production environment only
- Infrastructure – Monthly \$20,850 production environment only and does not consider current capacity
- PEO staff resources to work with hosting provider: 120 hours
- Professional services: \$17,000 if contracted out or 100 hours PEO staff time
- Ongoing maintenance, technical support and administration - \$5/user/month if contracted out or 72 hours per month of PEO staff time.

The costs to replicate the production environment to the staging environment would be:

- One-time costs: \$10,000
- Ongoing costs: \$6,800/month

Total Costs:

One-time = \$360,578

Ongoing = \$402,000 per year

Outsourcing all PEO email to Microsoft cloud base email system

Microsoft offers several different solutions for Office 365 for Exchange including cloud, on-premise and a hybrid of both. If cloud-based email is accepted by Council, PEO staff would work with Microsoft to determine the best fit for PEO's requirements. For this proposal, the assumption is that all email accounts would be hosted in the cloud. It should be noted that Microsoft does offer hosting of email data within Canada with the exception of user name and passwords.

PEO would work with Microsoft to move existing Exchange server and users to their cloud environment. Microsoft would have to create a new security model to ensure security, anti-spam, anti-malware, phishing etc. are in place. There would be additional work required to ensure links to PEO's SharePoint site would be maintained. Public folders would no longer be supported, and a new solution would have to be devised to replace this functionality. This work would take approximately 6 days and would not include administering or training costs.

The final stage would be to remove current contact email accounts of existing volunteers that are on PEO's current email system and create the volunteer mailboxes. There are several methods for this to be implemented and would be decided during the planning phase by Microsoft.

All the figures provided herein are estimates and would be revised after the completion of Microsoft's assessment.

Licenses:

- Migration licenses for PEO staff, one-time cost = \$3,000
- Exchange Online Plan 2 for volunteers: Secure and reliable business-class email with unlimited storage, and data loss prevention. No Microsoft Office applications. \$9.70/user/month = \$116,000 per year
- O365 Enterprise 3 licensing for PEO staff: \$25.40/user/month = \$34,747 per year
- Professional services:
- \$17,000 migrate existing mailboxes – one-time cost
- PEO staff resources to work with Microsoft to work on assessment and plan implementation – one-time cost - 100 hours
- Professional services: \$17,000 if contracted out or 100 hours PEO staff time
- Ongoing maintenance and administration - \$5/user/month if contracted out or 72 hours per month of PEO staff time .
- \$17,000 annual technical support (24x7 phone support)

Total Costs:

One-time = \$37,000

Ongoing = \$123,347 per year

3. Next Steps (if motion approved)

- Communication to all volunteers to announce the program
- A key assumption for this motion is that all volunteers would require a PEO email address
- PEO IT staff would make a decision on which solution to implement given feedback from Council on the proposal
- PEO staff would create a Statement of Work to issue to the vendor for an official proposal.
- Additional budget allocation would be required for 2019

4. Policy or Program contribution to the Strategic Plan

- The member submission does not relate to the 2018-2020 Strategic Plan Objectives. See Appendix A

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

	Operating	Capital	Explanation
Current to Year End	\$160,350 – 762,600	\$	Funded from Surplus Fund (Council discretionary funds) The costs vary depending on solution chosen.
2 nd	\$123,350 - 402,000	\$	
3 rd	\$125,800 - 410,000	\$	2% increase
4 th	\$125,800 - 410,000	\$	
5 th	\$128,300 - 418,200	\$	2% increase

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

6. Peer Review & Process Followed

Process Followed	<p>A Member Submission was passed at the 2018 PEO Annual General Meeting with the following motion;</p> <p style="text-align: center;"><i>Therefore be it submitted that, PEO Council pass allowing PEO volunteers to be able to request and receive webmail accounts.</i></p> <p>Note: Member Submissions are not binding on Council.</p>
Council Identified Review	N/A
Actual Motion Review	N/A

7. Appendices

- Appendix A – Member Resolution
- Appendix B – Details of costs on premise

2018 PEO AGM Member Submission

TIC # 1 Webmail account for Active Volunteers

WHEREAS: at the 2015 AGM a submission was passed asking Council to allow active volunteers to be able to request a PEO webmail account

WHEREAS: at the September 2015 Council meeting a motion was referred to the ITEG committee under the Regional Councillor's Committee

WHEREAS: the terms of reference for this group appear to be still only about 10% complete

WHEREAS: the ITEG group has not met for well over a year

WHEREAS: three years has now elapsed since the time of the AGM motion

WHEREAS: a webmail account would assist in member engagement and addressing member apathy by making it easier for volunteers to communicate among themselves and with PEO staff

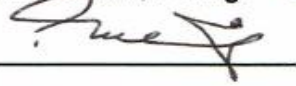
WHEREAS: a webmail account should be treated similar to staff email accounts and not be subject to privacy legislation for use within PEO ,such that, emails addresses could be put in the carbon copy area and not have to go in the blind copy area such that recipients are aware of who else is been copied within the PEO organization.

WHEREAS: webmail accounts would allow volunteers to find other volunteer email addresses sometimes with little information using the search facility, would allow finding staff email addresses, phone numbers, proper job titles and reporting structure information

THEREFORE BE IT SUBMITTED THAT,

PEO Council pass a motion allowing PEO volunteers to be able to request and receive webmail accounts.

Moved By: Ray Linseman, P.Eng. 

Seconded By: 

Date: April 6, 2018 _____

Hosting costs:

- \$20,000/month plus professional services - for production environment only
- \$10,000 one-time setup fee strictly for production and does not consider current capacity
- Setting up a copy of this system in staging environment is optional but highly recommended and best practice. This would then duplicate most of the hosting costs.

Hardware:

- 2 front end servers - 8GB ram and 4cpu each (fault tolerance)
- 2 Mailbox servers - distributed group (fault tolerance)
- 24GB RAM, 16 Cores, 1 TB data
 - Estimated 1 TB disk space to host further 1000 mailboxes in addition to the existing 600 mailboxes. If additional storage is needed monthly recurring costs would increase. The amount of storage depends on the size of the mailboxes, the current mailboxes have 2GB limit per mailbox.
 - A separate frontend service from the Exchange server will need to be built. The current Exchange server provides these roles in one server but due to the increase scale, Microsoft standards state that dedicated servers are required.
 - Mirror production environment into staging estimated monthly recurring cost (if CentriLogic needs to buy a bigger SAN - the recurring costs could be more)

Services:

- Virtual private server setup
- Additional disk space added to monthly backup commitment for production environment with CentriLogic - monthly recurring costs (\$0.27/GB)
- Increased internet bandwidth to handle increased email traffic
- Increased internet bandwidth to Disaster Recovery site to handle increased amount of data
- Additional monthly cost for Disaster Recovery site disk space with hosting company

Upgrade to Exchange Server Enterprise 2016 - one-time professional services costs

- Cost to design new architecture
- Build virtual machines for production and staging
- Cost to upgrade from Exchange standard to enterprise and data migration existing 651 mailboxes
- Build new frontend server to handle incoming email load
- Build additional exchange servers (4 roles distributed) and distribute information store
- Professional service to clone new production server to staging after migration is completed
- Update Dev environment to replicate the new architecture

Additional to the above costs the following also apply:

- Estimated setup infrastructure and exchange upgrade effort by PEO's Senior Systems Administrator/Contract the work
 - Project planning and managing CentriLogic - approximately 120 hours
- Estimated maintenance effort requires additional IT staff or contract the work:
 - Removal of existing ~500 email contact records for volunteers who are already setup on the Exchange server, create script to generate new mailboxes and update existing distribution lists to use the newly created mailbox accounts – approximately 100 hours – Approx. \$17,000 to contract the work
 - Ongoing maintenance, technical support and administration - 72 hours per month of staff time. It should be noted that this has staffing implications.
 - – Approx. \$60,000 to contract the work (\$5/user/month)

EXTERNAL REGULATORY PERFORMANCE REVIEW

Purpose: To approve an external review of PEO's Regulatory Performance

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

That:

- A. Council approve an external review of PEO's Regulatory Performance at a maximum cost of \$125,000, with a report on recommendations to Council to be received by June 2019.
- B. Harry Cayton, an International Consultant to the Professional Standards Authority, be contracted to conduct the Regulatory Performance Review under the terms in motion A.

Prepared by: Bernard Ennis, P.Eng., Director, Policy and Professional Affairs

Moved by: David Brown, P.Eng., President, PEO

1. Need for PEO Action

- Recently, many professional regulatory bodies in Canada have commissioned reviews of various aspects of their organizations; some were voluntarily undertaken, while others were directed by governmental oversight. [See Appendix A for the *Grey Matters* article on two recent reports relating to Engineers and Geoscientists British Columbia.]
- At the 2018 Council Workshop, Councillors agreed that an external review of PEO's regulatory performance was necessary.
- The majority of reviews of other professional regulatory bodies have been conducted by external reviewers. The type and extent of the reviews depended on the type of reviewers involved. Reviews by lawyers tend to focus on the compliance of organizational processes with statute. Reviews by business management firms tend to focus on assessing the effectiveness of procedures and practices at carrying out the mandated functions of the regulator. [A summary of external reviews, their scopes of work, recommendations, and costs is found in Appendix B].
- Staff recommended that the Professional Standards Authority in the U.K. be contracted to carry out the work due to their expertise in developing international standards for regulatory effectiveness and in applying them for professional regulatory bodies around the world, including Canada.

2. Proposed Action / Recommendation

- Council agreed that PEO should undergo some form of external review. An external review will assist PEO Council in identifying regulatory effectiveness issues for future action in 2019 and beyond, and to be able to demonstrate to the Ministry of the Attorney General that PEO is committed to regulatory excellence. It is preferable to undertake this review voluntarily than to have it imposed by the provincial government.

- It is recommended that PEO undertake an external regulatory effectiveness review to identify the gaps between the association’s current practices and the process, procedures and policies exhibited by the best regulators.
- Many recent reviews have been carried out by Professional Standards Authority. This organization was established in the United Kingdom to “oversee the work of nine regulators who regulate health professionals in the UK and social workers in England.” It was established by the UK Parliament through the Health and Social Care Act 2012, the PSA has powers to carry out a range of activities.
- In order to fulfill its mandate, PSA conducts research regarding best practices for professional regulation so that regulation is based on evidence of what works. This research enabled PSA to develop the definitive Standards for Good Regulation. PSA’s reviews focus on identifying gaps between the regulator’s current practices and the processes, procedures and policies of the best regulators.
- PSA has conducted reviews of regulatory bodies in Australia, New Zealand, Ireland, Ontario, and British Columbia, including a recently concluded governance and legislation review for Engineers and Geoscientists British Columbia. PSA standards are also often used as the basis of reviews by other reviewers, both external and internal.
- PSA is the preferred external reviewer because of their vast experience with this type of work and because they have already done similar reviews for a number of related regulatory bodies in Canada and Ontario. Due to their experience and capabilities, a PSA review is considered the “gold standard” for assessment of regulatory excellence.
- On September 7th, PSA informed PEO that the organization would no longer directly carry out reviews of regulatory bodies outside the UK. However, Harry Cayton, the current CEO of PSA, will leave that position at the end of October to lead a new private company that will provide these reviews for regulators outside the UK using the same methodology and standards that the PSA has been using.

3. Next Steps (if motion approved)

- Initiate the drafting and signing of a contract with Harry Cayton, an international consultant to the Professional Standards Authority, to provide an external review of PEO’s regulatory performance. This will be funded out of Council’s Discretionary Budget.
- The work will commence in January 2019. It will include review of PEO documents, observing Council and relevant regulatory committees, and interviews with key staff and volunteer leaders. The work will conclude with the issuance of a report with recommendations to Council in June 2019.

4. Policy or Program contribution to the Strategic Plan

- The third area of focus, “Protecting the Public Interest”, the 2018-2020 Strategic Plan states that “PEO will focus its resources on regulatory functions that help protect the public interest. We will strive for excellence by rigorously and objectively reviewing the effectiveness and efficiency of all our regulatory instruments and operations in the public interest.” This external review will address the effectiveness of all of PEO’s regulatory instruments and operations.

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

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	
2 nd (2019)	\$125,000	\$0	£67,000 (\$115,000 CAD) – Quote from PSA + contingency and allowance for foreign exchange variations Have not yet received quote and scope of work from Mr. Cayton who will carry out the work in place of PSA
3 rd	\$	\$	
4 th	\$	\$	
5 th	\$	\$	

6. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> At the 2018 Council Workshop, much of the focus was on how effective and efficient PEO was in fulfilling its regulatory mandate. These are key to determining the parameters of budgetary priorities. Councillors agreed that an external review was necessary, and that the interim Registrar bring a proposal to the September Council meeting. At its July 19, 2018 Executive Committee meeting, the issue was discussed, and they requested more comparisons on others regulatory bodies' reviews – the scope of work, cost, and recommendations. This information has been included in Appendix B.
Council Identified Review	<ul style="list-style-type: none"> As this proposal is a follow up on a previous Council decision, no additional consultations are required at this time. Executive Committee provided peer review for the proposal at its July 2018 meeting.
Actual Motion Review	<ul style="list-style-type: none"> The proposed motions were reviewed and approved by the Senior Leadership Team (Interim Registrar, Secretary, President, Past President and President-elect) on September 4, 2018.

7. Appendices

- Appendix A – *Grey Matters* Issue #228 August 2018: “Two Major Reports on Professional Regulation in British Columbia”
- Appendix B – Summary of External Reviews in Canadian Professional Regulatory Bodies

Two Major Reports on Professional Regulation in British Columbia

by Erica Richler
Summer 2018 - No. 228

Two major reports on professional regulation in British Columbia were recently released. They share a number of common themes and both are of interest to regulators generally.

The first report deals with the natural resources sector and is entitled: *Professional Reliance Review: The Final Report of the Review of Professional Reliance in Natural Resource Decision-Making*. The report was prepared for the government by Mark Haddock, a senior law instructor at the University of Victoria. The report reviews the “professional reliance” model of regulation “in which government sets the natural resource management objectives or results to be achieved, and professionals hired by proponents decide how those objectives or results will be met”. The report specifically reviews this model with respect to five professions: applied science technologists and technicians, professional foresters, agrologists, applied biologists and professional engineers and geoscientists.

A fascinating discussion in the report relates to the topic of the public interest and how that concept can have a different meaning in different contexts (e.g., health vs natural resources). The report depicted the public interest in the area of natural resources in the following diagram:



The report then went on to state:

When the full suite of public interests in natural resource management is considered, it becomes apparent that the public interest regulated by professional organizations is both different and narrower. Their primary role is to ensure that professionals are competent to practice, that they comply with laws and codes of ethics, and generally uphold the standards of the profession....

This does not suggest that there is no role for professional regulation of the broader public interest. The more that government does to make known its management objectives and desired results in law and policy, the more clarity there is for professional organizations and their members to determine what constitutes professional and ethical conduct in a given context.

FOR MORE INFORMATION

This newsletter is published by Steinecke Maciura LeBlanc, a law firm practising in the field of professional regulation. If you are not receiving a copy and would like one, please contact: Richard Steinecke, Steinecke Maciura LeBlanc, 401 Bay Street, Suite 2308, P.O. Box 23, Toronto, ON M5H 2Y4, Tel: 416-626-6897 Fax: 416-593-7867, E-Mail: rsteinecke@sml-law.com

WANT TO REPRINT AN ARTICLE

A number of readers have asked to reprint articles in their own newsletters. Our policy is that readers may reprint an article as long as credit is given to both the newsletter and the firm. Please send us a copy of the issue of the newsletter which contains a reprint from Grey Areas.

Grey Areas

A COMMENTARY ON LEGAL ISSUES AFFECTING PROFESSIONAL REGULATION

A major section of the report addressed improvements in the regulation of the professions. Observations and recommendations included the following:

- Governing Councils and committees should be chosen through a merits-based selection process, receive governance training and have a significant proportion of non-professional members.
- Membership approval should not be required for matters such as setting practice standards, codes of ethics, continuing professional development and annual fees.
- The authority of regulators should apply not only to individuals, but to corporations (entities) engaging in regulated activities.
- Labour mobility solely on the basis of registration elsewhere should be reconsidered, at least in the natural resources sector to ensure competence in local issues.
- Regulators and government have a shared responsibility to develop practice standards and guidelines. Standards and guidelines should be proactively developed on the basis of risk rather than reactively developed after a pattern of problems has emerged.
- “Best practices in professional governance are that CPD [continuous professional development] should be mandatory, with explicit requirements for continuing education to ensure that eligible courses and activities align with the objective of maintaining competency.”
- While audits and practice reviews have limitations (e.g., over the breadth of the profession covered and the depth of individual reviews), they are an important regulatory tool. There should be flexibility in criteria for triggering them and there should be “broad remedial powers to address issues of concern uncovered”.
- While noting the importance of Codes of Ethics, the report does not come to the conclusion as to whether they should be aspirational or prescriptive in nature.
- On complaints and discipline, the report said: “There are strongly held differences of opinion on whether disciplinary processes are working as expected. [Regulators] are confident that they are fulfilling their responsibilities diligently and proportionally, while many government employees, professionals, and members of the public do not have confidence that the system is working as intended.”
- The report identified as a limitation to the complaints and discipline system the reluctance of a number of groups to use the system (e.g., colleagues of practitioners, government agencies who felt little would result in reporting a concern). Regulators are encouraged to review the discussion on the complaints process, substantive decisions and transparency found in section 6.2.9 of the report. The report concludes “Effective disciplinary systems are a cornerstone of professional governance, but they also have limitations. They should not be expected to bear the full weight of government’s expectations for quality assurance in natural resource management and environmental protection.”
- The report argued against dual mandates for regulators stating: “Having a venue for advocacy is important for professionals, because they have unique insights into the

issues they face daily dealing with laws, codes and industry practices; however, someone other than the professional regulator should play this role.”

- Natural resources regulators should have one oversight body and should report through one Ministry.

The report on professional regulation is consistent with many other recent analyses of best regulatory practices.

The second report was prepared by the Professional Standards Authority (PSA) of the UK for the Association of Professional Engineers and Geoscientists of British Columbia (EGBC). The PSA had previously conducted a similar review for the College of Registered Nurses of British Columbia. The PSA reviewed legislation and governance documents of the EGBC, interviewed key people and compared the organization’s structure and activity against standards the PSA has used for other regulators. Some of the PSA’s observations and recommendations are as follows:

1. The dual role of the EGBC involved an inherent conflict of interest between its public protection role and its professional support functions. An example was the requirement for two-thirds approval by members for by-law changes. This requirement prevented the EGBC to introduce mandatory professional development requirements because the membership rejected the proposal twice.
2. The proportion of publicly appointed members of the Board should be increased from under 25% to 50%. This suggestion was based not just on policy reasons, but also to assist in

providing continuity where professional members had only two-year terms. The selection process should be rigorous including ensuring a good mix of skills and experience. The PSA also recommended that public members have a larger representation on regulatory committees.

3. The size of the Council should be reduced from 17 members to a more manageable size. This would require some reassignment of functions as currently committees could not be effectively composed with a smaller number of Board members.
4. The Code of Conduct for Board members should be mandatory (e.g., some Board members decline to take an Oath of Office despite its being expected). The PSA commended the EGBC’s efforts to obtain a statutory mechanism to remove Board members in appropriate cases.
5. The PSA’s own experience and research suggests that the context in which a practitioner works is a significant factor in their safe and ethical practice. The PSA commended the EGBC initiative to regulate entities (organizations / corporations) as well as individual practitioners.
6. The PSA also commended the EGBC on its introduction of risk management to its regulatory functions through its Audit Committee. However, the process is still in its early stages and the PSA identified areas where more work needs to be done (e.g., ensuring that there is a process for identifying emerging risks, have a process for addressing lower level risks, ensuring the incorporation of the risk register and risk management process into Board and committee work).

Grey Areas

A COMMENTARY ON LEGAL ISSUES AFFECTING PROFESSIONAL REGULATION

7. The PSA generally commended the EGBC for its transparency but recommended that Board minutes include not just the decisions, but also some details of the discussion. [As an aside, in some circumstances we recommend minutes only contain the decisions and not the discussion so as to mitigate some legal risks.]
8. While the PSA was generally positive about the EGBC's governance choices, there were a number of governance recommendations. For example, it recommends that Board members not serve on operational committees. Of particular interest is the comment in para. 4.73 of its report which reads:

It remains our view that voting on motions is an inappropriate form of organisational governance for a regulator. In our experience, modern practice in governance favours a board-like management structure. Decision-making in such structures usually proceeds by discussion and agreement on a course of action.

The PSA report on the EGBC tended to share a similar perspective to Mr. Haddock and tended to be more specific in its actual recommendations particularly in respect of Board / Council matters.

The Haddock report can be found at:



https://engage.gov.bc.ca/app/uploads/sites/272/2018/06/Professional_Reliance_Review_Final_Report.pdf.




The PSA report can be found at:

<https://www.professionalstandards.org.uk/news-and-blog/latest-news/detail/2018/07/10/the-authority's-review-of-the-engineers-and-geoscientists-of-british-columbia-published>.

Appendix B - Summary of External Reviews in Canadian Professional Regulatory Bodies

Organization	Reviewer/Date	Title/Scope of Study	Cost
Royal College of Dental Surgeons of Ontario (RCDSO)	Professional Standards Authority/June 2013	<p>A Review Conducted for the Royal College of Dental Surgeons of Ontario</p> <p>The RCDSO's performance only in relation to:</p> <ul style="list-style-type: none"> • the setting of standards and provision of guidance for dentists • the registration and renewal of dentists • the investigation and resolution of complaints about dentists <p>https://www.professionalstandards.org.uk/docs/default-source/publications/special-review-report/review---royal-college-of-dental-surgeons-of-ontario-2013.pdf?sfvrsn=98757f20_4</p>	\$100,000
College of Registered Nurses of British Columbia (CRNBC)	Professional Standards Authority April 2016	<p>A Review Conducted for the College of Registered Nurses of British Columbia</p> <p>College's performance in relation to:</p> <ul style="list-style-type: none"> • the setting of standards and provision of guidance for registered nurses and nurse practitioners • the education of students and professionals • the registration and renewal of registered nurses and nurse practitioners • the investigation and resolution of complaints about registered nurses and nurse practitioners • Governance <p>https://www.professionalstandards.org.uk/docs/default-source/publications/special-review-report/a-review-conducted-for-the-college-of-registered-nurses-of-british-columbia-(april-2015).pdf?sfvrsn=49db7120_14</p>	\$100,000
Engineers Geoscientists British Columbia (EGBC)	Provincial Government Audit of Professional Reliance, 2017	<p>Professional Reliance Review</p> <p>"The review will assess the current legislation governing qualified professionals (QPs) in the natural resource sector upon whose professional recommendations the government relies, as well as the role their professional associations play in upholding the public interest. It will also look</p>	N/A

Organization	Reviewer/Date	Title/Scope of Study	Cost
EGBC (continued)		<p>to identify best practices with respect to QPs doing work under the professional reliance model, and make recommendations regarding resource decisions made by government, conditions governing the involvement of QPs in those decisions and the appropriate level of government oversight to assure the public their interests are protected.” (Report released on June 29, 2018)</p> <p>https://engage.gov.bc.ca/app/uploads/sites/272/2018/06/Professional_Reliance_Review_Final_Report.pdf</p>	
	Professional Standards Authority June 2018	<p>A Legislation and Governance Review Conducted for Engineers and Geoscientists British Columbia</p> <p>“..an assessment of EGBC’s legislation, bylaws and associated policies and procedures, and how the legislative framework supports or hinders its effectiveness as a regulator; and an assessment of EGBC’s governance against our Standards of Good Regulation, adapted as necessary... EGBC wanted to know whether there were any gaps or issues in its legislation or governance arrangements that affected its ability to regulate effectively in the public interest.”</p> <p>https://www.professionalstandards.org.uk/docs/default-source/publications/international-reports/review-of-the-legislation-and-governance-for-engineers-and-geoscientists-in-british-columbia-(june-2018).pdf?sfvrsn=b2d7220_5</p>	\$75,000
College of Early Childhood Educators - Ontario (CECE)	Sue Corke (former Registrar) (internal) c. 2015	<p>Internal review, using PSA Standards of Good Regulation</p> <ul style="list-style-type: none"> Registration, Professional Standards & CPD, Complaints & Discipline, Governance practices <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  PSA self assessment debrief.pdf </div> <div style="text-align: center;">  Professional Practice Guidance and Standar </div> </div>	No direct costs (internal)

Organization	Reviewer/Date	Title/Scope of Study	Cost
Real Estate Council of Alberta (RECA)	Field Law, April 2016	<p>Regulatory Performance Review of the Real Estate Council of Alberta</p> <p>“The Assessment Criteria are those that we identified as being required in order for RECA to be an effective regulator. However, they do not reflect the full range of RECA’s activities or the full range of the positive steps RECA takes to be a successful regulator. Accordingly, we have not explored and assessed all of the areas in which RECA is involved.” (page 23)</p> <p>https://www.reca.ca/wp-content/uploads/2018/07/Field-Law-Status-Report-July-2017.pdf</p>	N/A
Human Resources Professional Association – Ontario (HRPA)	Claude Balthazard, VP Regulatory Affairs and Registrar (internal)	<p>Measuring the performance of HRPAs as a professional regulatory body – Part 1, Jan. 2017, Part 7: The Regulatory Outcome Scorecard: Assessment June, 2018</p> <div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;">  Part 1 Review of current models and p </div> <div style="text-align: center;">  Assessment Report (6) </div> </div>	No direct costs (internal)
	David Hodgson, Consultant, 2013	<p>Professional Regulatory Practices Audit 2013 (David Hodgson, consultant) – 80 Practice Elements, Scored</p> <div style="text-align: center;">  Regulatory Practices Audit 27 08 13 pdf.pdf </div>	\$30,000
Ontario Colleges of Teachers	Justice Patrick LeSage, 2012	<p>Review of the Ontario College of Teachers’ Intake, Investigation and Discipline Procedures and Outcomes, and The Dispute Resolution Program</p> <p>“to review its Intake, Investigation and Discipline Procedures and Outcomes, and its Dispute Resolution Program and consider whether they protect the public interest (the “Review.”)...more specifically, to examine and consider issues including communication and publication practices, impartiality and timeliness of adjudication, training and legal support, appropriateness of disciplinary outcomes, confidentiality and the handling of concerns about its Members.” (page 1)</p> <p>https://www.oct.ca/resources/categories/complaints-and-discipline</p>	\$500,000

Organization	Reviewer/Date	Title/Scope of Study	Cost
College of Medical Radiation Technologists of Ontario (CMRTO)	Tina Langlois, B.A., LL.B., MEd Barrister, Solicitor, Notary, March 2015	Internal Review of Regulatory Processes <ul style="list-style-type: none"> • Utilized PWC review of CDO and PSA review of RCDSO methodologies https://www.cmrto.org/who-we-are/reports/internal-review-of-regulatory-processes.pdf	N/A
Real Estate Council of British Columbia (RECBC)	Government of British Columbia, April 2018	Government Review of Regulatory Framework <p>“intended to clarify the roles and responsibilities for each organization. The review will help to ensure that regulation of the real estate industry is effective and efficient, and that real estate consumers can have confidence in the regulatory framework that protects their interests.”</p> https://www.recbc.ca/2018/04/regulatoryreview/	N/A
College of Denturists of Ontario (CDO)	PriceWaterhouse Coopers March 2012 (at request of Ontario Ministry of Health and Long- Term Care)	Operational Review and Audit of the College of Denturists of Ontario <p>“assess adequacy of administration and governance processes, procedures, controls, and/or practices, including but not limited to:</p> <ul style="list-style-type: none"> • Registration process and whether applicants are treated in a transparent, objective, impartial and fair (TOIF) manner • Examination process and whether it is administered in a fair, impartial and consistent manner • Quality assurance process and whether it results in fair, impartial and consistent decisions • Complaints process and whether it results in fair, impartial and consistent decisions • Discipline process and whether it results in fair, impartial and consistent decisions • By-laws and policies, especially those related to conflict of interest, violations, and the effect, if any, on the CDO’s ability to regulate the profession in the public interest • Stakeholder consultations and role of stakeholder feedback in CDO’s development of its by-laws and regulations • Enforcement of the Denturism Act, 1991 and its regulations regarding unauthorized practice of the profession by individuals 	N/A

Organization	Reviewer/Date	Title/Scope of Study	Cost
		<ul style="list-style-type: none"> • Confidentiality and records retention <a data-bbox="774 269 1671 334" href="https://denturists-cdo.com/Resources/Publications-(1)/Ministry-of-Health-and-Long-Term-Care-Audit-by-PwC.aspx">https://denturists-cdo.com/Resources/Publications-(1)/Ministry-of-Health-and-Long-Term-Care-Audit-by-PwC.aspx	
Engineers Canada	Lorne Sossin, LLB, and Jana Levison, OCEPP, July 2010	<p>Towards the Best Policy Directions for Engineering Regulators</p> <p>“..to review the best practices of the engineering and other self-regulating professions, and articulate them as suggested policy directions in order to create a blueprint for reform. The goal of this initiative is to advance a national framework to regulate the practice of engineering in order that the interest of all Canadians may be served and protected in the practice of professional engineering.”</p>	N/A

2018-2020 STRATEGIC PLAN – 2019 STRATEGY PROPOSALS

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

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

That Council approve the 2019 Strategy proposals to implement the 2018-2020 Strategic Plan, at a cost of \$1.7 million, as presented to the meeting at C-520-2.8, Appendix A.

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

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

1. Need for PEO Action

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

2. Proposed Action / Recommendation

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

3. Next Steps (if motion approved)

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

4. Policy or Program contribution to the Strategic Plan

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

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

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

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

6. Peer Review & Process Followed

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

7. Appendices

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

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

Appendix C - Strategy Proposal Review - Criteria and Scoring Scales

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

FINAL REPORT OF PUBLIC INFORMATION CAMPAIGN TASK FORCE

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

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

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

Prepared by: David Smith, Director, Communications

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

1. Need for PEO Action

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

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

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

2. Proposed Action / Recommendation

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

3. Next Steps (if motion approved)

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

4. Policy or Program contribution to the Strategic Plan

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

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

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

6. Peer Review & Process Followed

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

7. Appendices

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

Terms of Reference

Public Information Campaign (PIC) Task Force

Issue Date:
Approved by: Council

Review Date:
Review by: Council

Legislated and other Mandate approved by Council	<p>“To examine a potential public information campaign based on a value proposition of professional engineering.”</p> <p><i>[APPROVED BY COUNCIL - September 23, 2016]</i></p>
Key Duties and Responsibilities	<ol style="list-style-type: none"> 1. Examine a potential public information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO. 2. Develop a Request for Proposal to engage a vendor to assist with message development and compile a list of the most relevant communications vehicles and their associated costs. 3. Provide a report to Council no later than at its April 2018 meeting, with campaign concepts and options, including: <ul style="list-style-type: none"> ○ proposed messaging; ○ key audiences; ○ communications channels; ○ costs and other required resources; ○ measurables; and ○ suggested course of action. 4. Circulate the draft report to the EXE for peer review prior to submission to Council.
Constituency, Number & Qualifications of Committee/Task Force Members	<p>The task force shall, upon inception, consist of seven (7) members, with at least five being current or former PEO Councillors and up to two (2) being current PEO members at large with familiarity of, and demonstrated experience with, current best practices in marketing/advertising or communications.</p>
Term Limits for Task Force members	<p>The task force is to be stood down following the submission of its final report to Council unless requested otherwise by Council.</p>
Qualifications and election of the Chair	<p>The Chair is to be elected from among the members of the task force in accordance with Wainberg’s Society Meetings and By-Law No. 1, section 25(4).</p>
Qualifications and election of the Vice Chair(s)	<p>The Vice Chair is to be elected from among the members of the task force in accordance with Wainberg’s Society Meetings and By-Law No. 1, section 25(4).</p>
Duties of Vice Chair(s)	<p>To act as Chair in the absence of the Chair.</p>
Quorum	<p>In accordance with Wainberg’s Society Meetings Including Rules of Order and section 25(1) of By-Law No. 1, quorum for the purpose of having the meeting’s decisions be considered binding is at least 50 per cent of the committee’s/task force’s membership present at the meeting.</p>
Meeting Frequency & Time Commitment	<p>The task force will meet at the call of the Chair.</p>

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



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PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

Executive Summary

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

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

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

This budget comprises:

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

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

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

The overall objectives of the awareness campaign are to:

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

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

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

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



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

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

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

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



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Introduction

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

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

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

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

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

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

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

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

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



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

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

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

Discovery Phase—August – October 2017

The discovery phase of the project was intended to:

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

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

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

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

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

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



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Outcomes

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

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

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

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

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

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



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

Validation Research—November to December 2017

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

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

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



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

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

Outcomes

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

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

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

Additional insights gathered from the validation research include:

Employers

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



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Engineers

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

Universities

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

Students

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

Public

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

Developing Recommendations—January to May 2018

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

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

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



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Value Proposition

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

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

Brand Positioning

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

Year 1 Communications Strategies

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

The primary areas to be addressed are:

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



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

Specific strategies of the campaign will include:

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



Final Report

PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

- refine and refresh messaging and content

Specific tactics for year one of the campaign will include:

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

Budget

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

Table 1. Comparison of Advertising Plans

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

Final Report

PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

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

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

Table 2. Complementary Branding Initiatives

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

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

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

Table 3. Operational Costs

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



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PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

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

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

Professional Engineers Ontario

Communications Plan

February 28, 2018

Premise:

Our ask of you today

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

Background

- Premise:

Mandate of the Task Force

“To examine a potential public information campaign based on the value proposition of professional engineering that promotes public awareness of the role of the PEO.”

APPROVED BY COUNCIL - September 23, 2016

Process and progress to date

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

Key insights from the research

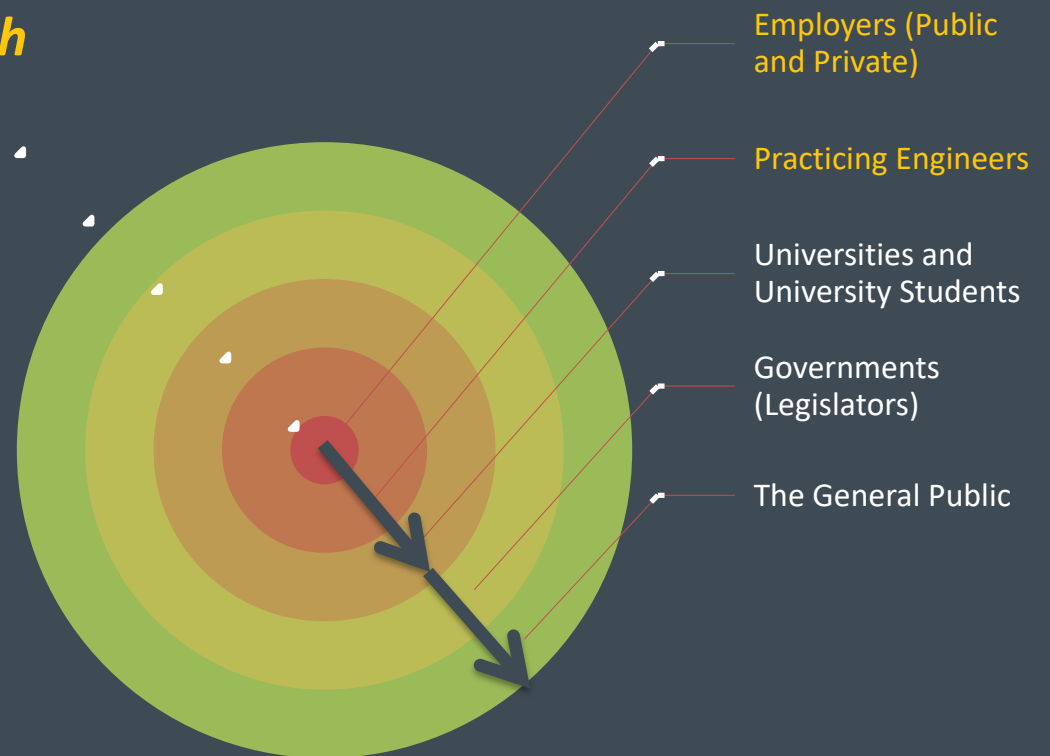
We need to communicate first with Employers and Engineers

Phase I

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

Phase II

1. Legislators
2. General Public



Key insights from the research

Employers should be the primary target audience

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



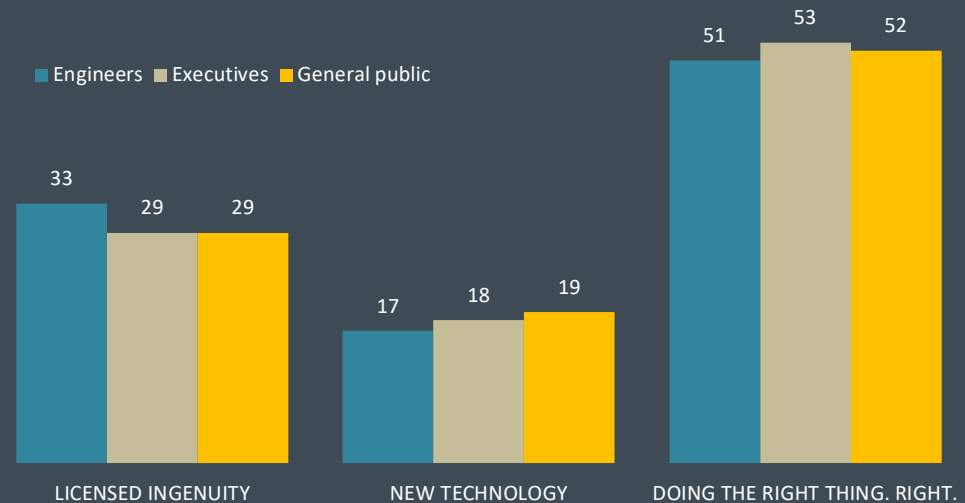
Key insights from the research

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

▫ **DOING THE RIGHT THING. RIGHT.**

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

Most Appealing



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

Value proposition for Employers

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

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

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

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

Solving highly challenging technical problems in practical ways

Upholding the highest standards of public and workplace safety

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

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

Value proposition for Engineers, Students & Educators

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

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

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

Innovating, creating and applying new technologies to improve profitability

Solving highly challenging technical problems in practical ways

Upholding the highest standards of public and workplace safety

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

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

Value proposition for the Public

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

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

Upholding the highest standards of public and workplace safety

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

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

Solving highly challenging technical problems in practical ways

Communications Objectives

- Premise:

What are the PEO's goals?

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

Perceived purpose the PEO?

What does the PEO do now?

Discipline

Licensing



What could the PEO do and own?

Current perceptions of PEO

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

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

Focus Group Participant, Group 3

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

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

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

Focus Group Participant, Group 6

Objectives of the communications?

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

How will we measure success?

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

Brand Positioning, Communication Themes, and Key Messaging

·
Premise:

The brand positioning idea

“Doing the right thing. Right.”



The idea.

The starting point.



Next steps

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

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

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

Communication themes

Integrity

Delivering high professional standards of performance and ethics.

Innovation

Excelling at the forefront of new technologies and advances.

Public Safety

Earning the public’s trust and confidence.

Legal Compliance

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

Theme: Integrity

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

Theme: **Innovation**

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

Theme: **Public Safety**

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

Theme: Legal Compliance

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

The idea: Doing the right thing. Right.

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

Priority Target Audiences

Employers

Delivering sustainable competitive advantage.

Engineers

Attaining the highest level of performance and professionalism.

Universities

Inspiring innovation and accountability.

Students

Preparing to achieve career ambitions.

Priority Target Audiences

Employers

Delivering sustainable competitive advantage.

Engineers

Attaining the highest level of performance and professionalism.

Universities

Inspiring innovation and accountability.

Students

Preparing to achieve career ambitions.



Change mindsets.

Increase demand for P.Eng.



Positive impact on Public image

Key Messaging: **Employers**

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

Key Messaging: **Engineers**

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

Key Messaging: **Universities**

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

Key Messaging: **Students**

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

Target Audience Analysis

·
Premise:

Target Audience Analysis

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

Employers: Key insights

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

Employers: Desired response

Desired Perception

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

Desired Behaviours

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

Engineers: Key insights

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

Engineers: Key insights (continued)

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

Engineers: Desired response

Desired Perception

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

Desired Behaviours

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

Universities: Key insights

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

Universities: Key insights (continued)

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

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

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

Universities: Desired response

Desired Perception

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

Desired Behaviours

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

Students: Key insights

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

Students: Key insights

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

Students: Desired response

Desired Perception

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

Desired Behaviours

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

Foundational Recommendations

- Premise:

Before we begin

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

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

1. Update the PEO Brand

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

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

2. Update PEO's Digital Presence

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

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

3. Increase the Value of the Licence

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

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

Communication Strategy

- Premise:

Year 1: Change Perceptions

Employers

Engineers

Universities

Students



Learn and Adjust



Year 2/3: Sustain + Grow Public Perceptions

Employers

Engineers

Universities

Students

+

Public



Learn and Adjust

Year 1: Communication Strategies

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

1. Elevate current communication efforts

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

2. Initiate conversations: **Employers**

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

2. Initiate conversations: **Contact database**

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

2. Initiate conversations: B2B advertising

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

2. Initiate conversations: **Engineers**

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

2. Initiate conversations: **Universities**

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

2. Initiate conversations: **Students**

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

3. Create and share **success stories**

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

4. Engage influencers: **Spokespeople**

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

4. Engage influencers: **Employers**

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

4. Engage influencers: **Members**

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

4. Engage influencers: **Students**

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

5. Reward desired behaviours

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

6. Use learning to refine communications

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

Year 1: Recommended tactics

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

Proposed Communications Plan

·
Premise:

Foundational Recommendations

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

Integrity

Innovation

Public Safety

**Legal
Compliance**

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

Enhance current efforts

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

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

Initiate Conversations

Initiate conversations with: **1) Employers, 2) Engineers, 3) Universities & Students**

- **Three Conversations:**

- **PPTs:** \$9,000 - \$12,000
- **Content & Stories:** \$7,000 - \$10,000
- **Email campaign** (tracking survey, follow-up templates, automated emails): \$10,000 - \$15,000

- **Three Videos:**

- **Production of 3 videos** (story board, videography, post production): \$50,000 - \$75,000

Recommended Budget Total: ± \$200,000 to ± \$400,000

Advertising Proposed: Comparison

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

Advertising Proposed: **Plan A**

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

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

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

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

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

Advertising Proposed: **Plan B**

- Creative elements:

- Targeting, Versioning & Resizing: \$85,000
- Campaign Landing page (microsite): \$15,000

- Recommended tactics/channels:

- C-Suite & Engineers:

- Trade Publications (Print & Digital)
- Board of Trade Publications (Print)
- Airport (Billboard Ads)
- Transit (Poster, Digital)

- Universities & Students:

- University Publications (Print & Digital)
- Transit (Poster, Digital)

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

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

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

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

Advertising Proposed: **Plan C**

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

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

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

Timeline



Leveraging creative assets

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

Next steps

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

REVISED 30 X 30 TASK FORCE TERMS OF REFERENCE AND REVISED 30 X 30 PEO ACTION PLAN

Purpose: To approve the revised 30 x 30 Task Force Terms of Reference and 30 X 30 PEO Action Plan.

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

1. That Council approves the revised 30 x 30 Task Force Terms of Reference as presented to the meeting at C-520-2.10, Appendix A.
2. That Council approves the 30 x 30 PEO Action Plan as presented to the meeting at C-520-2.10, Appendix C.

Prepared by: Jeannette Chau, P.Eng., Manager Government Liaison Programs

Moved by: Bob Dony, P.Eng., Past-President, PEO

1. Need for PEO Action

The original 30 x 30 Task Force Terms of Reference was written when it was believed that the Task Force would be working on a joint action plan with the Ontario Society of Professional Engineers (OSPE).

Since then, it has been determined that PEO will be working on a separate complementary action plan to the one developed by OSPE, and each organization would inform the other of their progress.

Therefore, Council is being asked to review and approve the revised 30 x 30 Task Force Terms of Reference which has been modified to remove the references of a joint action plan (Appendix A); and the complementary PEO Action Plan (Appendix C) that is based on the plan presented to the meeting at C-514-2.5 (Appendix D), but modified to remove OSPE actions and align with Engineers Canada's revised 30 x 30 strategic objectives per its Strategic Plan 2019-2021.

2. Proposed Action / Recommendation

It is recommended that Council approve the following motions:

1. That Council approves the revised 30 x 30 Task Force Terms of Reference as presented to the meeting at C-520-xx, Appendix A.
2. That Council approves the 30 x 30 PEO Action Plan as presented to the meeting at C-520-xx, Appendix C.

3. Next Steps (if motion approved)

- The approved Terms of Reference be posted on the 30 x 30 Task Force website
- The 30 x 30 Task Force will move forward with launching the approved 30 x 30 PEO Action Plan

4. Policy or Program contribution to the Strategic Plan

The creation of the 30 x 30 Task Force and 30 x 30 PEO Action Plan is related to Strategic Objective 8 in the 2018-2020 Strategic Plan.

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

It is anticipated that the implementation of the PEO Action Plan should be accommodated within existing PEO chapter, committee and task force budgets since PEO is already undertaking many of these actions. If additional funding is required over the next five years to implement the plan, the appropriate chapters, committees and task forces will need to make a separate request for approval to PEO Council.

The launch of the 30 by 30 PEO Action Plan over the next two years should be accomplished within the 30 x 30 Task Force's previously approved budget at Council's February 2, 2018 meeting, as shown below. However, if additional funding is required for specific items, such as a PEO webpage on the 30 x 30 progress, a separate request for approval will be made to PEO Council.

	Operating	Capital	Explanation
Current to Year End	\$20,000	\$	Funded from Surplus Fund (Council discretionary funds) as approved by Council February 2, 2018
2 nd	\$20,000	\$	Funded from Surplus Fund (Council discretionary funds) as approved by Council February 2, 2018
3 rd	\$	\$	n/a – Task Force stood down as per Terms of Reference
4 th	\$	\$	n/a – Task Force stood down as per Terms of Reference
5 th	\$	\$	n/a – Task Force stood down as per Terms of Reference

4. Peer Review & Process Followed

Process Followed	<p>Terms of Reference:</p> <ul style="list-style-type: none"> • June 14, 2018 – First meeting of the 30 x 30 Task Force at which the Task Force members reviewed the Terms of Reference and agreed that an update was needed to be made to both it, and the PEO Action Plan, to reflect the current state • July 2018 – revised 30 x 30 Task Force Terms of Reference submitted to the Advisory Committee on Volunteers (ACV) for peer review at their August 9, 2018 meeting • August 9, 2018 – ACV review <p>PEO Action Plan:</p> <ul style="list-style-type: none"> • July 8, 2018 – 30 x 30 PEO Action Plan was submitted for peer review to Valerie Davidson, past OSPE Chair of WEAC, past OSPE Board Member, past Ontario Representative of the Engineers Canada Equitable Participation in the Profession Committee, and current member of OSPE WEACT • July 13, 2018, Valerie Davidson provided review
Council Identified Review	<p>The original 30 x 30 Terms of Reference was approved at the 516th meeting of Council on February 2, 2018.</p> <p>In accordance with the Committee and Task Force Policy – Reference Guide (Sections 2.5 and 3.2), the revised 30 x 30 Terms of Reference was submitted to the Advisory Committee on Volunteers (ACV) for peer review on August 9, 2018.</p>
Actual Motion Review	<p>February 2, 2018 – 516th Council Meeting</p> <p><i>That Council:</i></p> <p style="padding-left: 40px;"><i>a) approve the 30 by 30 Terms of Reference as presented to the meeting and amended at C-516-2.13, Appendix A, and</i></p> <p style="padding-left: 40px;"><i>b) approve a \$20,000 annual budget for the two-year term of the Task Force.</i></p> <p>August 9, 2018</p> <p><i>The ACV approved the revised DIC Terms of Reference at its meeting on August 9, 2018.</i></p>

5. Appendices

- Appendix A – Revised 30 x 30 Task Force Terms of Reference
- Appendix B – Original 30 x 30 Task Force Terms of Reference
- Appendix C – 30 x 30 PEO Acton Plan
- Appendix D – 30 x 30 PEO Action Plan as presented to the meeting at C-514-2.5

Terms of Reference *30 by 30 Task Force*

Issue Date:
Approved by: Council

Review Date: January 1, 20xx
Review by: Council

Legislated and other Mandate approved by Council	For PEO to show visible leadership in addressing the underrepresentation of women licensed in the profession by formally endorsing the 30 by 30 initiative with Engineers Canada and committing to undertaking an action plan to resolve this inequity.
Key Duties and Responsibilities	<p>Develop a detailed complementary action plan to the one developed by OSPE to engage and inform PEO licence holders, volunteers, key stakeholders and staff on the 30 by 30 initiative, identify the appropriate owners of PEO’s actions in the plan, and provide direction to the Registrar and volunteer leadership, as appropriate. This to include:</p> <ol style="list-style-type: none"> 1. Plan Development <ol style="list-style-type: none"> a. Develop a detailed action plan that complements OSPE’s plan. b. Present the action plan to PEO Council for approval. 2. Coordinate <ol style="list-style-type: none"> a. Coordinate PEO’s 30 by 30 initiatives by providing direction to the Registrar and volunteer leadership to ensure implementation of the joint action plan and that ownership of PEO’s responsibilities are appropriately assigned. b. Monitor the progress on uptake in implementing the action plan. 3. Inform/Educate <ol style="list-style-type: none"> a. Communicate the 30 by 30 action plan to PEO licence holders, volunteers, key stakeholders and staff. b. Provide an annual update to PEO licence holders, volunteers, key stakeholders and staff on the progress of the 30 by 30 initiative launch in the PEO Annual Report.
Constituency, Number & Qualifications of Committee/Task Force Members	The task force shall consist of four (4) members including the PEO President (2017-2018); a member of the Executive Committee (2017-2018); a currently serving Councillor (2017-2018); and the Ontario representative on the Engineers Canada Equitable Participation in the Profession Committee (2017-2018).

Qualifications and election of the Chair	The Chair is to be elected from among the members of the task force in accordance with Wainberg's Society Meetings, By-Law No. 1, section 25(4) and Committee and Task Force Policy
Qualifications and election of the Vice Chair(s)	The Vice Chair is to be elected from among the members of the task force in accordance with Wainberg's Society Meetings, By-Law No. 1, section 25(4) and Committee and Task Force Policy
Duties of Vice Chair(s)	To act in the absence of the Chair.
Term Limits for Committee Chair and Vice-Chair	If applicable.
Term Limits for Committee Members	If applicable
Quorum	In accordance with Wainberg's Society Meetings and By-Law No. 1, section 25(1), quorum for the purpose of having the meeting's decisions be considered binding is at least 50 per cent of the task force's membership present at the meeting.
Meeting Frequency & Time Commitment	The task force will meet at the call of the Chair.
Budget	\$20,000 annually for the two-year term of the Task Force.
Operational year time frame	In accordance with the motion passed at the September 2017 Council meeting, the Task Force is to be stood down two-years from the initial appointment of members.
Committee advisor	Jeannette Chau, Manager, Government Liaison Programs
Committee Support	Sylvia Millstein, Corporate Services Administrator

Terms of Reference 30 by 30 Task Force

Issue Date: February 2, 2018
Approved by: Council

Review Date: February 2, 2020
Review by: Council

Legislated and other Mandate approved by Council	For PEO to show visible leadership in addressing the underrepresentation of women licensed in the profession by formally endorsing the 30 by 30 initiative with Engineers Canada and committing to undertaking an action plan to resolve this inequity.
Key Duties and Responsibilities	<p>Develop a detailed joint action plan to engage and inform PEO licence holders, volunteers and staff on the 30 by 30 initiative and provide direction to the Registrar and volunteer leadership, as appropriate. This to include:</p> <ol style="list-style-type: none">1. Plan Development<ol style="list-style-type: none">a. Develop, in consultation with OSPE, a detailed action plan.b. Present the action plan to PEO Council for approval.2. Coordinate<ol style="list-style-type: none">a. Coordinate PEO's 30 by 30 initiatives by providing direction to the Registrar and volunteer leadership to ensure implementation of the joint action plan and that ownership of PEO's responsibilities are appropriately assigned.b. Monitor the progress on implementation of the action plan.3. Inform/Educate<ol style="list-style-type: none">a. Communicate the 30 by 30 action plan to PEO licence holders, volunteers and staff.b. Provide an annual update to PEO licence holders, volunteers and staff on the progress of the 30 by 30 initiative in the PEO Annual Report.
Constituency, Number & Qualifications of Committee/Task Force Members	The task force shall consist of five (5) members including the PEO President (2017-2018); a member of the Executive Committee (2017-2018); a currently serving Councillor (2017-2018); Chair of WEAC or delegate (2017-2018); and the Ontario representative on the Engineers Canada Equitable Participation in the Profession Committee (2017-2018).

Qualifications and election of the Chair	The Chair is to be elected from among the members of the task force in accordance with Wainberg's Society Meetings, By-Law No. 1, section 25(4) and Committee and Task Force Policy
Qualifications and election of the Vice Chair(s)	The Vice Chair is to be elected from among the members of the task force in accordance with Wainberg's Society Meetings, By-Law No. 1, section 25(4) and Committee and Task Force Policy
Duties of Vice Chair(s)	To act in the absence of the Chair.
Term Limits for Committee Chair and Vice-Chair	If applicable.
Term Limits for Committee Members	If applicable
Quorum	In accordance with Wainberg's Society Meetings and By-Law No. 1, section 25(1), quorum for the purpose of having the meeting's decisions be considered binding is at least 50 per cent of the task force's membership present at the meeting.
Meeting Frequency & Time Commitment	The task force will meet at the call of the Chair.
Budget	\$20,000 annually for the two-year term of the Task Force.
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Committee advisor	Jeannette Chau, Manager, Government Liaison Programs
Committee Support	Sylvia Millstein, Corporate Services Administrator

Engineers Canada 30 by 30 Initiative: Action Plan for PEO

INTRODUCTION

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

The following action plan therefore identifies activities that PEO needs to undertake, per its regulatory mandate and complementary to OSPE's advocacy efforts, to ensure that the engineering profession in Ontario reaches the milestone that 30% of newly licensed engineers in Canada are women by 2030. In addition to this shared commitment between OSPE and PEO, it is also critical that the unacceptably low number of women in the profession be regarded as not just a women-in-engineering issue, but an issue of concern for the entire engineering profession, both women and men. The action plan has been developed with this dual ownership in mind.

BACKGROUND

In 2011, Engineers Canada launched a bold mission, the 30 by 30 initiative, a commitment to raising the percentage of newly licensed engineers in Canada that are women to 30 percent by 2030. The 30 percent figure is widely accepted as the threshold for self-sustaining change¹.

PEO did not initially endorse the initiative because, unlike the other regulators, Ontario has a separate advocacy arm of the profession, OSPE. When the initiative was first launched, it was therefore agreed that OSPE should take on the champion role for the 30 by 30 initiative, appropriate for its mandate of advancing issues of importance to the profession. However, upon further examination, it was clear that PEO, in its regulatory capacity and as the official constituent association of Engineers Canada, also has a critical role in ensuring that this licensure goal is realized. On September 29, 2017 PEO Council formally sanctioned the 30 by 30 initiative and established a Task Force to develop an action plan that is appropriate to PEO's regulatory mandate.

More specifically, the following action plan has been developed based on Engineers Canada's 30 by 30 nine promising practices: <https://engineerscanada.ca/sites/default/files/30by30-en.pdf>.

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

These promising practices focus on the original intention of increasing the percentage of women newly licensed in the profession and do not deal directly with two new strategic objectives of the 30 by 30 initiative. The new goals focus on the retention and professional development of women engineers as identified in the Engineers Canada's 2019 to 2021 strategic plan. Anticipating the eventual need to address the expanded mandate in the 30 by 30 action plan, a few suggestions for activities related to retention are included in this version (e.g. tracking post-licensure representation of women in the profession at specific intervals, in addition to newly licensed professionals). As well, if employers adopt many of the actions identified in this plan, they will be laying a foundation for professionally developing and advancing women engineers throughout their careers and, ultimately, their retention in the profession.

INTERNAL ACTIVITIES

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

PEO ACTION

- PEO, as the association member of Engineers Canada, has appointed a champion to Engineers Canada, the Chair of PEO's 30 by 30 Task Force, in conjunction with OSPE, to speak for its commitment and actions in advancing this licensing goal as Ontario's regulator.
- PEO has also established a 30 by 30 Task Force that has been assigned dedicated staff, volunteers and budget to develop an action plan for Council approval and facilitate its launch internally and with key stakeholders.

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

PEO ACTION

- PEO has established a 30 by 30 Task Force that reports directly to PEO Council to facilitate the engagement, ownership and uptake in implementing this action plan.
- PEO also has an Equity and Diversity Committee to ensure this mandate is put into practice within PEO's internal organization in terms of staff and volunteers; some of their efforts can support the 30 by 30 initiative.
- Other committees, such as the Central and Regional Election Search Committee, Human Resource Committee and Regional Congress Committee (RCC), also play a role in ensuring that gender equity is formally incorporated into their mandates and being tracked for progress because women engineers in volunteer leadership roles with the regulator encourages other women to pursue licensure.

- PEO can also collaborate with OSPE’s Women in Engineering Advocacy Champions Task Force (WEACT) on issues and activities of mutual benefit.

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

PEO ACTION

- PEO needs to track and report progress towards the 30 by 30 milestone at a provincial level using licensure data that PEO reports to Engineers Canada (i.e. gender-based data for newly licensed and licensed engineers in Ontario). Post-licensure participation of women in the Ontario engineering profession should also be analysed for retention tracking (e.g. at the five, 10, 20- year mark). Annual reports on the milestone metrics should be provided by the Registrar to PEO Council, with initial support from the 30 by 30 Task Force, to assess progress in Ontario compared to the national average (based on Engineers Canada annual data) on newly licensed women engineers and women engineers who have reached the five, 10, and 20-year mark. These results are to be shared with OSPE and the Engineers Canada Equitable Participation in the Profession Committee.
- Other metrics such as the percentage of women running for PEO council elections; serving on and in leadership positions on PEO council; and serving on and in leadership positions on PEO committees, chapters, task forces and other volunteer initiatives should also be tracked and reported annually by the Registrar to PEO council, and the results shared with OSPE. Increasing the number of women in volunteer leadership positions will not only showcase roles models to young girls and women that engineering is a welcoming and inclusive profession, but also support leadership and professional development opportunities for women engineers.
- PEO’s current initiatives to help domestic and international engineering graduates obtain their licenses can be further targeted at women to facilitate their licensure and tracked to measure the progress being made in reaching the 30% goal. These programs include:
 - Chapter information sessions and the Licensing Assistance Program (LAP), a mentorship program to help Engineering Interns (EIT) navigate the licensing process;
 - EIT annual work experience reviews;
 - PEO’s Engineering Intern and Student Program to promote the EIT program to students and other groups;
 - PEO’s International Engineering Graduate (IEG) bridging programs.
- PEO can also collaborate further with faculties of engineering to promote the value of the engineering license to engineering graduates, especially women, and track how many women engineering graduates are pursuing licensure.

Focusing on women who graduated in engineering who otherwise would not pursue licensure bolsters PEO’s overall licence uptake.

ENGINEERS CANADA PROMISING PRACTICE NO. 4: CREATE AND/OR SUPPORT AN AWARD FOR EMPLOYERS WHO SUPPORT AND PROMOTE WOMEN IN ENGINEERING

PEO ACTION

- PEO could establish an award for employers who support and promote women in engineering, such as sponsoring and publicizing the Engineers Canada Welcoming Workplace initiative; however, PEO should also develop a program to both educate and recognize progressive employers who implement the initiative's recommendations and other measures to ensure women engineering graduates and foreign trained women engineers are given relevant EIT experience and mentored towards licensure in Ontario. These entry-level programs can then be further evolved into professional development and mentorship programs to foster the retention and career progression of women engineers in their organizations. Showcasing progressive employers could take place through PEO Communications, the OPEA Gala, if applicable, and at the AGM. PEO partners, such as Consulting Engineers Ontario (CEO), could also highlight consulting engineering firms who are demonstrably committed to the 30 by 30 initiative in their awards program and promotional efforts.
- The PEO AWC also strives for female representation in the Awards Program, including the jointly administered OPEA program, and the External Honours Program where leading women engineers are identified and nominated for Ontario Women's Directorate Leading Women, Leading Communities Awards. These nominations are raising both the profile of women engineers, as well as the engineering profession as a whole, to MPPs.

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

PEO ACTION

- PEO currently encourages its members to support the Canadian Engineering Memorial Foundation (CEMF) Scholarship when they pay their annual licensing fees. Scholarships are awarded to young women who demonstrate exceptional leadership and are volunteers in their communities. Recipients are asked to be Ambassadors to the profession and mentors to those who follow.
- In its support of the Ontario Professional Engineers Foundation for Education, PEO should also encourage that the program's entrance and undergraduate scholarships continue to be bestowed on a 50:50 basis to young women.
- PEO chapters should also ensure that there is equitable representation of women being considered and selected for their scholarships for engineering students and EITs, and that recipients go on to pursue their licensure.

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

PEO ACTION

- PEO needs to educate the membership on the expanded 30 by 30 mandate of recruitment, retention and professional development/advancement of women engineers and annually publish the joint declaration of both OSPE and PEO Presidents' commitment to the initiative, highlighting the progress being made in recruiting and retaining women in the engineering profession in Ontario.
- PEO's website should publish its complementary role in the 30 by 30 initiative as the regulator and feature its activities related to the 30 by 30 initiative with a link to the WEACTION page on OSPE's website for more information on advocacy efforts.
- PEO should ensure that women engineers are equitably featured and promoted in their publications.
- PEO could also highlight progressive engineering leaders, both male and female, and industries and employers committed to increasing the representation of women licensed in engineering in both their recruitment and retention efforts. An "employer of the year" award or some other type of recognition for the organization and/or industry making the biggest strides towards increasing women's licensure and participation in the engineering profession could also be established and publicized.
- To enable progressive employers in cultivating a more inclusive work environment for women engineers and support the 30% recruitment, retention and professional development goals, a Gender Audit to uncover specific opportunities for improvement in their organizations could be recommended.

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

PEO ACTION

- PEO needs to ensure women engineers are represented in PEO regulatory activities, leadership and volunteer opportunities and awards programs, such as the OPEA, Order of Honour, G. Gordon M. Sterling, External Honours, and Chapter recognition initiatives.
- Formally encourage, recruit and nominate women to run for PEO Council through Central Election Search (CESC) and Regional Election Search Committee (RESC) policy, and for leadership

and volunteer positions in chapters, task forces and other initiatives. Actively search and reach out to women through expressions of interest to run for PEO-designated positions on boards, professional societies, or other organizations.

- Encourage chapters to promote engineering licensure to female engineering students and new graduates; highlight licensed women practicing in engineering to act as role models; and support and mentor women engineers in various stages of their careers to help retain them in the profession. PEO Chapter Women-in-Engineering committees, with participation from both women and men, should be part of OSPE's WEACT network, and can play a role at the chapter level in facilitating the mentorship and support of women engineering graduates and foreign trained engineers in pursuing licensure and progressing in their careers.
- The Registrar also needs to track progress on recruitment and retention efforts (numbers, female-to-male ratios) and report to Council on an annual basis. Results should also be shared with OSPE.

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

PEO ACTION:

- The activities identified in the above promising practices will work towards fostering and celebrating gender equity and inclusion in the engineering profession. Where appropriate, PEO can also collaborate with or support other women-in-engineering groups, such as the Society of Women Engineers (SWE) in encouraging more women to pursue licensure.

ACTIVITIES IN PARTNERSHIP WITH EXTERNAL ORGANIZATIONS

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

CONCLUSION

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

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

The time to address this inequity is now!

DRAFT

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

C-520-2.10
Appendix D

INTRODUCTION

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

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

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

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

BACKGROUND

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

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

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

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

INTERNAL ACTIVITIES

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

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

OSPE ACTION

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

PEO ACTION

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

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

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

OSPE ACTION

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

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

PEO ACTION

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

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

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

OSPE ACTION

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

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

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

PEO ACTION

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

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

OSPE ACTION

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

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

PEO ACTION

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

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

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

OSPE ACTION

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

PEO ACTION

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

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

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

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

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

OSPE ACTION

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

PEO ACTION

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

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

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

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

OSPE ACTION

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

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

PEO ACTION

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

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

“Improving retention of existing members, including women and other underrepresented groups, positively influences the image of the profession for the purpose of attracting new, diverse members. Some activities that celebrate diversity and inclusion to consider:

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

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

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

ACTIVITIES IN PARTNERSHIP WITH EXTERNAL ORGANIZATIONS

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

CONCLUSION

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

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

The time to address this inequity is now!

Briefing Note – Decision

C-520-2.11

Engineer-in-Residence (EIR) Program

Purpose: To seek Council's direction regarding the future of the EIR Program.

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

To be determined by Council deliberations. (see options, in section 2)

Prepared by: Tracey Caruana, P.Eng., Manager, Engineering Intern Programs

Moved by: Councillor Olukiyesi, P.Eng.

1. Need for PEO Action

The EIR program is PEO's flagship outreach program, operating since 1997. It matches Professional Engineers and EITs with Ontario high schools and elementary schools to assist teachers with curriculum through hands-on engineering presentations. There are currently 206 EIRs paired with 197 schools. The EIR program budget is \$68,700. The amount spent to date (end of July) is approximately \$46,700.

The Engineers Without Borders (EWB) service provider contract ended July 31, 2018. EWB has indicated that they will no longer be acting as the service provider. Therefore, the EIR program has been suspended. Staff are seeking direction from Council.

The following are issues for Council's consideration:

Service Provider and End of Contract: Engineers of Tomorrow, on behalf of EWB has been the service provider since August 2014. EWB is refocusing programs on poverty and inequality issues and has recommended that the EIR contract be transitioned to Engineers of Tomorrow who are managing the program on behalf of EWB. Engineers of Tomorrow are prepared to continue serving the EIR program. The contract between PEO and EWB concluded July 31, 2018. As the service provider is no longer managing the program, there has been no renewal of the contract for the remainder of 2018 and 2019.

Toronto District School Board (TDSB) Agreement and Legal Review: There are 94 EIRs in 91 classes throughout the TDSB representing almost 50% of the EIRs and schools participating in the program. Without the TDSB agreement, EIRs will not be able to enter TDSB schools. The agreement requires a legal review (estimated to cost \$3000-\$5000 - unbudgeted).

TD sponsorship: TD provides an annual sponsorship (\$10,000 for 2018). Direction on the future of the Program is required before PEO can invoice TD for the sponsorship money.

2. Proposed Action and Recommendation

There are a number of options for Council to consider:

i. Discontinue the program.

Pros:

- Budget savings would be approximately \$38,000 for 2018 and \$68,700 for 2019;
- No need to undertake legal review of TDSB agreement.

Cons:

- Matching was completed for 200 EIRs in June 2018 with teachers expecting to have volunteers entering the classroom in September 2018 – agreement with schools and volunteers would need to be cancelled;
- PEO will not invoice TD for the sponsorship and will not receive the \$10,000.

MOTION: That Council directs that the EIR Program be discontinued.

- ii. **Continue EIR Program until the end of 2018 for schools outside the TDSB.** Prepare a renewal from August 1, 2018 until December 31, 2018 with Engineers of Tomorrow as service provider. Do not accept the TD sponsorship.

Pros:

- Program continues for 2018 without interruption;
- Allows time for EDU to evaluate the Program, if it continues into 2019.

Cons:

- Will have to conduct an RFP for service provider for 2019;
- Program participation will be reduced as approximately 50% of the participating schools are in the TDSB.

MOTION: That Council:

(a) Approves continuation of the EIR program until the end of 2018 for schools outside the TDSB and directs the Education Committee to prepare a renewal for August 1, 2018 until December 31, 2018 to be signed by Engineers of Tomorrow as the service provider.

(b) Directs the EDU Committee to review the program and provide its recommendations to Council on the future of the EIR Program for the November Council meeting.

- iii. **Sign an agreement with Engineers of Tomorrow as the service provider for 2018 and 2019.**

Pros:

- Program remains in-tact for the 200 EIRs and classrooms currently matched for 2018/2019;
- Receipt of \$10,000 sponsorship from TD.

Cons:

- This will lock PEO in financially with Engineers of Tomorrow for one more year;
- Will need budget for a legal review for the TDSB agreement;
- Will have to conduct an RFP for service provider for 2019/2020 school year

MOTION: That Council:

(a) Approves the continuation of the EIR program for the remainder of 2018 and 2019 and directs the Education Committee to sign an agreement with Engineers of Tomorrow as the service provider from August 1, 2018 until December 31, 2019.

(b) Approves a budget of \$5,000 to conduct a legal review of the TDSB agreement.

- iv. **Engineers of Tomorrow takes over program.** Engineers of Tomorrow have indicated that they would like to work with PEO as an external organization rather than a service provider. Their proposal is attached at Appendix B.

Pros:

- Transfers responsibility for program and avoids liability of high-risk activities;

Cons:

- EIR would no longer be a PEO program.

MOTION: That Council approves the proposal submitted by Engineers of Tomorrow as presented at the Council meeting, C-520-2.11, Appendix B.

3. Next Steps (if motion approved)

Subject to the motion being approved, PEO will advise Engineers of Tomorrow of the decision.

4. Policy or Program contribution to the Strategic Plan

EIR Program may support Strategic Plan objective 8 – Create a seamless transition from student member to EIT to licence holder.

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

Operating	Capital	Explanation
Current to Year End	\$22,000	From August 1, 2018 until December 31, 2018, there will be approximately \$22,000 remaining. If the EIR Program is discontinued, there will be a savings of \$22,000.
2 nd	TBD	To be determined by Council deliberations
3 rd	TBD	To be determined by Council deliberations
4 th	TBD	To be determined by Council deliberations
5 th	TBD	To be determined by Council deliberations

6. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none">• On September 27, 2013, the Education Committee completed a report with recommendations for the continuation of the EIR Program.• At the Septebmer 2013 Council meeting, the Education Committee was directed to issue an RFP for a new service provider.• At the June 9, 2014 Council meeting, the EIR Program was awarded to EWB for a three-year contract.• On July 19, 2018, EWB advised PEO that it will no longer act as the service provider for the EIR Program.• PEO began to work on options knowing that the contract was ending.• On July 31, 2018, the EIR Program Contract ended and was up for renewal.
Council Identified Review	<ul style="list-style-type: none">• As the EDU is not scheduled to meet until after the Council meeting, the EDU Committee Chair, Past Chair and EIR Representative were asked to comment on the matter. Their coments are attached in Appendix C.
Actual Motion Review	<ul style="list-style-type: none">• N/A

7. Appendices

- Appendix A – Letter from EWB Re. Engineer-in-Residence Program Transition
- Appendix B – Engineers of Tomorrow Proposal
- Appendix C – Comments made by the EDU Chair, Past Chair and EIR Representative plus additional feedback

July 19, 2018

Education (EDU) Committee
Professional Engineers Ontario (PEO)
40 Sheppard Ave W, Suite 101
North York, Ontario
ON M2N 6K9

RE: Engineer-in-Residence Program Transition

Dear Sam, Tracey, Dave and the EDU Committee,

We are thrilled to have been part of the PEO's flagship educational outreach program since 2014. Under EWB's guidance the Engineer-in-Residence (EIR) program has grown from about 70 volunteers to over 200 in classrooms across Ontario. We are truly proud of the great results that the program has created in shifting young people's perceptions of engineering.

Engineers Without Borders Canada (EWB) is currently refocusing our efforts on programs that have a direct impact on issues of poverty and inequality, which is EWB's mandate and charitable purpose. Our engineering roots mean that technology and innovation are central to the way we create impact in the lives of those who live in poverty. While through our work we certainly inspire the engineering profession to rise to its full potential, we are not best positioned to deliver programs that are focused on evolving the profession itself.

As such, we strongly recommend, without hesitation, the transition of the EIR Contract to Erica Lee Garcia and Rebecca (Becky) White, who have been running the Engineers of Tomorrow team that has been so successful with the EIR program for the last several years. Erica and Becky are now poised to continue the work as their own non-profit organization. You are familiar with them as they have worked on the frontlines of the EIR and NEM contracts on behalf of EWB since 2013. They are prepared to continue serving the EIR program starting in August 2018. They are committed to the success of this program, as demonstrated by the significant amount of work that they have already done to set up the 2018/2019 program that is well underway. This will correspond nicely with your upcoming contract renewal. Please do not hesitate to follow up with me with any questions.

Sincerely,



Boris Martin, PhD
CEO, EWB Canada
borismartin@ewb.ca
647.746.7126

Proposal to PEO Council



Re: EIR Program, from Erica Lee Garcia, P.Eng.

Esteemed members of PEO Council:

We propose that the (Engineer-in-Residence) EIR program continue under the new not-for-profit corporation Engineers of Tomorrow (EoT), forming in 2018 with the objective of informing the general public and inspiring the next generation of engineers. The terms of the arrangement are proposed as follows:

1. PEO sponsors Engineers of Tomorrow over a 3 year period for a set fee per year as seed money for the enterprise to establish itself as an independent entity:

Year 1 (2019) - \$75,000

Year 2 (2020) - \$50,000

Year 3 (2021) - \$25,000

After Year 3 PEO bears no financial obligation for the program. Before end of year 2021, EoT has secured funding to continue operating, leveraging stakeholders in the STEM/engineering outreach space.

2. Effective October 2018, EoT assumes all legal liability, operational responsibility and ownership related to the program with PEO providing only their endorsement, access to P.Eng.s for recruiting purposes, and temporary financial sponsorship as listed above. PEO is now a sponsor of the program, not its owner.

3. During PEO's financial sponsorship (2019 - 2021), EoT ensures that the EIR program continues to meet PEO standards and goals. The EDU committee, or other PEO-designated body, deploys a Quality Control Strategy for the program, providing oversight, suggestions, connections and guidance.

Benefits of this proposal:

- PEO can focus on its **primary regulatory mandate**, preserving its financial resources
- PEO has a **gradual exit** from a well-loved program and continues to recruit **new volunteers** (more than 1000 since program inception) and support the **strong culture of volunteerism** PEO enjoys
- EIR volunteers can be directed to **support the regulatory mandate** with the right coaching and incentives (including supporting the PEO's PIC once approved, regulatory strategies for chapters identified by RCC per the 2018 - 2020 Strategic Plan, and other innovative ideas)
- PEO supports a **modern and inclusive vision** of the profession from self-selected representatives: of new EIR volunteers, 35% were female in 2017 - 18 school year and 32% in 2018 - 19 per 30by30 goals, and via its inclusive messaging strategy based on top research
- PEO protects its **reputation** within the large community school boards, educators, parents and administrators and its own P.Eng./EIT volunteers who have **already been matched** for 2018 - 19
- EIR program **can be elevated** outside of PEO's ownership by tapping into new funding and partnership opportunities, while continuing to promote public awareness of PEO per the 2nd object of the Professional Engineers Act

About the EIR Program

Started as a pilot project with 6 Toronto-area schools in 1997, the Engineer-in-Residence (EIR) program has now grown into PEO's flagship educational outreach program, reaching more than 200 schools in communities across Ontario. Volunteer P.Eng.s and EITs are matched with K-12 teachers to provide students with hands-on learning experiences and awareness of the engineering profession through classroom visits, field trips and other unique collaborations.

About Us

Engineers of Tomorrow is a Canada-based systemic impact venture specializing in engineering outreach. Using the latest evidence-based insights, we promote a future vision of the engineering profession that makes it more accessible and inclusive, innovative and forward-looking, and able to learn from failure and address the most important problems of the 21st century. We ran National Engineering Month in Ontario from 2013 to 2018, tripling the campaign's size and boosting volunteer engagement while building a healthy financial reserve. We have coordinated the EIR program since 2014 on behalf of PEO's EDU committee, doubling EIR-school matches and improving program quality for the same fee/budget.

We believe that no one can explain what it means to be an engineer better than we can. Other STEM/science outreach orgs do not represent the breadth, importance and unique nature of the value that engineers add to society. Since 2013 we've helped thousands of engineering students, EITs, professional engineers and engineering technicians explore the meaning behind their careers, the impact they are having on the world, and why they chose it in the first place. As a long-term trusted service provider to PEO under our partner organization EWB Canada, we are ready to assume responsibility for this popular and robust program. We believe in its strategic impact, feel honoured to have worked on it, and look forward to making it even better.

We embrace a philosophy of continuous improvement and look forward to the chance to refine and build on the solid base and the vision that PEO has displayed in founding the EIR program back in 1997. We await the opportunity to discuss the details with you and look forward to partnering with PEO in a mutually beneficial way.



THE TEAM



ERICA LEE GARCIA *P. Eng.*

After obtaining her P. Eng. Erica began her own consulting firm, and has worked to become a national voice of positive change in engineering. She enjoys traveling and mentoring young people.

REBECCA WHITE *B. Eng.*

After more than 10 years of experience in the manufacturing industry, Becky has become an advocate for diversity & inclusion in engineering. She enjoys podcasts and creating with Lego.

EDU Committee Recommendation: That Council approves the continuation of the EIR program, as a PEO funded program, for the remainder of 2018 and 2019 and directs the Education Committee to sign an agreement with Engineers of Tomorrow as the service provider from August 1, 2018 until December 31, 2019. This includes pursuit and signing of the TDSB agreement (after legal review) and in seeking the TD sponsorship. An RFP can be issued for continuation of the program beyond this date.

Rationale:

1. The EIR program supports three elements of PEO's new strategic plan:
 - a. Enhances PEO's public image through the matching of Professional Engineers and EITs, with Ontario secondary and elementary schools to assist teachers with curriculum through hands-on engineering presentations. There are currently 206 EIRs paired with 197 schools, building strong links between educators and the PEO chapters. Educators, according to several studies, continue to be a major influencer on student career decisions but admittedly know little about professional engineering ("the invisible profession") and hence these valuable EIR touch points provide an opportunity for PEO to "sell" our profession to students, parents and educators. This is also consistent with the Additional Object #4 in the Professional Engineers Act stating "For the purpose of carrying out its principal object, the Association has the following additional objects:(4) To promote public awareness of the role of the Association."
 - b. Given the proven, chapter-driven nature of the EIR program, it clearly provides a strong example of a PEO-guided volunteer leadership network. Though pure STEM outreach is important to the future of the self-regulating engineering profession, the volunteers of the EIR program provide specific insights into the role of the professional engineers in society, which no other STEM advocates are doing.
 - c. Given its early entry point into student career decisions prior to post-secondary, the EIR program assists in creating a seamless transition from elementary/secondary-student to post-secondary student member to EIT to license holder. The EIR program affords students prolonged contact with actual professional engineering role models - which (role modelling) is considered the most important factor in influencing young people to pursue specific careers and ultimately licensure.
2. Some studies have shown that female interest in science related careers starts at an early age - primarily in the elementary school system. As well, research suggests that university recruiters must emphasize the importance of engineering to society and in helping others, not just the technical aspects, in order to attract females to the profession. The EIR program has a unique opportunity to deliver these messages inline with the curriculum focus at an early age at both the elementary and secondary level (the informative years) potentially influencing more females (and males) into the profession and the benefits of licensure.
3. The EIR program is a key connection to the chapters (as evidenced through feedback from the recent EDU conference) and hence must be owned by PEO (through the EDU committee). This will ensure key messaging is consistent with the PEO marketing plan as well as ensures ongoing chapter engagement.
4. The reasonable cost of the EIR program to PEO is negligible compared to that of other means of public information outreach, mainly because it is mostly volunteers' time.

EIR Program Feedback - Twitter

Below are examples of some of the tweets that we get from teachers about the program. EIR visits are viewed as “special” by students and teachers, so they are excited to post about them on social media. The tweets below express some of the gratitude and excitement and give us a window into the classrooms during EIR visits. Some of the words that stand out on these tweets are:

- “Helping us understand”
- “Connections to curriculum”
- “Sharing your knowledge”
- “Cool engineering”
- “Critical thinking”
- “Thanks!”
- “Looks fantastic! How can we get our school involved?” - replying to a tweet
- “Very exciting”

 **Madia A**
@MsAyala_tdsb Follow

Last @EIRProgram challenge of the year: Build a free standing structure out of #Lego with the least amount of money! #plan #design #build #CriticalThinking #problemsolving #STEM Thank you Rey for sharing your knowledge and showing the Ss some cool #Engineering @FairbankPS



Name	Height	\$
1. Blue 1m bar	2.5m	\$2.50
2. Red 1m bar	2.5m	\$2.50
3. Yellow 1m bar	2.5m	\$2.50
4. Green 1m bar	2.5m	\$2.50
5. Purple 1m bar	2.5m	\$2.50
6. Orange 1m bar	2.5m	\$2.50
7. Pink 1m bar	2.5m	\$2.50
8. Brown 1m bar	2.5m	\$2.50
9. Grey 1m bar	2.5m	\$2.50
10. White 1m bar	2.5m	\$2.50

2:37 PM - 18 Jun 2018

6 Likes 

   6 

 **23 EH!**
@Bracht155 Follow

Thanks for the visit Engineer Lindsey @EIRProgram #Engineering @EarlHaigPS @TDSB_STEM #energy



1:46 PM - 6 Apr 2018

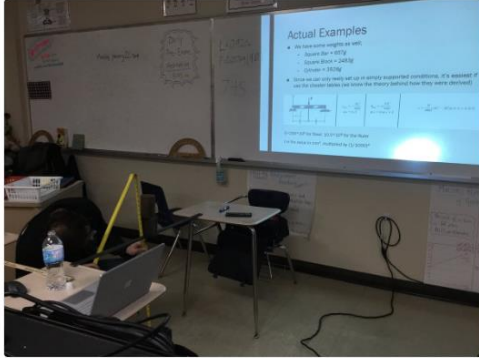
1 Retweet 4 Likes 

 1  4 

Alice Aspinall
@aliceaspinall

Follow

One more experiment with deflections with Mr. Gardonio today in #4UFUNctions. @EIRProgram such awesome connections to our curriculum!



1:57 PM - 22 Jan 2018

2 Likes

1 Reply 2 Retweets

Tweet your reply



Brian Neave @MrNeavemath · Jan 22

Replying to @aliceaspinall @EIRProgram

Looks terrific! How can we get our school involved with the program?

K Cuddihy
@stgregory45

Follow

Launching our Engineering Challenge -DROP (Disaster Relief Operation). @NRC_CNRC @EIRProgram #ocsbDL #greottawa



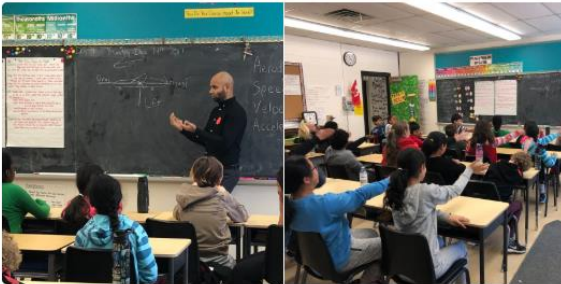
12:45 PM - 15 Jan 2018

3 Retweets 10 Likes

Mrs. Kingson Malik
@MrsKMsClass

Follow

Thanks Mr. G for helping us understand the forces involved in flight! Looking forward to our paper airplane challenge this Tuesday! @EIRProgram @PlowmansPS2016



8:05 AM - 16 Dec 2017

1 Retweet 6 Likes

1 Reply 6 Retweets

Mrs. Kingson Malik
@MrsKMsClass

Follow

Mr. G - making Monday morning a little more exciting! "Toxic" popcorn challenge @EIRProgram @PlowmansPS2016 #peelEML



8:14 AM - 20 Nov 2017

1 Retweet 9 Likes

1 Reply 9 Retweets

Tweet your reply



Tina Zita @tina_zita · 26 Nov 2017

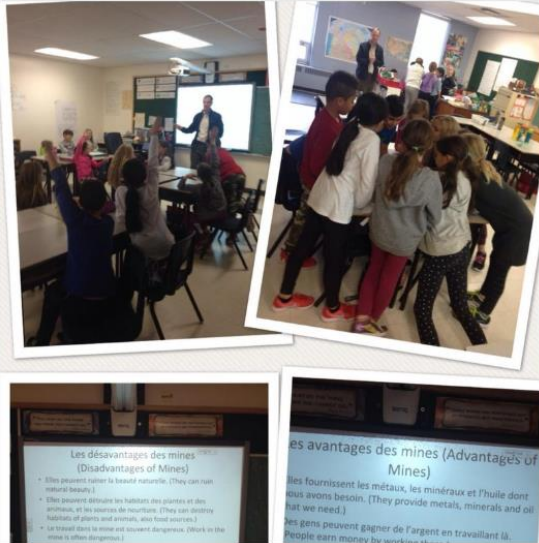
Replying to @MrsKMsClass @EIRProgram @PlowmansPS2016

this sounds very exciting. I feel I need more details. ;)

 **K Cuddihey**
@stgregory45

Follow

Assessing social & environmental impacts of human uses of rocks and minerals through debate with our @EIRProgram.



1:07 PM - 13 Nov 2017

5 Likes 

 **23 EH!**
@Bracht155

Follow

Working with Engineer Lindsay to "mine" our 🍪 for "gold"! Trying to reduce our waste and minimize the harm to our environments @EIRProgram @EarlHaigPS @TDSB_STEM #busyday



12:45 PM - 4 May 2018

4 Retweets 12 Likes 

 4  12 

K Cuddihey
@stgregory45 Follow

Conducted a few experiments today to show some basic properties of light. Thanks Mr. Ball! @EIRProgram #greottawa

5:30 PM - 17 Apr 2018

1 Retweet 7 Likes

Madia A
@MSAyala_tdsb Follow

EIR Day in Room 210! EIR Challenge - Design and build a bridge that is stable enough to withstand the weight of Dash. Ss used a #ProProChart to design a bridge model that incorporated each members 'PROS.' #collaboration @EIRProgram @RotmaniThink

Bridge	Span	Width	Height
Bridge 1	5.0m	3.0m	1.0m
Bridge 2	5.0m	3.0m	1.0m
Bridge 3	5.0m	3.0m	1.0m
Bridge 4	5.0m	3.0m	1.0m

12:45 PM - 6 Mar 2018

1 Retweet 6 Likes

Team Gill-Ling
@shelterbay6 Follow

Just another Saturday collaborating with our engineer in residence David Au, taking first place in the tower challenge.

8:34 AM - 16 Sep 2017

9 Likes

Dafna Jalon
@DafnaJalon Following

Steve Jobs programmed on an Apple. We used apples and bananas @FaywoodABC. Thanks Josh @jobua_ting @EIRProgram @TDSB_STEM

8:25 PM - 14 Nov 2017

5 Retweets 13 Likes

EIR Program Impact - End of Year Survey (Teacher Feedback)

During the “End of the Year” survey we asked teachers “**In what different ways did the EIR program impact your classroom?**”. The results (below) illustrate the positive impact of the program is having for students.

<i>Level of engagement increased</i>
<i>The students enjoyed the EIR visits, and they liked the activities that were co-planned.</i>
<i>Our students had the chance to inform themselves about various aspects of engineering in a way otherwise not feasible to many of them</i>
<i>Curriculum integration and hands on experiences. Interaction with the engineer and opportunities for questioning related to this career.</i>
<i>Provided the students an opportunity to get to know the field of engineering, as well as the different fields within this discipline.</i>
<i>Having Anna here was a source of inspiration! The girls greatly benefitted from hearing her experiences, and just being inspired by her!</i>
<i>Students think about Engineers, the field of Engineering, and the applications of Math. They learned a lot about the engineering process through hands on activities.</i>
<i>Allowed students real-life applications of topics learned in class</i>
<i>Students got to meet and greet in order to find out more about what engineers do. It helped them understand the people behind innovation.</i>
<i>The program and Engineer Barbara especially increased students' interest towards science and engineering, boosted students' curiosity and academic achievement, and last but not least developed their social skills by working in teams on hands-on creations.</i>
<i>Positive impact, students enjoy learning about science, technology and engineering.</i>
<i>Our EIR gave students a mentor to talk to when planning their makerspace projects.</i>
<i>It will encourage my children to possibly pursue a job in engineering. It also encouraged them to ask questions and problem solve.</i>
<i>girls were engaged in the science.</i>
<i>Girls were excited</i>
<i>The students were excited for the visits</i>
<i>Students were more interested in how "things work"</i>
<i>The students enjoyed seeing a new face, hearing about her experiences, and seeing an amazing female role model</i>
<i>It helped my students take more risks and not be afraid of failure which is important when developing self-efficacy and innovative problem solving.</i>
<i>EIR program allowed the students to problem solve, think creatively and critically, team building and allowed the students to view engineering through a different lens.</i>
<i>Hands-on, inquiry, collaboration</i>
<i>students look forward to Mr. Engineer's visit and get a different perspective of engineering</i>

Having a guest speaker is an interesting experience for students. They have enjoyed hearing about what an engineer does, what types of engineers there are and what they do/how it affects us.

students got a great sense of how to apply science to real life problems - great connection with the curriculum - in particular, the flight unit in grade six

highlighting the need for the fundamentals, good attitude and approach to taking notes and learning the foundation of electronic theory

My EIR really engaged my students and made them excited for STEM subjects.

Students especially enjoyed the hands- on activity. It was nice that the engineer had a budget.

amazing activities

Students were very engaged. Extra hands for building projects was extremely helpful. Allowed for more hands on learning.

The program helped to peak the students' interests and curiosity in science and engineering.

Students were very positive and engaged.

Joanne did a great job supplementing the curriculum with practical experiments and démonstrations that the kids really enjoyed.

Fun, hands on learning

The activities allowed students to identify problems and situations that might impact them or their community. Lots of hands-on, engaging activities. They learned about engineering and how science and math, and problem solving are a part of this profession..

positive impact - added a welcomed level of expertise

Through funding for the EIR program, Mr. Sahem was able to provide the hardware to implement an Arduino unit in my grade 10 computer studies course. We are using teaching resources we found online. He will be in my class 3 days next week when we will be implementing the unit.

Mr. Sahem has attended a meeting of our after school robotics club. We were investigating pneumatics, and he was able to help the students learn how to use the equipment.

Mr. Sahem has also added functionality to one of my activities using Microsoft Excel. He has experience programming in VBA, so has added some components to the spreadsheet. Students will see examples of how Excel can be extended using programming.

He brought in his own personal experiences and tapped right into our topics of conversation in various aspects of our Environment and Energy units.

Positive role model was a big plus. Plus we had fun.

Desiree Gajonera was very flexible and conducted lessons with gr 9 Science, gr 11 Physics and gr 12 Physics. Talks on careers in engineering, details of applications of Physics and Chemistry, demos and labs.

Exposure to real-life situations and develop a better understanding of what an engineer do.

We do lots of hands on things in our classroom but having an actual professional engineer to work with on projects was magic for them.

I felt a new face gave a positive voice to discuss and show how important STEM is for their lives.

The students got introduced to a different field of study and different applications they were interested in.

Yes. There are many different branches in the world of engineering. Not just building.

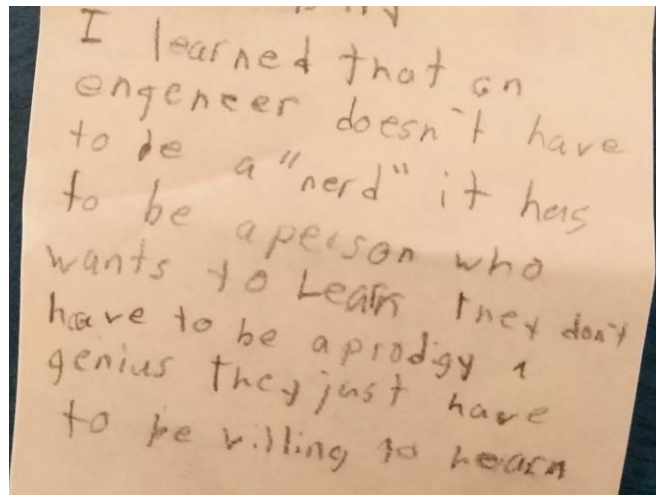
I think the program is great for making the profession seem more accessible and more open a wider population.

Personally, I had a great experience all the way through and I am happy the program reinforced problem solving and team-building skills as essential approach in most areas of our life.

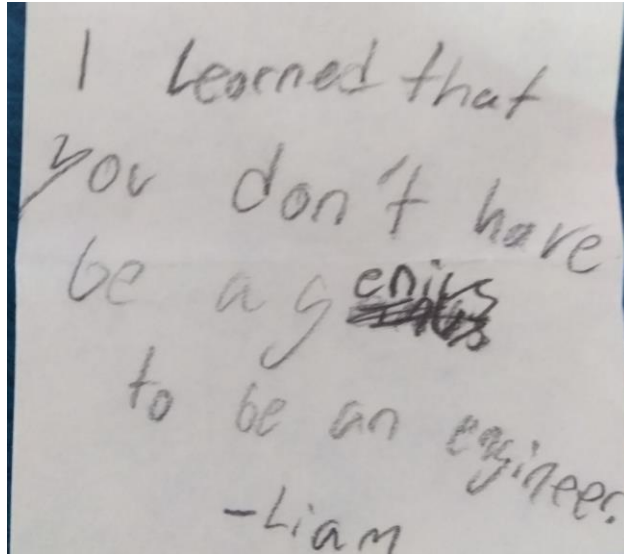
I was always interested in math and science but engineering always felt less accessible, now in time, thanks to this program, I feel more competent even to talk about it!

EIR Program Impact: feedback from students

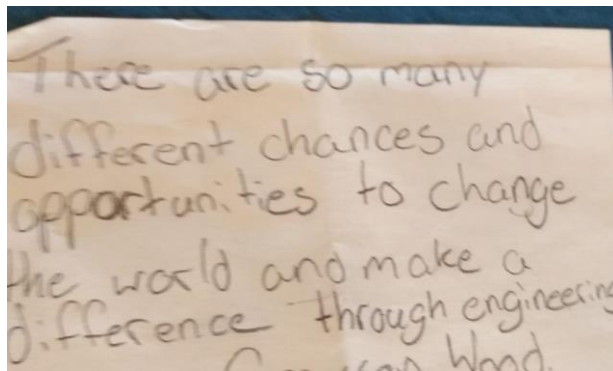
The following feedback was collected after and “engineering day” event hosted by an EIR/Teacher at Spencer Avenue School.



The impact we are seeing: the messaging “there is a place for you” is coming through loud and clear for this individual who thought previously that you need to be a “nerd” to be an engineer, but now knows that isn’t the case.



The impact we are seeing: growth mindset is evidence here as this student realizes that you don't need to be a "genius". The realization that you can learn the knowledge and skills you need to be an engineer.



The impact we are seeing: here a student's eyes have been opened to the many possibilities that engineering has to offer and positive impact engineers have on the world.

EIR Program Impact - Special Stories

1. James Whatley

This is James's second year as an EIR, but you may remember him from last year as we included him in the April report for the "Award of Distinction" he received as a result of the work he is doing with the program. He was nominated by the school Principal for the impact he had on a grade 12 class in Port Credit, in the Peel District School Board.

James reached out to us recently to give us some insight into the impact that the EIR program is having on the students he is working with. We were particularly touched by the story of Ling:

"One of the students, a young woman named Ling, was in the Grade 10 class last fall, where we did the LM317 power supply soldering project. Ling did an especially fast, accurate job, so with the concurrence of the teacher, Shaun Knowles, we made her a TA to

help the others. This term, Ling is the only female in the class and I suggested we again make her the TA, based on the fact that she also finished Phase 1 of the current project and had it working before any of the others.”

We think this is a very powerful message because James is deliberately putting a young female in a leadership role. It tells us that: (a) James is taking action to promote a positive example of women and engineering/STEM, and (b) having an EIR presence in that environment has provided a positive experience for Ling, and all the other students involved.

2. David Au - at Shelter Bay Public School

The following article was submitted to the local community paper:

A “Fun With Physics” program, an iMax movie called “Dream Big” and even 50% funding are three amazing gifts given to Shelter Bay’s 5/6 Pod while on their trip to the Ontario Science Centre on March 8th 2018 to support National Engineering Month, sincerely from a wonderful group that goes by the name of **“Engineer in Residence Program”**. **Which is an outstanding program that solely revolves around inspiring young future Scientists and Engineers.** Five adults who are also large fans of technology will be accompanying the lucky students on their field trip. And fortunately, one out of five of these adults are an Engineer themselves. Mr. Au has decided to attend as a representative of the Engineers in Residence group to introduce the Pod to a world of Science and wonder.

3. John Loach - at Valley Park Public School

John's work at Valley Park has been literally like a lifeline to the future. I wholeheartedly support his funding initiatives! - Owen McDermott (TDSB teacher)

Your passion and enthusiasm are inspirational and I am so grateful to you for devoting your time and resources to providing the students of Valley Park with these potentially life-changing opportunities! - Annika Pint (TDSB teacher)

Paymon,
Thank you so much for
coming in to work with
our class today! They learned
so much and had a great
time! We look forward to
working with you again in
the future. Sincerely,
Mme Jovichenich
and the Grade 5's



Briefing Note – Decision

Aptify Upgrade Update and Request for Additional funds

Purpose: Status report on the Aptify upgrade project and a request for additional funds to complete.

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

That Council approves additional funds of \$100,000 US needed to complete the Aptify upgrade.

Prepared by: Michelle Wehrle, Director, Information Technology

Moved by: Michael Chan, P.Eng, Chair, FIC

1. Need for PEO Action

The Aptify Upgrade project budgeted \$150,000 (US) in 2018 and requires additional funds to complete the project.

The Aptify Upgrade Project consists of two main parts;

- a) Upgrade of the Aptify database and desktop client, first from Aptify 5.5 to 6.0, then to the 6.0 web client, for which PEO partnered with Aptify to complete.
- b) Integrations are the responsibility of PEO and involve reconfiguring all applications that either push or pull Aptify data, including PEO Portal, 212 reports, PEO directories, PC banking, etc. Integrations impact schedule and PEO staff resources.

The additional funds being requested are for Aptify to complete the upgrade of the Aptify database and desktop client only.

Background

Aptify 5.5, PEO's current and primary repository of all member and applicant data, needed to be upgraded as Aptify was no longer supporting the product as well as no longer developing security updates. In addition, Microsoft, as of July 2019, would no longer be supporting the database that Aptify is built on. In December of 2017, PEO initiated a project to upgrade Aptify 5.5 application and client to the most recent version 6.0, including upgrading the SQL database Aptify uses. Aptify recommended PEO first upgrade the database and desktop client to 6.0, and then move to the 6.0 web client.

The budget for the upgrade was included in the 2018 budget cycle and was reviewed by the Finance Committee and approved by Council in November 2017.

The total cost of the initial Aptify SOW was \$150,000 US (~\$189,000 Cdn) for time and materials. The project was estimated to take 8 months to complete.

Project Status

As of this date, Aptify has completed 75% of the upgrade of the database and desktop client to 6.0. There are a few outstanding configurations that need to be addressed and three more planned data conversions before PEO could go live. Due to unanticipated increases to PEO IT workload and reduction of staffing in 2018, configurations PEO expected to do in-house were tasked to Aptify to complete. This resulted in additional costs to the project. Furthermore, removal of the unused APEGA customized code and moving from custom code to stock functionality, that is now built into version 6.0, was more challenging than Aptify anticipated.

PEO began to test Aptify web 6.0 in July 2018. The web interface, because it is a different technology, is proving to be more challenging due to PEO's highly customized configurations and processes. The original plan was to move all staff to Aptify Web, except for Finance, which would remain in client until Aptify's web finance module was released circa 2019-2020. However, in web testing, PEO identified several bugs and issues that require Aptify to go to their R&D for solutions and/or workarounds. Aptify currently cannot guarantee these fixes would be addressed in 2018, or would not result in Aptify requesting additional funds from PEO to address. Due to this uncertainty, coupled with the time until the Aptify Finance web module is released and rolled out successfully to other Aptify clients, the least risky option is for PEO to proceed with Aptify database and client 6.0 only and not proceed with the implementation of Aptify web.

To complete the upgrade to the database and Aptify desktop client 6.0 will require an additional \$100,000 (US) with the project projected to finish in Q1 2019.

Next Steps

- Council to approve budget to complete Aptify Upgrade
- PEO to sign Change Order with Aptify
- PEO and Aptify to complete the upgrade

2. Proposed Action / Recommendation

Upgrade PEO database and desktop client to 6.0 for \$100,000 (US) in Q1 2019. This would address all the risk related issues with the older database no longer being supported by Microsoft, and all PEO staff would be on the latest version of client. Once live with Aptify client, PEO would come back to Council with a Statement of Work (SOW) for upgrading all PEO, including finance, to Aptify web in 2020. At this point, upgrading to web comes with functionality, budgetary and schedule uncertainty.

3. Next Steps (if motion approved)

- PEO will sign a fixed price Change Order with Aptify and proceed to complete project to version 6 Aptify desktop client.

4. Policy or Program contribution to the Strategic Plan

- This is an operational matter and not with the scope of the Strategic Plan.

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

	Operating	Capital	Explanation
Current to Year End	\$	\$218,000 US	Original budget is \$150,000 US, seeking an additional \$68,000 US in 2018.
2 nd	\$	\$32,000 US	
3 rd	\$	\$	To be estimated once the full version of Aptify Web is released in 2019/2020
4 th	\$	\$	
5 th	\$	\$	

6. Peer Review & Process Followed

Process Followed	<ul style="list-style-type: none"> • In 2017, a 3-year IT strategic plan was developed and it outlined the strategic direction and technology risks to PEO. At that time it was identified that the version of Aptify that PEO not been updated since 2013 and Aptify was no longer developing patches or updates to ensure stability and security of this version of the product.
Council Identified Review	<ul style="list-style-type: none"> • Budget to upgrade Aptify to the most recent version was included in the 2018 budget cycle and approved Council in November 2017. • December 2017 a memo was sent to President Bob Dony and Gerard McDonald by Michelle Wehrle, Director Information Technology, outlining the need for PEO to upgrade Aptify and included the Statement of Work from Aptify for signature. • January 2018 the project was started with an estimated delivery date of 6 to 8 months. • June 1, 2018, Michelle Wehrle provided an update to Council at the Council Retreat that the project was on budget and on time • July 19, 2018, Michelle Wehrle provided an update to Executive Committee that the project was no longer on budget or on time. New estimated delivery date was for November and that additional funds would be needed. Executive Committee directed that an update on the project and a request for additional fund be sent to Council for the September 2018 council meeting.
Actual Motion Review	<ul style="list-style-type: none"> • N/A

COUNCIL ACTION LOG

Purpose: To provide Council with the Council Action Log.

No motion required

Prepared by: Ralph Martin, Manager, Secretariat

1. Status Update

In June, 2018 Council tasked staff with developing a Council Action Log. The log is designed to capture Action Items as well as identify the Lead Responsibility and the Status.

The purpose of the Action Log is to capture action items from Council meetings and provide Council with updates on steps taken on each issue.

2. Background

A draft Council Action Log was prepared in July and was reviewed by SMT on August 7, 2018. Further updates were made to the Action Log on September 4, 2018.

3. Appendices

Appendix A – Council Action Log

Council Action Log

C-520-2.13
Appendix A

Date	Action Item	Description	Lead Responsibility for Follow-up	Status
June 22, 2018 (Council)	Changes to T or R's	Must show track changes	Corporate Services	Completed - Volunteer management will work with committee advisors to ensure that changes to t of r's are indicated
June 22, 2018 (Council)	2.4 Election Matters	Amended motion to remove Issues Report item 13 – amend motion and procedures re: removal of item 13.	Corporate Services	Completed - Motion and procedure amended
		Police checks for candidates	Corporate Services- Ralph	CESC to consider issue of police checks for candidates
		Full report after next election cycle to determine if regional all candidate meetings make sense given costs	Corporate Services - Adeilton	Completed - RCC decided not to continue with the regional all candidate meetings but instead will direct funds to support holding regional viewing events so members can come together and watch the all candidate meeting webcasts
June 22, 2018 (Council)	2.7 SPTF T of R	<ul style="list-style-type: none"> • Need to recruit based on new T of R • Inform previous candidates of new T of R and ask if they wish to continue candidacy 	Corporate Services – Ralph and Viktoria	Completed - Recruitment conducted, previous candidates informed, briefing note for appointments on September Council agenda.
June 22, 2018 (Council)	3.5 CESC Appointments	<ul style="list-style-type: none"> • Issue with nominees • Need more structured criteria • Need to repost for positions 	Corporate Services – Ralph and Viktoria	Completed - Recruitment conducted, previous candidates informed, briefing note for appointments on September Council agenda.
June 22, 2018 (Council)	3.7 C & TF Roster	<p>Request additional information going forward</p> <ul style="list-style-type: none"> • Request the number that have applied (do this for DIC initially and then decide if this is necessary) 	Corporate Services - Olivera (Viktoria)	Completed – volunteer management will provide information regarding DIC recruitment going forward.

Date	Action Item	Description	Lead Responsibility for Follow-up	Status
June 22, 2018 (Council)	4.1 Response to Fairness Commissioner - FARPACTA	Respond with option B	Interim Registrar	Completed – Letter send to Fairness Commissioner.
June 22, 2018 (Council)	4.2 In-camera Minutes	Add Lorne to attendees	Corporate Services	Completed
June 22, 2018 (Council)	4.4 HRC Update	Does HRC feel there is a process in place if the Registrar is displaced?	Corporate Services - Scott and Olivera	Ongoing – HRC currently focused on Registrar recruitment.
June 22, 2018 (Council)	4.10 Anti Workplace Harassment Policy	<ul style="list-style-type: none"> • CAO to review policy for ultra vires provision re: removal of a Councillor • Change BN from Decision to Information 	Corporate Services	Completed

RISK REGISTER

Purpose: To provide Council with a regulatory risk register.

No motion required

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

1. Status Update

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

The purpose of a risk register is to provide Council with a structured approach to managing risks. It provides an approach to addressing risks rather than an ad hoc or reactionary response framework. A risk register strengthens organizational governance through the identification and assignment of risk management accountability. Finally, it enhances the communication of risk across an organization and thus broadens the understanding throughout the organization of current and emerging risks.

Staff have been tasked to develop operational and regulatory risk registers based on the risk register presented to Council in 2017. Starting with the September 2018 Council meeting, Council will receive the updated regulatory risk register through a standing item on the Council agenda.

Appendices

- Appendix A – Regulatory Risk Register
- Appendix B – Regulatory Risk Register Heat Map
- Appendix C – Risk Assessment Scales

Professional Engineers Ontario
Regulatory Risk Register

C-520-2.14
Appendix A

Updated as of September 5, 2018

Risk #	Risk Factor/Description of Risk	Likelihood (1 - 5)	Impact (1 - 5)	Overall Risk Score (1 - 25)	Risk Category	When Action Required	Accountable	Risk Response/Mitigation Strategy
1	Loss of Regulatory Status A lack of confidence in PEO to regulate the practice of professional engineering resulting in legislation removing the ability of Council to determine standards of practice, licensing requirements and regulatory compliance/discipline procedures.	3	5	15	Strategic	6 - 12 months	Council	Undertake external third party review of regulatory activities, then follow up with comprehensive external third party review of entire organization.
2	Vision or Strategy A lack of vision, strategy or direction could result in the public interest not being protected, diminished public confidence and diminished engagement with licence holders.	1	4	4	Strategic	action not required	Council	Strategic plan in place. Strategic plan progress reviewed by Council quarterly.
3	Succession planning for Registrar and senior management A lack of succession planning for the positions of Registrar and SMT could result in delays in decision-making and loss of knowledge.	3	3	9	Strategic	6 - 12 months	Council	Succession planning in place for Registrar and SMT. Job descriptions kept up-to-date.
4	Backlog in complaints investigations Influx of files prevents timely processing.	1	3	3	Regulatory	annually	Council	Trend analysis. Reserve fund available for contingencies.
5	Backlog in academic requirement assessments. Influx of files prevents timely processing.	1	4	4	Regulatory	annually	Council	Trend analysis. Reserve fund available for contingencies.
6	Backlog in experience requirements assessments. Influx of files prevents timely processing.	1	4	4	Regulatory	immediately	Council	Trend analysis; Reserve fund available for contingencies; Additional staff hired.

Professional Engineers Ontario
Regulatory Risk Register

Updated as of September 5, 2018

Risk #	Risk Factor/Description of Risk	Likelihood (1 - 5)	Impact (1 - 5)	Overall Risk Score (1 - 25)	Risk Category	When Action Required	Accountable	Risk Response/Mitigation Strategy
7	Backlog of enforcement investigations Influx of files prevents timely processing.	1	3	3	Regulatory	annually	Council	Trend analysis. Reserve fund available for contingencies.
8	Registration Committee untimely decisions Loss of public confidence. Risk to public.	2	3	6	Regulatory	annually	Council	Training provided to REC members and Council meeting updates.
9	Discipline Committee untimely decisions Loss of public confidence. Risk to public.	2	3	6	Regulatory	annually	Council	Training provided to DIC members; Council meeting updates; Executive Leadership intervention
10	Extraordinary Unbudgeted Expenditures Impact on cash flow, reserve fund and/or regulatory functions as a result of extraordinary and significant items that were unbudgeted or exceeded expected budget.	4	2	8	Regulatory	annually	Council	Financial and operational controls/policies in place. External auditor reviews financial controls annually. Monthly financial reports reviewed. FIC/AUC quarterly and annual review. Council informed of any extraordinary and significant unbudgeted expenditures.

Regulatory Heat Maps

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

Chart 1

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

Chart 2

		Impact				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	Almost Certain 5					
	Likely 4		10			
	Possible 3			3		1
	Unlikely 2			8 9		
	Rare 1			4 7	2 5 6	

Risk Assessment Scales

Likelihood

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

Severity of Impact Benchmarks

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

Briefing Note Protocol

Purpose: To propose a pilot project to utilize and refine a new briefing note protocol to ensure that all briefing notes coming to Council are ready for prime time.

No motion required

Prepared by: *David Brown, President*

1. Status Update

At Council's request I have prepared a report that addresses the current briefing note protocol. In addition, I have included a proposed process as a pilot project for Council that addresses and ensures that all future briefing notes are truly ready to be presented to Council. The main focus of this proposal is to allow Council to work more effectably and efficiently as a board and focus our time on substantive items that have been properly peer reviewed and vetted amongst our committees and volunteer base.

2. Background

In the June 2018 meeting of Council a number of briefing notes were included on the agenda that were clearly not ready for prime time and lacked, in some cases, proper Council mandated peer review, vetting, financial information, staffing requirements, etc.. Although the heart of many of these motions were not at question, and in fact had merit for future work, the current briefing note protocol falls short and in turn proved to frustrate the process along with Council.

Given this outcome and evidence provided I felt it necessary to consider both the history of peer review within our organization and how we might improve our current briefing note protocol going forward. From this, I have assembled the attached report outlining these aspects of the problem and for consideration of Council, propose a more refined way of preparing, vetting, and tabling briefing notes.

3. Appendices:

Appendix A – Current and proposed protocol

Appendix B – ResourceBrief – Establishing Evidence for Regulatory Policies

Appendix C – OAA Flowchart

Colleagues,

Staff reminded me that I missed addressing an action item from our June Council meeting that I was tasked to do for Council. The excerpt from the minutes is as follows: "**President Brown to prepare an email to Council reminding them of the current briefing note protocol ahead of the September Council Meeting**".

As you may recall from our June meeting, the requirement to have briefing notes peer reviewed prior to going to Council was a central issue in our deliberations in the morning session. This issue is far from new and previous Councils have addressed the requirement for peer review in the form of policy however, over time we have become less strict about this requirement although I find myself at a loss as to why. In my opening remarks to Council at the onset of the June meeting I was concerned that a number of decision briefing notes that did not have adequate, or any, peer review risked not only absorbing a significant amount of Councils time but had a high probability of not passing. I also noted that the heart of the motions were not at question and in many cases Council could see that further work was required thus a number of them were referred back accordingly.

Below are the excerpts from previous Councils work with respect to peer review and what a substantive motion entails.

Excerpt from the 458th Meeting of Council – September 17-18, 2009

10681

**PEER REVIEW GUIDING
PRINCIPLE AND BRIEFING
NOTE PROTOCOL**

President-elect Freeman stated that the Peer Review Task Force was recommending motions to strengthen and clarify PEO's current peer review policies and practices. She then reviewed the proposed peer review process. In addition, she advised the Executive Committee had reviewed the process at its August 2009 meeting and was recommending its approval.

Moved by President-elect Freeman, seconded by Vice President Chisu:

That Council:

1. endorse the following guiding principle:

Peer Review Guiding Principle:

Peer involvement is to be a systemic consideration at all levels of policy development, and a systemic practice on all motions reaching Council for

consideration

2. affirm the following policy development direction:
Non-Peer Stakeholder Review Direction:
Relevant non-peer stakeholders shall be identified, and their level of involvement identified, on all motions reaching Council for consideration.
3. affirm that it expects peer and stakeholder review to be clearly and explicitly identified as a separate bullet on all motions reaching Council for consideration as exemplified in C-458-3.2, Appendix C
4. recognize over the next year (i) new policy or policy change motions, (ii) changes to the Act/Regulations/By-Laws motions, (iii) financial decision motions, (iv) political based motions, and (v) public interest motions as necessarily substantive motions for the purposes of peer review, that all other motions to Council are to be considered substantive unless the Executive Committee decides otherwise, and that the Executive Committee will provide for Council's consideration by December 2010 a more permanent definition of substantive motions for the purposes of peer review.

CARRIED

As an aside I've long since learned that what goes around, (at PEO) comes around and the substantive motion definition below lends itself to the work Councillor Reid has been doing on triggering a super majority vote on cost decisions. As you will note below, this specific issue has been partially addressed with a threshold of \$25,000 under c) below.

Excerpt from the 466th Council Meeting – November 18-19, 2010

**10880
DEFINITION OF
"SUBSTANTIVE MOTION"
FOR PEER REVIEW
PURPOSES**

The Chair stated that Council was being asked to approve a definition of "substantive motion" for peer review purposes. She explained that Council had directed the Executive Committee to develop a more permanent definition and to recommend the definition to Council for approval.

Council considered the definition of "substantive motion" as developed by the Executive Committee at its October 2010 meeting and considered amendments.

Moved by Councillor Fraser, seconded by Councillor Ballantyne:

That Council recognize that "substantive motions" that will require substantive peer review by legislated committees as a minimum, unless waived by Council are motions that:

- a) affect new policy or policy change;
- b) affect changes to the Act, Regulations or by-laws;
- c) affect financial decisions in excess of \$25,000.;
- or
- d) as determined by Council.

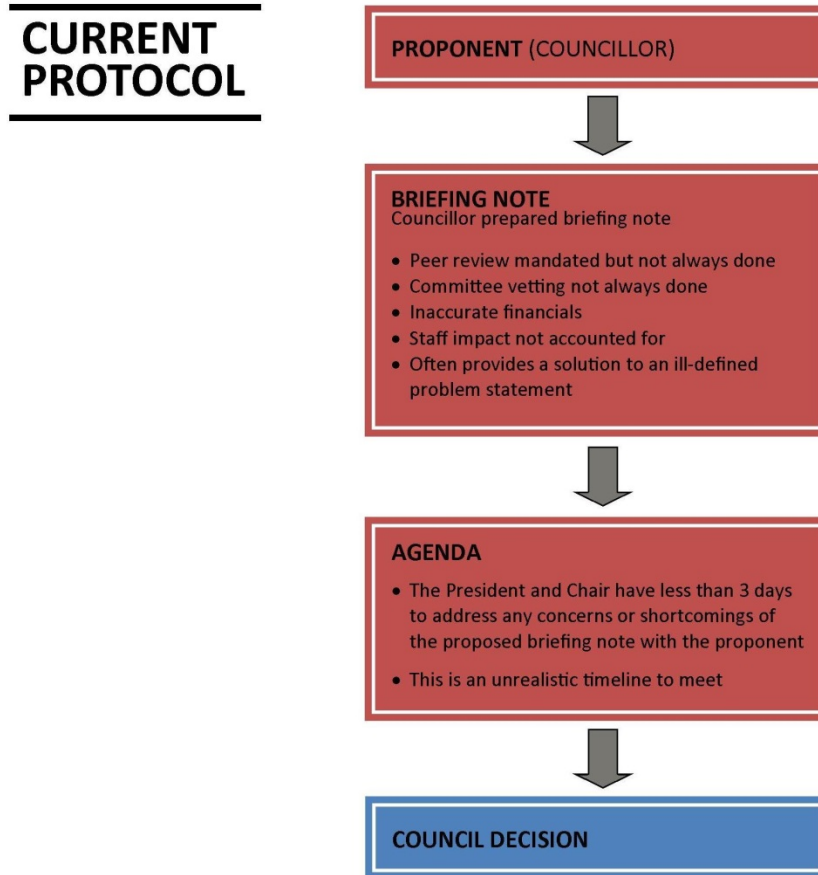
CARRIED

As chair, part of my "job" (if you will) is to ensure that Councils time is used efficiently so that decision motions that are truly ready for prime time are afforded as much time in the agenda for deliberation as possible. However, when there are briefing notes on our agenda that are clearly not ready it makes my job and that of any chair, very difficult and further, it will and does frustrate both the process and Council.

Therefore, with Staff's help I've taken the work of previous Council's where peer review was mandated into policy and assembled 2 flow charts for your review. These will also be in your upcoming Council package and have been peer reviewed by the Executive Committee, staff and a few senior members of Council who possess historical corporate knowledge. My intent here is to help put a protocol in place that Council can fine tune over my term to ensure that all briefing notes coming to Council are truly ready for prime time. Once we work together to get the bugs out of the final product I would like to enshrine this into policy so future Councils can

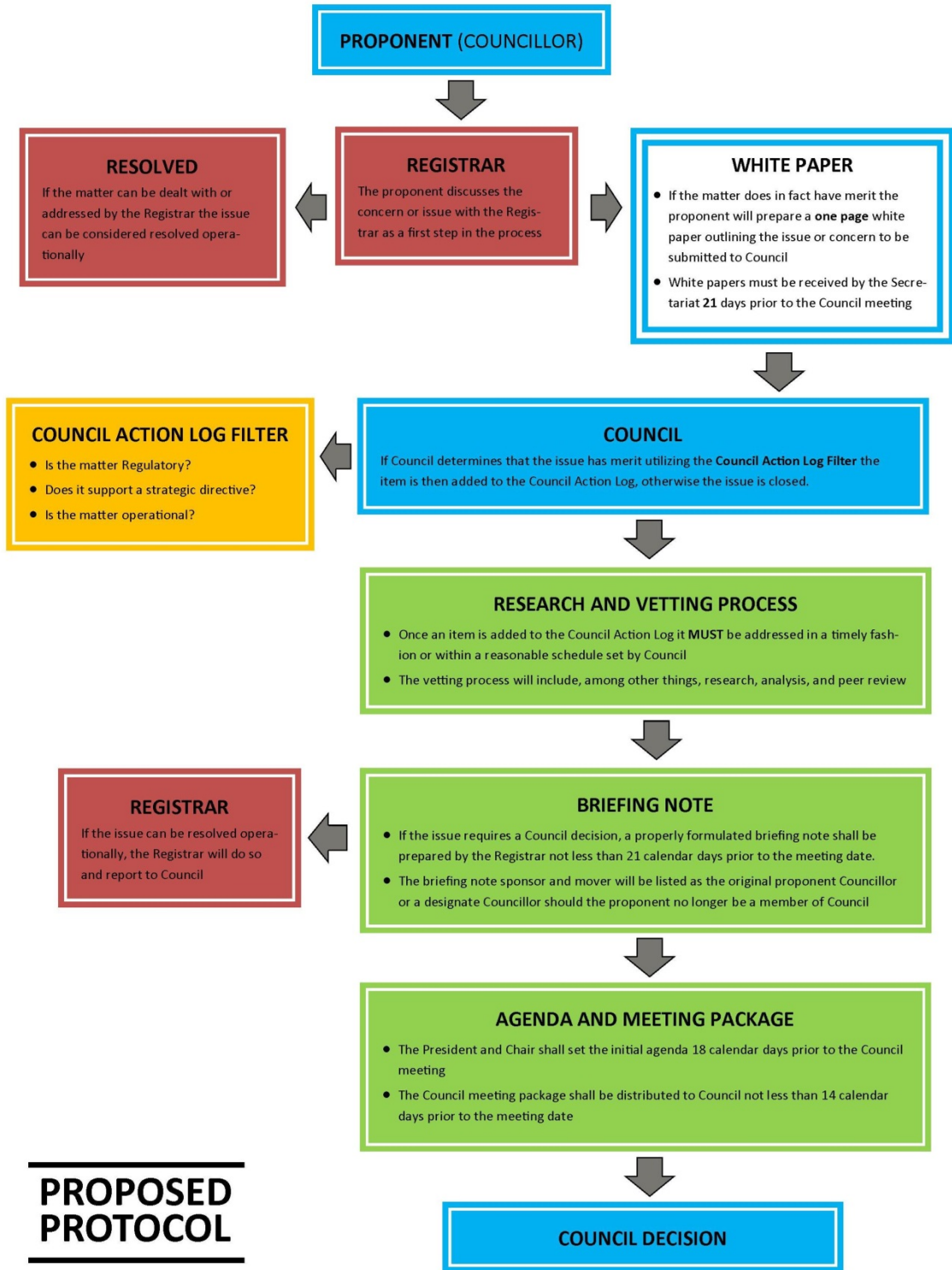
work more efficiently and spend as much time as possible on matters that have been properly prepared and vetted.

Below is our existing protocol for briefing notes. Although peer review is required, of late it has not been mandated per the aforementioned Council motion which has proven to be problematic time and time again.



Next, is my proposed flow chart that will in effect create a 2 step process for briefing notes to ensure that decision items coming to Council are truly ready for prime time. It provides two distinct advantages beyond our current process in that it allows a proponent to make a case (white paper) to Council that will measure the value proposition of doing further work on the issue. By doing so, it will save the proponent a great deal of time and energy by preparing a focused briefing note that has a much higher chance of being passed by Council. I am confident a process of this nature will ensure a greater level of success for the proponents and ensure Council's time is used much more effectively and efficiently.

Please don't be concerned about the number of boxes in this chart but rather the process it outlines.



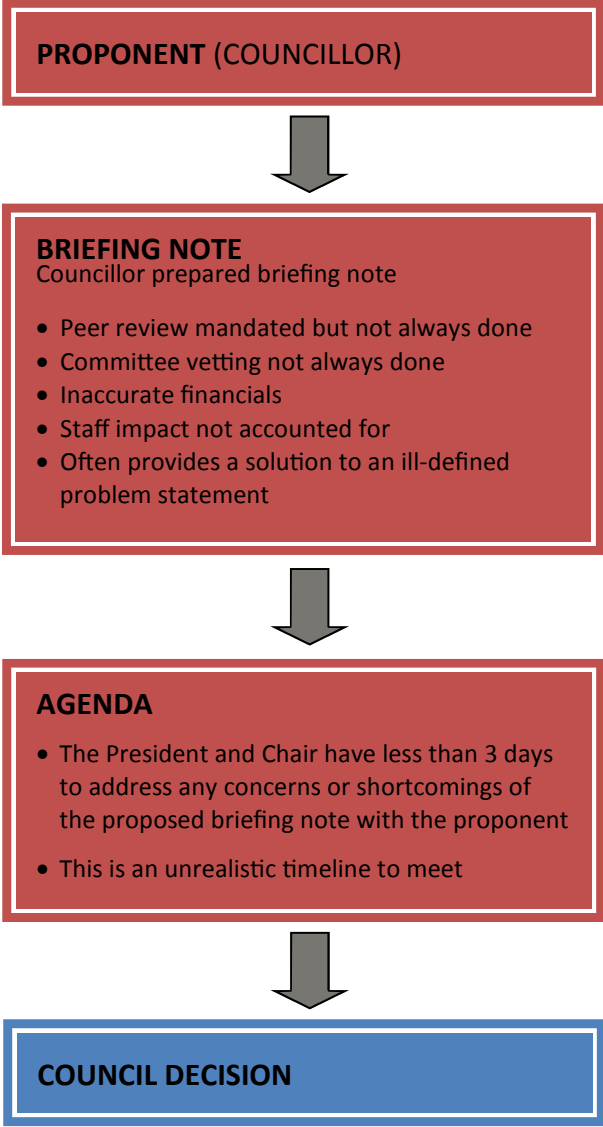
Thank you for reviewing this and I look forward to our discussions related to this protocol. Your support in helping refine this over my term will ensure future Councils are able to work more efficiently. The process, once refined, will provide staff and committees clear direction on how a proper briefing note is prepared, vetted and presented to Council for decision.

Thank you in advance for your consideration of this pilot project.

A handwritten signature in black ink, appearing to read 'DB', with a long, wavy horizontal line extending to the right.

Dave Brown

CURRENT PROTOCOL



PROPONENT (COUNCILLOR)



REGISTRAR
The proponent discusses the concern or issue with the Registrar as a first step in the process



RESOLVED
If the matter can be dealt with or addressed by the Registrar the issue can be considered resolved operationally

WHITE PAPER

- If the matter does in fact have merit the proponent will prepare a **one page** white paper outlining the issue or concern to be submitted to Council
- White papers must be received by the Secretariat **21** days prior to the Council meeting



COUNCIL
If Council determines that the issue has merit utilizing the **Council Action Log Filter** the item is then added to the Council Action Log, otherwise the issue is closed.



COUNCIL ACTION LOG FILTER

- Is the matter Regulatory?
- Does it support a strategic directive?
- Is the matter operational?



RESEARCH AND VETTING PROCESS

- Once an item is added to the Council Action Log it **MUST** be addressed in a timely fashion or within a reasonable schedule set by Council
- The vetting process will include, among other things, research, analysis, and peer review



BRIEFING NOTE

- If the issue requires a Council decision, a properly formulated briefing note shall be prepared by the Registrar not less than 21 calendar days prior to the meeting date.
- The briefing note sponsor and mover will be listed as the original proponent Councillor or a designate Councillor should the proponent no longer be a member of Council



REGISTRAR
If the issue can be resolved operationally, the Registrar will do so and report to Council



AGENDA AND MEETING PACKAGE

- The President and Chair shall set the initial agenda 18 calendar days prior to the Council meeting
- The Council meeting package shall be distributed to Council not less than 14 calendar days prior to the meeting date



COUNCIL DECISION

**PROPOSED
PROTOCOL**

RESOURCE BRIEF

a publication of the Council on Licensure, Enforcement & Regulation

Establishing Evidence for Regulatory Policies: A Method and Case Example

Deb Elias, RN, MN Director of Practice and Standards, College of Registered Nurses of Manitoba

Jill Tomasson Goodwin, Ph.D., University of Waterloo

Leanne Worsfold, RPN, iCompConsulting

Based on a recent case example involving registered nurses in Canada, this article generalizes core research practices to provide regulators with a three-step method for systematically and critically reviewing the evidence supporting regulatory policies.

Government legislators have required increasing levels of transparency and accountability from professional bodies. In response, regulators have needed to review their policies to ensure that they are defensible and reasonable rather than arbitrarily set by local regulatory culture. By “policy,” we mean “legislation, regulations, council policies, operational policies or standards.” Consequently, many regulators are reviewing their policies to ensure that they are informed and supported by evidence.

To offer a specific example: the competency requirements of registered nurses in Canada have increased over the past 35 years from practice hours alone (1980¹) to a self-assessment, learning plan, learning goal, learning activities (2003²) (and in Manitoba, Canada, a jurisprudence learning module (2013³)), and a minimum number of practice hours over a five-year currency period. Of these, the longest standing criterion — practice hours in a set time period — is a product of regulatory culture, and its value, universally accepted as fact. This requirement presents regulators with an opportunity to test its conventional wisdom. To investigate this specific claim — and to offer a more general model for testing policies for evidentiary support — our resource brief offers a three-step process for regulators to follow, based on a replicable method developed by the researchers and instantiated via the practice hours case.

A Method to Test for Evidentiary Support: A Three-step Process

Regulators may need to analyze and provide evidentiary support for policy as a result of any number of administrative prompts, such as reviewing policy (as part of a scheduled review), drafting new legislation (as initiated by the regulator or government), or writing new standards (as part of a risk mitigation strategy). Likewise, the prompt might be situational, such as requests from internal or external stakeholders (registrants, the government, or the public). In both kinds of prompts, the regulatory questions are the same: Why is this policy in place? Does it achieve what we want it to?

Regulators can work through three steps to test policies for evidentiary support: What evidence do I have? (step 1). If I need new evidence, how do I set up a research study? (step 2). Once I have the evidence, what are my next steps? (step 3).

Step 1: What evidence currently exists that supports this policy?

Regulators can draw upon pre-existing evidence under two major categories: subject matter expert opinion (SME) and already conducted research. Because of the general paucity of regulatory research, SMEs can serve two functions: they can provide expert opinion about the rationale or history of a policy; likewise, they can point to secondary research that might help the initial research scan. SMEs can be internal to

the organization, internal to the profession, or external to the profession; research can focus on either policy or the concepts in the policy.

Table 1: Categories, kinds, and sources of evidence

Research Category	Kind	Source for Regulators
Authority: Subject matter experts	Internal to the organization	Registrar Practice Consultants Conduct Managers Data analysts
	Internal to the profession	Registrants Employers Leaders Other regulators in same industry
	External to the profession	Regulators external to the profession
Existing research: publications	Secondary source documents	Jurisdictional scans (by industry and country) Literature reviews Reports White papers Databases Trends analyses

Should SME expert opinion or existing research be sufficient, regulators can proceed to step 3. However, if neither provides satisfactory enough support, regulators can consider gathering and interpreting their own evidence by undertaking new research.

Step 2: If I choose to gather new evidence, how do I create a research study?

For regulators who need evidentiary support, they can pursue either “secondary” research by assembling opinion and published data, as outlined in Step 1, or “primary” research by acquiring data directly from targeted respondents, which is generally more time-consuming and costly. Typically, primary research falls into six steps that move from formulating the problem to interpreting the findings.

Table 2: Typical primary research steps and their function for regulators

Step	Function for Regulators
1 Formulate a study aim and question	To establish evidence to support policy, standard or requirement
2 Decide upon study design	To establish relationships between data variables (i.e., “causal” or “exploratory” research design ⁴)
3 Decide upon research method (qualitative or quantitative)	To establish most appropriate way to collect data needed to establish causal relationships
4 Decide on research instrument from major types (qualitative interviews, quantitative surveys or data analysis), tested for validity and reliability	To establish credible means of collecting evidentiary support
5 Collect data	To collect data variables in order to test for causality
6 Analyze data	To analyze data variables in order to test for causality

Step 3: Once I have the evidence, what do I need to consider?

If research produces strong results to indicate that a policy needs amending, regulators need to consider the following factors before launching the resulting policy:

- **Systems:** Consider the impact of the change to policy on existing systems both internal (e.g., forms, databases, registrant expectations) and external (e.g., existing employer record keeping and reporting) and possible new systems
- **Approval:** Obtain approval from appropriate bodies (i.e., legislative, board or council, or operations)
- **Communication:** Consider how to communicate the rationale for the change to policy to the registrants, internal administration, and other stakeholders. Communicate the planned-for implementation period, the timing of the change (immediate or delayed), and other impacts on stakeholders
- **Evaluation:** Establish an evaluation strategy for: 1. the new policy; 2. its systems impact; and 3. its communication.

Not all research produces strong results, however. For policies that require additional evidence, regulators can plan for future changes, when more or better evidence becomes available. Regulators can consider moving the policy to a board or council level of governance where it is more easily amended. If unable to move the policy, regulators can also consider early discussions with governance boards about the research to date (issues with policy, evidence gathered, evidence still required) and about potential future changes.

Case Example of Practice Hours Requirement for Continuing Competence

In the case example of RN practice hours and currency period, one of the authors (director of practice and standards) had an opportunity to test this long-standing requirement, as a result of both kinds of prompts: administrative (policy review and draft writing) and situational (research funding to test legacy regulation).

Step 1: What practice hours evidence existed to support the continuing competence requirement?

Since 1980, clinical and non-clinical registered nurses in Manitoba, Canada have been required to practice 1125 hours over five years to maintain

registration. To establish what evidentiary support might apply to this long-standing requirement, the director of practice and standards at the College of Registered Nurses of Manitoba (CRNM) undertook a systematic review of opinion and research, accounted for below. The initial research question was “Should practice hours still be part of a continuing competence requirement?”

The review of opinion and existing research uncovered this evidence:

1. **Subject matter experts:** SMEs internal to the organization and the profession confirmed that the practice hour and currency period may have originated as a method of calculation (based on 2 shifts per month) as an indicator of continuing competence. Canadian SMEs external to the profession also confirmed that practice hours and currency period are used, and how they are applied vary greatly.
2. A **jurisdictional scan** indicated that practice hour and currency period requirements are used globally for RNs and vary greatly.
3. A **literature review** indicated no published evidence that confirmed or refuted the efficacy of practice hours on continuing competence; however, some studies reported on age and experience in relation to competence levels generally.

Step 2: How was the practice hours research study created?

The lead researcher, the CRNM director of practice and standards, made several decisions to execute the practice hours research study:

- Expanded the number of relationship variables from the initial research question (Step 1), formulating these as research sub questions;
- Expressed the new set of variables as the study aim;
- Used the small research fund (C\$2100) to hire a data analyst to select the appropriate statistical methods;
- Used an existing CRNM database as the research instrument;
- To maintain researcher objectivity, established the data scrub parameters only;
- Collaborated with the data analyst to execute the data analysis.

For regulators, strong research results establish causal relationships, or strong correlation,

Table 3: Case example of secondary research review

Research Category	Kind	Source for Regulators	Practice Hours Case
Subject matter experts (SME)	Internal to the organization	Registrar Practice Consultants Conduct Managers Data Analysts	Yes Yes Yes No analyst available
	Internal to the profession	Registrants Employers Leaders Other regulators in same industry	Indirectly (research tool) Indirectly Not required Yes
	External to the profession	Regulators external to the profession	Pilots, paramedics, ice-makers, physiotherapists, occupational therapists
Existing research	Secondary source documents	Jurisdictional scans (by industry and country)	Yes
		Literature reviews	Yes
		Internal databases	Yes
		External databases	Yes, not applicable
		Reports	None
		White papers	None
Trends analyses	None		

Table 4: Case example of primary research steps

Step	Case Example
1 Study question, with six sub questions	Initial research question: “Should practice hours still be part of a continuing competence requirement?” New sub questions to test an expanded number of variables: <ul style="list-style-type: none"> • Is there evidence to support the continued use of practice hours? • Is the 1125 number of practice hours appropriate? If not, could we determine a specific number of hours? • Is the 5-year currency period still relevant? Should we have a shorter currency period? • Do an RN’s years since graduation (i.e., years of experience as calculated by calendar years on the practicing register) affect competence? • Does an RN’s age affect competence? • Does an RN’s highest level of education affect competence?
2 Study design: causal	This study aimed to test the strength of relationships among the variables of practice hours, currency period, years since graduation, age, and highest level of education.
3 Research method: quantitative	Cross sectional (of clinical and nonclinical RN College population for 2014 and 2015), and correlational determination (between variables of practice hours and 5 variables of currency period, years since graduation, age, highest level of education, and competence as expressed in multisource feedback survey)
4 Research instrument: multisource feedback survey (MSF)	MSF used as proxy for competence
5 Data collection	CRNM database of randomly selected 331 clinical and nonclinical RNs provided multisource feedback survey data from self-report, colleague and client reports
6 Data analysis	Secondary use of anonymized data from multisource feedback surveys, including correlating RN demographic data

among data variables; mixed results establish some causal or correlational relationships; inconclusive, no relationships. Our case example did not uncover causal relationships amongst the variables: there is no strong relationship between practice hours, currency period, years since graduation, age, and highest level of education.

Even for the weak study results, five findings emerged that may be useful to nursing regulators:

1. For clinical and nonclinical RNs, strong correlational evidence ($r=0.86$) exists between the total practice hours in the past 3 and 5 years; therefore, a shorter currency period of 3 years may be as effective as 5 years (sub question 3)
2. For nonclinical RNs, strong correlational evidence exists between the total practice hours in the past 3 years and higher competence (MSF scores), but the strength of this factor is weak (only 5% of influence) (sub question 3)
3. For clinical RNs, strong correlational evidence exists between practice hours and years of experience only, but the strength of this factor is weak (only 5% of influence) (sub question 4)
4. It is not possible to state baseline practice hours (sub questions 1 and 2)
5. Age, highest level of education, years of experience and practice hours over five years currency period have no impact on continuing competence (sub questions 4,5,6)

Findings 2 and 3, for example, suggest that the difference between clinical and non-clinical RNs practice needs further exploration to determine what other factors may influence continuing competence for these two groups. Equally, findings 1, 2, and 5 suggest that there are other combinations of variables or other variables may influence practice hours and currency period.

Step 3: What needs to be considered now?

In this case, these research results are insufficient to support an immediate amendment to the registration practice hours policy. Even so, the findings can support several other next step considerations, both administrative and research.

Internal to the organization: the CRNM has moved the requirement for practice hours from regulation to a council policy, where changes can be more easily made when appropriate

Internal to the profession, inside the organization: the director of practice and standards has initiated discussions with SMEs at the case coordinator, consultant, manager, director, and executive director levels

Internal to the profession, outside the organization: consultation with nursing regulators in the province and across the country to present the research results and to propose further collaborative research

Based on study results, possible new research questions: Should nursing regulators consider a shorter currency period? Should clinical and nonclinical nurses' practice hours be regulated differently? Should we launch a new study to gather yet more data? Should we research other data sources, such as OSCE data? Should we combine OSCE and MSF data? Should we collaborate nationally on such projects?

Summary

Based on a recent case example involving registered nurses in Canada, this article generalizes core research practices to provide regulators with a three-step method for systematically and critically reviewing the evidence supporting regulatory policies: gathering evidence (step 1), generating new evidence (step 2), considering practical next steps (step 3). By doing so, we hope to assist regulators as they are called upon to substantiate policy work and report to internal and external stakeholders.

References

- 1 Manitoba Regulation (459/88) under *The Registered Nurses Act, 1980*, S.M. 1995, c. 105, Sched. R 95.
- 2 College of Registered Nurses of Manitoba. (2003). *Board Registration Policy (R-19): Continuing Competence*. Winnipeg, MB: Author.
- 3 College of Registered Nurses of Manitoba. (2013). *Board Registration Policy (R-19): Continuing Competence*. Winnipeg, MB: Author.
- 4 LoBiondo-Wood & Haber, J. (2014). Nonexperimental Designs. In *Nursing Research: Methods and Critical Appraisal for Evidence-Based Practice* (8th ed., pp. 199-217). St. Louis, MO: Elsevier.

Acknowledgement

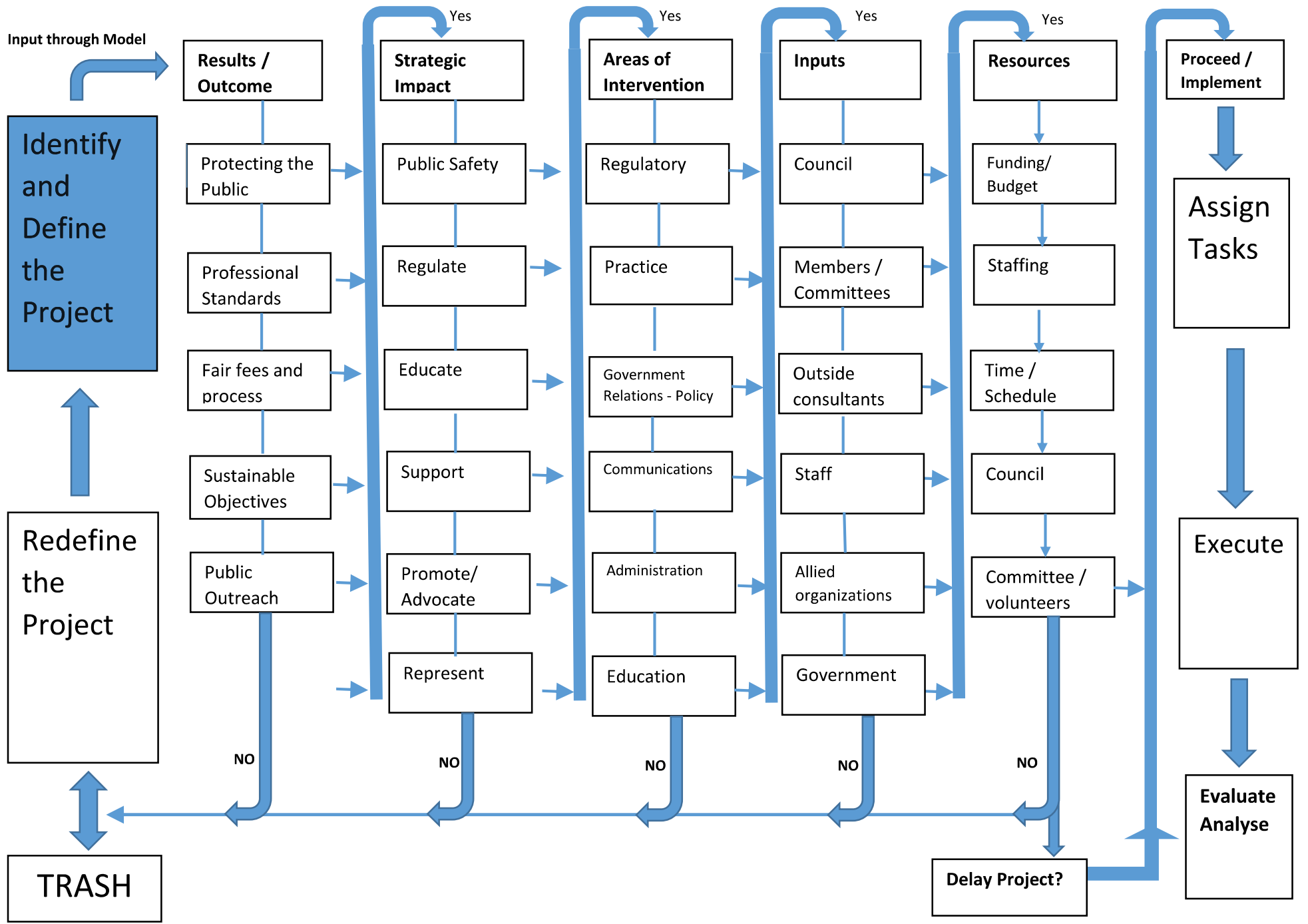
We would like to thank NCSBN Institute of Regulatory Excellence Fellowship program for their support and funding of the practice hours research study. We would also like to thank Dr. Joslin Goh, Associate Director, Statistical Consulting Centre, University of Waterloo, for her assistance in the selection of the data analysis methodology and the data analysis for the study.



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Ontario Association of Architects – Decision Making Logic Model



CONSENT AGENDA

Purpose: To approve the items contained in the consent agenda

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

That the consent agenda be approved.

Prepared by: Dale Power, Secretariat Administrator

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

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

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

The following items are contained in the consent agenda:

- 3.1 Minutes – 251st Executive Committee Meeting – January 16, 2018
- 3.2 Minutes – 519th Council Meeting – June 22, 2018
- 3.3 Approval of CEDC Applications
- 3.4 Changes to the 2018 PEO Committees and Task Forces Membership Roster
- 3.5 Legislation Committee 2018-2019 Work Plan
- 3.6 Canadian Engineering Accreditation Board (CEAB) Accreditation Decisions

MINUTES – 251st Executive Committee – January 16, 2018

Purpose – To ratify the minutes of the 251st Executive Committee meeting

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

That the minutes of the 251st meeting of the Executive Committee, held on January 16, 2018, as presented to the meeting at C-520-3.1, Appendix A, be ratified.

Prepared by: Dale Power, Secretariat Administrator

1. Need for PEO Action

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

The Executive Committee, at its meeting held July 19, 2018, confirmed that the attached minutes from the 251st meeting of the Executive Committee, held January 16, 2018, accurately reflect the business transacted at that meeting.

2. Current Policy

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

3. Appendices

- Appendix A – Minutes of the 251st Meeting of the Executive Committee



Minutes

C-520-3.1
Appendix A

The 251st Meeting of the EXECUTIVE COMMITTEE of PROFESSIONAL ENGINEERS ONTARIO was held on Tuesday, January 16, 2018 at 3:00 p.m.

Present: B. Dony, P.Eng., President and Chair
G. Comrie, P.Eng., Past President
D. Brown, P.Eng., President-elect
N. Hill, P.Eng., Vice-President (elected)
M. Spink, P.Eng., Vice-President (appointed)
C. Bellini, P.Eng., Councillor at Large
W. Turnbull, P.Eng., Western Regional Councillor

Staff: G. McDonald, P.Eng., Registrar
L. Latham, P.Eng., Deputy Registrar, Regulatory Compliance
C. Mehta, Director, Finance
M. Price, P.Eng., Deputy Registrar, Licensing and Registration
D. Smith, Director, Communications
M. Wehrle, Director, Information Technology
J. Zuccon, P.Eng., Deputy Registrar, Tribunals and Regulatory Affairs
R. Martin, Manager, Secretariat
D. Power, Administrator, Secretariat

Guests: Jonathan Hack, President and Chair, OSPE [minutes 15-15 to 15-18 only]

CALL TO ORDER

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

15-13

APPROVAL OF AGENDA

Moved by Past President Comrie, seconded by Councillor Bellini:

That:

- a) the agenda, as presented to the meeting at E-251-1.1, Appendix A, be approved as amended, and
- b) the Chair be authorized to suspend the regular order of business.

CARRIED

15-14

MINUTES – 250th EXECUTIVE COMMITTEE MEETING – OCTOBER 30, 2017

The Executive Committee reviewed the minutes of the 250th EXE Committee meeting held October 30, 2017.

Moved by Councillor Turnbull, seconded by Past President Comrie:

That the minutes of the 250th open session meeting of the Executive Committee, held on October 30, 2017, as presented to the meeting at E-251-2.1, Appendix A, accurately reflect the business transacted at that meeting.

**15-15
IT 3-YEAR STRATEGIC PLAN
PRESENTATION**

M. Wehrle, Director, Information Technology, provided a presentation on the IT 3-Year Strategic Plan. She discussed the current state, key challenges, goals and priorities, future plans and in-flight initiatives. This plan was well received.

It was suggested that the 3-year strategic plan be presented to Council at a future plenary session.

**15-16
PLAN FOR ORGANIZATIONAL RESILIENCE
AND SUCCESSION**

At its 515th meeting in November 2017 Council discussed the issue of organizational resilience and tasked the Registrar with developing a proposal for an organizational resilience and succession planning program. Registrar McDonald reviewed this plan which was supported by the Executive Committee and will be presented to Council for approval at its February 2018 meeting.

**15-17
PEER REVIEW – PLAN TO ADDRESS
BUDGET ISSUES**

As part of discussions related to the 2018 PEO budget, Council approved the following motion at its November 17, 2017 meeting “That Council task the Executive Committee to bring to the next Council meeting a plan to address the budget issues raised at the November 17, 2017 Council meeting. The Executive Committee peer reviewed the proposed plan to address budget issues. The Executive Committee recommended that the Finance Committee (FIC) establish a set of budget priorities and guiding principles to be utilized by Council in developing future PEO budgets. This plan will be presented to Council for approval at its February 2018 meeting.

**15-18
PEER REVIEW – 30 BY 30 TASK FORCE
TERMS OF REFERENCE**

J. Hack, President and Chair, OSPE, reviewed OSPE’s 30 by 30 Action Plan that was presented to Engineers Canada. This plan included nine promising practices which he discussed. He advised that he would ask OSPE to provide PEO with a formal report as part of its accountability.

The 30 by 30 Task Force Terms of Reference was reviewed and amended and will be presented to Council for approval at its February 2018 meeting.

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

That the Executive Committee move in-camera.

CARRIED

**15-19
IN-CAMERA SESSION**

While in-camera, the Executive Committee:

- a) Peer reviewed the policy on Regulatory Complaints Against PEO Volunteers and Professional staff
- b) Verified the in-camera minutes of the 250th Executive Committee meeting held October 30, 2017.
- c) Received a report of an offer to lease at 40 Sheppard West
- d) Interviewed and discussed candidates for the Interim Registrar

Appointment

There being no further business, the meeting concluded.

These minutes consist of minutes 15-13 to 15-19 inclusive and three pages.

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

R. Martin, Manager, Secretariat

OPEN SESSION MINUTES – 519^h Council Meeting – June 22, 2018

Purpose: To record that the minutes of the open session of the 519th meeting of Council accurately reflect the business transacted at that meeting.

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

That the minutes of the 519th meeting of Council, held June 22, 2018, as presented to the meeting at C-520-3.2, Appendix A, accurately reflect the business transacted at that meeting.

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 – 519th Council open session meeting – June 22, 2018



Minutes

C-520-3.2
Appendix A

The 519th MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held at PEO Offices, 40 Sheppard Avenue West, Toronto, Ontario on Friday, June 22, 2018 at 9:00 a.m.

- Present: D. Brown, P.Eng., President and Council Chair
B. Dony, P.Eng., Past President
N. Hill, P.Eng., President-Elect
M. Sterling, P.Eng., Vice-President (Elected)
K. Reid, P.Eng., Vice-President (Appointed)
I. Bhatia, P.Eng., Eastern Regional Councillor
G. Boone, P.Eng., Eastern Regional Councillor
T. Chong, P.Eng., East Central Regional Councillor
L. Cutler, P.Eng., Lieutenant Governor-In-Council Appointee
R.A. Fraser, P.Eng., Councillor at Large
L. Hidalgo, P.Eng., Western Regional Councillor
G. Houghton, P.Eng., Western Regional Councillor
Q. C. Jackson, Barrister & Solicitor, Lieutenant Governor-In-Council Appointee [via teleconference]
T. Kirkby, P.Eng., Lieutenant Governor-In-Council Appointee
L. Lederman, Q.C., Lieutenant Governor-In-Council Appointee
L. MacCumber, P.Eng., West Central Regional Councillor
T. Olukiyesi, P.Eng., Lieutenant Governor-In-Council Appointee
S. Robert, P.Eng., Northern Regional Councillor
N. Rush, C.E.T., Lieutenant Governor-In-Council Appointee
M. Spink, P.Eng., Lieutenant Governor-In-Council Appointee
R. Subramanian, P.Eng., Northern Regional Councillor
K. Torabi, P.Eng., East Central Regional Councillor
W. Turnbull, P.Eng., Western Regional Councillor
G. P. Wowchuk, P.Eng., Councillor at Large
- Regrets: M. Chan, P.Eng., Lieutenant Governor-In-Council Appointee
- Staff: J. Zuccon, P.Eng., Interim Registrar
S. Clark, LL.B., Chief Administrative Officer and Corporate Secretary
B. Ennis, P.Eng., Director, Policy and Professional Affairs
M. Farag, P.Eng., Acting Deputy Registrar, Licensing and Registration
L. Latham, P.Eng., Deputy Registrar, Regulatory Compliance
C. Mehta, Director, Finance
D. Smith, Director, Communications
M. Wehrle, Director, Information Technology
R. Martin, Manager, Secretariat
D. Power, Secretariat Administrator
N. Axworthy, Editor, Engineering Dimensions
J. Chau, Manager, Government Liaison
J. Max, Manager, Policy
B. St. Jean, Executive Assistant

- Guests:
- A. Bergeron, P.Eng., PEO Director, Engineers Canada [minutes 11992 to 12005 only]
 - H. Brown, Brown & Cohen [minutes 11992 to 12005 only]
 - D. Chui, P.Eng., PEO Director, Engineers Canada [minutes 11992 to 12005 only]
 - B. Matthews, CEO, Consulting Engineers of Ontario [minutes 11992 to 12005 only]
 - S. Perruzza, Chief Executive Officer, OSPE [minutes 11992 to 12005 only]
 - R. Shreewastav, PEO Director, Engineers Canada [via teleconference minutes 11992 to 12005 only]

On Thursday evening, Council held an in-camera legal briefing plenary session with only Councillors and the Interim Registrar in attendance.

Council convened at 9:00 a.m. Friday, June 22, 2018.

CALL TO ORDER

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

A. Bergeron was congratulated for her induction as a fellow into the Canadian Academy of Engineering.

11992

APPROVAL OF AGENDA

Moved by Vice-President Sterling, seconded by Councillor Chong:

That:

- a. the agenda, as presented to the meeting at C-519-1.1, Appendix A be approved as amended by moving items 3.5 Appointment of Additional Members to the 2018-2019 Central Election and Search Committee and 3.7 Changes to the 2018 PEO Committees and Task Forces Membership Roster from the consent agenda to in-camera; and**
- b. the Chair be authorized to suspend the regular order of business.**

CARRIED

11993

2019 BUDGET ASSUMPTIONS

As per the approved business planning cycle, Council is required to approve the budget assumptions in June for the next financial year. A combination of inputs from concerned domain experts, Council directives, and a trend analysis of historical data are used to generate the budget assumptions.

On June 5, 2018, the Finance Committee met with staff to review the 2019 operating and capital budget assumptions and after extensive discussion, these were approved with a minor change to allow for changes as more information/data on various projects and spend items becomes available.

President-elect Hill referred to IT Projects where it was noted that costs excluded labour and associated licensing fees and asked why these costs were not included. M. Wehrle replied that most vendors will not provide pricing a year in advance. They are also constantly changing what is available from the version that PEO currently has as well as what

technology is chosen based on projects approved by Council at which time licensing fees can be costed out. Costs will be provided at budgeting time. M. Wehrle confirmed that IT Projects included a budget line for PEO's website upgrade.

Councillor Spink noted that it would be helpful to have a graph that shows revenue projections over the next ten years. K. Reid advised that the Finance Committee has already requested information regarding revenue and demographic projections going forward.

Councillor Spink asked if there was a budget for staff H.R. resiliency. Interim Registrar Zuccon replied that this is outside the budget process since it would be brought before Council specifically.

Councillor Spink noted the need to provide resources regarding the licensing issues that were discussed at the 2018 Council workshop. Councillor Kirkby replied that the Finance Committee is looking at potential initiatives that should be funded moving forward as well as PEO's funding sources. Vice President Reid added that the Finance Committee has discussed areas where money can be saved while continuing to maintain existing services.

Councillor Bhatia asked about pension liability regarding inflationary increases, etc. Vice President Reid advised that there is an actuarial re-assessment in progress which the Finance Committee will discuss once it has been received.

In response to Councillor Fraser's comment about the 1% merit increase for staff and how this affects salary increases Councillor Reid replied that the 1% merit is just a one-time payout and does not adjust salary ranges.

Councillor Cutler advised that one of the Finance Committee's priorities is to have a review of all spending by committees and task forces over the past five years.

Moved by Vice-President Reid, seconded by Councillor Olukiyesi:

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

CARRIED

**11994
REPORT ON YEAR ONE OF THE PEAK
PROGRAM**

At its meeting on November 18, 2016, Council received the report of the Continuing Professional Competence Program Task Force and directed the Registrar to move forward with implementation of the program that was scheduled to begin on March 31, 2017. Council also passed a motion that Council direct the Registrar to provide a report to Council at its June 2018 meeting providing information on the first year of operation of the PEAK program and providing recommendations to Council on the next steps.

B. Ennis confirmed that while no additional funding was being requested at the current time, funds would be required to carry on additional tasks related to the PEAK Program for data collection, verification of data, etc. Vice-President Reid requested that any additional funding related to the program be presented to Council as a separate motion.

Moved by Councillor Spink, seconded by Councillor Turnbull:

- 1. That Council receive the Report on Year 1 of the PEAK Program.**
- 2. That Council direct the Interim Registrar to begin planning for the third year of operation of the PEAK program and to include for this continuation of the program in the 2019 budget.**

CARRIED

**11995
BY-LAW CHANGE – LIFE MEMBER
DEFINITION**

On February 2, 2018, Council approved changes to By-Law No. 1 to add all fees formerly listed in Regulation 941 (see C-516-2.1). The fee amounts were not changed.

However, in the process of reviewing the necessary by-law amendments, section 39(5) was amended to read:

39. (5) Every Life Member is exempt from the requirement to pay the annual fee referred to in Section 39(4).

This language removed the requirement that to qualify as a “life member” one needed to have been a President of the association.

Prior to February 2, 2018, section 39(6) of By-Law No. 1 read as follows:

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

Upon further policy review by staff, it appears that the removal of past presidency as the qualification for Life Member was unwarranted, and therefore the Legislation Committee is proposing to reinstate the past president qualification in the definition of “life member” in the By-Law. The Committee also advised that as this is a correction to a status quo ante, subsequent member confirmation of the by-law change as per

section 8(3) of the Professional Engineers Act is not required.

The Legislation Committee reviewed the draft of the By-Law change prepared by Richard Steinecke and was satisfied that it matched the former definition.

Motion required a two-thirds majority of votes cast to carry.

Moved by Councillor Houghton, seconded by Councillor Fraser:

That Council makes the following by-law which will take effect immediately when passed:

Section 39(5) of By-law No. 1 is revoked and replaced with the following:

39. (5) Every Member who has been a President of the association shall be designated as a "Life Member" and is exempt from the requirement to pay the annual fee referred to in Section 39(4).

CARRIED

Past President Dony and Councillor Reid abstained

**11996
ELECTION MATTERS – ISSUES REPORT
AND PROCEDURES**

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

In accordance with the Protocol for Annual Review of Election Procedures, the Central Election and Search Committee (CESC) undertook a review of the procedures for the conduct of the 2018 Council Elections. PEO convention requires that Council approve voting procedures and election publicity procedures, which form part of the voting procedures, for its annual elections. All recommendations approved by the CESC were incorporated into the draft Voting and Election Procedures and the 2019 Council Elections Guide, as the case may be, for Council approval.

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

- Electronic signatures be allowed on Nomination forms;
- Amend the voting platform to provide a summary and confirmation of voters selection before the vote is actually cast;
- Update the Candidate Travel Allowance
- Candidates be required to use a more structured template to present their bio and platform material

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

Junior Regional Councillor in each Region as the Chair of the RESC for that Region.

Past President Dony advised that feedback from all sources, i.e. candidates, chapters, etc. was welcome and would be considered by the 2018-2019 Central Election and Search Committee and included in the annual Issues Report. Comments, etc. can be sent to the CESC, via S. Clark.

Vice-President Hill noted that since the standard template was voted down by Council in 2017 it should be presented as a separate item rather than parceled within the Issues Report.

President Hill noted the costs associated with the all candidate regional meetings and requested a full report after the next election cycle to determine if these meetings were good value for the money being spent. Councillor Turnbull advised that the RCC will be discussing options, including whether these meetings should be discontinued or if there is a better way.

Moved by Past President Dony, seconded by Councillor Boone:

That Council, with respect to the 2019 Council election:

- a) approve the recommendations contained in the 2018 Central Election and Search Committee Issues Report as presented to the meeting at C-519-2.4, Appendix A;**
- b) approve the 2019 Voting Procedures, as presented to the meeting at C-519-2.4, Appendix B;**
- c) approve the 2019 Election Publicity Procedures, as presented to the meeting at C-519-2.4, Appendix C;**
- d) approve the 2019 Nomination Form as presented to the meeting at C-519-2.4, Appendix D;**
- e) approve the 2019 Nomination Acceptance Forms for President-Elect, Vice-President, Councillor-at-Large and Regional Councillor as presented to the meeting at C-519-2.4, Appendix E;**
- f) appoint the Regional Election and Search Committees (RESC) for each Region;**
- g) appoint the Junior Regional Councillor in each Region (Serge Robert, P.Eng., Guy Boone, P.Eng., Keivan Torabi, P.Eng., Gary Houghton, P.Eng., Lisa MacCumber, P.Eng.) as Chair of the RESC for their Region.**

Moved by Councillor Reid, seconded by Councillor Wowchuk:

That the motion be amended to remove item 13 regarding the publicity template from the Issues Report.

CARRIED

Responding to a query from Councillor Spink asking if police checks were done on candidates, S. Clark replied that this was not a requirement in the Regulations. He indicated that this matter would be put before the 2018-19 Central Election and Search Committee for its consideration.

Councillor Fraser requested data on the election participation rate of members over the past several years to determine the effectiveness of the election process referencing discussion at the 2018 Council workshop regarding the engagement of different generations. S. Clark advised that this would require follow up.

Council then voted on the main motion as amended:

That Council, with respect to the 2019 Council election:

- a) **approve the recommendations contained in the 2018 Central Election and Search Committee Issues Report as presented to the meeting and amended by removing Issue 13 regarding the publicity template at C-519-2.4, Appendix A;**
- b) **approve the 2019 Voting Procedures, as presented to the meeting at C-519-2.4, Appendix B;**
- c) **approve the 2019 Election Publicity Procedures, as presented to the meeting at C-519-2.4, Appendix C and amended;**
- d) **approve the 2019 Nomination Form as presented to the meeting at C-519-2.4, Appendix D;**
- e) **approve the 2019 Nomination Acceptance Forms for President-Elect, Vice-President, Councillor-at-Large and Regional Councillor as presented to the meeting at C-519-2.4, Appendix E;**
- f) **appoint the Regional Election and Search Committees (RESC) for each Region;**
- g) **appoint the Junior Regional Councillor in each Region (Serge Robert, P.Eng., Guy Boone, P.Eng., Keivan Torabi, P.Eng., Gary Houghton, P.Eng., Lisa MacCumber, P.Eng.) as Chair of the RESC for their Region.**

CARRIED

Recorded Vote

For

I. Bhatia

Against

L. Cutler

Abstain

L. Hidalgo

G. Boone	R. Fraser	L. MacCumber
T. Chong	L. Lederman	S. Robert
B. Dony	T. Olukiyesi	R. Subramanian
N. Hill	K. Reid	
G. Houghton	M. Sterling	
Q. Jackson	K. Torabi	
T. Kirkby	G. Wowchuk	
N. Rush		
M. Spink		
W. Turnbull		

**11997
COUNCIL EXPERIENCE REQUIREMENTS
FOR ELECTED OFFICER POSITIONS**

Prior to the 2008 Council elections, PEO's election regulations (formerly in Section 7 of O. Reg. 941 – see Appendix A) prescribed that:

- candidates for election to the office of President-Elect must have already served for at least two (2) years on the Council before assuming the office of President-elect; and
- candidates for election or appointment as Vice President must have served at least one (1) year on Council before assuming the office of Vice President.

By resolution of Council, these and other constraints were removed in April, 2008 with the intent of widening access to the officer positions.

Since the removal of the Council experience requirements for Vice President and President-elect in 2008, there have been several candidates for these positions without Council experience. This places the organization at risk that its senior elected officers may lack the necessary PEO-specific domain knowledge and skill to provide effective leadership and to garner the respect and support of their Council colleagues, the membership, and the public at large.

Historically, with very few exceptions, candidates for election as President-elect or Vice-President have come from the ranks of current regional Councillors or Councillors-at-Large. This may be viewed as a logical succession, with the entry point to Council service being typically the role of a regional councillor. This succession model is consistent with that of most boards of directors, in which it would be rare for a new member of the board to assume an executive or chair position, regardless of the individual's experience on other boards. Candidates for officer positions are typically expected to have already served on the board for some period of time, during which they will have become familiar with the work and functioning of the board, and will have had opportunities to demonstrate their leadership and collaboration skills to their colleagues. This is generally accepted as good board governance practice. PEO chapter executives and committees tend to follow a similar succession model as well.

Moved by Councillor Chong, seconded by Past President Dony:

That Council approve the policy intent to reinstate the experience requirements for election or appointment to the offices of Vice President and President-Elect that were in effect prior to the 2008 Council elections, and that the Central Election and Search Committee work with the Legislation Committee on drafting the required changes to Ontario Regulation 941.

Councillor Fraser advised that he wished to refer this motion to the CESC to consider other acceptable, pre-President and Councillor equivalent experience and to consider the best way of implementing this moving forward rather than exactly what was in place prior to 2008. This should include the reason(s) for removing the constraints in the first place as well as the reason(s) for going back.

Motion required a two-thirds majority of votes cast to carry.

Moved by Councillor Fraser, seconded by Councillor Lederman:

That the policy intent to reinstate the experience requirements for election or appointment to the offices of Vice President and President-Elect be referred to the Central Election and Search Committee (CESC) for review.

CARRIED

**11998
COMMITTEES/TASK FORCES TERMS OF
REFERENCE**

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.

In accordance with the Committees and Task Forces Policy – Reference Guide (Sections 2.5 and 3.2), the Discipline Committee (DIC) submitted its revised Terms of Reference to the Advisory Committee on Volunteers (ACV) for review and comment. The ACV approved the document at its May 24, 2018 meeting.

Moved by Councillor Reid, seconded by Councillor Hidalgo:

That Council approves the Discipline Committee (DIC) Terms of Reference as presented at C-519-2.6, Appendix A.

Council input was received regarding reasons the above motion should be referred as follows:

- Performance metrics for DIC members – to be referred to the Advisory Committee on Volunteers (ACV)
- Changes to the document should be highlighted

- Show how the Terms of Reference align with the strategic objectives
- Reasons for no term limits
- Outline plan or commitment for providing continuous learning

Motion required a two-thirds majority of votes cast to carry.

Moved by Councillor Lederman, seconded by Councillor Olukiyesi:

That the Discipline Committee (DIC) Terms of Reference as presented at C-519-2.6, Appendix A, be referred to the Discipline Committee for further review.

CARRIED

**11999
TERMS OF REFERENCE FOR THE
SUCCESSION PLANNING TASK FORCE
(SPTF)**

At the June 2017 meeting, Council approved the creation of the Succession Planning Task Force (SPTF) as part of the recommendations made by the Council Term Limits Task Force (CTLTF). Recommendations 15 in the CTLTF report stated;

The SPTF will develop a comprehensive plan with schedule, future operating expenses of search and training modules, candidate targets, media programme to educate members etc.

A draft Terms of Reference was presented to the Executive Committee at the October 30, 2017 meeting. The Committee directed staff to amend the Terms of Reference such that the key duties of the SPTF are to provide oversight and coordination with respect to the implementation of the Succession Planning recommendations. The amended SPTF Terms of Reference was peer reviewed by the Advisory Committee on Volunteers (ACV) at its March 8, 2018 meeting. The ACV recommended that the SPTF Terms of Reference be presented to Council.

President-elect Hill advised that the Terms of Reference for the Succession Planning Task Force was tabled at the March 2018 Council meeting in order to adjust the composition to ensure diversity representing different groups to be presented at the June Council meeting. Councillor Spink added that some changes have been made so that the Terms of Reference are less prescriptive as well as adding more peer review since this task force affects a number of committees.

A new call for candidates will be issued based on the revised constituency, number and qualifications of task force members. Previous candidates will be contacted to determine if they wish to continue their candidacy.

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

That Council approve the Succession Planning Task Force Terms

**of Reference as presented to the meeting at C-519-2.7,
Appendix B.**

**CARRIED
Recorded Vote**

<u>For</u>	<u>Against</u>	<u>Abstain</u>
I. Bhatia	T. Chong	T. Kirkby
G. Boone	L. Cutler	T. Olukiyesi
B. Dony	R. Fraser	
L. Hidalgo	L. Lederman	
N. Hill	K. Reid	
G. Houghton	G. Wowchuk	
Q. Jackson		
L. MacCumber		
S. Robert		
N. Rush		
M. Spink		
M. Sterling		
R. Subramanian		
W. Turnbull		

**12000
ALIGNMENT OF PEO EDUCATION
COMMITTEE TERMS OF REFERENCE**

Councillor Spink referred to the PEO Education Committee's Terms of Reference and whether staff and volunteer time and money spent by the EDU Committee aligns, supports and adds value to PEO achieving its regulatory mandate.

Moved by Councillor Spink, seconded by Councillor Hidalgo:

- 1. To direct PEO's Education Committee (EDU) to re-write their Terms of Reference to align with PEO's 2018-2020 Council Approved Strategic Plan and to ensure their Terms of Reference maps to the objects outlined in the Professional Engineers Act.**
- 2. The revised EDU Terms of Reference to be submitted in time to be reviewed by Council at its November, 2018 meeting.**

Council input was received regarding reasons the above motion should be referred as follows:

- Peer review by the EDU Committee
- Formal feedback from the EDU Committee regarding the concerns, questions and ideas contained within the Briefing Note presented at C-519-2.8
- Is the EDU Committee in favour of the motions presented at C-519-2.8?
- Is the EDU Committee in favour of changing their Terms of Reference?

Motion required a two-thirds majority of votes cast to carry.

Moved by Councillor Fraser, seconded by Vice-President Reid:

That the matter of a re-write of the Education Committee’s Terms of Reference to align with PEO’s 2018-2020 Council approved Strategic Plan be referred back to Councillor Spink.

**CARRIED
Recorded Vote**

<u>For</u>	<u>Against</u>
I. Bhatia	M. Spink
G. Boone	
T. Chong	
L. Cutler	
B. Dony	
R. Fraser	
L. Hidalgo	
N. Hill	
G. Houghton	
Q. Jackson	
T. Kirkby	
L. Lederman	
L. MacCumber	
T. Olukiyesi	
K. Reid	
S. Robert	
N. Rush	
M. Sterling	
R. Subramanian	
W. Turnbull	
G. Wowchuk	

**12001
PEO’S INDEMNIFICATION INSURANCE FOR
COUNCILLORS**

PEO Councillors have significant responsibilities. Some directors of nonprofit corporations have been criticized (and sanctioned, in some cases) for their alleged failures in fulfilling their fiduciary duty by not being able to clearly demonstrate the “due diligence” needed to meet a “duty of care” in their roles as directors of their organizations. Councillor’s exposure to potential personal liability is rare.

Directors and officers of corporations will not be liable for a breach of their duty of care owed to the corporation if they act prudently and on a reasonably informed basis. Perfection is not demanded; rather, the court will examine whether an appropriate degree of prudence and diligence was brought to bear when making a decision. Decisions that boards make must be reasonable in light of the circumstances in which the decision was made. A common test may be; was the decision made in a situation where the decision-making process was careful and rigorous?

Council must be comfortable that it is receiving the right information in a timely manner; that it is spending adequate meeting time on risk management; that management is candid with the board; and, in general, that it has confidence in management and the committees which report to it.

Finally, the board must be confident that adequate arrangements are in place (suitable advice has been sought, board processes are proper, effective indemnification and directors' and officers' insurance are in place) to protect the board if things do go wrong.

Councillor Fraser suggested that this matter be referred to the Interim Registrar in order to provide Council, at the September Council meeting, with an overview of indemnification and directors' and officers' insurance coverage currently in place as well as providing high level answers to the questions noted on page 2 of the Briefing Note presented at C-518-2.9.

Moved by Councillor Spink, seconded by Councillor Hidalgo:

That Council Direct the Registrar to develop an ongoing process:

- 1. To review current Councillor indemnification insurance and determine if the type and level of coverage is adequate**
- 2. To recommend to Council a sustainable process for review of indemnification insurance moving forward including but not limited to frequency of reviewed, depth of the review that should be undertaken and how to report to Council**
- 3. To develop a process to educate new, existing and future Councillors on the topic of their Indemnification insurance coverage using example scenarios of how a claim might be triggered**
- 4. To report back to Council on the above by the September 2018 Council Meeting.**

Motion required a two-thirds majority of votes cast to carry.

Moved by Councillor Fraser, seconded by Councillor Chong:

That the matter of PEO's indemnification insurance for Councillors be referred to the Interim Registrar for review.

CARRIED

**12002
ADVERTISING POLICY FOR CHAPTER
PROVIDED CONTINUING KNOWLEDGE
ACTIVITIES**

The following motion was made at the Regional Councillors Committee (RCC) meeting on Saturday, April 7, 2018:

"To direct Staff to develop a policy detailing the proper usage of the word PEAK for chapter event advertising. Moved by I. Bhatia. Seconded by L.

Hidalgo. Motion CARRIED.”

Chapters often hold events that provide the type of technical information and training that would qualify as continuing knowledge activities suitable for reporting under the PEAK program.

Chapters should not be discouraged from providing these events. However, for various reasons PEO has decided not to endorse or otherwise identify any continuing knowledge activities as suitable for.

First, a basic principle of the PEAK program is the idea that each practitioner is allowed to decide what continuing knowledge activity is relevant to keeping themselves current. Identifying certain activities as PEAK applicable would indicate that those activities not so identified are not applicable. Second, if PEO did allow providers to identify their offerings as PEAK applicable, this would appear to be an endorsement by PEO, an endorsement that we can't really guarantee without checking out each of the offerings. The work involved in seeing whether these courses were actually applicable would be tremendous.

Since PEO will not endorse any continuing knowledge activities, chapters, being arms of PEO, should not endorse or identify any activities as PEAK applicable.

Moved by Councillor Turnbull, seconded by Councillor MacCumber:

That Council approve the Advertising Policy for Chapters as presented to the meeting at C-519-2.10, Appendix A.

President-elect Hill suggested a standard template be created regarding advertising for technical seminars. She noted that all providers should be on the same playing field, not just the Chapters. Engineers are expected to self-monitor and so any courses they take regarding their PEAK hours must be relevant to their practice.

Councillor Fraser advised that he would like to refer this item for the specific task of considering appropriate wording to be used by all who advertise and market technical seminars for PEAK requirements.

Motion required a two-thirds majority of votes cast to carry.

Moved by Councillor Fraser, seconded by Councillor Wowchuk:

That the Advertising Policy for Chapter provided continuing knowledge activities be referred to the Regional Councillors Committee (RCC) to consider appropriate wording to be used by all for PEAK requirements.

CARRIED

**12003
RISK ITEMS**

In order to be identified as a leader in self-regulation, Council and the Registrar are responsible to ensure PEO complies with any existing legislation and regulations. This includes requirements under the *Occupational Health and Safety Act (OHSA)*, and *Accessibility for Ontarians with Disabilities Act (AODA)*.

Motion required a two-thirds majority of votes cast to carry.

Moved by Councillor MacCumber, seconded by Councillor Bhatia:

That the matter regarding risk items referring to compliance of PEO staff and volunteers to the requirements under the Accessibility for Ontarians with Disabilities Act, and associated regulations, the Occupational Health and Safety Act, and associated regulations and the PEO Anti-Workplace Violence and Harassment policy be referred to the Interim Registrar to verify training requirements with a report back to Council at its September 2018 meeting.

CARRIED

**12004
ENGINEERING CO-OP STUDENT PILOT**

At the 2017 Chapter Leaders Conference, the idea of hiring an engineering student and/or EIT to support Chapters was brought forward by PEO Councillor Roydon Fraser.

Western Region Chapters expressed interest in leading this pilot at the February Western Region Congress. This was discussed at RCC and in general RCC was supportive but needed more details regarding what the role, workload, etc. for the student would be.

Given the timing process between RCC meetings, Congresses and PEO Council meeting, this motion was brought forward to PEO Council (which includes RCC members) since the PEO Grand River Chapter needs direction to prepare accordingly, should PEO Council be supportive of this motion.

Moved by Councillor Hidalgo, seconded by Councillor Houghton:

For PEO Council to support a pilot project, managed by RCC, to hire an Engineering Coop. Student under the supervision of the PEO Grand River Chapter Chair and Vice-Chair and managed by PEO Chapter management. Results of this pilot to be reported back to PEO Council.

Vice-President Sterling referred to the Chapter management office noting that it would be helpful to know what their resource challenges are and also how this fits into the bigger picture of all other priorities.

Motion required a two-thirds majority of votes cast to carry.

Moved by Councillor MacCumber, seconded by Past President Dony:

That the matter of the engineering co-op student pilot be referred to the Regional Councillors Committee (RCC) for review with a report back to Council at its September 2018 meeting.

CARRIED

**12005
ENGINEERING JOB POSTING WITH NO
P.ENG REQUIREMENTS**

Employers are advertising postings to hire “Engineers” however, the title engineer often does not appear to be linked with a P.Eng licence requirement or even an engineering undergraduate degree (at times).

PEO needs to stay relevant as a regulator and if employers are not asking for a P.Eng for “Engineer” roles then engineering graduates may be reluctant to seek licensure.

Moved by Councillor Hidalgo, seconded by Councillor Houghton:

- 1. To direct PEO’s Enforcement Committee to work with PEO Enforcement & Communications staff to develop an approach to educate people, who are in roles recruiting & hiring “Engineers”, about use of title “Engineer”. That is, to communicate widely that “Engineer” is a protected title and if they are hiring an “Engineer” they must also request that the candidate must be licensed with the provincial Engineering Regulator.**
- 2. The Enforcement Committee is to report back to Council in 6 months with the recommended approach(es) and associated cost implications.**

L. Latham advised that there is a strategy planning exercise currently underway. Enforcement is one of nine strategic directives. The Enforcement Committee has spent a lot of time over the past few months identifying strategies for Council consideration around enforcement. This is an operational activity directed by the Registrar. Employment agencies have been targeted in the past with limited success since PEO does not have jurisdiction. Some agencies complied while others did not.

Councillor Reid stated that PEO needs to look at what can be done. She further noted that PEO cannot protect the term “engineer” and this should be considered when doing the assessment.

Vice-President Sterling noted that Council approved an enforcement plan which included the hiring of an additional staff member in the Enforcement Department. It would be helpful for Council to know what the recommendations are from staff going forward as to what they see

as opportunities to do a better job.

Past President Dony suggested that this matter be referred to the Interim Registrar in light of PEO's Strategic Plan.

Moved by Past President Dony, seconded by Councillor Fraser:

That the matter regarding the engineering job posting with no P.Eng. requirements be referred to the Interim Registrar for review.

CARRIED

Moved by Councillor Chong, seconded by Councillor Bhatia:

That Council move in-camera.

CARRIED

**12006
IN-CAMERA SESSION**

While in-camera, Council:

- a) received a briefing from legal counsel regarding PEO compliance with the Fair Access to Regulated Professions and Compulsory Trades Act (FARPACTA)
- b) verified the in-camera minutes from the 517th meeting of Council held March 23, 2018 as presented and amended;
- c) verified the in-camera minutes from the 518th meeting of Council held April 21, 2018 as presented;
- d) received the HRC update
- e) approved the selection of an HRC consultant to assist with the Registrar Recruitment process
- f) withdrew the motion to appoint additional members to the 2018-2019 Central Election and Search Committee
- g) approved changes to the 2018 PEO Committees and Task Forces Membership Roster
- h) withdrew the motion regarding denied licensing applications for employed engineering professionals
- i) approved filing for the Practice Evaluation and Knowledge (PEAK) Trademark
- j) received decisions and reasons of the Discipline Committee
- k) received a legal update on legal actions in which PEO is involved
- l) noted there were no issues reported regarding PEO's Anti-Workplace and Violence Policy

**12007
CONSENT AGENDA**

Moved by Past President Dony, seconded by Councillor Chong:

That the Consent Agenda be approved as amended.

CARRIED

Included on the consent agenda:

- 3.1 Minutes – 517th Council meeting – March 23, 2018
- 3.2 Minutes – 518th Council meeting – April 21, 2018
- 3.3 Canadian Engineering Accreditation Board (CEAB) Accreditation Decisions

- 3.4 PEO Syllabi
- 3.5 Appointment of Additional Members to the 2018-2019 Central Election and Search Committee (moved to in-camera)
- 3.6 Approval of CEDC Applications
- 3.7 Changes to the 2018 PEO Committees and Task Forces Membership Roster (moved to in-camera)

[Note: minutes 12008 to 12012 reflect the motions provided in the briefing notes presented to the meeting.]

**12008
MINUTES –517th COUNCIL MEETING –
MARCH 23, 2018**

That the minutes of the 517th meeting of Council, held March 23, 2018, as presented and amended to the meeting at C-519-3.1, Appendix A, accurately reflect the business transacted at that meeting.

CARRIED

**12009
MINUTES – 518th COUNCIL MEETING –
APRIL 21, 2018**

That the minutes of the 518th meeting of Council, held April 21, 2018, as presented and amended to the meeting at C-519-3.2, Appendix A, accurately reflect the business transacted at that meeting.

CARRIED

**12010
CANADIAN ENGINEERING
ACCREDITATION BOARD (CEAB)
ACCREDITATION DECISIONS**

That Council approve the list of academic programs as presented to the meeting at C-519-3.3, Appendix A, that have been accredited (by CEAB) and that meet the intent of Section 33.(1) 1.i. of the Regulations.

CARRIED

**12011
PEO SYLLABI**

That the PEO-revised Environmental and Geological Engineering Syllabi be approved for use as of the December 2018 technical examinations sitting.

CARRIED

**12012
APPROVAL OF CEDC APPLICATIONS**

1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as presented to the meeting at C-519-3.6, Appendix A, Section 1.

2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-519-3,6, Appendix A, Section 2.

3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-519-3.6, Appendix A, Section 3.

CARRIED

**12013
COUNCILLOR ITEMS**

a. Committees/Task Forces

Several Councillors commented on the large number of committees/task forces and how Council would work toward reducing them.

**12014
PROPOSED ENGINEERS CANADA BY-LAW
AMENDMENT**

b. Applications

A Councillor raised the issue of increased applications and whether there was a need for additional resources.

Engineers Canada has proposed an amendment to the Engineers Canada By-laws regarding the Engineers Canada Board size.

Stephanie Price, Executive Vice President, Regulatory Affairs, sent the following correspondence.

Dear Members,

As per our earlier correspondence, an amendment to our bylaws has been proposed and we are requesting your vote on the following motion through written resolution.

It is moved by Jeffrey Underhill (President, Engineers and Geoscientists New Brunswick) and seconded by Jonathan Epp (President, Engineers and Geoscientists Manitoba)

THAT Section 4.2 of the [Engineers Canada bylaws](#) be amended to state:

4.2. Composition and Election of Directors

(a) The number of Directors shall not exceed twenty four (24).

(b) Directors shall be elected on the basis of nominations received as follows:

- One (1) from the Association of Professional Engineers and Geoscientists of Newfoundland and Labrador;*
- ❖ One (1) from the Association of Professional Engineers of Nova Scotia;*
- ❖ One (1) from the Association of Professional Engineers of the Province of Prince Edward Island;*
- ❖ One (1) from the Association of Professional Engineers and Geoscientists of New Brunswick;*
- ❖ Four (4) from l'Ordre des ingénieurs du Québec;*
- ❖ Five (5) from the Association of Professional Engineers of Ontario;*
- ❖ One (1) from the Association of Professional Engineers and Geoscientists of the Province of Manitoba;*
- ❖ One (1) from the Association of Professional Engineers and Geoscientists of Saskatchewan;*
- ❖ Four (4) from the Association of Professional Engineers and Geoscientists of Alberta;*
- ❖ Two (2) from the Association of Professional Engineers and Geoscientists of British Columbia;*
- ❖ One (1) from the Association of Professional Engineers of Yukon;*
- ❖ One (1) from the Northwest Territories Association of Professional Engineers and Geoscientists; and*

❖ *One (1) from the list of nominees put forward by the Minister of Industry*

President Brown explained that the bylaw amendment is intended to be temporary, to prevent further growth in the board size. Engineers Canada will continue to work on the issues associated with board size, as per the Members' motion from May 26th to allow for final resolution of this issue. He asked for a straw vote from Council on this matter indicating its support or not.

By way of a straw vote, Council voted in favour of the temporary bylaw amendment to accommodate 4.2 (a) and (b) above.

**12015
CHANGES TO THE 2018 PEO COMMITTEES
AND TASK FORCES MEMBERSHIP ROSTER**

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

That Council approve changes to the 2018 PEO Committees and Task Forces Membership Roster as presented to the meeting at C-519-3.7, Appendix A.

CARRIED

**12016
HR CONSULTANT SELECTION TO ASSIST
REGISTRAR RECRUITMENT PROCESS**

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

- 1. That Council approves the selection of Western Management Consultants of Ontario (WMC) as the human resources consultant to assist the Human Resources Committee with the Registrar recruitment process at a cost of \$50,000.**
- 2. That Council authorizes the President and Interim Registrar to executive an agreement with Western Management Consultants of Ontario (WMC).**

CARRIED

There being no further business, the meeting concluded.

These minutes consist of twenty pages and minutes 11992 to 12016 inclusive.

D. Brown, P.Eng., Chair

S. Clark, LL.B., Chief Administrative Officer and
Corporate Secretary

Briefing Note – Decision

CONSULTING ENGINEER DESIGNATION APPLICATIONS

Purpose: Under Section 61(2) of Regulation 941 under the *Professional Engineers Act*, the Consulting Engineer Designation Committee (CEDC) may make recommendations to Council in respect of all matters relating to application for designation as a consulting engineer. The CEDC is recommending that Council approve the following motions.

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

1. That Council approve the exemption from examinations and the applications for designation as Consulting Engineer as presented to the meeting at C-520-3.3, Appendix A, Section 1.
2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-520-3.3, Appendix A, Section 2.
3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-520-3.3, Appendix A, Section 3.

Prepared by: Faris Georgis, P.Eng, Manager, Registration and Imelda Suarez, Staff Support

Moved by: Ishwar Bhatia, P.Eng.

1. Need for PEO Action

Council needs to accept the recommendations of the Consulting Engineer Designation Committee (CEDC) with respect to the applications submitted for its consideration before the applicants are informed of the PEO’s decision with respect to their application.

2. Proposed Action / Recommendation

That Council approve/deny the applications for designation and redesignation.

3. Next Steps (if motion approved)

The applicants will be advised of Council’s decision with respect to their applications.

4. Peer Review & Process Followed

Process Followed	All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on August 16, 2018.
Council Identified Review	Not applicable. Required by Regulation.
Actual Motion Review	As stated under above process.

5. Appendices

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

To the 520th Meeting of the Council of
Professional Engineers Ontario

REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE

Chair: Doug Barker, P.Eng.

1. **The Committee has reviewed the following applications for DESIGNATION** and recommends to Council that these 7 applicants be exempted from examinations pursuant to Section 56(2) of O.Reg.941 and that they be considered for **DESIGNATION AS CONSULTING ENGINEER**, having met the requirements pursuant to Section 56(1) of O.Reg.941:

#	P.Eng.	Company Name	Address	Licence #
1.1	Bassingthwaite, Mark	Resilient Consulting Corporation	214 Centre St N, Whitby ON, L1N 4T1	100106723
1.2	Darveau, Peter	JNE Consulting Ltd.	176 Shaw St, Hamilton ON, L8L 3P7	100154829
1.3	Firth, Keith	C.F. Crozier & Associates Inc.	100-2800 High Point Dr, Milton ON, L9T 6P4	90256736
1.4	Musleh, Abeer	Musleh, Abeer	34-6810 Meadowvale Town Centre Cir, Mississauga ON, L5N 7T5	100136401
1.5	Peralta, Antonio	N.J. Peralta Engineering Ltd.	45 Division St N, Kingsville ON, N9Y 3Y3	100138683
1.6	Richman, Russell	Russell Richman Consulting Ltd.	27 Withrow Ave, Toronto ON, M4K 1C8	100044474
1.7	Torrie, Mark	Associated Engineer (Ont) Ltd.	300-509 Glendale Ave E, Niagara-on-the-Lake ON, L0S 1J0	100134726

2. The Committee has reviewed the following applications for **REDESIGNATION** and recommends to Council that these **28** 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	Barr, Sharon	Vanderwesten & Rutherford Associates Inc.	260-1130 Morrison Dr, Ottawa ON, K2H 9N6	90277633
2.2	Bruynson, Richard	R.W. Bruynson Inc.	6 Hillside Dr, Hampton ON, L0B 1J0	5785019
2.3	Chisholm, Robert	Chisholm, Fleming & Associates	301-317 Renfrew Dr, Markham ON, L3R 9S8	8085508
2.4	De Berardis, Robert	De Berardis Associates Inc.	17-207 Edgeley Blvd, Vaughan ON, L4K 4B5	10886505
2.5	Eleid, Ray	Solucore Inc.	125-2550 Matheson Blvd E, Mississauga ON, L4W 4Z1	90374117
2.6	Fleming, Kevin	Stantec Consulting Ltd.	100-300 Hagey Blvd, Waterloo ON, N2L 0A4	90393828
2.7	Garami, Janos	exp Services Inc.	500-220 Commerce Valley Dr W, Markham ON, L3T 0A8	90303769
2.8	Giusti, Dalila	Jade Acoustics Inc.	19-411 Confederation Pkwy, Concord ON, L4K 0A8	16267304
2.9	Hendy, Gary	Gaman Consultants Inc.	7 Pinsent Crt, Barrie ON, L4N 6E3	19256502
2.10	Ho, Gordon	exp Services Inc.	500-220 Commerce Valley Dr W, Markham ON, L3T 0A8	90508060
2.11	Ibrahim, Khaled	KIB Consultants Inc.	8 Tyne Crt, Ottawa ON, K2K 3H7	90429887
2.12	Irani, Ardeshir	A.J. Clarke and Associates Ltd.	300-25 Main St W, Hamilton ON, L8P 1H1	21339015
2.13	Ju, Yongping	SEBS Engineering Inc.	151 Bathgate Dr, Scarborough ON, M1C 1T6	100067506
2.14	Knezeh, Tony	Peto MacCallum Ltd.	165 Cartwright Ave, Toronto ON, M6A 1V5	90552506
2.15	Koniaris, Efthymios	QPit Inc.	819 Blackburn Mews, Kingston ON, K7S 2N6	100046258
2.16	Mantecon, Antonio	Mantecon Partners Inc.	15 Foundry St, Dundas ON, L9H 2V6	28980407
2.17	Mudhar, Manohar	Morrison Hershfield	300-125 Commerce Valley Dr W, Markham ON, L3T 7W4	90284118
2.18	Orbegozo, Mario	Redline Communications Inc.	302 Town Centre Blvd, Markham ON, L3R 0E8	100037650
2.19	Peters, Douglas	Quartek Group Inc.	89-91 St Paul St, St Catharins ON, L2R 3M3	36374403
2.20	Peytchev, Kamen	Pario Engineering & Environmental Sciences	533 Basaltic Rd, Concord ON, L4K 4W8	90355058

2.21	Roney, Christopher	Roney Engineering Ltd.	900 Purdy's Mill Rd, Kingston ON, K7M 3M9	90305111
2.22	Sharma, Brijmohan	Design Fine Ltd.	207-96 Kennedy Rd S, Brampton ON, L6W 3E7	100057946
2.23	Soti, Attila	Beverage Engineering Inc.	31 Macamo Crt, Maple ON, L6A 1G1	43696012
2.24	Stranges, Richard	Vanboxmeer & Stranges Engineering Ltd.	458 Queens Ave, London ON, N6B 1X9	90233511
2.25	Swing, Steven	NRG Consultants Inc.	2 Cabriolet Cres, Ancaster ON, L9K 1K6	45248119
2.26	Sztrimbely, William	W.K. Boyd Consulting Inc.	67 Amelynn Cres, Woodbridge ON, L4H 1P4	45381506
2.27	Truax, Andrew	Truax Engineering Ltd.	54 Driftwood Pl, Kitchener ON, N2N 1W3	47041017
2.28	Van Egmond, John	Egmond Associates Ltd.	9601 Winston Churchill Blvd, Brampton ON, L6X 0A4	47723408

3. The Committee recommends to Council that the following **15 FIRMS** be granted **PERMISSION TO USE THE TITLE “CONSULTING ENGINEERS”** (or variations thereof), having met the requirements pursuant to Section 68 of O.Reg.941:

#	Company Name	Address	Designated Consulting Engineer (s)
3.1	Associated Engineering (Ont.) Ltd.	200-165 Commerce Valley Dr W, Markham ON, L3T 7V8	Geoffrey Burn, P.Eng.
3.2	Asurza Engineers Ltd.	7078 Liberty St N, Bowmanville ON, L1C 6K4	Martin Asurza, P.Eng.
3.3	Bo & Associates Inc.	18 Roy Rd, Tottenham ON, L0G 1W0	Myint Win Bo, P.Eng.
3.4	Canadian Environmental Consultants Inc.	154 Colonnade Rd S, Ottawa ON, K2E 7J5	David J. Gilbert, P.Eng.
3.5	CH2M Hill Canada Limited	400-245 Consumers Rd, North York ON, M2J 1R3	Ryan Connor, P.Eng.
3.6	GEMTEC Consulting Engineers and Scientists Limited	32 Steacie Dr, Ottawa ON, K2K 2A9	Brent Wiebe, P.Eng.
3.7	HDR Corporation	300-100 York Blvd, Richmond Hill ON, L4B 1J8	Tyrone Gan, P.Eng.
3.8	John D. Paterson & Associates Limited	154 Colonnade Rd S, Ottawa ON, K2E 7J5	David J. Gilbert, P.Eng.
3.9	Lavolette Building Engineering Inc.	154 Colonnade Rd S, Ottawa ON, K2E 7J5	David J. Gilbert, P.Eng.
3.10	Master Peers Ltd.	141 Brunel Rd, Suite 200F, Mississauga ON, L4Z 1X3	Tamer Sabrah, P.Eng.
3.11	Paterson Group Inc.	154 Colonnade Rd S, Ottawa ON, K2E 7J5	David J. Gilbert, P.Eng.

3.12	Pretium Engineering Inc.	350 Woolwich St S, Breslau ON, N0B 1N0	Gerald Genge, P.Eng.
3.13	Williams Engineering Canada	200-10065 Jasper Ave, Edmonton AB, T5J 3B1	Matt Fenwick, P.Eng.
3.14	WorleyParsons Canada Services Ltd.	8133 Warden Ave, Markham ON, L6G 1B3	Farid Khalilian, P.Eng.
3.15	Wynspec Management Inc.	14-111 Zenway Blvd, Vaughan ON, L4H 3H9	Israel Katzenberg, 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 2018 COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER

Purpose: To approve changes to Sections 1 (Board Committees), 2 (Other Committees Reporting to Council) and 4 (Task Forces) of the *2018 PEO Committees and Task Forces Membership Roster*.

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

That Council approve changes to the *2018 PEO Committees and Task Forces Membership Roster* as presented to the meeting at C-520-3.4, Appendix A.

Prepared by: Viktoria Aleksandrova, Committee Coordinator

Moved by: LGA Councillor Chan, P.Eng.

1. Need for PEO Action

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

Council approved the *2018 PEO Committees and Task Forces Membership Roster* at the November 17, 2017 meeting. *Appendix A* sets out changes to the Sections 1 (Board Committees), 2 (Other Committees Reporting to Council) and 4 (Task Forces) of the approved Roster that require Council approval at this time.

2. Proposed Action / Recommendation

Approve the changes to Sections 1 (Board Committees), 2 (Other Committees Reporting to Council) and 4 (Task Forces) of the *2018 PEO Committees and Task Forces Membership Roster*.

3. Next Steps (if motion approved)

- a. The newly appointed and re-appointed members will be notified accordingly.
- b. The updated *2018 PEO Committee and Task Force Membership Roster* will be posted on PEO’s website.

4. Policy or Program contribution to the Strategic Plan

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

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

Not applicable

6. Peer Review & Process Followed

Process Followed	Committees and Task Forces Policy – Role of Council Item 4: Approve the annual roster of committee members.
Actual Motion Review	The HRC will review the changes to the <i>2018 PEO Committees and Task Forces Membership Roster</i> at its meeting on September 12, 2018.

7. Appendix

- Appendix A – Changes to Sections 1 (Board Committees), 2 (Other Committees Reporting to Council) and 4 (Task Forces) of the *2018 PEO Committees and Task Forces Membership Roster*.

**Changes to the 2018 PEO Committees and
Task Forces Membership Roster**

C-520-3.4
Appendix A

520th Council Meeting

New appointments:

First/Last Name	Service Dates	Committee / Task Force
Craig Young, P.Eng.	September 21, 2018 – AGM 2019	Audit Committee (AUC) (re-appointed)
Colin Chan, P.Eng.	July 30, 2018 – AGM 2019	Finance Committee (FIC)
Linda Drisdelle, P.Eng.	July 30, 2018 – AGM 2019	Finance Committee (FIC)
Roberto Martini, P.Eng.	July 30, 2018 – AGM 2019	Finance Committee (FIC)
Billy Haklander, P.Eng.	September 21, 2018 – December 31, 2018	Fees Mediation Committee (FMC)
Jude Tremblay, P.Eng.	September 21, 2018 – December 31, 2018	Fees Mediation Committee (FMC)
Paul Walters, P.Eng.	September 21, 2018 – December 31, 2018	Fees Mediation Committee (FMC)
Wayne Mac Culloch, P.Eng.	August 7, 2018 – December 31, 2018	Experience Requirements Committee (ERC)
Cathy Wang, P.Eng.	July 30, 2018 – December 31, 2018	Experience Requirements Committee (ERC)
Nick Colucci, P.Eng.	July 30, 2018 – July 31, 2019	2019 Volunteer Leadership Conference Planning Committee (VLCPC) – ACV rep
Márta Ecsedi, P.Eng.	July 30, 2018 – July 31, 2019	2019 Volunteer Leadership Conference Planning Committee (VLCPC) – ACV rep (re- appointed)
Nancy Hill, P.Eng.	July 30, 2018 – July 31, 2019	2019 Volunteer Leadership Conference Planning Committee (VLCPC) – EXE rep
Guy Boone, P.Eng.	July 30, 2018 – July 31, 2019	2019 Volunteer Leadership Conference Planning Committee (VLCPC) – RCC rep
Warren Turnbull, P.Eng.	July 30, 2018 – July 31, 2019	2019 Volunteer Leadership Conference Planning Committee (VLCPC) – RCC rep (re- appointed)

The volunteers for the Audit, Finance, Fees Mediation and Experience Requirements Committees have completed a formal application process and, in consultation with the Committee Advisors, were evaluated by the Acting Director, People Development to serve on the respective committee(s), in accordance with the *PEO Committee and Task Force Policy* (Section 7.4). All volunteers have completed the *Equity and Diversity Awareness* and *PEO – Our Mandate* web-modules.

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

First/Last Name	Term / Compliance [per Terms of Reference]	Committee / Task Force
John Severino, P.Eng.	1-year term [2 nd term / full compliance]	Awards Committee (AWC) - Chair
Kiran Hirpara, P.Eng.	1-year term [1 st term / full compliance]	Awards Committee (AWC) – Vice Chair
Ishwar Bhatia, P.Eng.	1-year term [1 st term / full compliance] September 21, 2018 – AGM 2019	Audit Committee (AUC) – Chair Audit Committee (AUC) – Volunteer Appeals Subcommittee member

**Changes to the 2018 PEO Committees and
Task Forces Membership Roster**

520th Council Meeting

Thomas Chong, P.Eng.	1-year term [1 st term / full compliance] September 21, 2018 – AGM 2019	Audit Committee (AUC) – Vice Chair Audit Committee (AUC) – Volunteer Appeals Subcommittee member
Guy Boone, P.Eng.	September 21, 2018 – AGM 2019	Audit Committee (AUC) – Volunteer Appeals Subcommittee member
Tim Kirkby, P.Eng.	September 21, 2018 – AGM 2019	Finance Committee (FIC) – FIC representative on Investment Subcommittee member
Márta Ecsedi, P.Eng.	1-year term [1 st term / full compliance]	2019 Volunteer Leadership Conference Planning Committee (VLCPC) – Chair
Guy Boone, P.Eng.	1-year term [1 st term / full compliance]	2019 Volunteer Leadership Conference Planning Committee (VLCPC) – Vice Chair

Changes to the Roster – appointment of Council Liaisons:

First/Last Name	Term / Compliance [per Terms of Reference]	Committee / Task Force
Michael Chan, P.Eng.	September 21, 2018 – end of term on Council	Advisory Committee on Volunteers (ACV) -
Ishwar Bhatia, P.Eng.	September 21, 2018 – end of term on Council	Consulting Engineer Designation Committee (CEDC)
Thomas Chong, P.Eng.	September 21, 2018 – end of term on Council	Discipline Committee (DIC)
Ramesh Subramanian, P.Eng.	September 21, 2018 – end of term on Council	Equity and Diversity Committee (EDC)
Tomiwa Olukiyesi, P.Eng.	September 21, 2018 – end of term on Council	Enforcement Committee (ENF)
Marisa Sterling, P.Eng.	September 21, 2018 – end of term on Council	Experience Requirements Committee (ERC)
Roydon Fraser, P.Eng.	September 21, 2018 – end of term on Council	Licensing Committee (LIC)
Lisa MacCumber, P.Eng.	September 21, 2018 – end of term on Council	Professional Standards Committee (PSC)
Bob Dony, P.Eng.	September 21, 2018 – end of term on Council	30 by 30 Task Force (30/30 TF)
Lew Lederman, QC	September 21, 2018 – end of term on Council	Governance Working Group Phase 1 (GWGP1)
Marilyn Spink, P.Eng.	September 21, 2018 – end of term on Council	Public Information Campaign Task Force (PIC TF)

Committee and Task Force Resignations/Retirements:

First/Last Name	Service Dates	Committee / Task Force
Ed Nelimarkka, P.Eng.	2015 – AGM 2018	Audit Committee (AUC)
Frank Dicintio, P.Eng.	2017 – AGM 2018	Finance Committee (FIC) – non-council member
Basel Jarrad, P.Eng.	2017 – AGM 2018	Finance Committee (FIC) – non-council member

**Changes to the 2018 PEO Committees and
Task Forces Membership Roster**

520th Council Meeting

First/Last Name	Service Dates	Committee / Task Force
Ciro Tarantino, P.Eng.	2017 – AGM 2018	Finance Committee (FIC) – non-council member
Barry Hitchcock, P.Eng.	1997 – 2018	Experience Requirements Committee (ERC)
George Comrie, P.Eng.	2014 – AGM 2018	Volunteer Leadership Conference Planning Committee (VLCPC) – EXE rep
Doug Hatfield, P.Eng.	2017 – AGM 2018	Volunteer Leadership Conference Planning Committee (VLCPC) – ACV rep
Noubar Takessian, P.Eng.	2016 – AGM 2018	Volunteer Leadership Conference Planning Committee (VLCPC) – RCC rep

Briefing Note – Decision

COMMITTEE / TASK FORCE ANNUAL WORK AND HUMAN RESOURCES PLANS

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

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

That Council approve the Legislation Committee (LEC) Work Plan as presented to the meeting at C-520-3.5, Appendix A.

Prepared by: Viktoria Aleksandrova, Committee Coordinator

Moved by: Councillor Chan, P.Eng.

1. Need for PEO Action

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

One of the roles of Council, as identified in the *Committees and Task Forces Policy* (Role of Council, Item 3), is to approve committee/task force mandates, Terms of Reference, annual work plans, and annual human resources plans. The Legislation Committee (LEC) has submitted its work plan for Council approval.

2. Proposed Action / Recommendation

That Council approve the submitted work plan for the Legislation Committee (LEC).

3. Next Steps (if motion approved)

The approved document will be posted on the PEO website and the committee will implement its plan.

4. Policy or Program contribution to the Strategic Plan

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

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

Not applicable

6. Peer Review & Process Followed

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

7. Appendices

- Appendix A – Legislation Committee (LEC)
 - i) 2018-2019 Work Plan

WORK PLAN – 2018/2019

LEGISLATION COMMITTEE (LEC)

C-520-3.5
Appendix A

Approved by Committee: June 8, 2018		Review Date: May 2019	
Approved by Council: TBD		Approved Budget: TBD	
Mandate [as approved by Council]:	<p>Section 30(1) of By-Law No. 1 grants Council the power to appoint the Legislation Committee. The Legislation Committee had been dormant for some time. By Resolution dated May 8, 2009, Council appointed the Legislation Committee.</p> <p>To provide oversight and guidance to matters pertaining to PEO's Act, Regulations and By-Laws. This will include, but not be limited to: (i) acting as custodian for PEO legislation, identifying PEO policies, rules and operational issues which touch on or affect PEO legislation, and providing guidance as to which of these should be put into legislation; ii) overseeing draft changes to PEO legislation; and (iii) keeping Council apprised of relevant external legislative initiatives and changes which may affect PEO legislation.</p>		
Terms of Reference [Key duties]:	<p>In support of its mandate, the Legislation Committee will include among its duties:</p> <ul style="list-style-type: none"> (i) acting as custodian for PEO legislation, identifying PEO policies, rules and operational issues which touch on or affect PEO legislation, and providing guidance as to which of these should be put into legislation; (ii) overseeing draft changes to PEO legislation which have not been assigned to another Committee or Task Force; and (iii) keeping Council apprised of relevant external legislative initiatives and changes which may affect PEO legislation. 		
Equity and Diversity Awareness	<ol style="list-style-type: none"> 1. <i>Was the E & D module reviewed in order to have tasks and activities align with the E&D Policies?</i> YES 2. <i>Is each task/activity being done in an equitable manner and engaging diverse groups?</i> YES 3. <i>Are there any barriers to information dissemination, human resources, physical space, and cultural differences?</i> NO 		
ReTasks, Outcomes and Success Measures:	Task/Activities:	Outcomes Success measures	Due date:
	2018-19 Priority Tasks:		
	1. New Regulations- LIC Recommendations	Draft Regulations sent to Council for approval	April 2019
	2. Regulation Changes – Academic & Examinations	Draft Regulations sent to Council for approval	April 2019
	3. Regulation Changes – Prior Council Experience	Draft Regulations sent to Council for approval	April 2019
	4. By-Law Change Protocol	Presented to Council following comment from RCC, EXE, FIC, AUC	Nov. 2018
	5. Review by-law change proposals from RCC	Provide legislative analysis to RCC and arrange for legal drafting and presentation to Council	April 2019

WORK PLAN – 2018/2019

LEGISLATION COMMITTEE (LEC)

	6. Offer training to PEO Statutory committees on Act/Regulation Change Processes and Requirements and LEC's role in it	Training and presentations offered and accepted	April 2019
	7. Complete review of outstanding changes to Regulation 941 for compliance with Council-approved policy motions and evidence-based policy development, and provide feedback to the Attorney General and Council pursuant.	Policy clarifications from Licensing Policy Committee reviewed and recommendations made to Council	ongoing
	8. Deal with any residual/remaining issues resulting from Bill 68, including proclamation of outstanding sections (Provisional Licence, <i>Not for Profit Corporations Act</i> changes)	Proclamation dates scheduled with Ministry of the Attorney General.	Ongoing (but by Dec. 2018)
	9. Monitor government opportunities to resolve Ontario legislation that conflicts with the authority or provisions of the <i>Professional Engineers Act</i> or its Regulations	Staff to identify opportunities when conflicting Acts or Regulations are proposed for amendment to contact each Ministry, identifying the conflicting provisions and requesting satisfactory resolution.	ongoing
	10. In accordance with the Regulatory Policy Protocol approved by Council, review all referred policy proposals that involve authority from the Act, Regulations or By-Laws, and provide regulatory impact analysis and recommendations to Council pursuant.	Regulatory impact analyses completed and forwarded to Council for policy determination.	ongoing
	11. Maintain an up-to-date regulatory issues (Act/Reg/By-Law change proposals) log and provide annual update to Council	Issues log maintained and provided annually to Council	September 2018
	12. Prepare an annual Work Plan and Human Resources Plan in accordance with the Committees and Task Forces Policy.	Annual Work Plan drafted for Council approval; HR plan developed, if necessary.	September 2018
	<p>Q2: <i>The multi-cultural calendar was considered when scheduling the workshop date.</i></p> <p>Q3: <i>Persons with disabilities and food allergies were appropriately accommodated.</i></p>	<p>Calendar considered.</p> <p>Accommodations successfully addressed, where necessary.</p>	<p>June 2018</p> <p>Each LEC meeting</p>

WORK PLAN – 2018/2019

LEGISLATION COMMITTEE (LEC)

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

Briefing Note – Decision

CANADIAN ENGINEERING ACCREDITATION BOARD (CEAB) – ACCREDITATION DECISIONS

Purpose:

To approve the list of academic programs that have been accredited (by CEAB) and that meet the intent of Section 33. (1) 1.i of the Regulations.

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

That Council approve the list of academic programs as presented in the meeting at C-520-3.6, Appendix A, that have been accredited (by CEAB) and that meet the intent of Section 33. (1) 1.i of the Regulations.

Prepared by: Moody Farag, P.Eng., Acting Deputy Registrar, Licensing and Registration

Moved by: Bob Dony, P.Eng., Past President

1. Need for PEO Action

At the November 2007 Council meeting, Council passed the following motion regarding the Licensing Process Task Force (LPTF) Implementation Plan:

That the Registrar, in consultation with the Licensing Process Task Force, be authorized to prepare an implementation plan for the above recommendations as approved by Council, and to finalize the necessary amendments to the Regulations, for approval by Council.

Item A1.1 of the LPTF Implementation Plan states as follows:

That the Council approve annually, or more often if required, the list of academic programs that are accredited (by CEAB) and that meet the intent of Section 33. (1) 1.i of the Regulations.

2. Proposed Action / Recommendation

That Council approve the list of engineering programs that were accredited by CEAB during the 2017-2018 Academic Year.

3. Next Steps (if motion approved)

PEO licensing applicants that have graduated from the CEAB accredited programs will be deemed to meet PEO's academic requirements for licensure.

4. Policy or Program contribution to the Strategic Plan

N/A

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

	Operating	Capital	Explanation
Current to Year End	N/A	N/A	N/A
2 nd	N/A	N/A	N/A
3 rd	N/A	N/A	N/A
4 th	N/A	N/A	N/A
5 th	N/A	N/A	N/A

6. Peer Review & Process Followed

Process Followed	The process followed was as per the November 2007 Council motion. The Registrar was notified by Engineers Canada of the accreditation of the programs for the academic year as listed on Appendix A.
Council Identified Review	Non-Applicable
Actual Motion Review	Canadian Engineering Accreditation Board

7. Appendices

Appendix A – Programs Accredited by CEAB, 2017-2018 Academic Year

**PROGRAMS ACCREDITED BY CEAB
2017-2018 Academic Year**

UNIVERSITY	PROGRAM(S) VISITED	DATE OF VISIT
University of Ottawa (Ottawa, Ontario)	Mechanical Engineering Biomedical Mechanical Engineering	October 29 – 31, 2017
Concordia University (Montréal, Québec)	Aerospace Engineering Building Engineering Civil Engineering Computer Engineering Electrical Engineering Industrial Engineering Mechanical Engineering Software Engineering	November 4 – 7, 2017
University of Guelph (Guelph, Ontario)	Biological Engineering Biomedical Engineering Computer Engineering Eng. Systems & Computing Engineering Environmental Engineering Mechanical Engineering Water Resources Engineering	November 5 – 7, 2017
The University of British Columbia (Vancouver, British Columbia)	Chemical Engineering Chemical and Biological Engineering Engineering Physics Geological Engineering Integrated Engineering Materials Engineering Mechanical Engineering Mining Engineering	November 5 – 7, 2017
University of Calgary (Calgary, Alberta)	Chemical Engineering Civil Engineering Electrical Engineering Geomatics Engineering Mechanical Engineering Oil and Gas Engineering Software Engineering	November 18 – 21, 2017
Ryerson University (Toronto, Ontario)	Aerospace Engineering Biomedical Engineering Chemical Engineering	November 19 – 21, 2017

	Civil Engineering Computer Engineering Electrical Engineering Industrial Engineering Mechanical Engineering	
Université du Québec à Rimouski (Rimouski, Québec)	Génie des systèmes électromécanique (Systems Engineering) Génie électrique (Electrical Engineering) Génie mécanique (Mechanical Engineering)	November 19 – 21, 2017
Carleton University (Ottawa, Ontario)	Architectural Conservation and Sustainability Engineering Communications Engineering Software Engineering	November 25 – 28, 2017
Queen's University (Kingston, Ontario)	Chemical Engineering Civil Engineering Computer Engineering Electrical Engineering Engineering Chemistry Engineering Physics Geological Engineering Mathematics and Engineering Mechanical Engineering Mining Engineering	December 3 – 5, 2017
University of Ontario Institute of Technology (Oshawa, Ontario)	Automotive Engineering Electrical Engineering Software Engineering	January 14 – 16, 2018
Université du Québec à Trois- Rivières (Trois-Rivières, Québec)	Génie industriel (Industrial Engineering) Génie mécanique (Mechanical Engineering)	January 28 – 30, 2018
York University (Toronto, Ontario)	Civil Engineering Mechanical Engineering	February 4 – 6, 2018
Université du Québec en Outaouais (Gatineau, Québec)	Génie électrique (Electrical Engineering)	February 18 – 20, 2018

In Camera Session

In-camera sessions are closed to the public

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

Education Committee Work Plan and Terms of Reference

Purpose: To advise Council that the EDU Committee is aware of the misalignment of its work plan to the 2018-2020 strategic plan and will be updating it for 2019.

No motion required

Prepared by: *Paymon Sani, EDU Committee Chair*

1. Status Update

It was brought to the attention of the EDU Committee that members of Council did not approve the current Education Committee Work Plan and Terms of Reference due to the misalignment of the EDU Committee mandate and the 2018-2020 strategic plan. The EDU Committee is aware of this and recognizes that the Work Plan and Terms of Reference should be updated to align with the strategic plan and PEO's regulatory function.

The committee is also aware of Councillor Spink's Briefing Note submitted at the June 2018 Council meeting directing the committee to re-write their Terms of Reference to align with the 2018-2020 strategic plan and to submit this by November 2018.

Councillor Tomiwa Olukiyesi has advised the committee that no further action with regards to the ToR is required at this time and the committee should wait until an organizational assessment is completed by Council in the new year.

In the meantime, the committee will continue their efforts towards the following:

- Finding a resolution for the EIR program;
- Re-submit the Work Plan for submission by Sept 30th. The Work Plan has been submitted to the committee for review and will be approved at the September 27th EDU committee meeting.

If needed the committee is prepared to:

- Review the current ToR and adjust so that it is in better alignment;
- Work with members of council to reach a consensus on the new ToR;
- Adapt a work plan so it aligns with the updated ToR;
- Seek further guidance from council if needed.

2. Background

At the November 2017 Council meeting, the EDU committee's work plan was not approved by Council and the committee was requested to align its work plan with the 2018-2020 strategic plan so that it is in sync with PEO's regulatory mandate.

At the June 2018 council meeting a Briefing Note was submitted by Councillor Marilyn Spink in response to the November 2017 Council meeting. The Briefing note directs the EDU committee to re-write their Terms of Reference to align with the 2018-2020 strategic plan and to submit this by November 2018. This Briefing Note was referred back to Councillor Spink for further review and input by the EDU Committee.

It was mentioned on a call between members of the EDU Committee and EDU Council Liaison that the issue of the work plan will be on hold until PEO Council measures regulatory performance in the coming year.