



# Council Meeting

528<sup>th</sup> Meeting of Council  
of Professional Engineers Ontario

to be held on

Thursday, June 20, 2019

7:45 – 8:45 a.m. – breakfast

9:00 a.m. – 5:00 p.m. – followed by dinner at

**The Granite Club, 2075 Bayview Avenue  
Crystal Room**

**6:00 Reception**

**6:30 Dinner service**

**Please note that the club requires business casual dress. No  
denim, t-shirts, athletic shoes.**

Friday, June 21, 2019

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

# Briefing Note - Decision

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C-528-1.1

## APPROVAL OF AGENDA

**Purpose:** To approve the agenda for the meeting.

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

**That:**

- a) the agenda, as presented to the meeting at C-528-1.1, 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 – 528<sup>th</sup> Council meeting agenda



# Agenda

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

**REVISED**

**Date:** Thursday, June 20 and Friday, June 21, 2019  
**Time:** Thursday – 9:00 a.m. – 5:00 p.m.  
 Friday – 9:00 a.m. – 4:00 p.m.  
**Place:** PEO Offices – 8<sup>th</sup> Floor Council Chambers **OR** Dial-in: 1-888-866-3653  
 40 Sheppard Avenue West Participant Code: 9394319#  
 Toronto, Ontario

**Thursday, June 20 – 9:00 a.m. – 5:00 p.m.**

<b>CALL TO ORDER</b>				
Review of the Regulatory Performance of Professional Engineers Ontario – Harry Cayton				
<b>1. APPROVAL OF AGENDA</b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>	<b>Time</b>
1.1	APPROVAL OF AGENDA	Chair	Decision	5 min
<b>4. IN CAMERA</b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>	<b>Time</b>
4.1	PUBLIC RELEASE OF THE REPORT “A REVIEW OF THE REGULATORY PERFORMANCE OF PROFESSIONAL ENGINEERS ONTARIO”	Past President Brown	Decision	30 min
4.2	RECOMMENDATIONS IN THE REPORT “A REVIEW OF THE REGULATORY PERFORMANCE OF PROFESSIONAL ENGINEERS ONTARIO”	Past President Brown	Decision	30 min

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

<b>CALL TO ORDER</b>				
<b>2. PRIORITY ITEMS</b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>	<b>Time</b>
2.1	IMPLEMENTATION OF RECOMMENDATIONS FROM CORONER’S INQUEST INTO THE DEATH OF SCOTT JOHNSON	Vice President Bellini	Decision	30 min
2.2	PEAK PROGRAM – UPDATE AND OPERATIONALIZATION	Councillor Spink	Decision	30 min
2.3	2020 BUDGET ASSUMPTIONS	Councillor Cutler	Decision	5 min
2.4	ELECTION MATTERS – ISSUES REPORT AND	Past President	Decision	30 min

	PROCEDURES	Brown		
2.5	REVIEW OF ALLEGATIONS OF VOTING IRREGULARITIES IN 2019 COUNCIL ELECTIONS	Past President Brown	Decision	5 min
2.6	BY-LAW NO. 1 CHANGES – ADDITIONAL 2019 FEE INCREASES (POLICY DEVELOPMENT)	Councillor MacCumber	Decision	10 min
2.7	WHITE PAPER FOLLOW UP – INDIGENOUS LAND ACKNOWLEDGEMENT AT PEO ACTIVITIES	President-Elect Sterling	Decision	5 min
2.8	PEO VOLUNTEER CODE OF CONDUCT - CHAPTERS	Councillor Robert	Decision	10 min
2.9	PRE-START HEALTH AND SAFETY REVIEW SUBCOMMITTEE	Councillor MacCumber	Decision	10 min
2.10	2018 AGM SUBMISSION – LEADERSHIP DEVELOPMENT PROGRAM	TBD	Decision	10 min
2.11	CEO/REGISTRAR TITLE	Past President Brown	Decision	5 min
2.12	COMMITTEE/TASK FORCE TERMS OF REFERENCE, WORK PLANS AND HUMAN RESOURCES PLANS	Vice President Bellini	Decision	30 min
2.13	PROPOSED SPECIAL RULES OF ORDER	Councillor Wowchuk	Decision	5 min
2.14	FINAL REPORT OF THE PUBLIC INFORMATION CAMPAIGN TASK FORCE (CARRY OVER FROM NOVEMBER 2018 COUNCIL MEETING)	Councillor Spink	Decision	5 min
2.15	APPOINTMENT OF VICE PRESIDENT (APPOINTED) AND LIEUTENANT GOVERNOR APPOINTMENT (LGA) TO THE EXECUTIVE COMMITTEE	President-Elect Sterling	Decision	10 min
2.16	COUNCIL GOVERNANCE ADVISOR – SCOPE OF WORK	President Hill	Decision	5 min
2.17	PRESIDENT HILL’S PARTICIPATION IN ENGINEERING CHANGE LAB WORKSHOP – BERKELEY, CA	President-Elect Sterling	Decision	5 min
<b>3.</b>	<b><u>CONSENT AGENDA</u></b>	<b>Spokesperson/ Moved by</b>	<b>Type</b>	<b>Time</b>
3.1	OPEN SESSION MINUTES – 525 <sup>th</sup> COUNCIL MEETING – MARCH 21, 2019	Chair	Decision	15 min total
3.2	OPEN SESSION MINUTES – 526 <sup>th</sup> COUNCIL MEETING – APRIL 23, 2019	Chair	Decision	--
3.3	OPEN SESSION MINUTES – 527 <sup>th</sup> COUNCIL MEETING – MAY 4, 2019	Chair	Decision	--
3.4	APPROVAL OF CEDC APPLICATIONS	Vice President Bellini	Decision	--
3.5	CHANGES TO THE 2019 PEO COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER	Vice President Bellini	Decision	--
<b>4.</b>	<b><u>IN-CAMERA – Cont’d</u></b>	<b>Spokesperson/ Moved by</b>	<b>Type</b>	<b>Time</b>

4.3	IN-CAMERA MINUTES – 525 <sup>th</sup> COUNCIL MEETING – MARCH 21, 2019	Chair	Decision	15 min total
4.4	IN-CAMERA MINUTES – 526 <sup>th</sup> COUNCIL MEETING – APRIL 23, 2019	Chair	Decision	--
4.5	APPOINTMENT OF ADDITIONAL MEMBERS TO 2019-2020 CENTRAL ELECTION AND SEARCH COMMITTEE (CESC)	Past President Brown	Decision	--
4.6	COMPLAINTS REVIEW COUNCILLOR UPDATE	Councillor Jackson Kouakou	Information	--
4.7	HRC UPDATE	President-Elect Sterling	Information	--
4.8	DISCIPLINE COMMITTEE – DECISIONS AND REASONS	Linda Latham	Information	--
4.9	LEGAL UPDATE	Linda Latham	Information	--
4.10	PEO'S ANTI-WORKPLACE HARASSMENT AND VIOLENCE POLICIES – COUNCILLOR VIOLATIONS, IF ANY	Chair	Information	--
<b>5. <u>INFORMATION ITEMS</u></b>		<b>Spokesperson/ Moved by</b>	<b>Type</b>	<b>Time</b>
ONGOING ITEMS				
5.1	COUNCIL ACTION LOG	Chair	Information	30 min total
5.2	REGULATORY RISK REGISTER	Chair	Information	--
5.3	COUNCILLOR ITEMS	Chair	Information	--

Please note that in order to streamline the agenda, Committee reports will no longer be included in the agenda package. Committee Chairs are asked to submit their written reports to the Secretariat for posting on the Council SharePoint site prior to each Council meeting. These reports will not be discussed at the meeting unless a Councillor or an EC Director asks to address a specific item contained within the written report. The reports submitted as of June 14, 2019 are:

- Enforcement Committee
- Engineers Canada
- Legislation Committee
- OIC Appointments
- RCC
- Stats

The link below will take you directly to the reports.

[528 Council Reports](#)

## Councillors Code of Conduct

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

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

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

[s. 2.4 of the Council Manual]

### 2019 Council Meeting/Mailing Schedule

#### 2019 Council Mailing Schedule

2019

Meeting #		Meeting Date	Initial BN Due Date – Members at Large	Initial BN Due Date – Councillors/ Staff	Initial Agenda Mailing Date	Supp. Agenda <sup>1</sup> Due Date	Supp. Agenda Mailing Date
529	<b>Council</b>	Sept. 19-20	Aug. 30	Sept. 3	Sept. 6	Sept. 10	Sept. 13
530	<b>Council</b>	Nov. 14-15	Oct. 25	Oct. 29	Nov. 1	Nov. 5	Nov. 8

### Upcoming Events

Date	Event	Location
November 16, 2019	Chapter Leaders Conference Ontario Professional Engineers Awards (OPEA)	Hilton Toronto Airport Hotel Toronto International Centre

## Implementation of Recommendations from the Coroner's Inquest into the Death of Scott Johnson

**Purpose:** To direct the Registrar to proceed with the preparatory work to outline the steps and requirements that would be needed to implement each recommendation arising from the Coroner's inquest. This work will assist Council in deciding how to proceed on the adoption of the recommendations.

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

1. That Council direct the Registrar to carry out the work outlined in the Implementation Plan in Appendix A and provide these policy analyses to Council at its November meeting for consideration and decision.

**Prepared by:** Bernard Ennis, P.Eng.

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

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

The Coroner's Office has requested that all parties to whom recommendations were directed report back within 6 months (i.e. by October 10, 2019) regarding the status of their implementation plans. In order to be able to report to the Coroner, it is necessary that Council begin consideration of an implementation plan immediately. This does not mean that decisions need to be made on specific recommendations; however, research and analysis needed to assist Council in making those decisions should be conducted.

This Coroner's Inquest was closely followed by the press. It is likely that there will be requests regarding PEO's plans by the end of the year.

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

The motion presented here involves only preparation and planning for future actions. Council will be asked to decide on whether to take all, some, or none of these actions at a future Council meeting.

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

- The Registrar will carry out the work described in the motions. This will include the necessary research, consultation, option identification and comparison, and costing.
- PEO staff will consult with Ministry of Labour, Ministry of Municipal Affairs and Housing, Professional Standards Committee and appropriate subcommittees, and other stakeholders as needed to develop the implementation plan.
- The Ministry of Labour and Ministry of Municipal Affairs and Housing are external dependencies that may constrain PEO's ability to move ahead on the work outlined in Motion 1. PEO will have to provide the Ministries with data, stakeholder consultation and, possibly, legal justification for any changes required to their legislation to implement the proposed demand-side legislation.

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

This motion contributes to Strategic Objectives #1, #3, and #5.

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

	Operating	Capital	Explanation
Current to Year End	\$	\$	Cost to develop policy proposals will be accommodated within current budget.
2 <sup>nd</sup>	\$	\$	
3 <sup>rd</sup>	\$	\$	
4 <sup>th</sup>	\$	\$	
5 <sup>th</sup>	\$	\$	

**6. Peer Review & Process Followed**

<b>Process Followed</b>	<p><b>Outline the Policy Development Process followed.</b></p> <ul style="list-style-type: none"> <li>• These recommendations were provided to PEO by the Coroner’s Inquest. PEO will develop policy analysis needed for Council to consider a plan for implementing them.</li> </ul>
<b>Council Identified Review</b>	<p><b>Identify who is to be consulted; how they will be consulted and what kind of response is expected.</b></p> <ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Actual Motion Review</b>	<p><b>Detail peer review and relevant stakeholder review undertaken</b></p> <ul style="list-style-type: none"> <li>• N/A</li> </ul>

**7. Appendices**

- Appendix A – Recommendations of the Coroner’s Inquest into the Death of Scott Johnson – Implementation Plan.



## Recommendations of the Coroner’s Inquest into the Death of Scott Johnson – Implementation Plan Proposed Options

Recommendation	PSC Comments and Background Information	Possible Implementation Actions
11. Ensure that guidelines [published by Professional Engineers Ontario] explicitly make clear that:		
a. Drawings should be clear and consistent, including in their measurement system;	<p>Currently, criteria for complete drawings are addressed in the practice guideline <i>Structural Engineering Design Services in Buildings</i>. See, for example, Structural Drawings pages 13-16: “Providing adequate dimensions on the drawings is one of the most important elements in the preparation of complete construction drawings and the mark of a well-executed project. The construction drawings should include dimensions that allow for the proper installation and assembly of the building structure...”</p> <p>The proposed guideline <i>Design Evaluation and Field Review of Demountable Event and Related Structures</i> will reference the above guideline, the General Review, and the Use of Seal guideline.</p>	No further action required.
b. Guidelines and best practices applying to design and review of structures also apply to demountable event structures, wherever built;	Will be addressed in the proposed guideline: <i>Design Evaluation and Field Review of Demountable Event and Related Structures</i>	No further action required.
c. Design drawings should explain key elements in plain language, and include acronyms in a legend;	<p>Will be addressed in the proposed guideline: <i>Design Evaluation and Field Review of Demountable Event and Related Structures</i> by referencing relevant drawing standards.</p> <p>PSC noted that drawings are not meant to be read by the public, but rather by qualified individuals.</p>	No further action required.
d. As part of the engineer’s scope of work, engineers should work with clients to develop a checklist of components to be reviewed and the schedule for inspections;	Scope of services and documentation best practices will be addressed in the proposed guideline: <i>Design Evaluation and Field Review of Demountable Event and Related Structures</i> . For example, design drawings should consider that General Review will take place.	No further action required.

## Recommendations of the Coroner’s Inquest into the Death of Scott Johnson – Implementation Plan Proposed Options

<p>e. In providing design drawings to clients, engineers should clearly outline which drawings are included by including a comprehensive index as part of the package;</p>	<p>An overall index will be addressed in the proposed guideline: <i>Design Evaluation and Field Review of Demountable Event and Related Structures</i></p>	<p>No further action required.</p>
<p>f. There should be a disclaimer in the “title block” in an engineer’s drawings that the drawings are not complete and cannot be relied upon unless they are stamped, signed and dated by the engineer;</p>	<p>The issue of document control is already addressed by the existing <i>Use of Seal</i> guideline.</p> <p>The proposed guideline <i>Design Evaluation and Field Review of Demountable Event and Related Structures</i> will reference the above guideline.</p>	<p>No further action required.</p>
<p>g. Engineers, as part of the package, should provide a separate page of build details in the design drawings, including details for connections;</p>	<p>Connection details are already addressed in practice guideline <i>Structural Engineering Design Services in Buildings</i> Section Design Development Stage pages 11-12, for example: “In the design development stage, the selected preliminary design is developed in sufficient depth to complete construction details and permit work on construction documents to begin...”</p> <p>The proposed guideline <i>Design Evaluation and Field Review of Demountable Event and Related Structures</i> will reference the above guideline.</p>	<p>No further action required.</p>
<p>h. Engineers should confirm that all custom components shown in the design drawings have manufacturer’s results, or have been subjected to specific testing;</p>	<p>This issue will be addressed in the proposed guideline: <i>Design Evaluation and Field Review of Demountable Event and Related Structures</i> Section 7.2 Design Verification, for example: “When evaluating manufactured components, the design criteria of the manufacturer may be used to verify that the design of the component or structure is adequate. For components certified by a recognized agency, and suitable for the application, the engineer can rely on the certification, provided the components are in serviceable condition. For manufactured components in common use with industry-accepted capacities, such as scaffold frames, the engineer can specify the appropriate component.”</p>	<p>No further action required.</p>

## Recommendations of the Coroner’s Inquest into the Death of Scott Johnson – Implementation Plan Proposed Options

<p>j. Engineers should ensure that all critical components of demountable event structures have been subjected to a rational sampling process as set out in PEO guidelines prior to their incorporation into the demountable event structures;</p>	<p>This issue is already addressed in the proposed guideline <i>Design Evaluation and Field Review of Demountable Event and Related Structures</i> Section 8 General Review page 12, for example: “Confirm that all components have been inspected by qualified people with the authority to reject defective parts and conduct a general review for suspect elements...”</p>	<p>No further action required.</p>
<p>k. Engineers should be present from the beginning to the end of the construction of demountable event structures;</p>	<p>The Registrar should meet with the Ministry of Labour to discuss a potential amendment to the <i>Occupational Health &amp; Safety Act</i> to ensure owners/operators comply with this proposed requirement.</p>	<p>Council directs the Registrar to work with the Ministry of Labour and the Ministry of Municipal Affairs and Housing to consider changes to the relevant regulations to ensure that professional engineers or limited licence holders are present from beginning to end of the construction of demountable event structures.</p>
<p>l. Engineers should consider all available means, including the assistance of workers and technology, to ensure all critical components are properly used and installed.</p>	<p>This issue will be addressed in the proposed guideline: <i>Design Evaluation and Field Review of Demountable Event and Related Structures</i></p>	<p>No further action required.</p>
<p>12. Advocate for appropriate standards consistent with the above referenced guidelines.</p>	<p>Preliminary Regulatory Impact Assessments would have to be completed since performance standards are regulations.</p>	<p>Council directs the Registrar to undertake the necessary Preliminary Regulatory Impact Assessments need to created standards based on the previous recommendations and provide these assessments to the Professional Standards Committee for development of the standards where appropriate.</p>
<p>13. Advocate for the enactment of a standard making clear that the engineer sealing the design of a demountable event structure is presumed to be responsible for the entire structure unless otherwise specified in writing on the drawing.</p>	<p>Will be addressed in the revised Use of Seal regulations, specifically: “(6) When affixed to a final engineering document, the seal represents that the practice of professional engineering reflected in the document can be relied on for the document’s intended purpose and that the practitioner whose seal is affixed to the document accepts professional responsibility for the document’s engineering content.”</p>	<p>No further action required.</p>
<p>14. Develop specialization criteria for engineers working on demountable event structures, including educational opportunities.</p>	<p>Section 7(1)22 of the <i>Professional Engineers Act</i> provides Council with the power to create regulations designating professional engineers and holders of temporary licences as</p>	<p>Council directs the Registrar, working with the PSC subcommittee to draft a policy analysis on the possibility of producing, pursuant to Section 7(1)22 of the <i>Professional</i></p>

## Recommendations of the Coroner’s Inquest into the Death of Scott Johnson – Implementation Plan Proposed Options

	<p>specialists. However, current PEO policy is that there should be only a single general licence to practice professional engineering and Council has, accordingly, avoided creating specialist categories.</p> <p>The proposed guideline <i>Design Evaluation and Field Review of Demountable Event and Related Structures</i> will reference several technical standards.</p>	<p><i>Engineers Act</i>, regulations needed to create a specialist category for professional engineers designing or reviewing construction of demountable event structures.</p>
<p>15. Require members to file an annual report, which would include identifying the engineering areas in which they work.</p>	<p>Could be part of PEAK requirements.</p>	<p>Council directs the Registrar to draft a policy analysis on the possibility of producing regulations under Section 7(1)13 of the Act requiring annual reporting of practice area (and other information such as employer and contact information) and to make use of the PEAK questionnaire component to do so.</p>
<p>16. Provide members who work with demountable event structures with guidelines, special alerts, and any other information that will assist them in this area of work.</p>	<p>PSC says that this recommendation is not within the mandate of PEO but could be addressed by technical standards organizations.</p>	<p>No further action is required.</p>
<p>17. Require that all engineers undertake a minimum number of hours of professional development activities and submit a record of such activities each year to PEO.</p>	<p>Could be part of PEAK requirements.</p> <p>Section 7(1)22 of the <i>Professional Engineers Act</i> provides Council with the power to create regulations governing continuing education.</p> <p>7(1) Subject to the approval of the Lieutenant Governor in Council and with prior review by the Minister, the Council may make regulations,</p> <p style="padding-left: 40px;">27. governing the continuing education of members and holders of temporary licences, provisional licences and limited licences, including,</p> <p style="padding-left: 80px;">i. providing for the development or approval of continuing education and professional development programs,</p>	<p>Council directs the Registrar to draft a policy analysis on the possibility of producing, pursuant to Section 7(1)27 of the Act, the regulations needed to make annual completion of the PEAK program mandatory for all practising professional engineers and limited licence holders.</p>

## Recommendations of the Coroner’s Inquest into the Death of Scott Johnson – Implementation Plan Proposed Options

	<ul style="list-style-type: none"> <li>ii. requiring members and holders to successfully complete or participate in such programs,</li> <li>iii. providing for sanctions for non-compliance, including suspension or cancellation of a person’s licence, temporary licence, provisional licence or limited licence until the person is in compliance, or the imposition of additional requirements in order to be considered to be in compliance;</li> </ul>	
<p>18. Revise PEO’s Standard Project Completion Notice Template to add the following:</p> <ul style="list-style-type: none"> <li>a. The scope of work for which the engineer was retained;</li> <li>b. Identification of the party responsible for the project;</li> <li>c. Identification of the critical points in the construction;</li> <li>d. Identification of components inspected;</li> <li>e. Times physically present at the construction;</li> <li>f. Any limitations in the review and inspections;</li> <li>g. Confirmation that all field review reports have been provided to the party responsible for submission to the chief building official;</li> <li>h. Confirmation that the final report was made after all construction activities had been concluded.</li> </ul>	<p>Could be addressed in practice guideline <i>Professional Engineers Providing General Review of Construction as Required by the Ontario Building Code</i>.</p> <p>The PSC will consider this recommendation when revising the above guideline.</p>	No further action required.
<p>19. Inform its members of the engineering issues and concerns raised by this inquest through a Practice Bulletin.</p>	<p>Practice Advisory staff will write an article to update licence holders on the outcome of these recommendations.</p>	No further action required.
<p>20. Inform its members of developments in PEO standards and guidelines in a timely manner.</p>	<p>This recommendation should be considered by the Communications team at PEO.</p>	<p>Council directs the Registrar to ensure that the Communications department monitors the activities of the Professional Standards Committee and reports to PEO licence holders on all developments related to standards and guidelines in a timely manner.</p>

## PEAK PROGRAM – UPDATE AND OPERATIONALIZATION

**Purpose:** To update Council on the results of the second year of the PEAK program and to move it from a pilot program basis to a permanent operational program.

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

That Council direct the Registrar to operationalize the PEAK program as a continuing operational program.

**Prepared by:** Bernard Ennis, P.Eng.

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

### 1. Need for PEO Action

- The PEAK program concluded its second year of operation on March 31st, 2019. The third year of the PEAK program began on April 1, 2019 and is currently underway.
- At its November 2016 meeting Council passed a motion directing the Registrar to implement the non-mandatory PEAK program.

At its June 2018 meeting Council passed the following motions:

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.

The report attached to this briefing note provides an overview of the program, information on participation rates and examples of the kind of data that can be collected through this program.

Both the “Coroner’s Inquest into the death of Scott Johnson” and the “Review of the regulatory performance of Professional Engineers Ontario” recommend the need for PEO to implement mandatory continuing professional development for all licence holders. A briefing note dealing with the Coroner’s inquest recommendations presented to Council at this meeting has a motion directing the Registrar to prepare the policy analysis needed to assess the viability of a mandatory CPD program. The PEAK program is the CPD program proposed by the Continuing Professional Development, Competency, and Quality Assurance Task Force and developed by the Continuing Professional Competence Program (CP)<sup>2</sup> Task Force.

The PEAK program, if mandatory, would also be an excellent tool for updating the register information and fulfilling Recommendation 7 of the Regulatory Performance Review.

**2. Proposed Action / Recommendation**

- PEAK has been on a year-to-year pilot basis during its first two years while the program was refined. It has now completed a complete 2-year cycle (1<sup>st</sup> year data collection; 2<sup>nd</sup> year reporting of continuing knowledge activities).
- Because it was a pilot program Council annually directed the Registrar to continue the program.
- There are no policy or legal implications since the program is simply being operationalized and no changes to its format are intended. The annual budget will not change.

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

- The only action to be taken is to remove the annual reapproval of the program by Council.

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

- The program is related to strategy 1 of the 2018-2020 Strategic Plan Objectives.

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

	Operating	Capital	Explanation
Current to Year End	\$87,000	\$	Based on percentage of current contract within 2019 budget year.
2 <sup>nd</sup>	\$175,000	\$	Based on current budget with 2% inflation.
3 <sup>rd</sup>	\$178,000	\$	Based on current budget with 2% inflation.
4 <sup>th</sup>	\$182,000	\$	Based on current budget with 2% inflation.
5 <sup>th</sup>	\$185,000	\$	Based on current budget with 2% inflation.

**6. Peer Review & Process Followed**

<b>Process Followed</b>	<p><b>Outline the Policy Development Process followed.</b></p> <ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Council Identified Review</b>	<p><b>Identify who is to be consulted; how they will be consulted and what kind of response is expected.</b></p> <ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Actual Motion Review</b>	<p><b>Detail peer review and relevant stakeholder review undertaken</b></p> <ul style="list-style-type: none"> <li>• N/A</li> </ul>

**7. Appendices**

- Appendix A – Report after Year 2 of the PEAK Program



# Report after Year 2 of the PEAK Program

## 1. Executive Summary

The Practice Evaluation and Knowledge (PEAK) program was established by PEO to promote continuing knowledge development and ethical practices among Ontario's professional engineers and limited licence holders while improving PEO's data on the practice profiles for its licence holders. The PEAK program was implemented as a regulatory initiative in PEO's proactive efforts toward protecting the public interest regarding regulation of the practice of professional engineering in Ontario. The program went live on March 31, 2017, on a voluntary basis. On May 31, 2019, the PEAK program completed its first cycle of operation; each cycle of the program is completed by PEO licence holders in a twenty-five-month period.

The four objectives of the PEAK program are (1) publishing program completion statuses, (2) promoting continuing knowledge development, (3) reacquainting PEO licence holders with their professional responsibilities, and (4) updating PEO's database of practice details for its professional engineers and limited licence holders.

Firstly, this report provides an overview of the program containing the guiding principles, elements and benefits of the program, a background review indicating its development history, and information and promotional resources available for operating the program.

Secondly, this report presents the participation rates and insights into the data collected by the PEAK program, like professional practice details and continuing knowledge development undertaken by Ontario's professional engineers and limited licence holders who voluntarily participated in the program.

Finally, this report provides relevant information for PEO Council as it considers whether to continue the PEAK program and, additionally, make the program a mandatory requirement for PEO licence renewal.



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## 2 Background

The PEAK program went live on March 31, 2017. PEO licence holders who are professional engineers or limited licence holders are asked to complete the program every year prior to their licence renewal date. This action entails a *practice evaluation* and an *ethics module* video. The practice evaluation comprises a *practice declaration* followed by a *practice evaluation questionnaire* for practising licence holders or *non-practising survey* for non-practising licence holders. However, program participants may complete these elements anytime, and as often as they need to, during the licence year. The annual completion statuses for these elements are shown on PEO's online directory of licence holders. This means that two things occur; firstly, the completion status will be reset every licence year to encourage annual participation and, secondly, the program elements will be shown as INCOMPLETE for those who do not complete these elements by their licence renewal date.

The first group of licence holders asked to participate were those sent fee renewal notices in April 2017. Since renewal notices are sent out approximately 60 days prior to the date of licence expiry, these notices were sent to licence holders with a May 31, 2017 licence expiry, or, rather, a June 01, 2017, licence renewal date. Every month, another group renews their annual licences. With practising PEAK program participants allowed twelve months to report their continuing knowledge activities every licence year, one operating cycle of the PEAK program lasts for twenty-five months. Therefore, the first reporting period ended May 31, 2019, which means that practising PEO licence holders ended the first full 12-month reporting window of the PEAK program on May 31, 2019.

PEO has engaged in an active and continuing communications campaign regarding the program. By May 31, 2019, PEO staff have provided presentations about the PEAK program to PEO chapters, engineering firms, technical associations and other interested groups. PEO councillors have attended some of these presentations and responded to questions and comments on the program. Staff have also responded to online and phone inquiries about the program.

## 3 Overview of the PEAK Program

### 3.1 Objectives of the PEAK program

The four objectives of the PEAK program are (1) publishing program completion statuses, (2) promoting continuing knowledge development, (3) reacquainting licence holders with their

professional responsibilities, and (4) updating PEO's database of practice details for its professional engineers and limited licence holders.

## Publishing

## Promoting

## Reacquainting

## Updating

### 3.1.1 *Publishing program completion statuses*

As matter of public interest, the practice status and participation status for each of the three elements of the PEAK program—the practice evaluation questionnaire, ethics module and reporting of continuing knowledge activities—are publicly posted on PEO's online directory of licence holders for every professional engineer and limited licence holder. Practice status and participation statuses are reset every licence year to compel licence holders to complete the program every year. Non-compliance with the program is publicly posted to read as an "undeclared" practice status or an "incomplete" status for the remaining elements.

The program was designed with this feature as an incentive to encourage licence holders to participate and provide credibility to the voluntary program.

### 3.1.2 *Promoting continuing knowledge development*

The PEAK program was designed to promote and gauge the continuing competence activities undertaken by professional engineers and limited licence holders with explicit focus on technical content that maintains or enhances their engineering competence.

Firstly, the program assigns a recommended number of hours to practising PEO licence holders towards continuing knowledge activities for the year. This recommendation is personalized for every practising licence holder based on their answers to a practice evaluation questionnaire and PEO's application of a risk-based methodology to generate the recommendation. This program rule encourages practising licence holders to actively pursue continuing competence activities every year in relation to their engineering practice disciplines and responsibilities. Non-practising licence holders are not assigned an annual recommendation.

Secondly, practising licence holders are urged to report to PEO the continuing competence activities they completed during the year using PEO's online reporting form. This program rule instills professional accountability among licence holders to pursue relevant competence activities and take the additional step to report them to PEO every year.

### *3.1.3 Reacquainting licence holders with their professional responsibilities*

The ethics module element of the PEAK program was designed by PEO to reintroduce licence holders to their statutory, professional and ethical obligations to the public through an interactive learning format. Each ethics module is a refresher video addressing different topics while repeating salient topics for emphasis. However, each video was developed with examples and Q-and-A hurdle questions that serve as teachable moments to reinforce the topics covered by the video. Topics include provincial engineering legislation, professional and ethical conduct, continuing competence, conflict of interest, duty of care and PEO's practice guidelines and advisory information.

### *3.1.4 Updating PEO's database of practice details on its licence holders*

The PEAK program helps PEO collect up-to-date practice details on its membership of licence holders. These practice details are vital to continuously deliver on the objectives of the program. Additionally, access to current practice details better positions PEO to more effectively carry out its regulatory activities in public service and protection in relation to the practice of professional engineering in Ontario.

## ***3.2 Developing the PEAK program***

PEO's Continuing Professional Development, Competence and Quality Assurance (CPDCQA) Task Force presented the concept for a comprehensive approach to continuing professional development and quality assurance in November 2015, as part of a proactive PEO approach in regulating the profession. The task force's recommendations were accepted by PEO Council and formed the basis for the implementation work by PEO's Continuing Professional Competence Program (CP)<sup>2</sup> Task Force which finalized the Practice Evaluation and Knowledge (PEAK) program.

At the time the PEAK program went live, PEO Council was not empowered with the authority to create regulations dealing with mandatory continuing education requirements and enforcement of those mandatory requirements. In fact, aligned with this lack of authority, Council affirmed a policy intent in September 2015 to ask the membership to ratify in a referendum any mandatory requirement to participate in a continuing professional development program. In November 2015, Council accepted the (CP)<sup>2</sup> Task Force's recommendation to postpone a referendum on a mandatory version of the PEAK program until the program had completed at least one year of operation.

Following the policy intent on a referendum, Council approved a policy intent in February 2016 to amend the *Professional Engineers Act* to provide PEO with the authority to create regulations dealing with mandatory continuing education requirements and enforcement of those mandatory requirements. A request to change the Act to accomplish this was made to the Ministry of the Attorney General. At the time the PEAK program went live, PEO was waiting for confirmation from the Minister that the changes would be made.

For these reasons, the PEAK program went live as a continuing competence reporting program that encourages PEO licence holders to participate yearly at their professional discretion—in other words, a voluntary program. Non-participation in the program does not affect their licence status; however, their participation status is posted on the public online directory of licence holders.

Since then, a December 2017 update to subsection 7(1)(27) of Ontario's *Professional Engineers Act* empowers PEO with the authority to create regulations dealing with mandatory continuing education requirements and enforcement of those mandatory requirements. However, at present, no changes exist to PEO's operational policies with respect to continuing education that make any part of the PEAK program mandatory or impose sanctions onto non-compliant licence holders. Subject to further decisions, Council's 2015 policy position still stands and requires a member referendum to ratify making the PEAK program, or any part of it, a mandatory requirement for PEO licensure or licence renewal.

In June 2018, Council accepted PEO's recommendation to postpone a decision to review the PEAK program or consider a mandatory version of the program until the program had completed at least one cycle of operation—once cycle of the PEAK program occurs over twenty-five months—since a review of the program after only twelve months would be premature.

Notable developments related to the PEAK program are itemized in Figure 1.

*Figure 1. Notable developments around the PEAK program*

2013 September	Report from Ontario Society of Professional Engineers on continuing professional development. The report recommended a mandatory continuing professional development program for PEO licence holders.
2014 March	Report on a review of the 2013 OSPE report from PEO's committee on professional standards.

- 2014 October Report from the commission of inquiry into the collapse at the Algo Centre Mall in Elliot Lake, Ontario in 2012. The report recommended a mandatory continuing professional development program for PEO licence holders.
- 2015 September Council affirmed a policy intent to ask the membership to ratify in a referendum any mandatory requirement to participate in a continuing professional development program.
- 2015 November Report from PEO's Continuing Professional Development, Competence and Quality Assurance (CPDCQA) Task Force.
- 2016 February Council approved a policy intent to amend the *Professional Engineers Act* to provide the authority for mandating continuing professional development requirements for all licence holders, limited licence holders, and temporary licence holders.
- 2017 February Recommendations for PEAK program constraints from PEO's Continuing Professional Competence Program (CP)<sup>2</sup> Task Force.
- 2017 March PEO launched the Practice Evaluation and Knowledge program for professional engineers and limited licence holders to participate on a voluntary basis.
- 2017 December Amendment to subsection 7(1)(27) of the *Professional Engineers Act* providing the authority for mandating continuing professional development requirements for PEO licence holders.
- 2018 June PEO's report on Year 1 of the PEAK program. Council directed PEO to plan for Year 3 of the PEAK program.
- 2018 November PEAK program policy for chapter event advertising.
- 2019 April Jury's verdict from the coroner's inquest into the death of Scott Johnson in 2012. The verdict recommended an annual, mandatory continuing professional development program for PEO licence holders.
- 2019 April Report from PEO's external regulatory review. The report recommended a mandatory continuing professional development program for PEO licence holders.
- 2019 June PEO's report after Year 2 of the PEAK program.

PEO initiatives on continuing competence for Ontario professional engineers and limited licence holders prior to implementing the PEAK program are illustrated in Figure 2.



Figure 2. The path to the PEAK program



### 3.3 Principles of the PEAK program

The November 2015 final report by PEO’s CPDCQA Task Force outlines the six guiding principles for a continuing professional development and quality assurance program. These guiding principles formed the basis for work and recommendations by PEO’s (CP)<sup>2</sup> Task Force to aid PEO in implementing the PEAK program.

1. Be necessary to improve regulation
2. Be relevant for practice activities
3. Be pragmatic
4. Recognize diversity of practitioners
5. Be scalable and proportional to risk to the public
6. Be effective

#### 3.3.1 CPD program must be necessary to improve the regulation of professional engineering

The CPDCQA Task Force established a need for a CPD program based on protecting the public interest and not on member self-interest. PEO would not implement a CPD program that is essentially “window dressing” and that no program would be put in place solely for PEO to say they have a program.

### 3.3.2 *CPD program requirements must be relevant for practice*

The CPDCQA Task Force concluded that a CPD program's requirements would be relevant to the practice of professional engineering and done in the interest of safeguarding public health, safety, welfare and the environment.

The task force established the need for a CPD program's requirements would be tied to the engineering services provided by the practitioner and the skills and knowledge needed to perform that work, and therefore, not allow licence holders to acquire CPD credits for activities unrelated to the practice of professional engineering.

### 3.3.3 *CPD program must be pragmatic*

The CPDCQA Task Force established the purpose of a CPD program would be to ensure that individual licence holders maintain a level of knowledge and skill commensurate with safeguarding public health, safety, welfare and the environment.

The task force concluded that any need for licence holders to expand and gain greater expertise and competence in their areas of practice, as was recommended in the 2014 commissioner's report from the inquiry into the 2012 Algo Centre Mall collapse in Elliot Lake, is unnecessary since such a need would be driven by employers or market forces particularly where licence holders work at the leading edge of science and technology.

### 3.3.4 *CPD program must recognize diversity of practitioners' needs and resources*

The CPDCQA Task Force established the need for a CPD program that recognizes the diversity of both engineering practices and member demographics. The CPD program would be aimed at improving knowledge and skills utilized in practice and would accommodate different methods of skills and knowledge delivery. The CPD program would allow individual licence holders the opportunity to design their CPD plan to align with their area of practice and the available professional development opportunities.

Also, the program would treat practising and non-practising licence holders equally but differently. Non-practising licence holders would not be administered a CPD requirement. However, non-practising licence holders who wish to continue to hold a licence that provides practice rights, even if they do not exercise those rights, would have to be reminded they have the same benefits and obligations as those practising. For instance, non-practising licence holders must understand that, even though they are in a non-practising capacity, any act or statement made by them when they

identify themselves as licence holders is subject to the same duty of care as a practising licence holder.

### *3.3.5 CPD program requirements must be scalable and proportional to risk to the public*

The CPDCQA Task Force concluded that any CPD requirement would be correlated to the amount of risk to the public presented by the individual licence holder through the licence holder's practice details. The risk attributable to a practising licence holder is often mitigated through the implementation of risk management measures within firms and industry or through oversight of the work by regulatory authorities. To establish the CPD requirement that is based on the practice risks presented by the individual licence holder to the public, the practising licence holder would complete an informal practice review.

### *3.3.6 CPD program must be effective*

The CPDCQA Task Force recommended that any CPD program would be developed to be effective at achieving the goals of the program and have a means for determining whether the program was effective. This principle requires PEO to provide assistance to licence holders to complete the program as well as determine their individual CPD requirements and locate suitable means of complying with those requirements. This principle also requires PEO to include mechanisms in the program to incite licence holders to complete the program.

## ***3.4 Beneficiaries of the PEAK program***

The beneficiaries of the PEAK program are the public, PEO, and licence holders and employers.

- 1. Public**
- 2. Regulator**
- 3. Licence holders and employers**

The PEAK program was established as a regulatory initiative in PEO's proactive efforts toward protecting the public interest. The program promotes continuing knowledge development and ethical practices among Ontario's professional engineers and limited licence holders while improving PEO's data on the practice profiles for its licence holders. The program publishes on PEO's online directory the participation status for every Ontario professional engineer and limited licence holder in the program. The program was designed in the public interest to promote

continuing professional development and ethics practices among Ontario’s professional engineers and limited licence holders.

### 3.4.1 *Public*

The public is provided with an online tool to search for PEO licence holders to confirm their practice declaration and PEAK program completion statuses for the current licence year because the PEAK program publishes the participation status for every Ontario professional engineer and limited licence holder in the program; a program designed for the public. Via the directory, the public can confirm whether a licence holder voluntarily completed the program that year—publicly declaring their practice status, pursuing continuing professional development focused on technical engineering knowledge and reporting those activities to PEO, and watched PEO’s ethics refresher video.

### 3.4.2 *Regulator*

PEO needs data on the individuals licensed and engaged in the practice of engineering and firms providing those engineering services in PEO’s jurisdiction to more effectively carry out its duties as the provincial regulator for the practice of professional engineering.

The PEAK program provides PEO with data on four items: (1) practice status for licence holders; (2) how practising licence holders carry out their practice activities; (3) which licence holders watch PEO’s ethics module videos; and (4) what continuing professional development is undertaken by practising licence holders to maintain a level of knowledge and skill commensurate with safeguarding public health, safety, welfare and the environment as that knowledge and skill relate to the engineering practice activities they perform.

### 3.4.3 *Licence holders and employers*

Because the PEAK program publishes the participation status for every Ontario professional engineer and limited licence holder in the program, this public posting of licence holder participation serves the licence holder as a secondary benefit.

When a licence holder completes their PEAK program elements, a COMPLETE posting would be seen by the public, including peers, colleagues and clients as a positive and professional action by the licence holder. Additionally, employers benefit from the positive recognition associated with having staff who are licence holders participating in a regulator’s program designed for the public.

### 3.5 Elements of the PEAK program

The PEAK program consists of three elements: a practice evaluation (declaration and questionnaire); an ethics module; and a continuing knowledge declaration (reporting). The program is hosted online, and licence holders access it through PEO’s member portal. The elements of the PEAK program are presented in Figure 3. The typical time expected to be spent by PEO licence holders to complete the PEAK program every year is presented in Figure 4.

Figure 3. Elements of the PEAK program

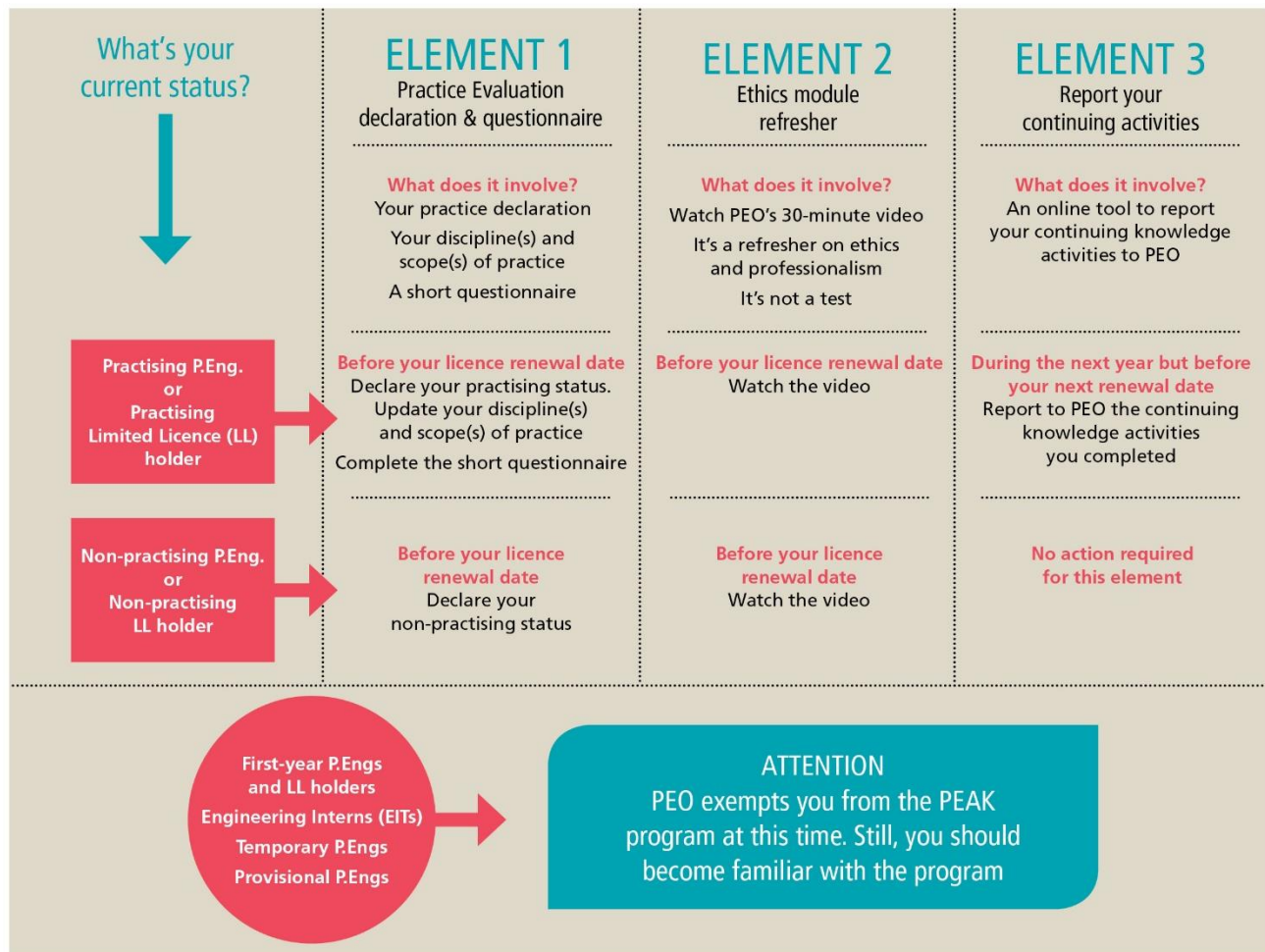


Figure 4. Typical times spent to complete the PEAK program every year

<p><b>TYPICAL TIME SPENT ON THE PEAK PROGRAM EVERY YEAR</b></p>	<p><b>60 minutes for PRACTISING licence holders.</b></p>
	<p><b>30 minutes for NON-PRACTISING licence holders.</b></p>

The due dates associated with the elements of the PEAK program for the typical licence year are presented in Figure 5.

Figure 5. PEAK program due dates and timelines



### 3.5.1 Practice Evaluation

All licence holders are asked to declare their practising status. A PEO licence holder is practising engineering when they satisfy the definition as described in the *Professional Engineers Act* (summarized in Figure 6) and their professional practice activities—including work, volunteer and pro bono projects—are carried out or provided to parties in Ontario.

Those who identify as practising are asked to complete a practice evaluation questionnaire before their licence renewal date. The practice evaluation questionnaire comprises a series of short questions on their engineering practice environment.

Figure 6. The practice of professional engineering from the *Professional Engineers Act* for activities carried out, or for clients, in Ontario



Those who identify as non-practising are asked to complete a non-practising survey. The non-practising survey comprises a few short questions on their reasons for declaring a non-practising status and whether and when they expect to return to practise in Ontario. See the appendix for more information on the practice evaluation questionnaire and the non-practising survey.

PEO recommends that, every year, licence holders (practising and non-practising alike, including retirees) complete the practice evaluation when they receive their licence renewal notice, and before their renewal date.

### 3.5.2 *Ethics Module*

The ethics module is an interactive, refresher video to help reacquaint licence holders—practising and non-practising—with their ethical and professional obligations as described in the *Professional Engineers Act*. The content covers a variety of subjects including: the regulatory role of PEO, a review of the legal and ethical obligations of licensure, professional misconduct, and the licence holder’s duty to report. The module also reminds licence holders how these obligations should be applied to real-life situations. It is not a test and does not require any preparation or study before completing it. See the appendix for topics covered by each of the ethics module videos available to all Ontario professional engineers and limited licence holders.

PEO recommends that, every year, licence holders (practising and non-practising alike, including retirees) watch the PEAK ethics module when they receive their licence renewal notice, and before their renewal date.

### 3.5.3 *Continuing Knowledge Declaration*

Based on their responses to the practice evaluation questionnaire, practising licence holders receive a recommended number of hours for continuing knowledge activities (up to 30 hours) to complete during the forthcoming licence year. Practising licence holders create their own learning plans that focus only on technical knowledge activities relevant to their scopes of engineering practice. See the appendix for more information on the risk-based approach used to assign recommended hours toward continuing knowledge activities to practising professional engineers and limited licence holders.

The PEAK program recognizes these activities undertaken by a variety of delivery methods which are grouped according to three categories: formal education, informal education and contributions to knowledge. The acquisition of engineering knowledge counts under the formal and informal

education categories while the sharing of engineering knowledge counts under the contributions to knowledge category.

*Formal education* refers to the learning component of continuing knowledge activities provided in a structured layout during or at the end of which the participant is assessed to confirm the participant sufficiently understood the material that was presented. *Informal education* refers to the learning component of continuing knowledge activities completed by a participant and where no assessment exists to confirm the participant sufficiently understood the material that was presented. *Contributions to knowledge* refers to the instructional component of continuing knowledge activities provided by subject matter experts on technical and regulatory topics for the engineering community regardless of the involvement of an assessment to confirm the audience sufficiently understood the material that was presented. See the appendix for more information on continuing knowledge activities and examples of activity types for each of these three categories.

PEO recommends that, every year, practising licence holders report the continuing knowledge activities they completed for the licence year using PEO's online reporting form by the end of the licence year.

#### 3.5.4 *Statuses*

Participating in the PEAK program is not mandatory to maintain or renew a PEO licence. However, non-participation by the due dates assigned to the licence holder will be reflected publicly on PEO's online directory of licence holders as an "undeclared" practice declaration or an "incomplete" element for each of the three elements of the program. Updates to the completion status for each element of the PEAK program are reflected on the directory for the next business day. Participation statuses are reset every licence year. See the appendix for images of the online directory indicating what PEAK program information is posted publicly for every Ontario professional engineer and limited licence holder.

### 3.6 *Resources available for the program*

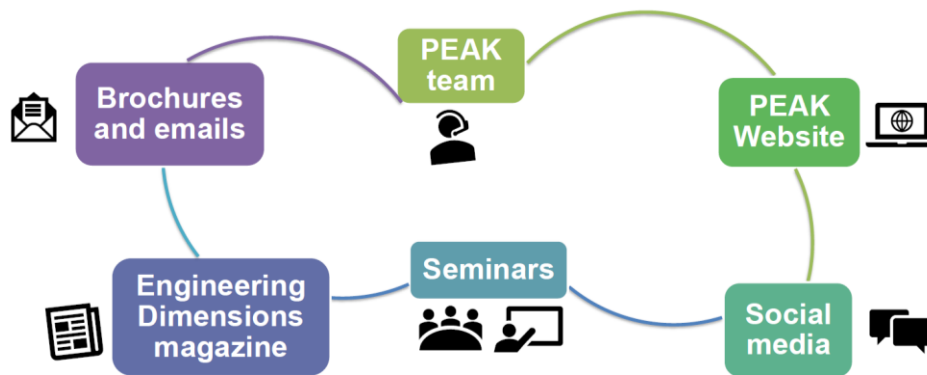
PEO has allocated resources for operating of the PEAK program. These resources are grouped under three types: informational resources, support resources and promotional resources. Together, these resources provide the public with details about the program and how it serves their interest, as well as assisting Ontario's professional engineers and limited licence holders with details about the program and how to complete it.



PEO has engaged in an active and continuing communications campaign regarding the program. By May 31, 2019, PEO staff have provided over 60 presentations about the PEAK program to PEO chapters, engineering firms, technical associations and other interested groups through a combination of in-person and teleconference seminars. PEO councillors have attended some of these presentations and responded to questions and comments on the program. Staff have also responded to over 2,000 online and phone inquiries about the program.

Figure 7 illustrates communications channels pursued by PEO to inform the public and licence holders about the PEAK program.

*Figure 7. Communications channels for the PEAK program*



A breakdown of information sessions delivered on the PEAK program is available in Figure 8.

*Figure 8. Delivery of PEAK program information sessions to date*

Audience Type	Distribution of Audience Type
PEO chapters	<b>48%</b>
Engineering firms	<b>43%</b>
Municipal, provincial, regulatory and advocacy groups	<b>9%</b>

The resources that are available to the public and licence holders for the purposes of the PEAK program are presented in Figure 9.

Figure 9. Types of resources available for the PEAK program

Resource Name	Informational Resource	Support Resource	Promotional Resource
Web content	✓	✓	✓
Social media (Facebook, LinkedIn, Twitter, YouTube)	✓		✓
Online member portal	✓	✓	
Brochures and flyers	✓	✓	✓
Dedicated staff (phone and email)	✓	✓	
Presentations to engineering firms, municipal and provincial teams, chapters and advocacy groups	✓	✓	✓

## 4. PEAK Program Data

A key objective of the PEAK program is to improve PEO's data about its licence holders by collecting relevant professional practice details and collecting these details at least annually. The program is achieving this objective as PEO's data collection has expanded and has been updated because of the program's annual incentive mechanisms. Admittedly, data collection is limited to licence holders who choose to participate in the voluntary program.

Through data collected by the PEAK program, PEO has access to insights into licence holder practice details. Here is a list of the direct insights currently available from PEAK program data about PEO licence holders:

- ▶ Self-reported practising status of licence holders engaged in the practice of professional engineering in Ontario or for clients in Ontario.
- ▶ Licence holders who watched PEO's ethics module.
- ▶ Continuing knowledge activities undertaken by practising licence holders.
- ▶ Self-reported engineering disciplines associated with practising licence holders.
- ▶ Self-reported scopes of practice for each engineering discipline associated with practising licence holders.
- ▶ Self-reported practice details from practising licence holders such as:
  1. Organizational structure of practice.

2. Engineering role within the organization.
  3. Engineering standards.
  4. External engineering reviews.
  5. Internal engineering peer reviews.
  6. Engineering quality management system.
  7. Engineering outcome.
  8. Technical certifications.
  9. Membership in technical societies (PEO excluded).
  10. Responsibility level.
  11. Audits.
  12. Practice improvements (lessons-learned program).
  13. Experience within current area of practice.
  14. Engineering mentorship or peer network.
  15. Review of relevant technical information.
  16. Reference library.
  17. Industry updates.
  18. Organizationally-provided training.
  19. Breadth of practice.
  20. Continuing professional development programs (outside PEO).
- ▶ Self-reported details from non-practising licence holders such as:
1. Reason for identifying as non-practising.
  2. Enrolment in PEO's fee remission program.
  3. Duration as a non-practising licence holder.
  4. Intention to practise engineering again.
  5. Timeline to return to practise engineering again.

Additionally, by linking data collected by PEO at the time of licensure with data collected by PEO through the PEAK program, PEO now has access to more insights into licence holder practice details; such as the breakdown of all PEAK program data by age range, gender and chapter.

The voluntary nature of the PEAK program is a likely explanation for the participation rates of 33 per cent in 2017 and 21 per cent in 2018. Because on these participation rates for a voluntary program, validation of the collected data is required to identify how representative the data insights can be of all PEO licence holders. For comparison, the voting rates for PEO elections for the past three elections were 16 per cent in 2017, 13 per cent in 2018 and 12 per cent in 2019.

A mandatory version of the PEAK program would address concerns for full participation and confirm the collection of data as being fully representative because all Ontario professional

engineers and limited licence holders would be required to complete the program as a mandatory condition of PEO licence renewal.

## 4.1 Participation rates

### 4.1.1 Overall

In the first year of the program (2017), 33 per cent of eligible licence holders started the program. Of these participants, about 76 per cent declared they were engaged in the practice of professional engineering in, or for clients in, Ontario. About 91 per cent of these practising licence holders completed the practising questionnaire and received a recommended number of hours towards continuing knowledge activities for the year, 22 per cent of whom reported some continuing knowledge activities to PEO. Of the program participants that year, 60 per cent watched PEO's ethics module video.

In the second year (2018), 21 per cent of eligible licence holders started the program. Of these participants, about 79 per cent declared they were engaged in the practice of professional engineering in, or for clients in, Ontario. About 86 per cent of these practising licence holders completed the practising questionnaire and received a recommended number of hours towards continuing knowledge activities for the year, 47 per cent of whom reported some continuing knowledge activities. About 95 per cent of the non-practising licence holders completed the non-practising survey. Of the program participants that year, 72 per cent watched PEO's ethics module video.

The breakdown of participation rates for the first two years of the PEAK program are presented in Figure 10. The voter turnout for PEO council elections for the last three elections is presented in Figure 11.

Figure 10. PEAK participation rates for Years 1 and 2

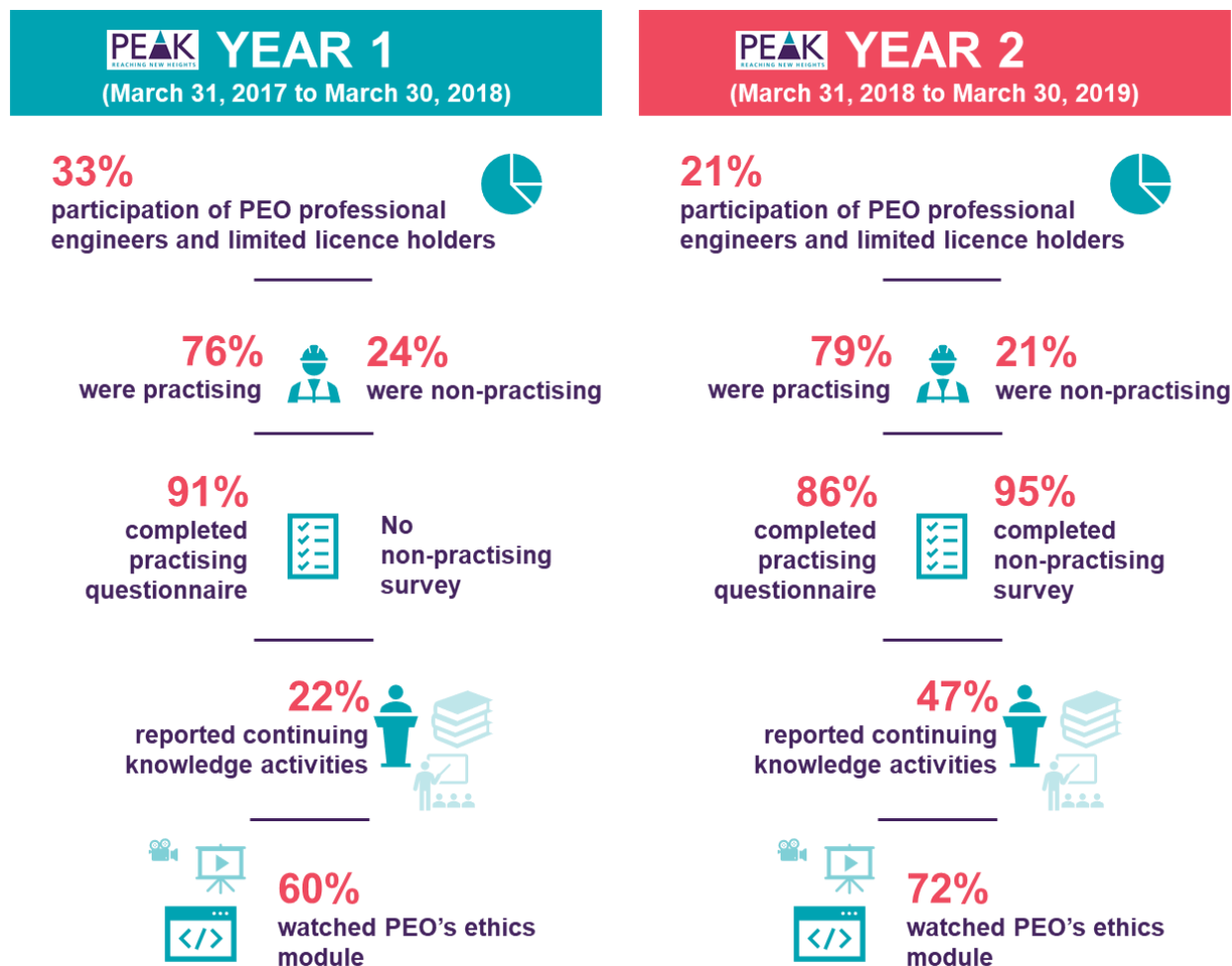


Figure 11. Participation rates for recent PEO elections

Voter turnout for recent PEO elections	
2017	16%
2018	13%
2019	12%

#### 4.1.2 By Age Range

This section presents an overview of the participation rates for all three elements of the PEAK program, as well as the declaration rates, by describing the rates by age range using six cohorts:

25 to 35; 36 to 45; 46 to 55; 56 to 65; 66 to 75; 76 and above. The breakdown of these rates by age range for the first two years of the PEAK program is presented in Figures 12 to 17.

### **Participation in the annual, voluntary PEAK program**

Participation in the PEAK program by age range is represented by the *Declared a Practice Status* series. The overall participation rate was 33 per cent in Year 1 of the program and 21 per cent in Year 2. The highest rate of participation occurred in the lowest cohort of ages 25 to 35 (38 per cent in Year 1 and 27 per cent in Year 2). This participation rate decreased with increasing age range and decreased sharply above age 65. The lowest participation rate occurred in the highest cohort of age 76 and above (15 per cent in Year 1 and 7 per cent in Year 2).

### **Practice Declarations**

The rate of practice declarations by age range for all practising and non-practising licence holders participating in the PEAK program is represented by the *Practising* and *Non-Practising* series respectively.

The overall rate of a practising declaration was 76 per cent in Year 1 of the program and 79 per cent in Year 2. The highest rate of a practising declaration occurred in the lowest cohort of ages 25 to 35 (92 per cent in Year 1 and 93 per cent in Year 2). The practising declaration rate decreased with increasing age range and decreased sharply above age 65. The lowest rate of a practising declaration occurred in the highest cohort of ages 76 and above (24 per cent in Year 1 and 22 per cent in Year 2).

The overall rate of a non-practising declaration was 24 per cent in Year 1 of the program and 21 per cent in Year 2. The lowest rate of a non-practising declaration occurred in the lowest cohort of ages 25 to 35 (8 per cent in Year 1 and 7 per cent in Year 2). The non-practising declaration rate increased with increasing age range and increased sharply above age 65. The highest rate of a non-practising declaration occurred in the highest cohort of ages 76 and above (76 per cent in Year 1 and 78 per cent in Year 2).

### **Ethics Module**

The rate of viewing the ethics module video by age range for all participants in the PEAK program is represented by the *Watched an Ethics Module* series. The overall viewing rate was 60 per cent in Year 1 of the program and 72 per cent in Year 2. The largest viewing rate occurred in the cohort

of ages 66 to 75 (66 per cent in Year 1 and 77 per cent in Year 2). The lowest viewing rate occurred in the cohort of ages 76 and above (53 per cent in Year 1 and 64 per cent in Year 2).

### **Practice Evaluation Questionnaire**

The completion rate for the practice evaluation questionnaire by age range for practising licence holders participating in the PEAK program is represented by the *Completed Practising Questionnaire* series. The overall completion rate was 91 per cent in Year 1 of the program and 86 per cent in Year 2. The completion rate was steady across all age ranges each year but increased slightly with age range. The highest completion rate occurred in the cohort of ages 56 to 65 in Year 1 (92 per cent) and ages 66 to 75 in Year 2 (89 per cent).

### **Reporting of Continuing Knowledge Activities**

The reporting of continuing knowledge activities by age range for practising licence holders participating in the PEAK program is represented by the *Reporting Continuing Knowledge Activities* series. The overall reporting rate was 22 per cent in Year 1 of the program and 47 per cent in Year 2. The reporting rate decreased with increasing age range. The highest reporting rate occurred in the cohort of ages 36 to 45 (22 per cent in Year 1 and 43 per cent in Year 2). The lowest reporting rate occurred in the cohort of ages 76 and above in Year 1 (8 per cent) and Year 2 (22 per cent).

The reporting of continuing knowledge activities exceeding the recommended number of PEAK hours by age range is represented by the *Reporting > Recommended* series. The overall reporting rate was 8 per cent in Year 1 of the program and 55 per cent in Year 2. The reporting rate decreased with increasing age range. The highest reporting rate occurred in the cohort of ages 25 to 35 in Year 1 (10 per cent) and ages 46 to 55 in Year 2 (21 per cent) of the program. The lowest reporting rate occurred in the cohort of ages 76 and above in Year 1 (0.5 per cent) and Year 2 (1 per cent).

### **Non-Practising Survey**

The non-practising survey was introduced at the start of Year 2 of the PEAK program. The completion rate for the non-practising survey by age range for non-practising licence holders participating in the program is represented by the *Completed Non-Practising Survey* series. The overall completion rate was 95 per cent in Year 2. The completion rate was steady across all age ranges but increased slightly with age range. The highest completion rate occurred in the cohort of ages 76 and above (99 per cent).

Figure 12. PEAK program participation rates for Year 1

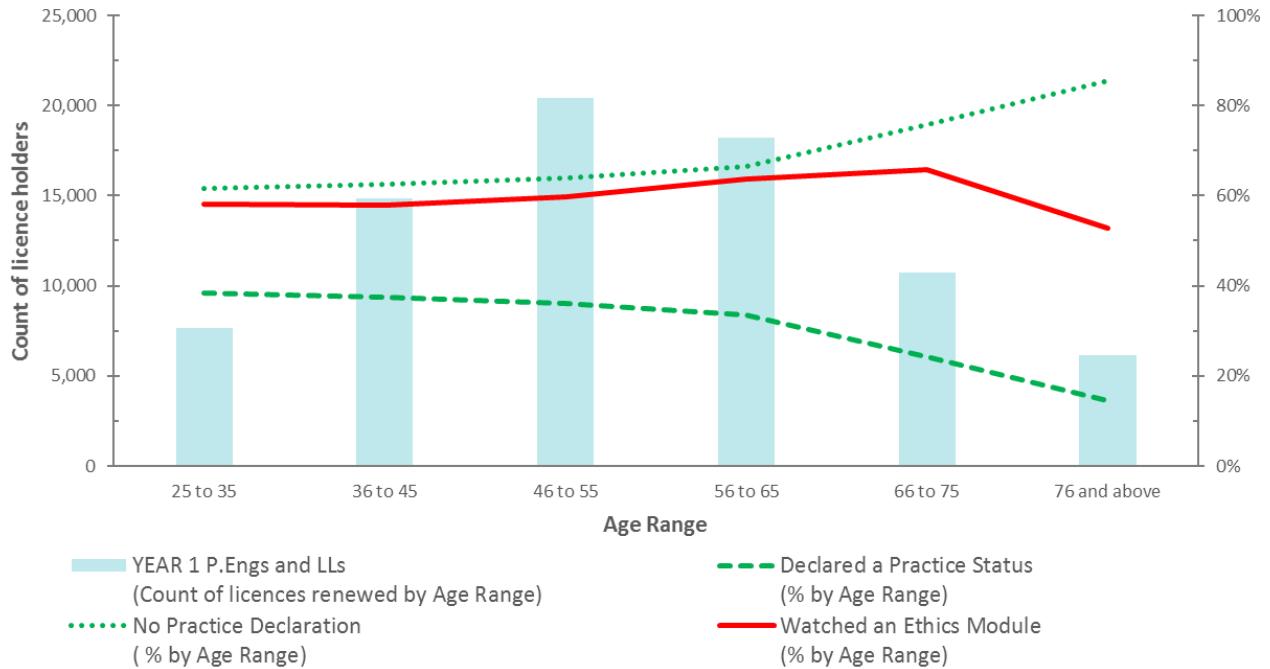


Figure 13. PEAK program participation rates for Year 2

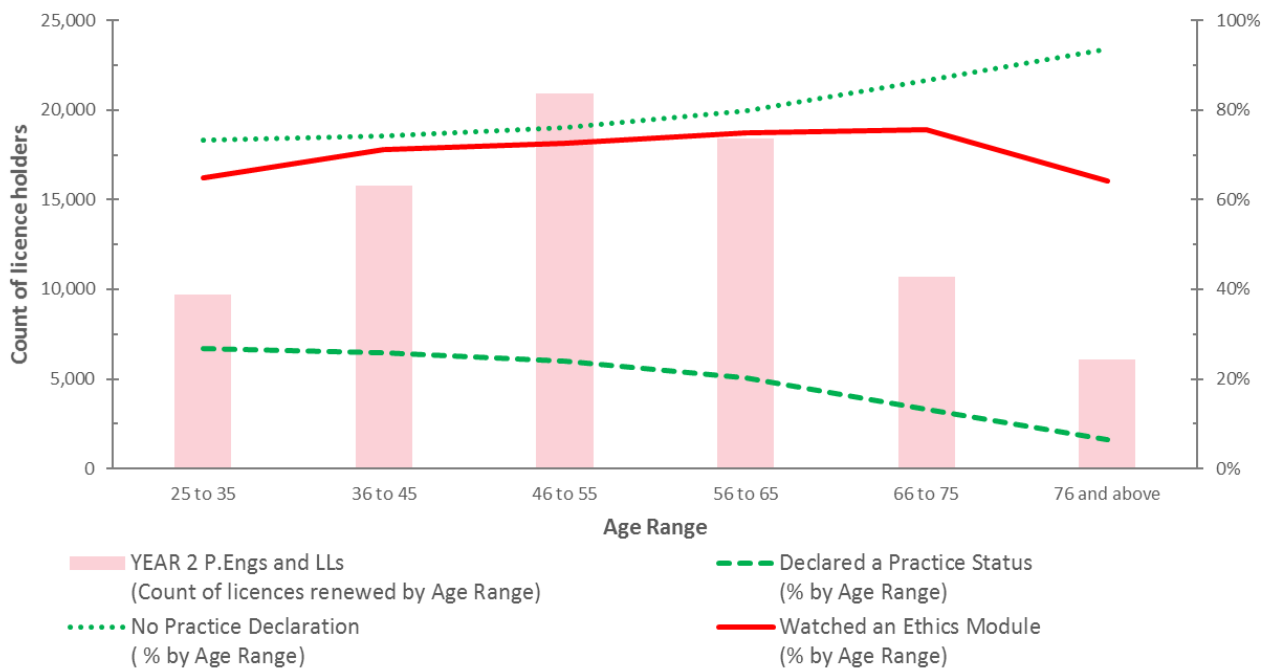




Figure 14. PEAK program participation rates for practising licence holders for Year 1

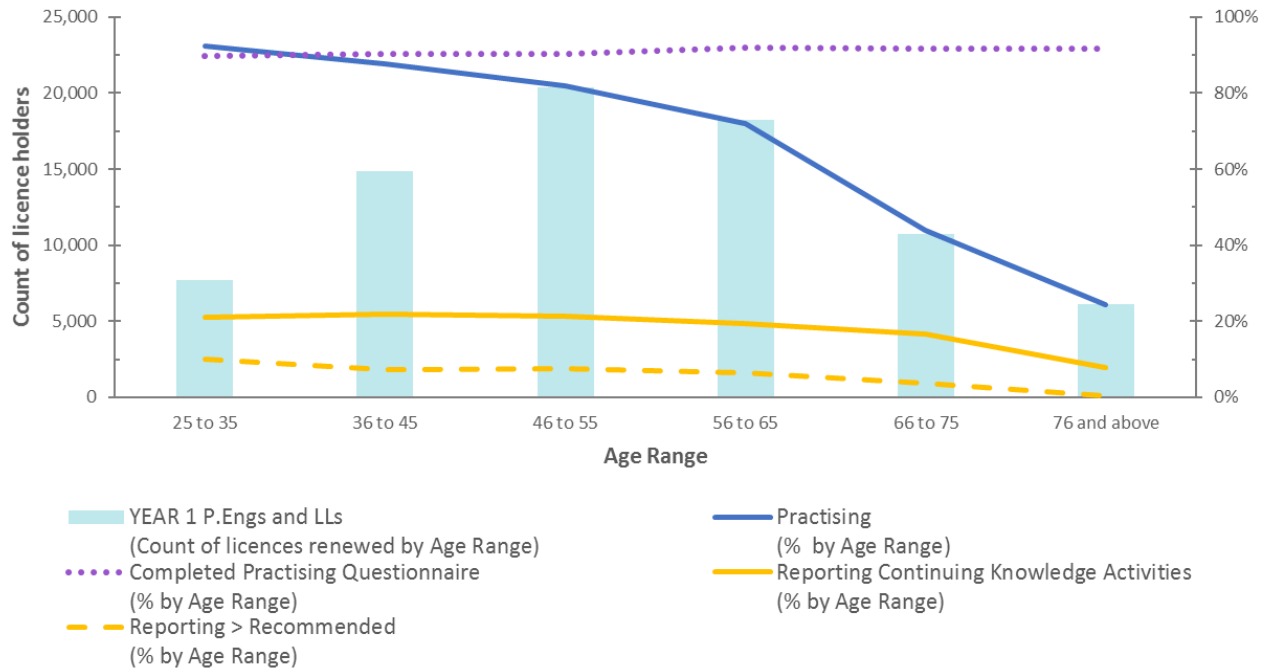


Figure 15. PEAK program participation rates for practising licence holders for Year 2

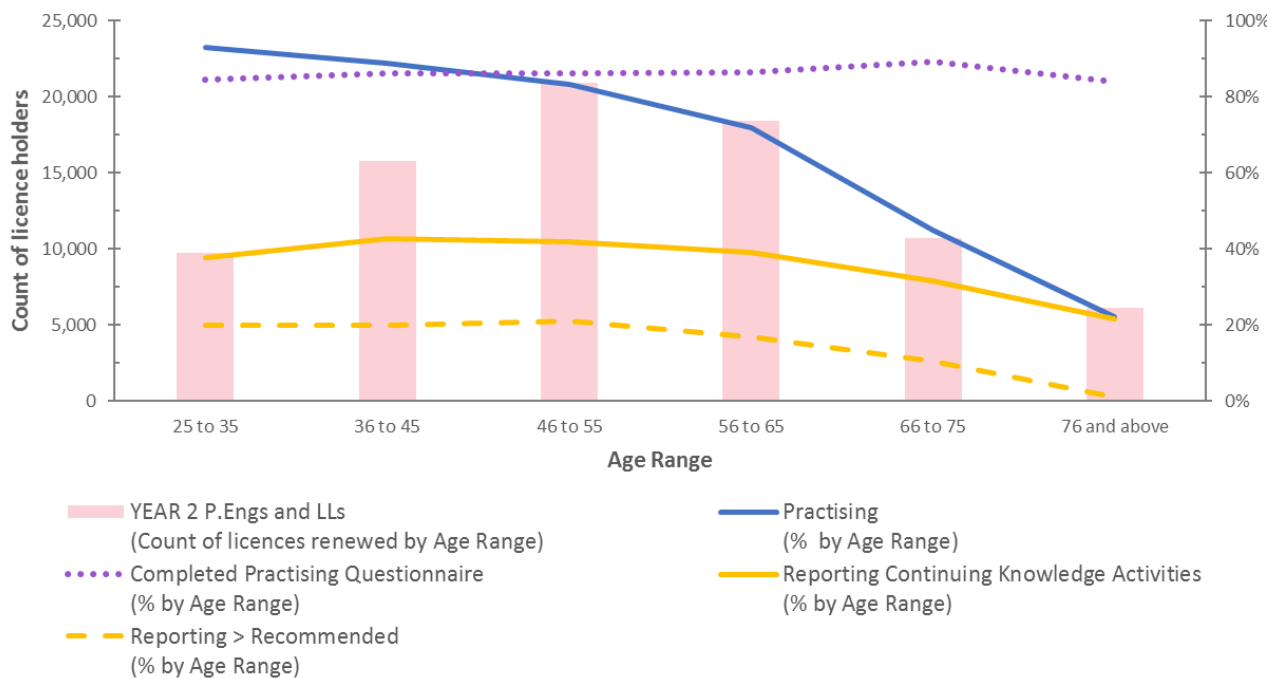


Figure 16. PEAK program participation rates for non-practising licence holders for Year 1

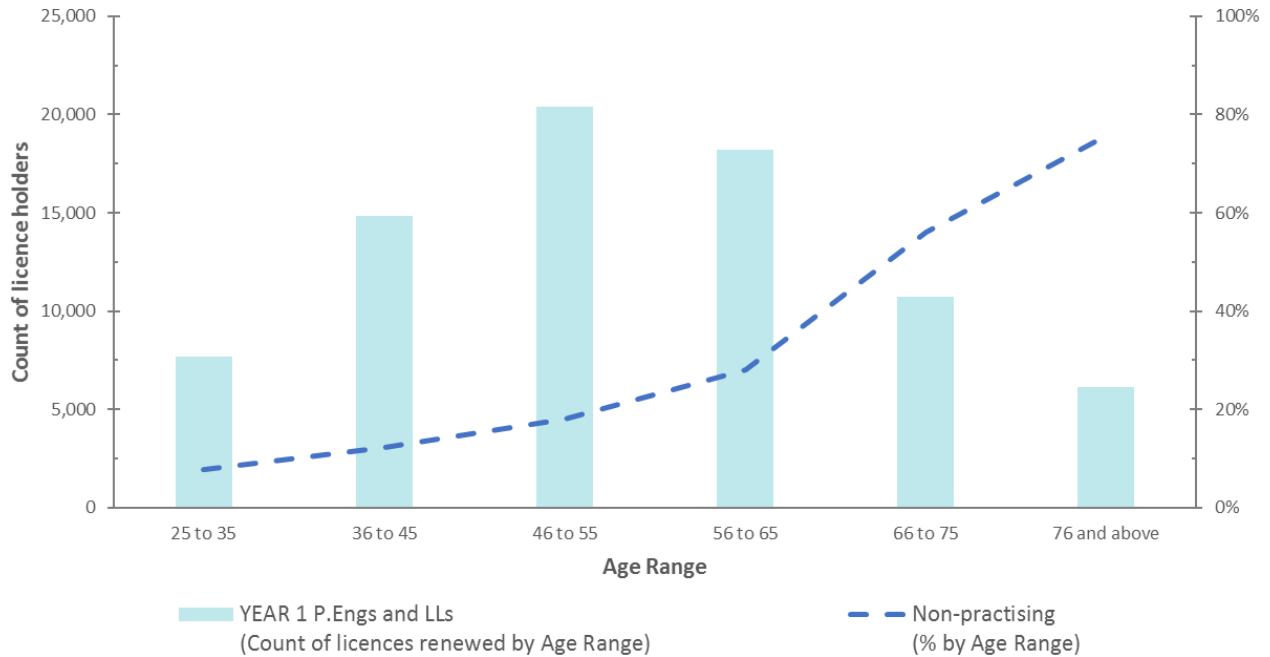
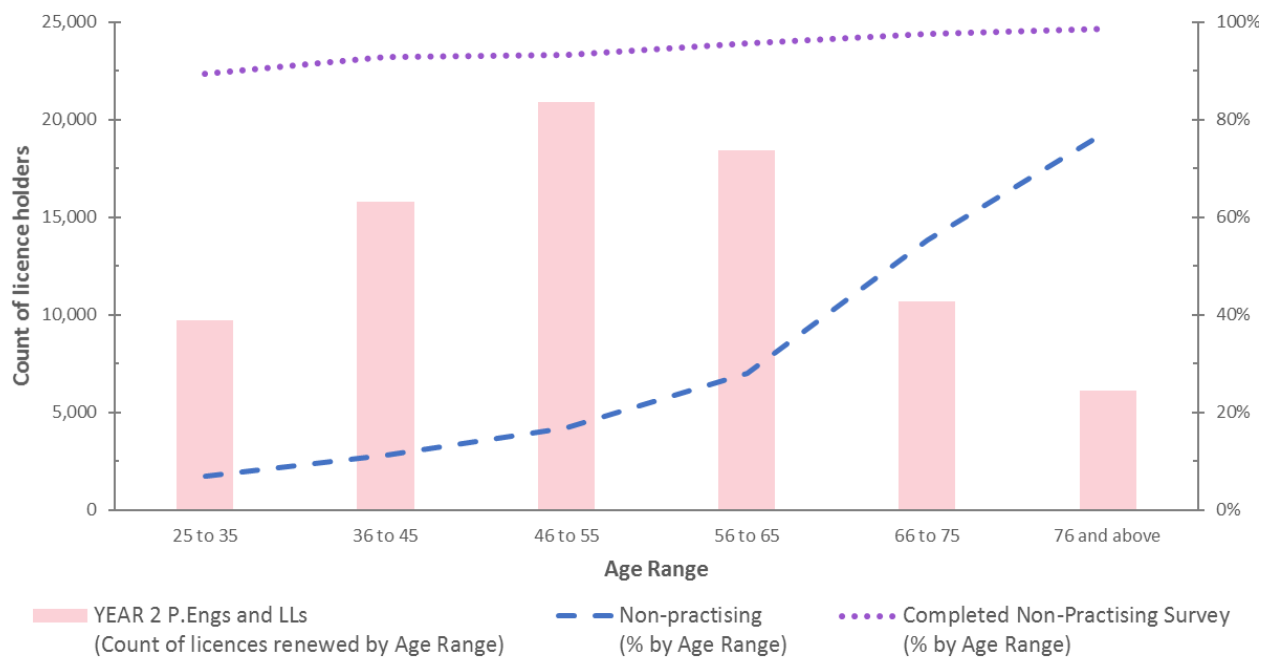


Figure 17. PEAK program participation rates for non-practising licence holders for Year 2



## 4.2 Practice areas

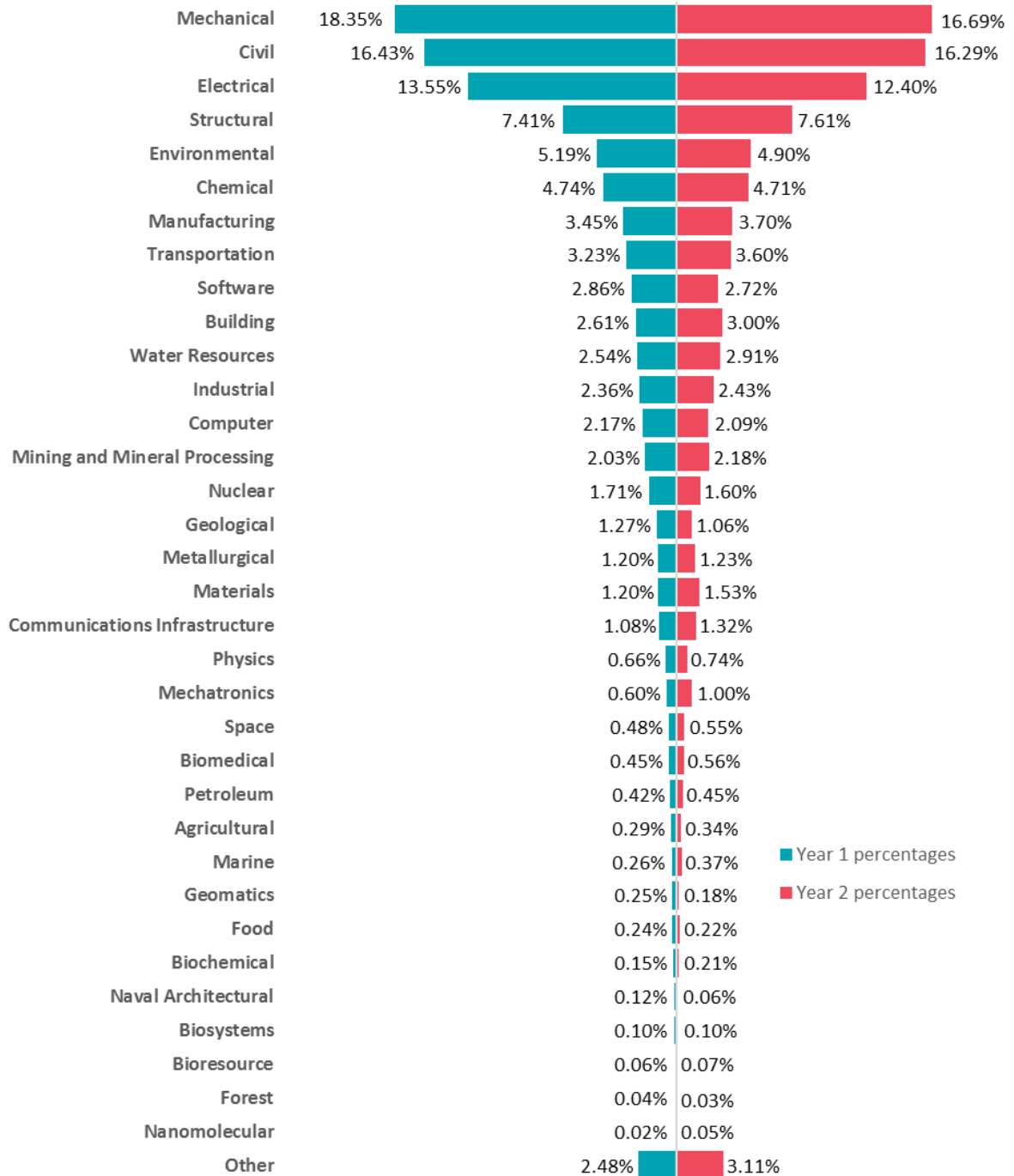
### 4.2.1 Disciplines

The most and least practised engineering disciplines by Ontario professional engineers and limited licence holders who participated in the PEAK program are presented in Figure 18 followed by a breakdown of all engineering disciplines in Figure 19.

*Figure 18. Most and least practised engineering disciplines as indicated by PEAK program participants*

YEAR 1 (March 31, 2017 to March 30, 2018)			YEAR 2 (March 31, 2018 to March 30, 2019)		
<b>MOST PRACTISED DISCIPLINES</b>			<b>MOST PRACTISED DISCIPLINES</b>		
1.	Mechanical	18.81%	1.	Mechanical	17.22%
2.	Civil	16.85%	2.	Civil	16.81%
3.	Electrical	13.90%	3.	Electrical	12.80%
4.	Structural	7.60%	4.	Structural	7.85%
5.	Environmental	5.32%	5.	Environmental	5.06%
<b>LEAST PRACTISED DISCIPLINES</b>			<b>LEAST PRACTISED DISCIPLINES</b>		
1.	Nanomolecular	0.02%	1.	Forest	0.03%
2.	Forest	0.04%	2.	Nanomolecular	0.05%
3.	Bioresource	0.06%	3.	Naval Architecture	0.06%
4.	Biosystems	0.10%	4.	Bioresource	0.17%
5.	Naval Architecture	0.12%	5.	Biosystems	0.10%

Figure 19. Engineering practice disciplines for professional engineers and limited licence holders who participated in the PEAK program



#### 4.2.2 Responses to the Practice Evaluation Questionnaire from practising licence holders

The observations in Figure 20 apply equally to participation in both first and second years of the PEAK program. See the appendix for the breakdown of the responses for the twenty questions in the practice evaluation questionnaire for the first and second years of the PEAK program. Additional details about the responses provided to the practice evaluation questionnaire are available upon request.

*Figure 20. Observations on the responses to the Practice Evaluation Questionnaire from practising licence holders for Years 1 and 2*

Risk Influence Topic	Observations
#1 Organizational structure of practice	Most practised in multi-discipline teams. Some practised in single-discipline teams of two or more engineers. Few practised alone or with non-engineers.
#2 Engineering role within the organization	Most checked and approved engineering documents prepared by themselves or others and assumed responsibility for them. Some checked engineering documents prepared by others but did not assume responsibility for them. Few did not prepare or check engineering documents. Few prepared engineering documents checked or approved by others.
#3 Engineering standards (Multiple responses allowed)	Most practised in areas governed by codes established in regulations. Many practised in areas supported by peer reviewed best practices. Few practised in areas with few published guidance documents where engineers must use their own engineering knowledge and judgement.
#4 External engineering reviews (Multiple responses allowed)	Most were reviewers of engineering documents or had their engineering documents undergo non-mandatory technical or non-technical reviews by non-regulatory persons. Some did not prepare engineering documents or have their engineering documents reviewed externally. Some had their engineering documents undergo technical or non-technical reviews by regulatory bodies.
#5 Internal engineering peer reviews	Most practised with a documented and rigorous internal review process in place for every project. Some practised with a documented and rigorous internal review process in place for new or high-risk projects only. Some practised with an informal internal review followed on an as-needed basis decided by management. Few practised with no reviews because they are sole practitioners or their employer has no established review process.

#6 Engineering quality management system (QMS)	Most practised with an industry recognized or internally developed QMS program. Few practised without a QMS program.
#7 Engineering outcome	Most performed engineering with minimal, moderate or significant impact to the public. Some performed engineering with minor or major impact to the public. Few performed engineering with no impact to the public.
#8 Technical certifications	Most did not hold a technical certification.
#9 Membership in technical societies (PEO excluded)	Many actively participated in at least one engineering body or technical association related to their practice areas. Many did not belong to any organized engineering body or technical association related to their practice areas. Some were members of at least one engineering body or technical association related to their practice areas but did not actively participate in its activities.
#10 Responsibility level	Most made decisions that are reviewed for soundness of judgement but usually accepted as technically accurate and feasible. Many normally made decisions within established guidelines, or made responsible decisions not usually subject to technical review along with actions to expedite projects. Some made independent studies, analyses, interpretations and conclusions on complex matters that are usually then referred to more senior authority. Some made responsible decisions on all matters including the establishment of policies subject only to overall company policy and financial controls. Few made limited technical decisions that are routine in nature with clearly defined procedures guidelines.
#11 Audits <i>(Multiple responses allowed)</i>	Most practised where internal audits are performed by the engineering supervisor on a regular basis. Many practised where no audits of work are performed. Some practised where external audits are performed regularly at a set interval. Few practised where external audits are performed only when requested by management.
#12 Practice improvements (Lessons-learned program)	Most practised with a process established to track and fix errors or omissions and communicate lessons learned. Many practised with an informal process to identify errors and share informally.

	Few practised with no error tracking or lessons learned process established.
#13 Experience within current area of practice	Most indicated more than 20 years of experience in their current practice areas. Many indicated 11 to 20 years of experience in their current practice areas. Some indicated 5 to 10 years of experience in their current practice areas. Few indicated less than 5 years of experience in their current practice areas.
#14 Engineering mentorship or peer network	Most consulted with their peers without a designated engineering mentor. Some had a designated engineering mentor inside or outside their organization and met on a regular basis. Few did not have a designated engineering mentor or network of peers to provide guidance.
#15 Review of relevant technical information	Most reviewed technical materials relevant to their practice areas on a regular basis—daily, weekly or monthly. Some reviewed relevant technical materials quarterly or semi-annually. Few reviewed relevant technical materials yearly or longer.
#16 Reference library	Most had access to a complete and up-to-date reference library of the standards and best practices relevant to their practice areas and were knowledgeable about the contents of the library. Some had access to an up-to-date company reference library and had some knowledge about its contents. Less had access to a reference library with little or no knowledge of its contents and its up-to-date status. Few had access to an out-of-date library, had access to a limited library or had no access to a reference library.
#17 Industry updates	Most practised in areas where industry standards and best practices change at regular intervals and those changes are well publicized. Some practised in areas where industry standards and best practices rarely change. Less practised in areas where industry standards and best practices change frequently. Few practised in areas with no formal industry standards and best practices, where emerging fields are constantly changing and advancing.
#18 Organizationally-provided training	Most practised at organizations that provide or support ongoing technical training related to their practice areas. Many practised at organizations that provide or support infrequent technical training related to their practice areas.

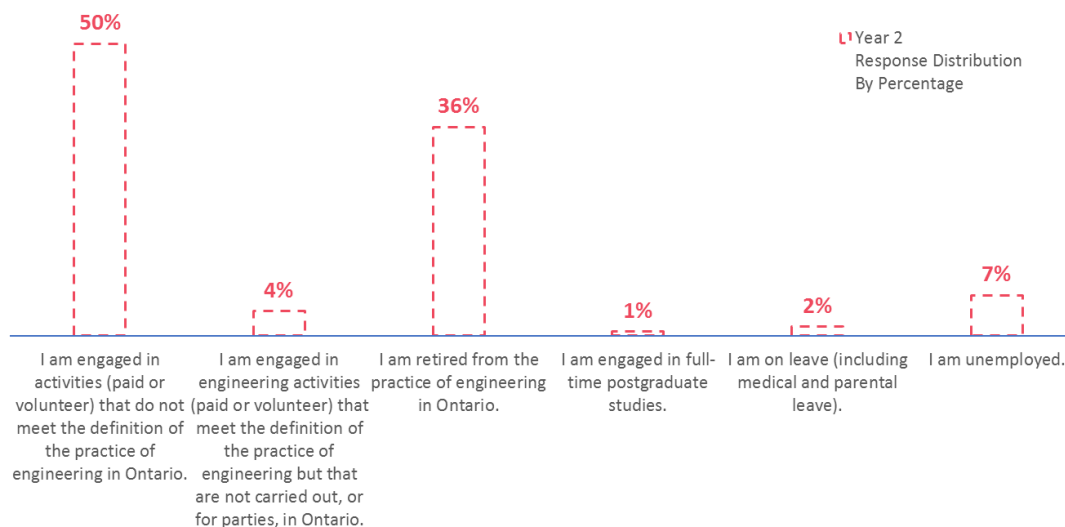
	Some practised at organizations that do not provide or support technical training related to their practice areas.
#19 Breadth of practice	Many indicated they are generalist practitioners. Some indicated they are specialist practitioners in two or more areas. Some indicated they are specialist practitioners in a single area.
#20 CPD programs (outside PEO)	Most did not participate in any CPD programs. Some completed mandatory CPD elsewhere, such as required by employers and other regulators. Less completed mandatory CPD programs for a certification related to their practice areas. Few completed voluntary CPD programs for regulators in other jurisdictions.

#### 4.2.3 Responses to the Non-Practising Survey from non-practising licence holders

The breakdown of responses for the five questions in the non-practising survey for the second year of the PEAK program are presented in Figures 21 to 25. The non-practising survey was introduced at the start of the second year of the program.

In response to a question on the reason for their non-practising declaration, PEAK participating licence holders mostly indicated, at 50 per cent, they were engaged in activities that did not meet the provincial definition for the practice of professional engineering for Ontario. The next largest reason for a non-practising declaration, at 36 per cent, was being retired from the practice of engineering. Few licence holders indicated their non-practising declaration was attributed to being engaged in full-time studies, on parental or medical leave or practising exclusively outside Ontario.

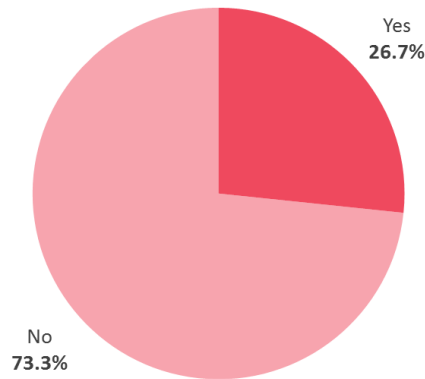
Figure 21. Reasons for PEO licence holders identifying as non-practising, as indicated in Year 2





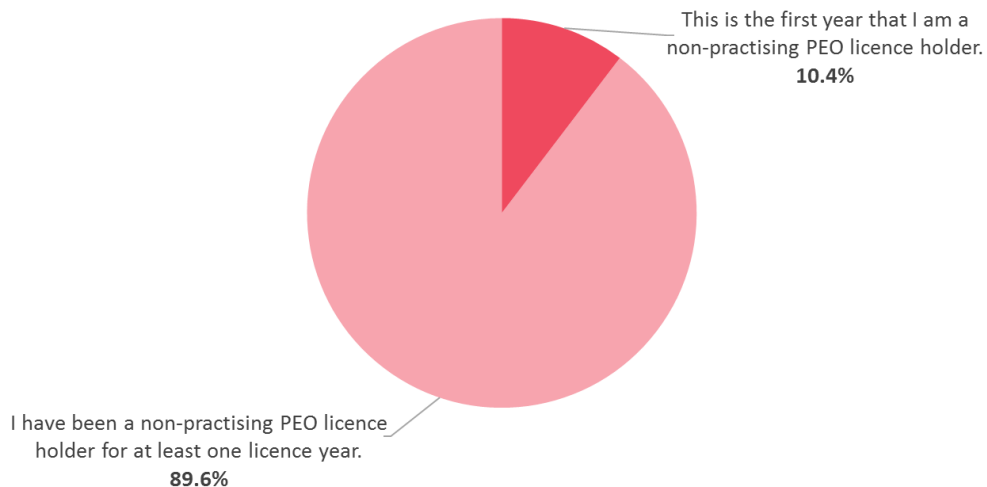
27 per cent of licence holders participating in the PEAK program confirmed their non-practising declaration was associated with being enrolled in PEO's fee remission program.

Figure 22. Non-practising licence holders registered in PEO's fee remission program in Year 2



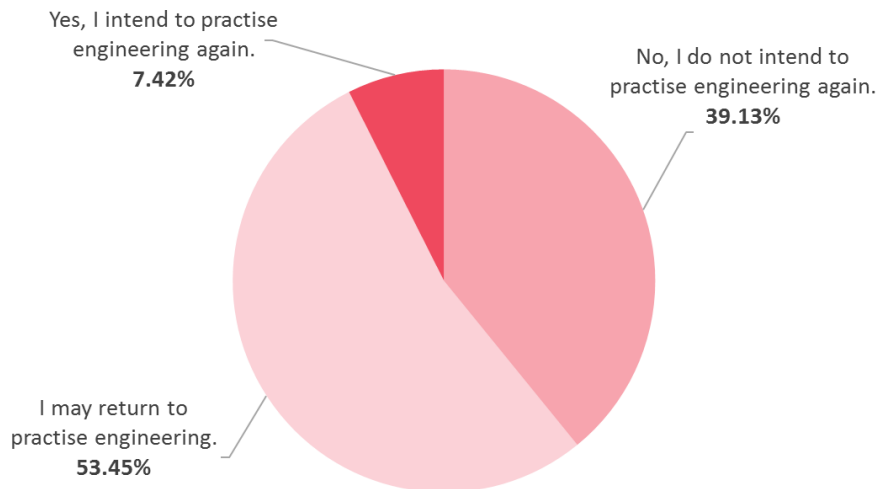
Most licence holders participating in the PEAK program confirmed their non-practising declaration has continued for at least one licence year. Only 10 per cent indicated their non-practising status started in the last licence year.

Figure 23. Length of time as a non-practising PEO licence holder, as declared in Year 2



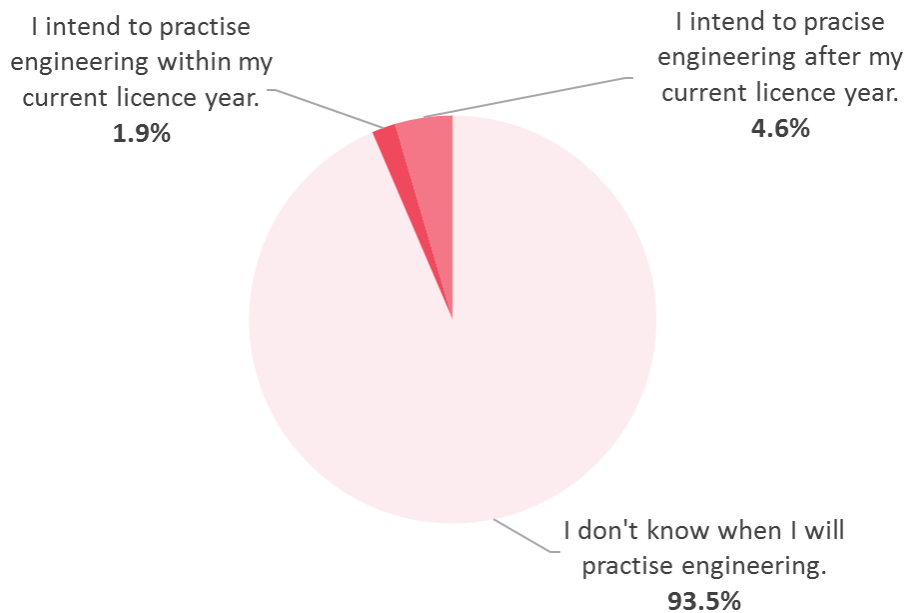
Most non-practising licence holders participating in the PEAK program, about 60 per cent of them, indicated their intent to practise engineering in the future; however, only 7.42 per cent were certain they would practise again while the remaining 53.45 per cent speculated a future return. Meanwhile, 39.13 per cent confirmed they do not intend to practise engineering again.

Figure 24. Intention of non-practising PEO licence holders to practise engineering again, as indicated in Year 2



Of the 60 per cent of non-practising licence holders participating in the PEAK program who intend to practise engineering in the future, only 1.9 per cent intend to practise within the current licence year. Most of the remaining licence holders of the 60 per cent were unsure when they would return to practise engineering again.

Figure 25. Timeline for non-practising PEO licence holders to practise engineering again, as indicated in Year 2



### 4.3 Recommended hours towards continuing knowledge activities

This section presents an overview of the recommended hours towards continuing knowledge activities for practising licence holders participating in the PEAK program by describing the recommendations by age range using six cohorts: 25 to 35; 36 to 45; 46 to 55; 56 to 65; 66 to 75; 76 and above. The breakdown of the recommended hours by age range for the first two years of the PEAK program is presented in Figure 26.

Figure 26. PEAK hours recommended to practising licence holders by age range

Age Range	Average Recommended PEAK Hours in YEAR 1 <i>(March 31, 2017 to March 30, 2018)</i>	Average Recommended PEAK Hours in YEAR 2 <i>(March 31, 2018 to March 30, 2019)</i>
25 to 35	<b>14</b>	<b>14</b>
36 to 45	<b>13</b>	<b>13</b>
46 to 55	<b>13</b>	<b>13</b>
56 to 65	<b>13</b>	<b>13</b>
66 to 75	<b>14</b>	<b>14</b>
76 and above	<b>14</b>	<b>15</b>

### 4.4 Reporting of continuing knowledge activities

The PEAK program asks participating licence holders who self-identified as practising licence holders to report their continuing knowledge activity hours to PEO using an online form available to licence holders in their portal account. Each continuing knowledge declaration or activity report allows the licence holder to provide details about the activity—such as activity name, type, objectives, duration and start and end dates—which informs PEO how licence holders pursue continuing education. The continuing knowledge declaration component of the PEAK program promotes and gauges the continuing competence activities undertaken by professional engineers and limited licence holders with explicit focus on technical content that maintains or enhances their engineering competence. The PEAK program recognizes these activities undertaken by a variety of delivery methods which are grouped according to three categories: formal education, informal education and contributions to knowledge.

In the first year of the PEAK program, most of the reported activity hours were attributed to the *informal education* category of continuing knowledge activities. The fewest reported activity hours were attributed to the *contributions to knowledge* category of continuing knowledge activities. In the program’s second year, most of the reported activity hours were also attributed to the *informal*

*education* category of continuing knowledge activities. The fewest reported activity hours were attributed to the *contributions to knowledge* category of continuing knowledge activities. A breakdown of continuing knowledge activity hours reported by practising licence holders by licence year is available in Figure 27.

Figure 27. PEAK hours reported by practising licence holders

Category of Continuing Knowledge Activities	Year 1 (March 31, 2017 to March 30, 2018)	Year 2 (March 31, 2018 to March 30, 2019)
Formal education	32%	28%
Informal education	48%	48%
Contributions to knowledge	20%	24%

## 5. Calls for a Continuing Professional Development Program

### 5.1 Report by OSPE on continuing professional development

The June 2013 report by the working group for the Ontario Society of Professional Engineers (OSPE) on continuing professional development for engineers recommended the establishment of a mandatory continuing professional development program by PEO. The report provided recommendations to PEO for the framework for such a program.

The OSPE report is available online at:

<https://www.ospe.on.ca/public/documents/advocacy/2013-maintaining-enhancing-engineering-capability.pdf>

PEO Council tasked PEO's Professional Standards Committee (PSC) with reviewing the June 2013 OSPE report and providing Council with comments from the committee and PEO licence holders as well as a plan of action. Council received the PSC's report in February 2014 and, subsequently, established the PEO Continuing Professional Development, Competence and Quality Assurance (CPDCQA) Task Force in 2014 to prepare a concept for a comprehensive approach to continuing professional development and quality assurance, as part of a proactive PEO approach in regulating the profession. The 2015 final report prepared by PEO's CPDCQA Task Force acknowledged the 2013 OSPE report on continuing professional development for engineers.

Consequently, PEO launched the Practice Evaluation and Knowledge (PEAK) program as an annual, voluntary continuing competence reporting program on March 31, 2017. At the time of the launch of the program, PEO was not empowered with the authority to create regulations dealing with mandatory continuing education requirements and enforcement of those mandatory requirements. In September 2015, Council affirmed a policy position that requires a member referendum to ratify making the PEAK program or any part of it a mandatory requirement for PEO licensure or licence renewal.

Since then, a December 2017 update to subsection 7(1)(27) of Ontario's *Professional Engineers Act* empowers PEO with the authority to create regulations dealing with mandatory continuing education requirements and enforcement of those mandatory requirements. However, at this time, no changes exist to PEO's operational policies with respect to continuing education that make any part of the PEAK program mandatory or impose sanctions onto non-compliant licence holders.

The voluntary PEAK program partly addresses the non-binding recommendations from the 2013 OSPE report on continuing professional development for PEO licence holders. However, because the PEAK program is voluntary, PEO licence holders participate at their discretion and, consequently, the participation rate was 33 per cent in 2017 and 21 per cent in 2018. A mandatory version of the PEAK program is expected to address more of these recommendations from the 2013 OSPE report by requiring all PEO licence holders to participate in the program as a condition of licence renewal.

## ***5.2 Public inquiry into the 2012 Algo Centre Mall collapse in Elliot Lake***

The October 2014 commissioner's report from the public inquiry into the 2012 Algo Centre Mall collapse in Elliot Lake, Ontario provided recommendations for a number of areas, including the engineering profession. One of the recommendations called for a mandatory CPD program by PEO for PEO licence holders.

*The commissioner's report is available online at:*

<https://www.attorneygeneral.jus.gov.on.ca/inquiries/elliottlake/report/index.html>

### *Recommendation 1.24*

*The Professional Engineers of Ontario should establish a system of mandatory continuing professional education for its members as soon as possible, and in any event no later than 18 months from the release of this Report.*

At the time of the commissioner's recommendation, PEO's Continuing Professional Development, Competence and Quality Assurance (CPDCQA) Task Force was already preparing a concept for a comprehensive approach to continuing professional development and quality assurance, as part of a proactive PEO approach in regulating the profession. The 2015 final report prepared by PEO's CPDCQA Task Force acknowledged the commissioner's recommendation on continuing professional development for engineers. Also, at the time of the commissioner's recommendation, PEO was not empowered with the authority to create regulations dealing with mandatory continuing education requirements and enforcement of those mandatory requirements.

Consequently, PEO launched the PEAK program as an annual, voluntary continuing competence reporting program on March 31, 2017. At the time of the launch of the program, PEO was not empowered with the authority to create regulations dealing with mandatory continuing education requirements and enforcement of those mandatory requirements. In September 2015, Council affirmed a policy position that requires a member referendum to ratify making the PEAK program or any part of it a mandatory requirement for PEO licensure or licence renewal.

Since then, a December 2017 update to subsection 7(1)(27) of Ontario's *Professional Engineers Act* empowers PEO with the authority to create regulations dealing with mandatory continuing education requirements and enforcement of those mandatory requirements. However, at this time, no changes exist to PEO's operational policies with respect to continuing education that make any part of the PEAK program mandatory or impose sanctions onto non-compliant licence holders.

The voluntary PEAK program partly addresses the non-binding recommendation from the commissioner's report from the public inquiry into the 2012 Algo Centre Mall collapse in Elliot Lake that relate to continuing professional development for PEO licence holders. However, because the PEAK program is voluntary, PEO licence holders participate at their discretion and, consequently, the participation rate was 33 per cent in 2017 and 21 per cent in 2018. A mandatory version of the PEAK program is expected to address more of this recommendation from the commissioner's report by requiring all PEO licence holders to participate in the program as a condition of licence renewal.

### ***5.3 Ontario coroner's inquest into the death of Scott Johnson at Downsview Park***

The April 2019 verdict of the coroner's jury for the inquest into the death of Scott Johnson at the 2012 stage collapse at Downsview Park in Toronto provided recommendations that called for a mandatory program by PEO for continuing professional development for its licence holders.

*The verdict is available online at:*

<https://www.mcscs.jus.gov.on.ca/english/Deathinvestigations/Inquests/Verdictsandrecommendations/OCCInquestJohnson2019.html>

*We, the jury, wish to make the following recommendations:*

#### ***IV. Engineering Practice***

*To Professional Engineers Ontario*

*Professional Engineers Ontario (“PEO”) should:*

- 14 Develop specialization criteria for engineers working on demountable event structures, including educational opportunities.*
- 15 Require members to file an annual report, which would include identifying the engineering areas in which they work.*
- 16 Require that all engineers undertake a minimum number of hours of professional development activities and submit a record of such activities each year to PEO.*

In particular, the recommendations called for mandatory annual declaration by PEO licence holders of their practising discipline(s) and corresponding scopes of practice to PEO. The recommendations additionally called for the identification of a number of hours for, annual completion of continuing professional development and annual reporting of those activities to PEO.

At the time of these recommendations from the inquest, PEO was operating the PEAK program, which is an annual, voluntary continuing competence reporting program that started in March 2017. The PEAK program addresses the recommendations for annual practice declaration, assignment of continuing professional development hours for the year and annual reporting of continuing professional development activities to PEO. However, the current version of the PEAK program is voluntary and participation in the program is left to the professional discretion of the licence holder.

With a December 2017 update to subsection 7(1)(27) of Ontario's *Professional Engineers Act*, PEO is empowered with the authority to create regulations dealing with mandatory continuing education requirements and enforcement of those mandatory requirements. However, a Council policy position that was established in September 2015, prior to the December 2017 update to the

Act, requires a member referendum to ratify making the PEAK program or any part of it a mandatory requirement for PEO licensure or licence renewal.

The voluntary PEAK program partly addresses the non-binding recommendations from the verdict of the coroner's jury that relate to continuing professional development for PEO licence holders. However, because the PEAK program is voluntary, PEO licence holders participate at their discretion and, consequently, the participation rate was 33 per cent in 2017 and 21 per cent in 2018. A mandatory version of the PEAK program is expected to address more of these recommendations from the April 2019 verdict by requiring all PEO licence holders to participate in the program as a condition of licence renewal.

#### ***5.4 External review of PEO's regulatory performance***

The April 2019 report prepared by an independent reviewer, at PEO's request, on PEO's performance as a regulator called for a mandatory program by PEO for continuing professional development for PEO licence holders.

At the time of these recommendations from the regulatory review, PEO was operating the PEAK program, which is an annual, voluntary continuing competence reporting program that started in March 2017. The PEAK program addresses the recommendations for annual practice declaration, assignment of continuing professional development hours for the year and annual reporting of continuing professional development activities to PEO. However, the current version of the PEAK program is voluntary and participation in the program is left to the professional discretion of the licence holder.

With a December 2017 update to subsection 7(1)(27) of Ontario's *Professional Engineers Act*, PEO is empowered with the authority to create regulations dealing with mandatory continuing education requirements and enforcement of those mandatory requirements. However, a Council policy position that was established in September 2015, prior to the December 2017 update to the Act, requires a member referendum to ratify making the PEAK program or any part of it a mandatory requirement for PEO licensure or licence renewal.

Because the PEAK program is voluntary, PEO licence holders participate at their discretion and, consequently, the participation rate was 33 per cent in 2017 and 21 per cent in 2018. A mandatory version of the PEAK program is expected to address this recommendation from the June 2019 report on the PEO regulatory review by requiring all PEO licence holders to participate in the program as a condition of licence renewal.



## 6. Appendices

### 6.1 PEO's online directory and the PEAK program

#### 6.1.1 Directory of licence holders

The screenshot shows the search interface for the Professional Engineers Ontario (PEO) Licence Holder/Engineering Intern Directory. It includes a search form with fields for Preferred name or First name, Last name, Licence or EIT number, Discipline, Employer city, Employer name, and Employer postal code. There are also buttons for 'Search Directory' and 'Clear All Fields'. Below the search form, there is a 'Selected licence holder/engineering intern profile data:' section with a list of profile tabs: Licence Holder/Engineering Intern Profile, Chapter Profile, Employment Profile, Academic Profile, Practice Evaluation and Knowledge Profile, and Discipline History.

#### 6.1.2 Tab – Licence Holder/Engineering Intern Profile

**Licence status** options read as: Current, Cancelled, Revoked, Suspended, or Resigned.

**Practising status** options read as: Undeclared, Practising, or Non-practising.

The screenshot shows the 'Profile data for:' section for the 'Licence Holder/Engineering Intern Profile'. It includes a table with the following data:

First Name	
Last Name	
Licence Number	
Licence Type	Professional Engineer (PEng.)
Licence Status	Current
Practising Status	
Date of licensure	

Below the table, there is explanatory text:

**Licence Status** indicates whether an individual is a current licence holder and is licensed to practise engineering in the province of Ontario.

**Practising Status** is an annual declaration by the individual that they are (or are not) engaged in the practice of professional engineering in Ontario.

Refer to [Glossary of Terms](#) for explanations.

### 6.1.3 Tab – Practice Evaluation and Knowledge Profile

**Practice Evaluation Questionnaire** status options read as: Completed, or Incomplete.

**Continuing Knowledge Activities Report** status options read as: Completed, or Report Due Date MMM DD, YYYY.

**Ethics Module** status options read as: Completed, or Incomplete.

^ Practice Evaluation and Knowledge Profile

If information is inaccurate or missing, contact PEO's [PEAK Team](#)

Practice Evaluation Questionnaire	Incomplete
Continuing Knowledge Activities Report	Report due date Nov 30, 2018
Ethics Module	Incomplete

Participation in the [Practice Evaluation and Knowledge \(PEAK\)](#) Program is not compulsory to hold a licence to practice engineering in Ontario.

Statuses are updated one business day after completion.

Refer to the PEAK Program for more details.

## 6.2 Practice Evaluation Questionnaire

### 6.2.1 The 20 risk influence topics

The practice evaluation questionnaire comprises twenty questions with predefined response options. The user is asked to select the response option that best applies. When more than one response option applies, the user is asked to select the response that presents the greatest risk to the public. Of the 20 questions, four questions allow the user to enter multiple responses; namely questions 3, 4, 11 and 20.

1. Organizational structure of practice
2. Engineering role within organization
3. Engineering standards
4. External engineering reviews
5. Internal engineering peer reviews
6. Engineering quality management system
7. Engineering outcome
8. Technical certifications
9. Membership in technical societies (PEO excluded)
10. Responsibility level
11. Audits
12. Practice improvements (Lessons learned program)
13. Experience within current area of practice
14. Engineering mentorship or peer network
15. Review of relevant technical information
16. Reference library
17. Industry updates
18. Organizationally-provided training
19. Breadth of practice
20. Continuing Professional Development programs (outside PEO)

### 6.2.2 The formula used to calculate the individualized CPD recommendation.

The following formula is applied by an algorithm to the responses to the questionnaire to determine the personalized recommended number of hours towards continuing knowledge activities for the user for the licence year. When the user enters more than one response option for questions 3, 4, 11 or 20, the algorithm only uses the response selection that represents the greatest risk to the public for each of these four questions.

$$30 \text{ hours} - \left\{ \frac{\sum_{n=1}^{20} [\text{Importance Weighting for the question} \times \text{Reduction Option for the answer selection}]}{\text{Discount}=3.3} \right\}$$

### 6.2.3 The risk matrix

Question	Reduction Options	Importance Weighting	Maximum Reduction
1	0-2	3	6
2	0-3	2	6
3*	0-2	1	2
4*	0-5	2	10
5	0-3	3	9
6	0-3	1	3
7	0-5	2	10
8	0-1	1	1
9	0-2	1	2
10	0-5	2	10
11*	0-3	1	3
12	0-2	1	2
13	0-3	2	6
14	0-2	2	4
15	0-3	1	3
16	0-3	1	3
17	0-3	2	6
18	0-2	2	4
19	0-2	3	6
20*	0-3	1	3

Starting CPD	30 hours
Starting CPD reduction	99
Discount	3.3
Final CPD reduction (max.)	30 hours

\*The user may enter multiple selections; however, the calculation for determining the recommended number of hours towards continuing knowledge activities only uses the selection that represents the greatest risk to the public (i.e. applies the least CPD reduction).

### 6.3 *Non-practising survey*

1. Why do you currently identify as a non-practising PEO licence holder?
  - a. I am engaged in activities (paid or volunteer) that do not meet the definition of the practice of engineering in Ontario.
  - b. I am engaged in engineering activities (paid or volunteer) that meet the definition of the practice of engineering but that are not carried out, or for parties, in Ontario.
  - c. I am retired from the practice of engineering in Ontario.
  - d. I am engaged in full-time postgraduate studies.
  - e. I am on leave (including medical and parental leave).
  - f. I am unemployed.
  
2. Are you on fee remission?
  - a. Yes
  - b. No
  
3. How long have you been a non-practising PEO licence holder?
  - a. This is the first year that I am a non-practising PEO licence holder.
  - b. I have been a non-practising PEO licence holder for at least one licence year.
  
4. Do you intend to practise engineering again?
  - a. No, I do not intend to practise engineering again.
  - b. I may return to practise engineering.
  - c. Yes, I intend to practise engineering again.
  
5. If you intend to practise engineering again, when do you anticipate returning?
  - a. Not applicable.
  - b. I don't know when I will practise engineering.
  - c. I intend to practise engineering within my current licence year.
  - d. I intend to practise engineering after my current licence year.

## 6.4 Topics covered by the ethics module

Program Year	Topics
Year 1 (2017)	<ul style="list-style-type: none"> <li>Code of Ethics.</li> <li>The “iron ring.”</li> <li>Public trust.</li> <li>Conflict of interest.</li> <li>The “industrial exception.”</li> <li>Use of the professional engineer’s seal.</li> </ul>
Year 2 (2018)	<ul style="list-style-type: none"> <li>Duty of care.</li> <li>Ordinary competence.</li> <li>Different professional opinions.</li> <li>Transparency.</li> <li>Duty to inform.</li> </ul>
Year 3 (2019)	<ul style="list-style-type: none"> <li>The trusted professional.</li> <li>Knowing the rules.</li> <li>Professional misconduct.</li> <li>Code of Ethics.</li> <li>Continuing competence through CPD.</li> <li>Conflicting obligations.</li> <li>Practising outside regular employment.</li> <li>Unfair advantage.</li> <li>Independent engineering opinions.</li> </ul>

## 6.5 *Categories of continuing knowledge activities*

The PEAK program recognizes continuing knowledge activities under three broad categories: formal education, informal education and contributions to knowledge. The acquisition of engineering knowledge counts under the formal and informal education categories while the sharing of engineering knowledge counts under the contributions to knowledge category.

For an activity to count towards a licence holder's continuing knowledge hours for the PEAK program, it must be a learning session with technical knowledge that reinforces or supplements the licence holder's existing engineering knowledge. It must be relevant to the licence holder's engineering practice disciplines and sufficiently technical. It can be hosted in any jurisdiction and time spent on a continuing knowledge activity can be used for the licence holder's activity reports but must be reported for the licence year when the time was spent.

*Formal education* refers to any structured classroom-based learning that is instructed by persons with expert knowledge of the subject matter and where the instructor assesses whether the students have understood the information. Examples include successfully completing:

- ▶ college or university courses in technical subjects.
- ▶ courses for industrial sector certifications.
- ▶ training courses provided by manufacturers or suppliers, and similar activities.

*Informal education* refers to learning activities that take place outside the classroom and where participants are not assessed on their understanding of the information. Examples include attending and participating in:

- ▶ self-study through the reading of technical journals and papers, books and manuals, and codes, standards, guidelines, regulations and commentaries.
- ▶ technical sessions in conferences or trade-shows, or standalone workshops.
- ▶ technical seminars, webinars, tutorials and tours such as those organized by employers, vendors, academic groups, technical and industry associations, engineering associations, and PEO chapters.
- ▶ technical discussions with peers in mentoring sessions or study groups such as those that take place at work or in a volunteer or social setting.

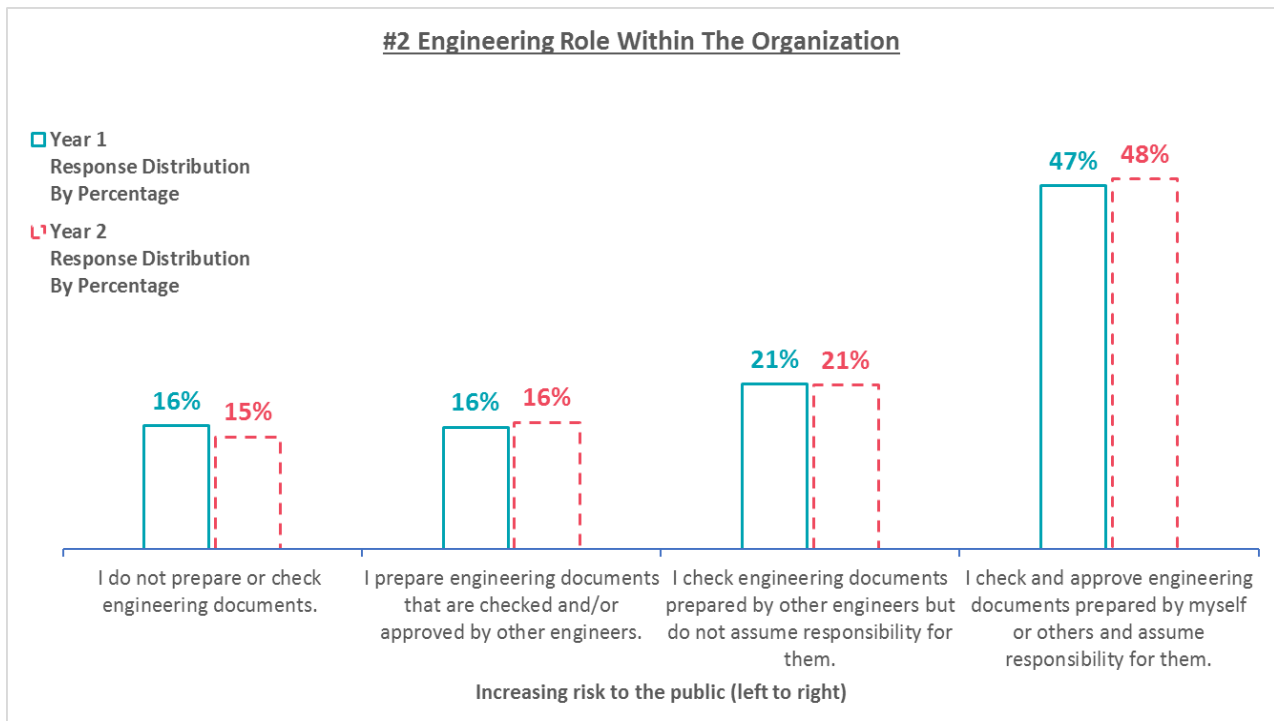
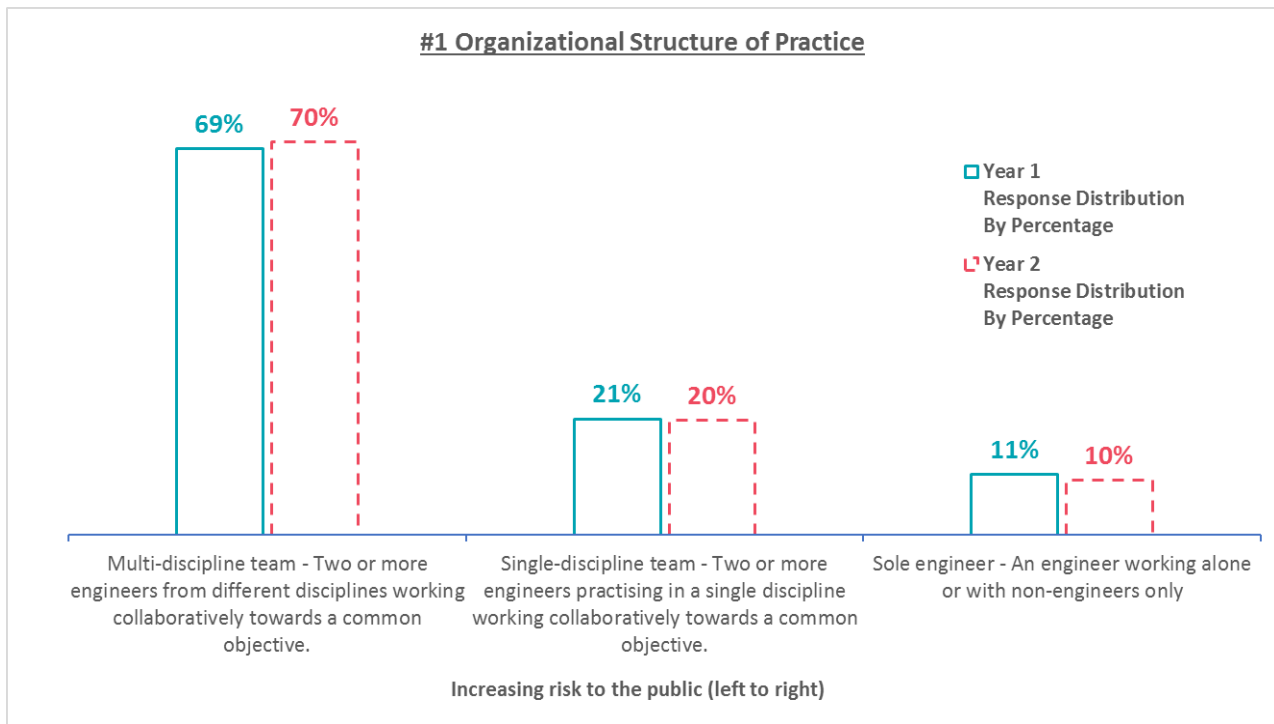
*Contributions to knowledge* refers to any activity that disseminates knowledge to licence holders or establishes best practices for the profession. Examples include:

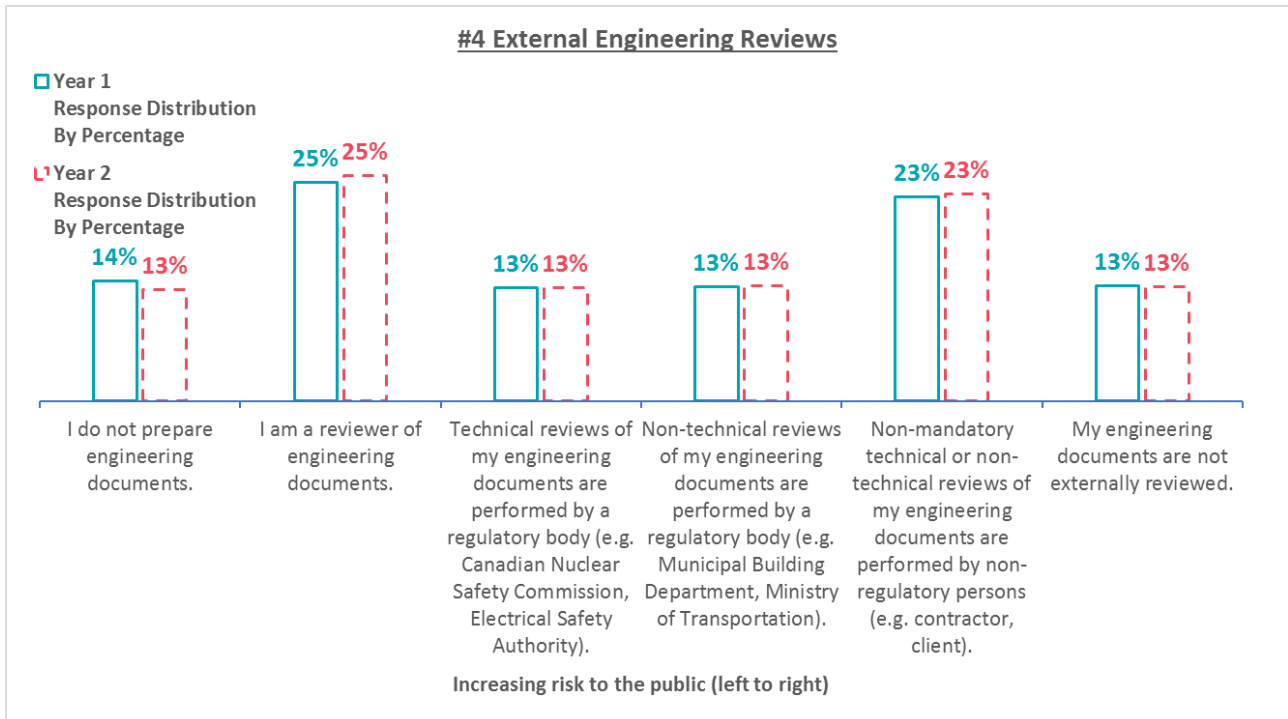
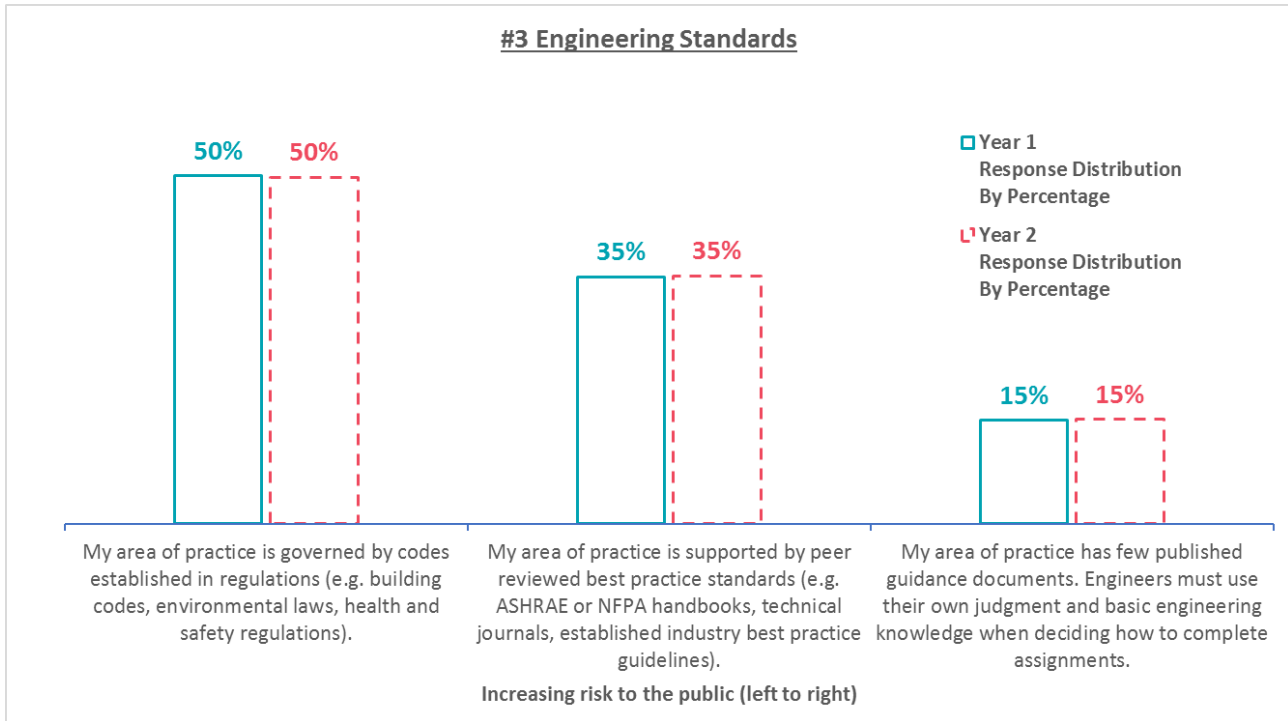
- ▶ preparing and/or delivering a seminar, presentation or tour to an audience of professional engineers or limited licence holders, technologists, or related professions.
- ▶ preparing and publishing papers on topics of interest to the engineering community.

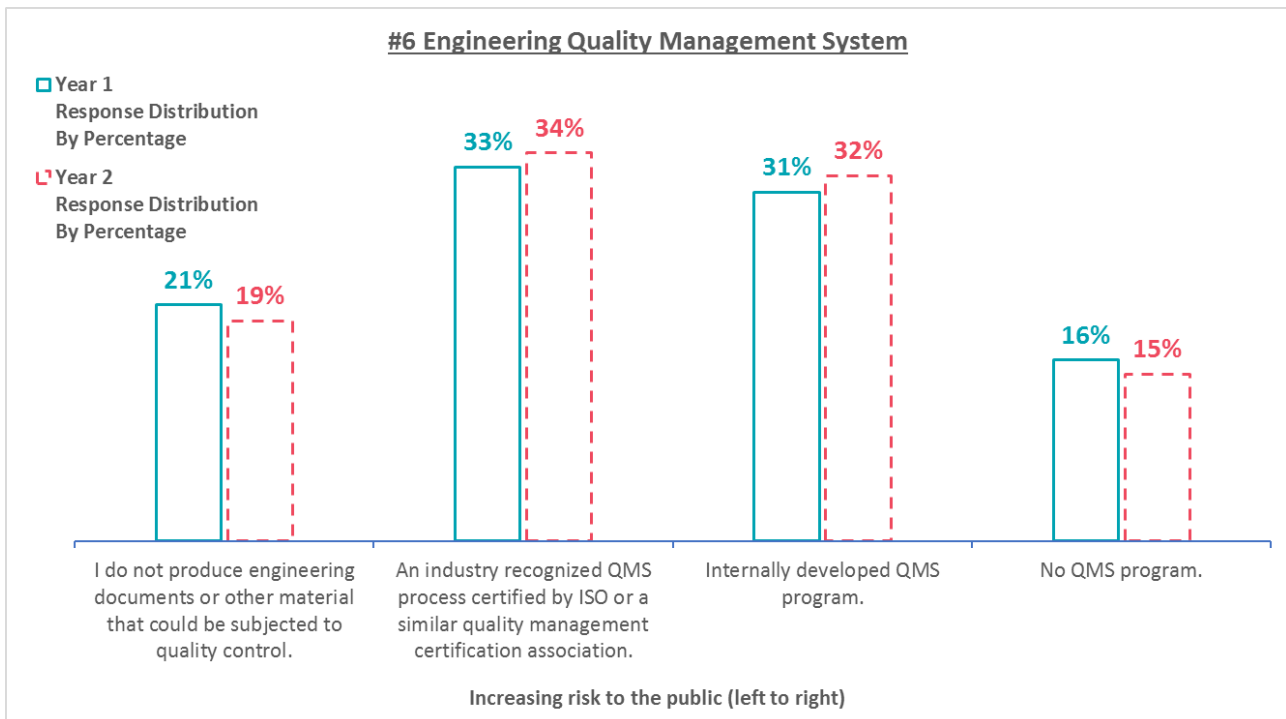
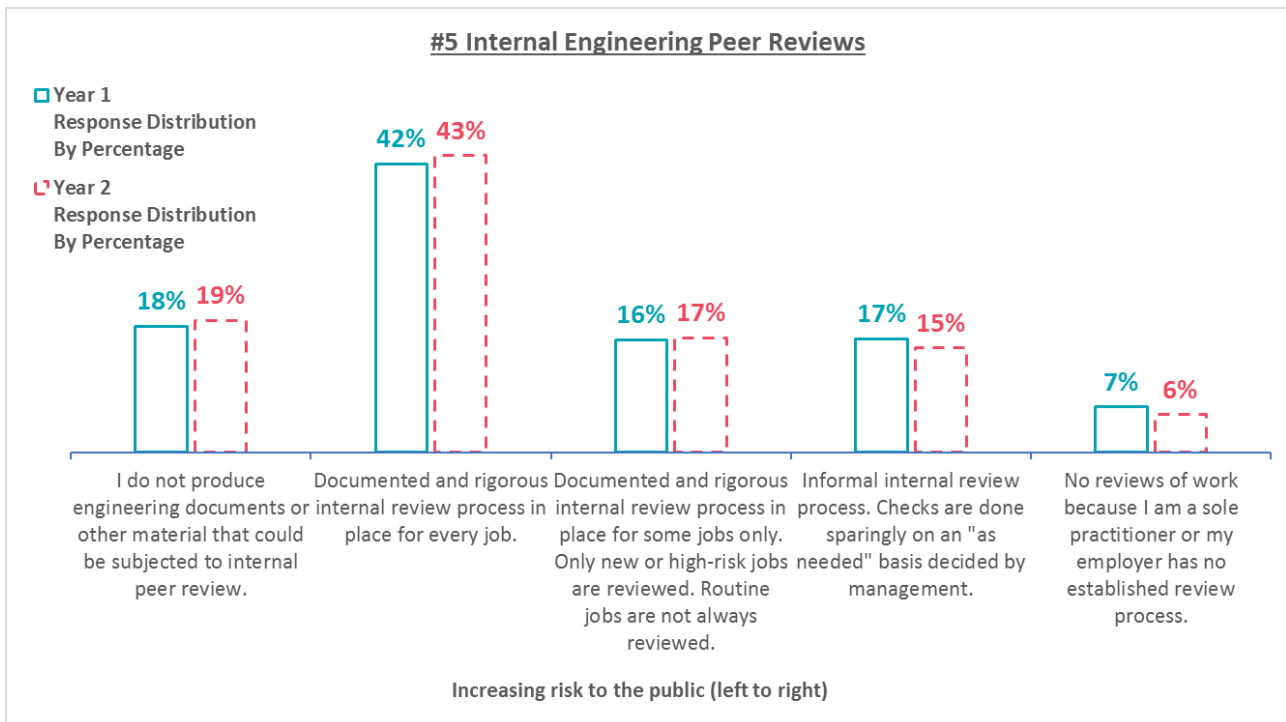
- ▶ preparing and publishing articles in technical or trade journals or magazines.
- ▶ participating in committees developing codes, standards, guidelines and commentaries.
- ▶ participating in expert advisory panels.
- ▶ preparing and instructing courses in technical topics for engineering practice.
- ▶ providing technical mentoring to members of the engineering community.

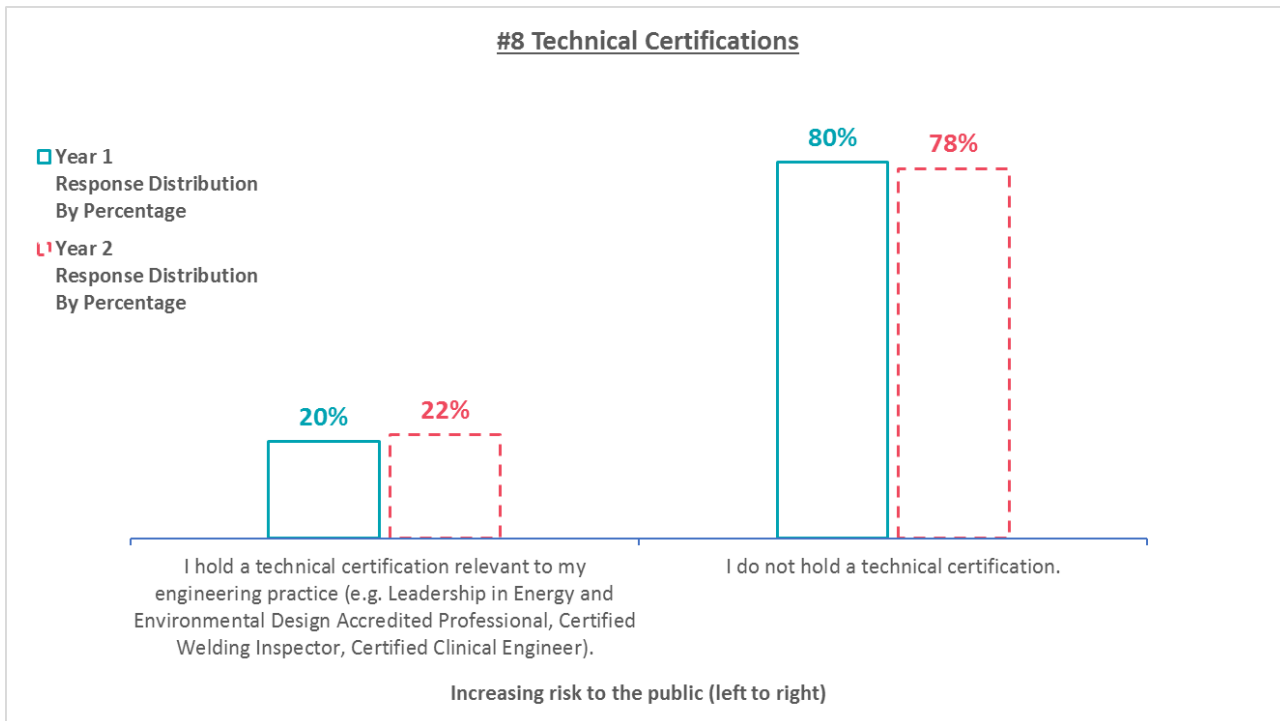
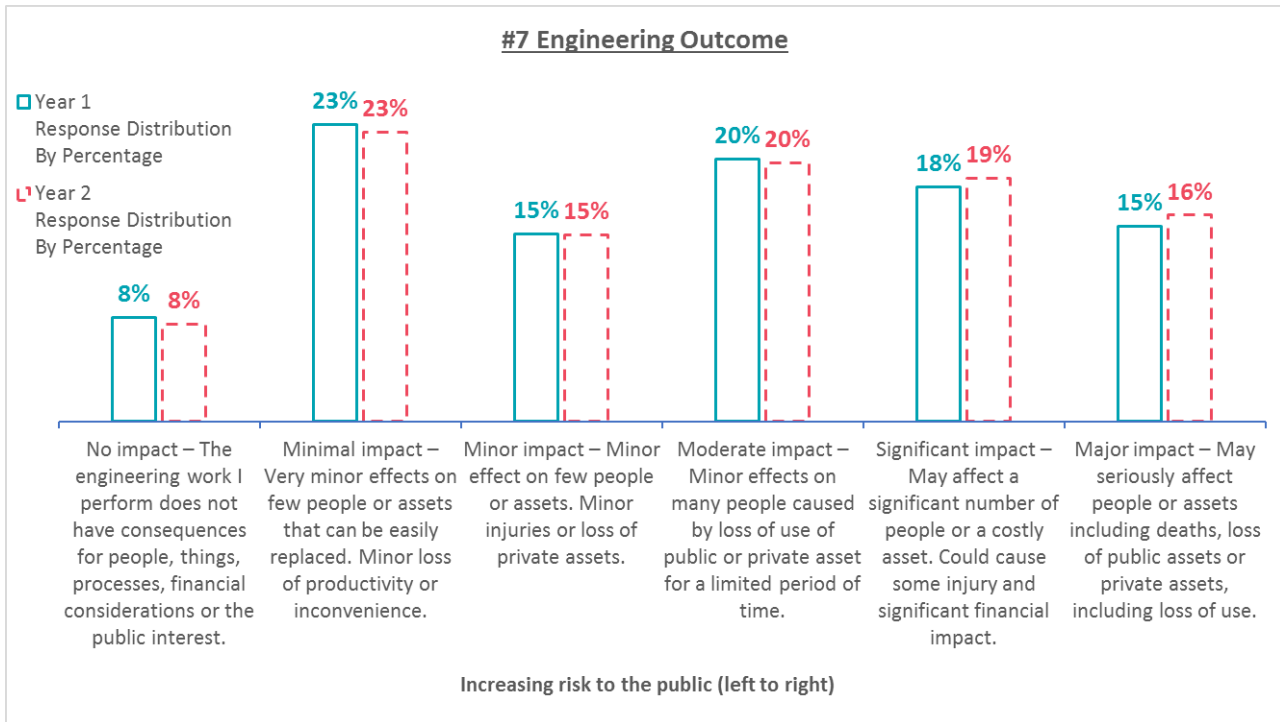


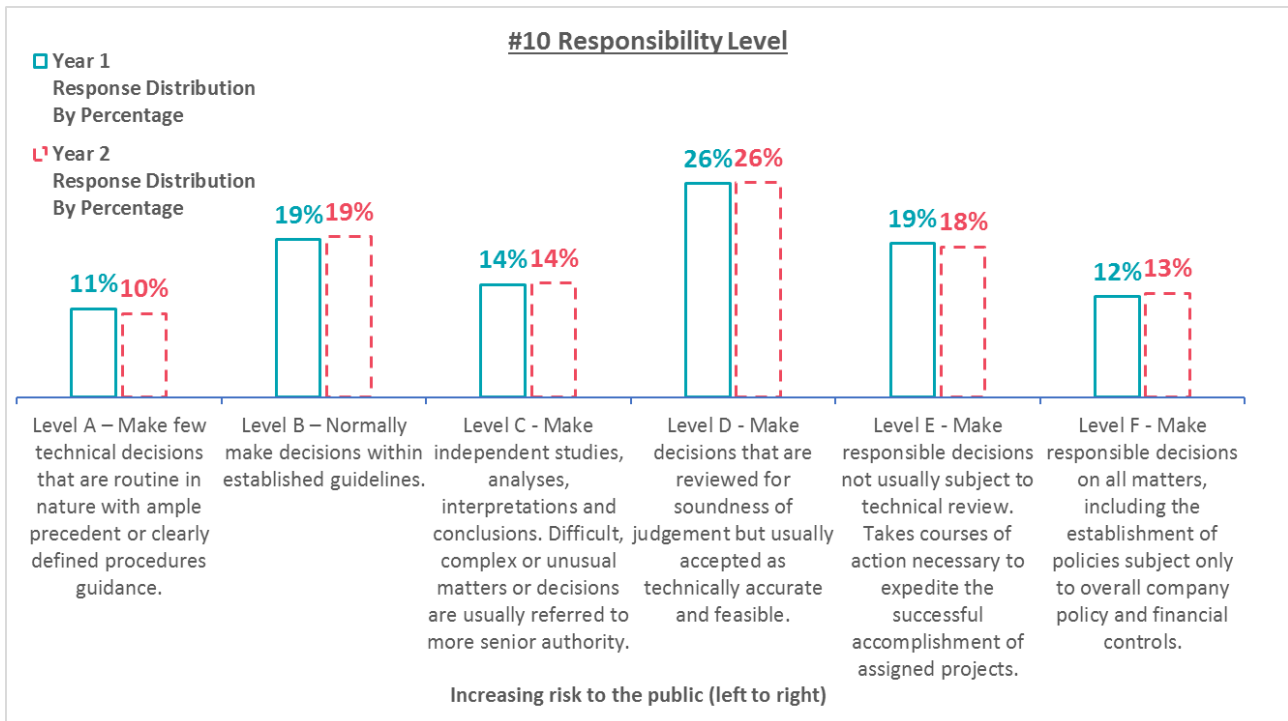
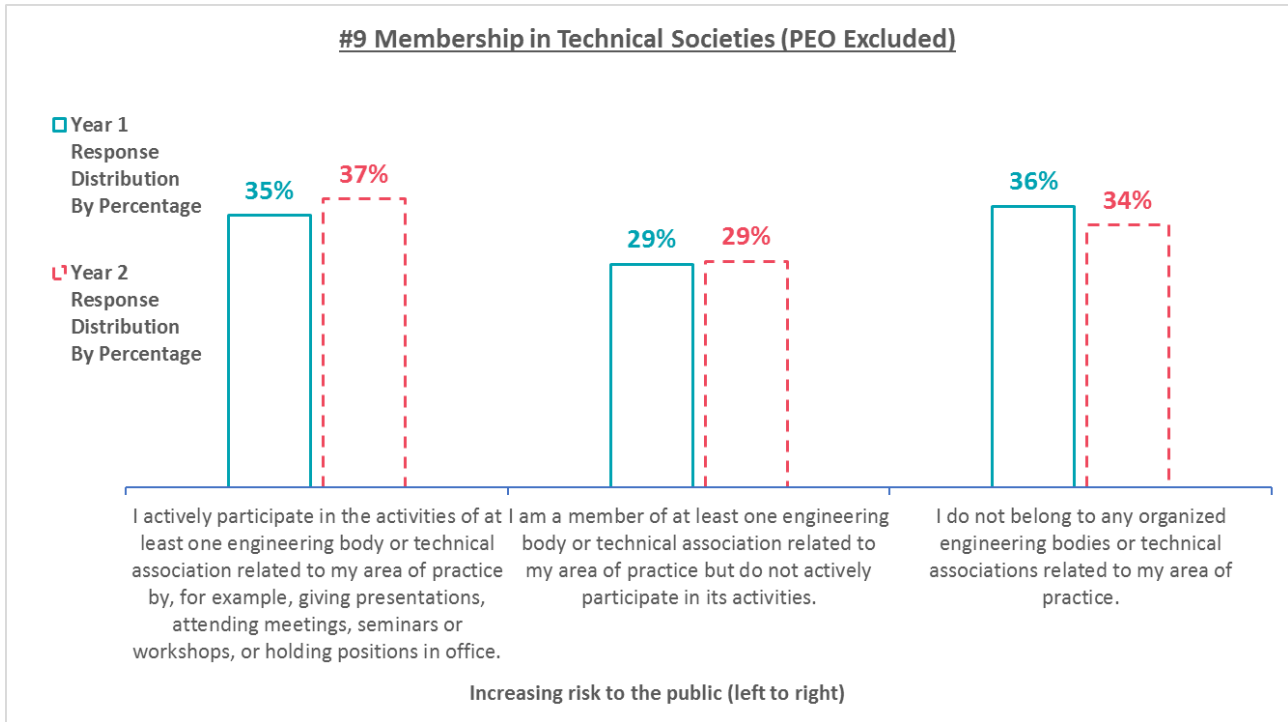
## 6.6 Responses to the Practice Evaluation Questionnaire from practising licence holders

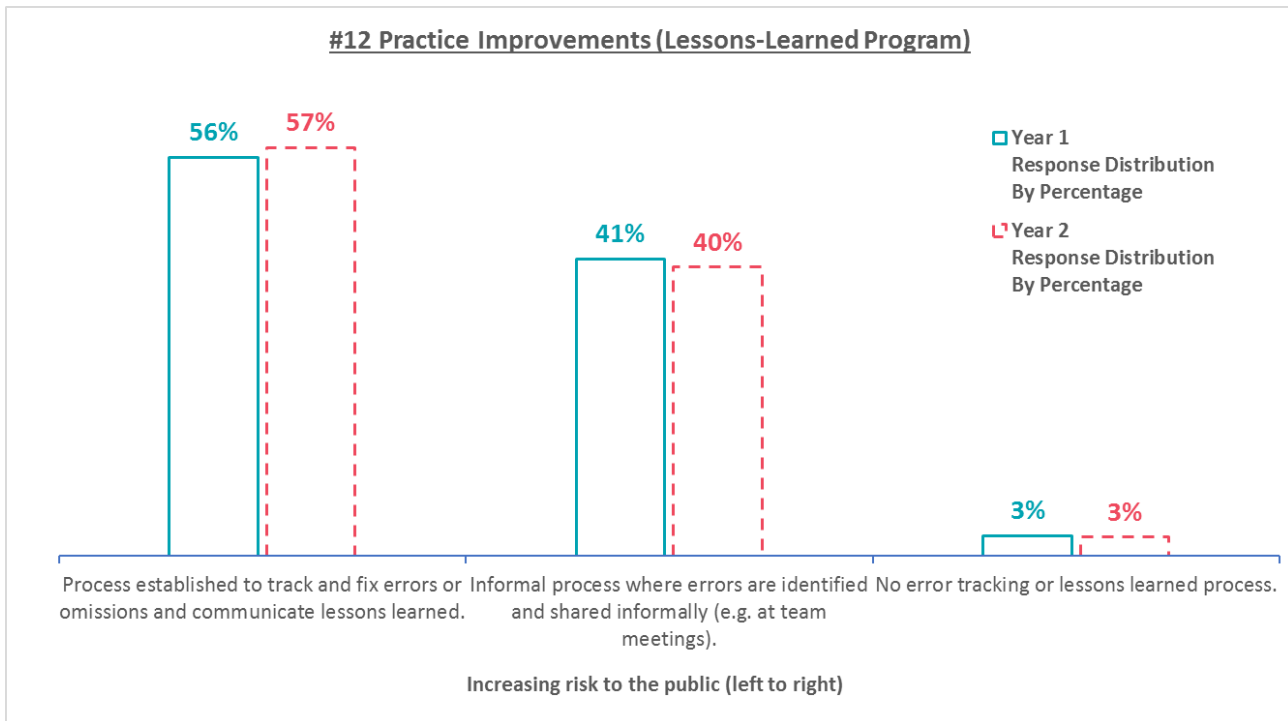
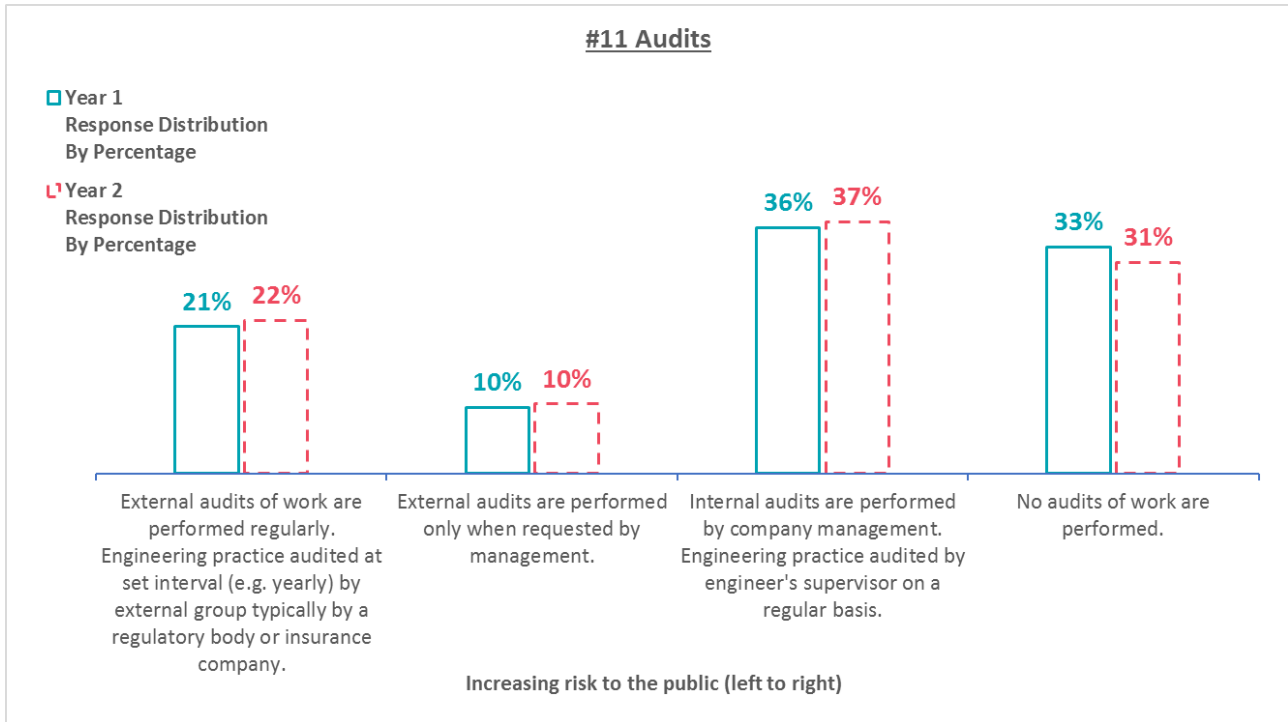


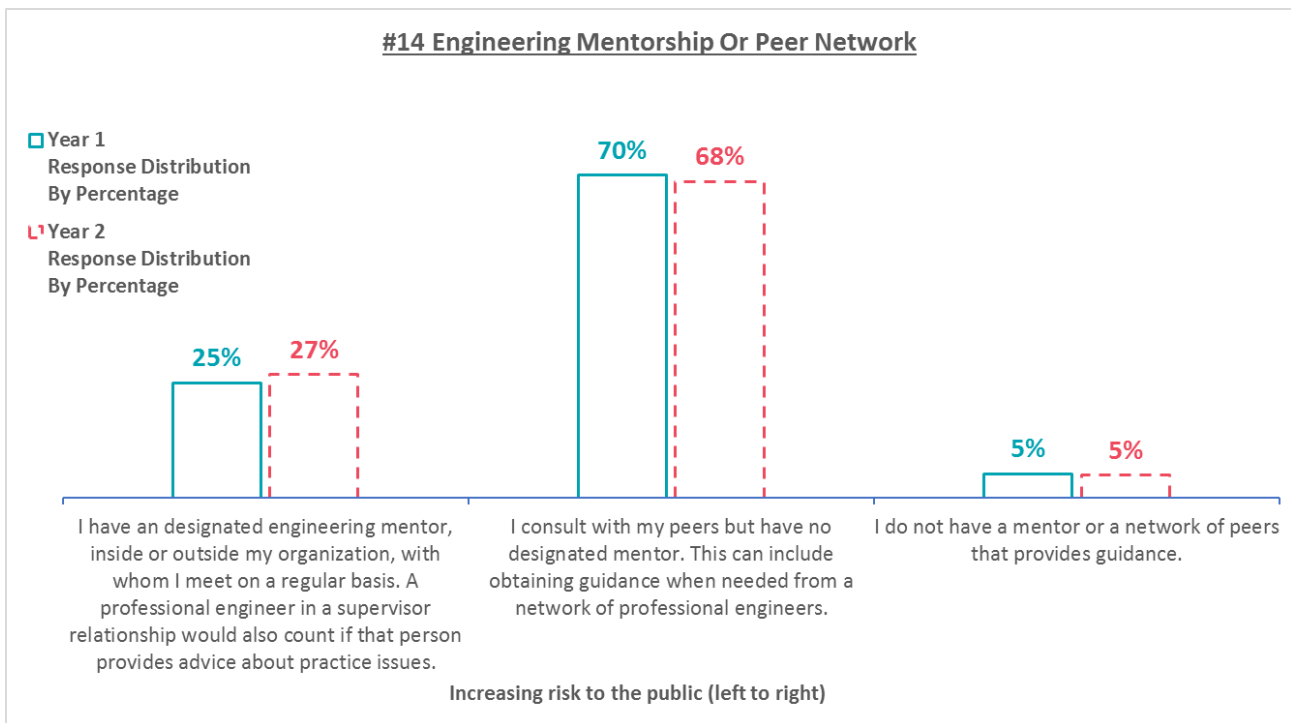
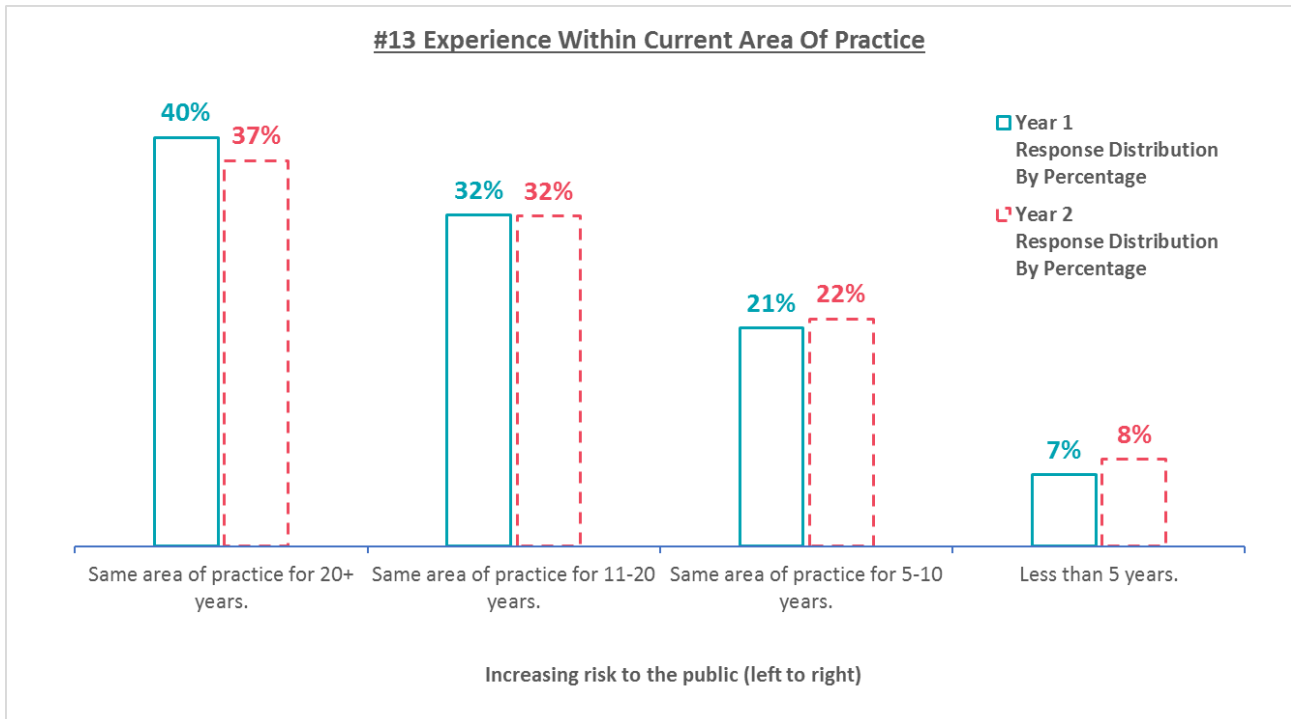




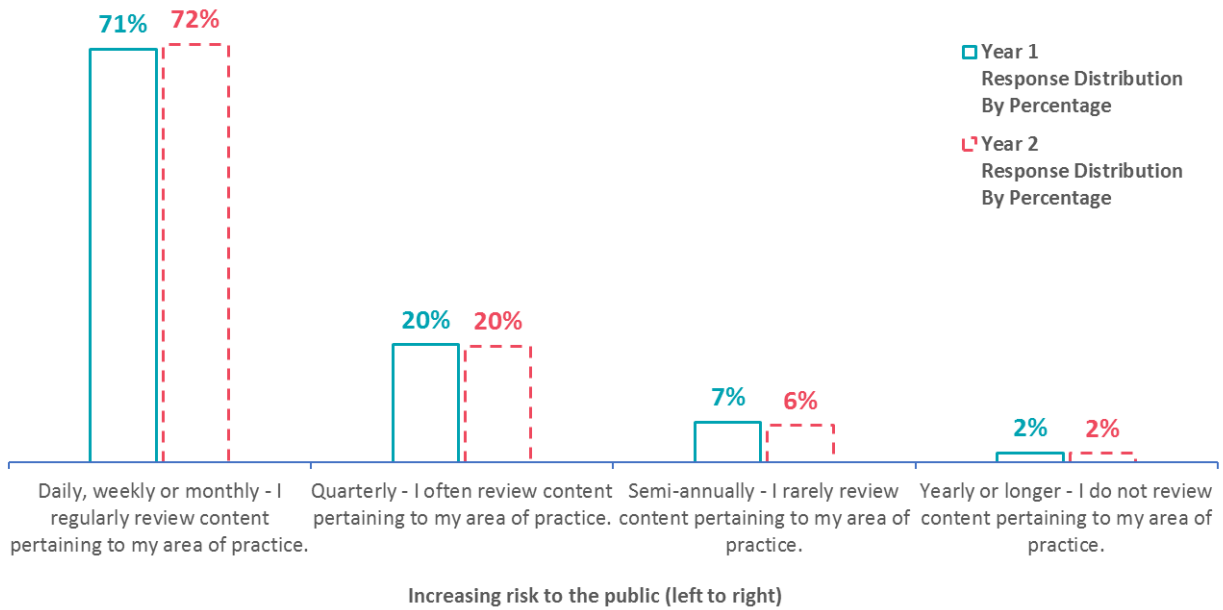




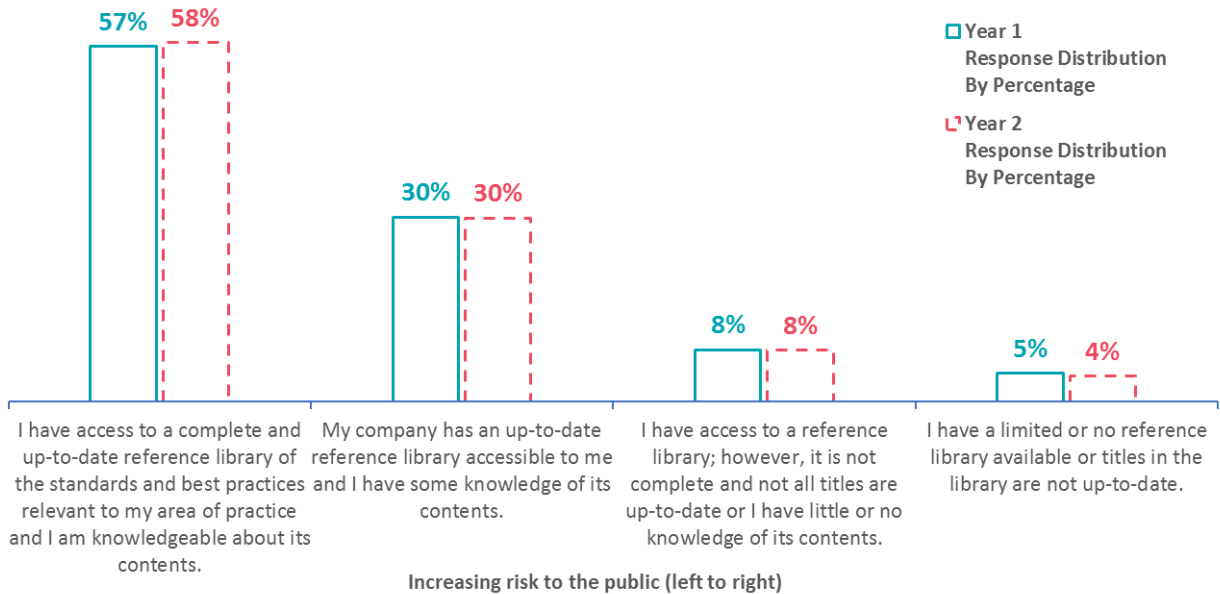




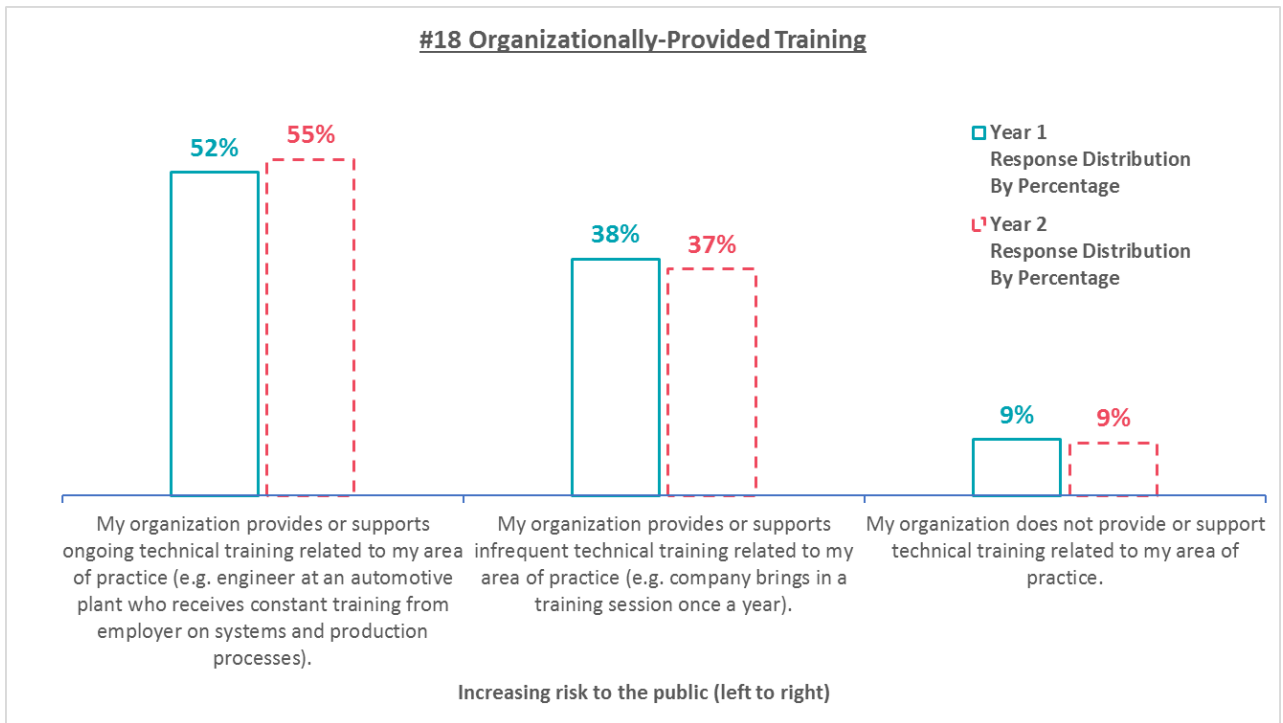
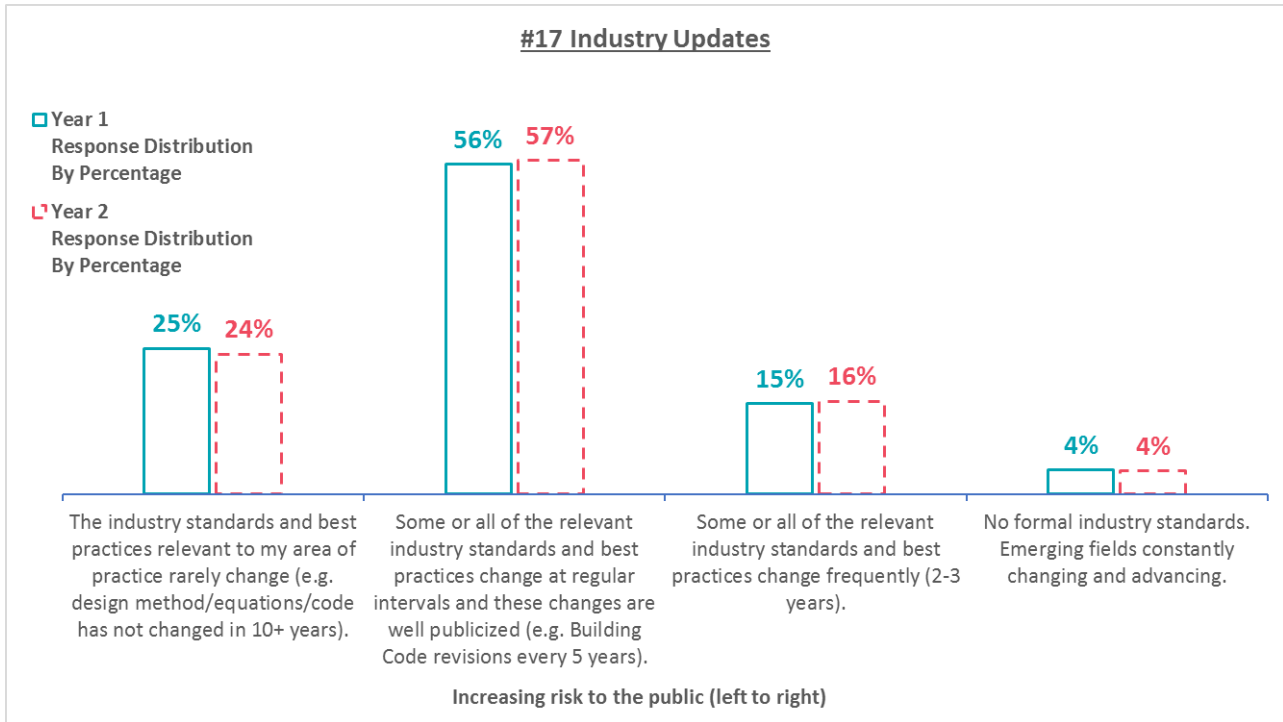
### #15 Review Of Relevant Technical Information

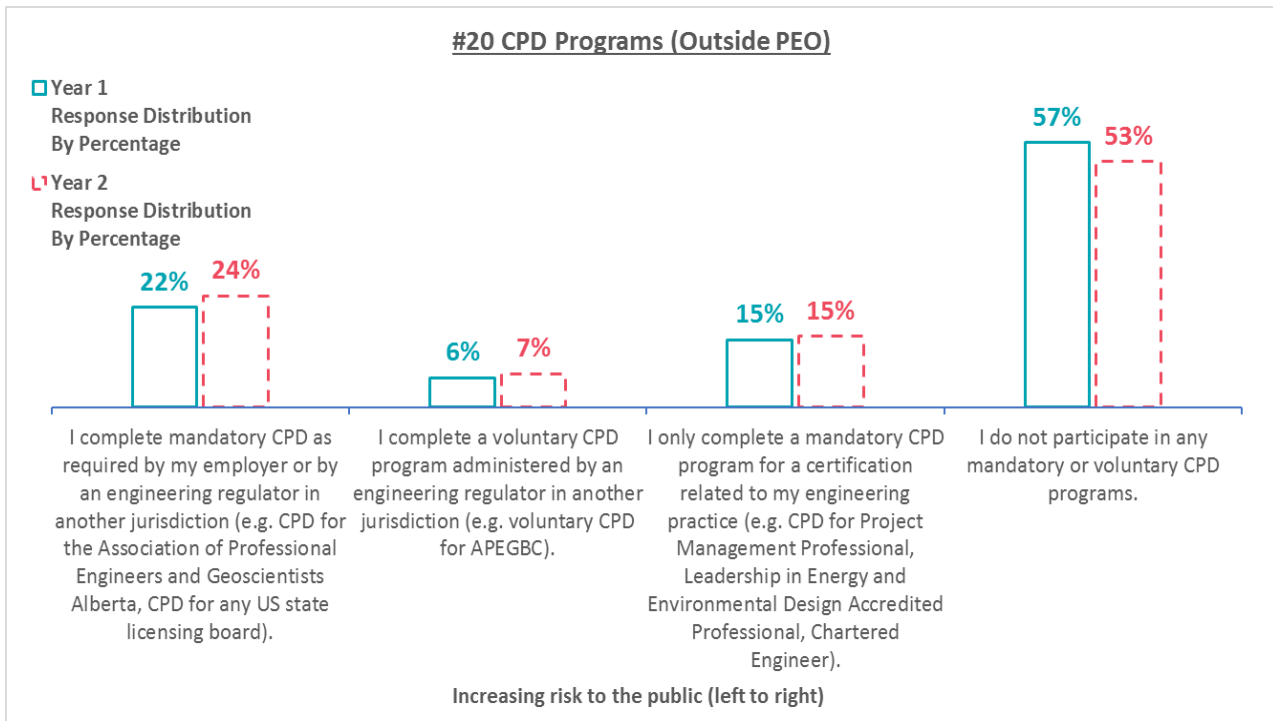
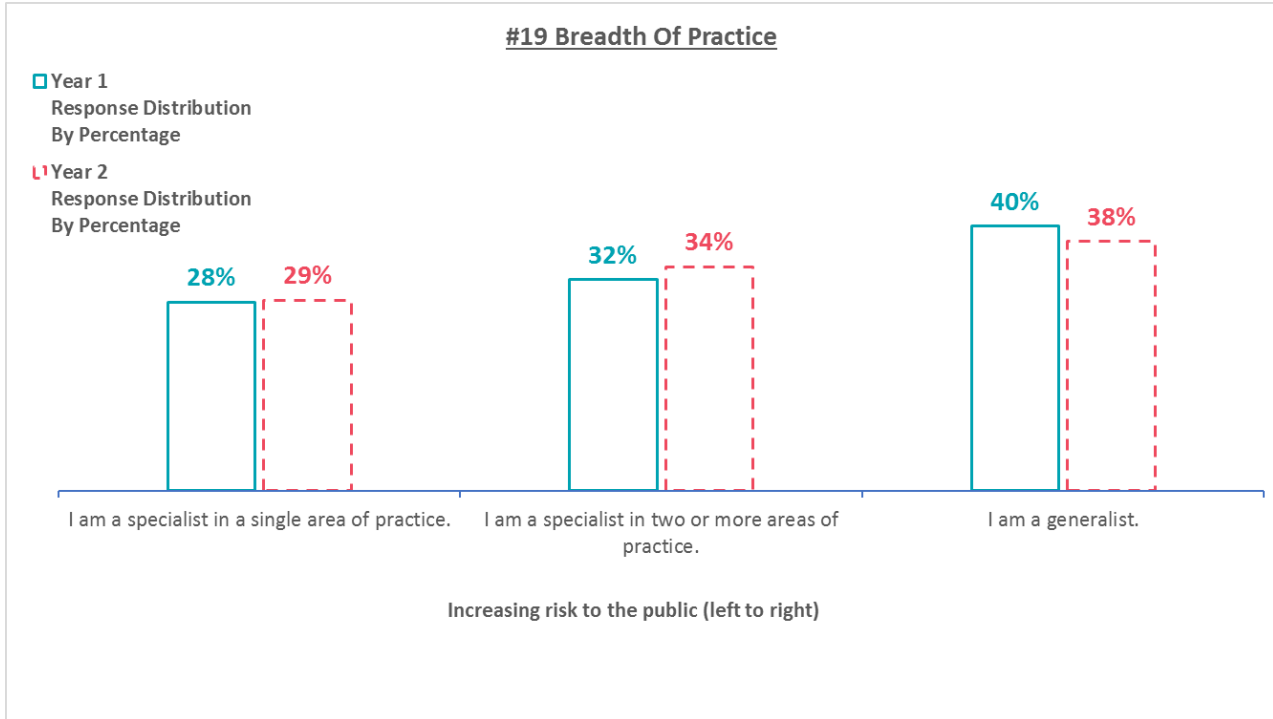


### #16 Reference Library









## 6.7 Advertisements for the PEAK program

**PEAK**  
REACHING NEW HEIGHTS

PEO licence holders  
+ PEAK  
An accountable engineering  
profession

To learn more and participate  
visit [www.peopeak.ca](http://www.peopeak.ca)



**PEAK**  
REACHING NEW HEIGHTS

PEAK inspires public  
confidence in Ontario  
engineers

To learn more and participate  
visit [www.peopeak.ca](http://www.peopeak.ca)



**PEAK IS UNIQUE**  
Learn how PEAK is  
unlike any other  
CPD program

To learn more and participate  
visit [www.peopeak.ca](http://www.peopeak.ca)

**PEAK**  
REACHING NEW HEIGHTS

**PEAK**  
REACHING NEW HEIGHTS

Completing PEAK  
demonstrates your  
commitment to  
engineering

To learn more and  
participate visit  
[www.peopeak.ca](http://www.peopeak.ca)

**PEAK**  
REACHING NEW HEIGHTS

Self-regulation  
is NOT a right

To learn more and  
participate visit  
[www.peopeak.ca](http://www.peopeak.ca)

**PEAK =**  
Risk, accountability  
+ public trust

To learn more and participate  
visit [www.peopeak.ca](http://www.peopeak.ca)

**PEAK**  
REACHING NEW HEIGHTS

**Do you or your engineering, management or human resources team need an information seminar on the PEAK program?**

We're here to help. Understanding and taking part in the PEAK program will help you and your engineers stay current in your practice and knowledgeable about your statutory and ethical obligations.

**GROUPS WHO SHOULD TAKE PART INCLUDE:**

- Firms employing engineers
- Regulatory and approval/permitting organizations
- Chapters of technical associations
- Advocacy groups and peer networks

**SEND A REQUEST TO THE PEAK PROGRAM AT:**  
T: 416-224-1100 or 800-339-3716  
E: [peopeak@peo.on.ca](mailto:peopeak@peo.on.ca)  
W: [peopeak.ca](http://peopeak.ca)

**PEAK**  
REACHING NEW HEIGHTS

**Professional Engineers Ontario**

## 6.8 Brochures for the PEAK program

### The PEAK program is here

FOR YOU, THE PUBLIC AND THE PROFESSION!

**YOUR PEO LICENCE RENEWAL NOTICE IS YOUR INVITATION TO COMPLETE THE PRACTICE EVALUATION AND KNOWLEDGE (PEAK) PROGRAM. IT'S AVAILABLE TO ALL P.ENG'S AND LIMITED LICENCE HOLDERS.**

Every year, upon receipt of your licence renewal notice, log in to the PEO portal at [secure.peo.on.ca](http://secure.peo.on.ca) to complete the PEAK program or to update your program information.

Completing the PEAK program isn't mandatory to renew your PEO licence. However, your PEAK completion status is posted online on PEO's directory of practitioners.

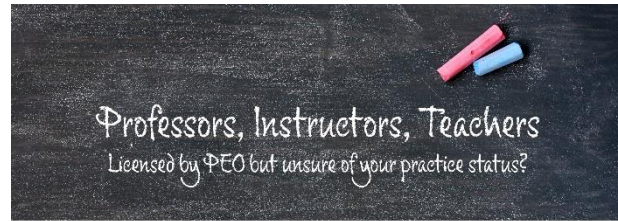
**IF YOU'RE A PRACTISING LICENCE HOLDER, COMPLETE THE PEAK PROGRAM BY:**

- Declaring your practising status and completing a practice evaluation questionnaire before your licence renewal date;
- Watching PEO's online module on ethics and professionalism before your renewal date; and
- Completing and using PEO's online tool to report your continuing knowledge activities to PEO during the 12-month period before your next renewal date.

**IF YOU'RE A NON-PRACTISING LICENCE HOLDER, COMPLETE THE PEAK PROGRAM BY:**

- Declaring your non-practising status before your licence renewal date; and
- Watching PEO's online module on ethics and professionalism before your renewal date.

Learn more at [peoPEAK.ca](http://peoPEAK.ca) | [peoPEAK@peo.on.ca](mailto:peoPEAK@peo.on.ca) | 416-224-1100 | 800-339-3716

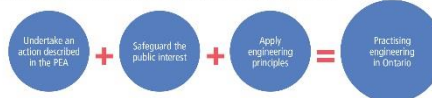


As part of the PEAK program, you are asked to declare your practice status. This declaration provides PEO with valuable information about the practice of professional engineering in Ontario. It also directs you to the appropriate elements of the PEAK program.

**YOU ARE A NON-PRACTISING PEO LICENCE HOLDER** if your only activities are teaching, supervising student projects or carrying out basic research with an outcome that would not be directly used or relied upon by others. Such activities do not fall within the scope of the practice of professional engineering. Declaring yourself to be non practising for the purposes of the PEAK program does not change your licence in any way. You may return to practising status at any time.

**YOU ARE A PRACTISING PEO LICENCE HOLDER** if you or your students deliver contract work or research for parties outside the educational institution, provide expert opinions, provide consulting services, or carry out any other type of paid or volunteer work that involves the activities identified in the definition of professional engineering given in the Professional Engineers Act.

Your practising status relates only to engineering activities carried out or provided to parties in Ontario. Regulators in other jurisdictions have their own legislations and may define the practice of professional engineering differently. Here is an infographic that summarizes the definition of practising engineering in Ontario:



**TO HELP YOU IDENTIFY YOUR PRACTISING STATUS, HERE ARE WEBLINKS TO SOME PEO RESOURCES:**

1. PEO's answer to the frequently asked question: Are you practising?
2. PEO's article: Are you a practising professional engineer?
3. PEO's glossary of directory terms

To access the program, log into PEO's member portal and go to the "PEAK" menu to start. Here you can update your practising status, change your information and responses, and report your activity hours.

To learn more about the PEAK Program and watch the video introduction, please visit [www.peoPEAK.ca](http://www.peoPEAK.ca).

Professional Engineers Ontario

PEAK REACHING NEW HEIGHTS

LEARN MORE: [peoPEAK.ca](http://peoPEAK.ca) | [peoPEAK@peo.on.ca](mailto:peoPEAK@peo.on.ca) | 416-940-1123

### FAQ

**Is the PEAK program mandatory?**  
While participation in the PEAK program is not mandatory to renew or maintain a licence, should a licence holder not complete any element of the program in the allotted time, this information will be publicly noted on PEO's online directory of practitioners.

**Who is being requested to complete the program?**  
All current and retired professional engineers, as well as limited licence holders, should complete the program. Temporary and provisional licence holders are exempt. Engineering interns are only asked to familiarize themselves with the program for when they become licensed.

**How do I access the program?**  
All elements of the program can be accessed through the member portal at [www.peo.on.ca](http://www.peo.on.ca). Log in to your account and click on the PEAK tab. To access the practice evaluation questionnaire, select PEAK Questionnaire; to report your continuing knowledge activities, select My PEAK Activities; and to access the online module, select PEAK Ethics Module.

**I'm already doing continuing professional knowledge activities—why does PEO need to get involved?**  
Reporting continuing professional knowledge activities provides additional assurance to the public that practising licence holders have maintained their competence as professional engineers.

**Will PEO recommend specific continuing knowledge activities for me?**  
It is up to each practising licence holder to choose the technical knowledge activities they feel are appropriate for their practice. Activities can include anything from reading technical journals and attending seminars, to structured discussions with peers and writing articles.

Visit [www.peopeak.ca](http://www.peopeak.ca) for a comprehensive list of frequently asked questions.

Professional Engineers Ontario

PEAK REACHING NEW HEIGHTS

A Guide to Professional Engineers Ontario's PRACTICE EVALUATION AND KNOWLEDGE PROGRAM

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Tel: (416) 593-8000 ext. 3376  
Toll-free: 800-339-3716  
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www.peo.on.ca

ABOUT

Beginning March 31, 2017, renewal notices to all current and retired professional engineers, as well as limited licence holders, will contain a request to complete PEO's Practice Evaluation and Knowledge (PEAK) program.

The program is an information gathering tool to help ensure PEO has sufficient information on each licence holder's practice to effectively carry out its role as regulator of the profession. The program also gauges the professional knowledge activities of licence holders.

Practising licence holders are asked to complete a practice evaluation questionnaire and an online ethics module prior to their licence renewal date. Upon completion of the questionnaire, they are provided with an individual continuing knowledge target (in hours) to voluntarily complete and report to PEO prior to their subsequent renewal date the following year.

Non-practising licence holders are only asked to declare they are not practising professional engineering and to complete an online ethics module prior to the date of their licence renewal.

The PEAK program is unlike any other competence assurance reporting program in place today. The program is unique in that it:

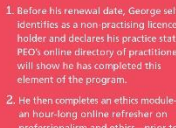
- distinguishes between non-practising and practising licence holders;
- takes into account the risks to the public associated with the licence holder's scope(s) of practice and practice environment;
- allows practising licence holders to design their own knowledge plan to align with their area of practice and the available opportunities; and
- focuses only on technical activities relevant to a practising licence holder's work environment.

The PEAK program can be accessed through the member portal on PEO's website at [www.peo.on.ca](http://www.peo.on.ca) or by visiting [www.peopeak.ca](http://www.peopeak.ca).

Let's examine the PEAK program for practising and non-practising licence holders using hypothetical examples. For both George and Nicole, the first step of the process is identical. When they receive their annual licence renewal notice, they are asked to begin the program by logging in to their account in the PEO member portal at [www.peo.on.ca](http://www.peo.on.ca), clicking on the PEAK tab and selecting the PEAK Questionnaire option.



MEET GEORGE  
George is an executive who keeps his designation as a credentialist.



1. Before his renewal date, George self-identifies as a non-practising licence holder and declares his practice status. PEO's online directory of practitioners will show he has completed this element of the program.

2. He then completes an ethics module—an hour-long online refresher on professionalism and ethics—prior to his licence renewal date. The online directory will reflect that he has completed this element of the program.

3. George is done. He has completed the PEAK program for his licence cycle.



MEET NICOLE  
Nicole is a structural engineer at a design-build firm.

1. Nicole self-identifies as a practising licence holder and completes the practice evaluation questionnaire before her upcoming licence renewal date. She spends 20 minutes answering brief questions about her practice environment, including her disciplines, team role, responsibility level and risks related to errors/omissions. PEO's online directory of practitioners will show she has completed this element of the program. Based on her responses, she is recommended to undertake 15 hours of continuing knowledge activities.

2. Nicole then completes the ethics module before her licence renewal date. The online directory will reflect that she has completed this element of the program.

3. During the year, Nicole participates in continuing knowledge activities that she feels best align with her practice area by reading technical journals, attending seminars and mentoring EITs. Before her next renewal date, Nicole reports her continuing knowledge activities to PEO using the My PEAK Activities tool found under the PEAK tab in the member portal. The online directory will show she has completed this element of the program.

4. Nicole is done. She has completed the PEAK program for her licence cycle.



Practice Evaluation and Knowledge (PEAK) program

ELEMENTS OF THE PEAK PROGRAM

1. Practising declaration and questionnaire
2. Refresher video module on ethics and professionalism
3. Reporting your continuing knowledge activities (practising licence holders only)

PEAK OBJECTIVES

- To publish practice status and PEAK program compliance as a matter of public interest
- To show your commitment to safeguarding the public interest through continuing competence, professionalism, accountability and self regulation
- To provide PEO with an accurate regulatory profile of its licence holders

WHERE CAN YOU COMPLETE THE PEAK PROGRAM?  
The program can be accessed online via PEO's portal at [www.peo.on.ca](http://www.peo.on.ca). Log in to your account and seek out the PEAK menu to begin.

ARE YOU PRACTISING ENGINEERING IN ONTARIO?

- You are practising if you:
1. Perform specific actions described in the *Professional Engineers Act*.
  2. Apply engineering principles
  3. Safeguard the public interest

You are practising engineering in Ontario when your engineering activities are carried out, or are for projects, in Ontario.

YOU COULD BE PRACTISING ENGINEERING EVEN WHEN:

- You do not apply your seal to an engineering document
- You do not have a job title that specifies 'engineer'
- You perform engineering activities for yourself and to your employer but not a client
- Your projects are provided on a pro bono or volunteer basis

PRACTISING?

Every year, you will be provided a recommended number of hours for continuing knowledge activities (up to a maximum of 30 hours) based on your responses to the practice evaluation questionnaire.

Types of Continuing Knowledge Activities

**Formal Education:** Completing technical courses and programs with curricula, instructing and examinations.  
**Informal Education:** Reading technical texts (i.e., books, manuals, codes, regulations, standards, commentaries); attending workshops, conferences, seminars and webinars, lunch-and-learns, and chapter-led and industry-led events; and engaging in certain peer discussions and receiving technical mentoring.

**Contributions to knowledge:** Writing technical papers or books; delivering technical presentations or courses; certain technical committee work; and delivering certain mentoring activities.

PEO does not endorse providers of continuing knowledge activities. Nor does it evaluate the educational value of an activity. You determine which activities are relevant to your disciplines, sufficiently technical for your needs and convenient to undertake.

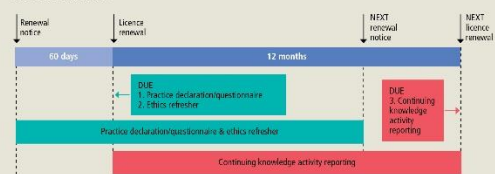
NON-PRACTISING?

Non-practising licence holders are exempt from any continuing knowledge activities under the program.

IS PEAK MANDATORY?

No. You do not need to complete the PEAK program to renew your PEO licence. However, PEO will publish your PEAK completion statuses on its online directory of licence holders.

DUE DATES EXPLAINED



WHO SHOULD PARTICIPATE IN THE PEAK PROGRAM?

Elements of the PEAK program	Practising licence holder	Non-practising licence holder	Engineering Interns (EITs) <sup>1</sup> First-year licence holders <sup>1,2</sup> Temporary and provisional licence holders
1. Practice declaration & practice evaluation questionnaire	✓	✓	✗
2. Ethics refresher	✓	✓	✗
3. Continuing knowledge activity reporting	✓	✗	✗

<sup>1</sup>EITs and 1st year licence holders should become familiar with the PEAK program for when they become eligible.  
<sup>2</sup>First-year licence holders are EITs and 1st year licence holders who were granted licences within the past year.

EXAMPLES OF CONTINUING KNOWLEDGE ACTIVITIES

RECOGNIZED by the PEAK program

- Passed a class on engineering design methodologies
- Completed a course on software simulation strategies
- Passed a course for an industrial sector certification
- Read a publication on changes to codes, standards or regulations
- Attended employer's lunch-and-learns on methods of analysis and design
- Attended a seminar or webinar on communicating engineering information
- Attended a vendor's workshop on the engineering features of their products
- Attended a workshop on managing engineering activities involving supervising engineers and incorporating codes, standards and best practices
- Attended a chapter-organized event on design applications
- Developed a guideline or standard on industry best practices
- Delivered a seminar on engineering lessons learned
- Delivered a webinar on preparing and reviewing engineering documents
- Provided technical mentoring to interns or colleagues

NOT RECOGNIZED

- Practising hours
- Project management and scheduling
- Time management
- Business management
- Fiscal management
- Non-engineering communications
- Leadership
- Public speaking
- Coaching techniques
- Etiquette
- Organizing skills
- Equity, equality and diversity

Professional Engineers Ontario

LEARN MORE AT PEOPEAK.CA  
E: [peopeak@peo.on.ca](mailto:peopeak@peo.on.ca)  
T: 416-224-1100 / 800-339-3716

ADDITIONAL PEO SUPPORT SERVICES  
Advisory and enforcement team  
E: [enforcement@peo.on.ca](mailto:enforcement@peo.on.ca)

Practice advisory team  
E: [practice\\_standards@peo.on.ca](mailto:practice_standards@peo.on.ca)

## 6.9 *List of references*

1. April 2019 – Report of the external review of PEO's regulatory performance.
2. April 2019 – Verdict of the Coroner's Inquest into the death of Scott Johnson.
3. June 2018 – Report on Year 1 of the PEAK Program, by PEO.
4. November 2016 – Final Report, by PEO's task force on continuing professional competence program (CPCP).
5. November 2015 – Final Report, by PEO's task force on continuing professional development, competence and quality assurance (CPDCQA).
6. October 2014 – Report of the Elliot Lake Commission of Inquiry.
7. June 2013 – Report on continuing professional development, by OSPE.

## 2020 BUDGET ASSUMPTIONS

**Purpose:** To approve the assumptions for preparation of the 2020 operating and capital budgets.

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

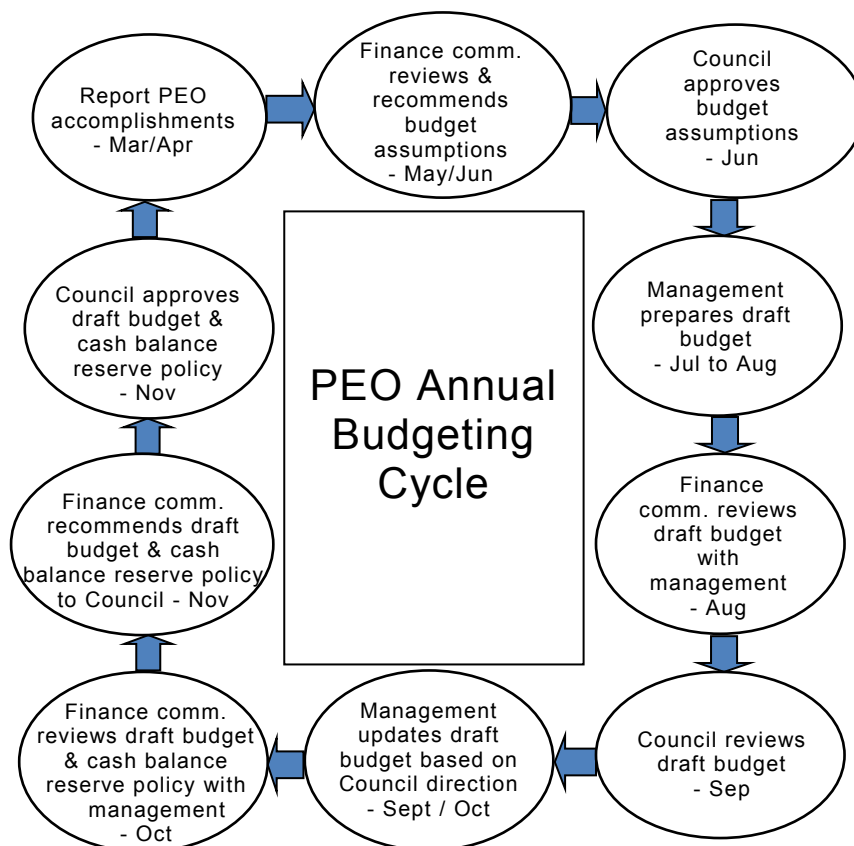
1. That the 2020 Budget Assumptions presented to Council as C-528-2.3, Appendix A and as recommended by the Finance Committee, be approved.
2. That the Registrar be directed to initiate the budgeting process per PEO’s Budgeting Cycle to present the 2020 draft operating budget and capital budgets at the September 2019 Council meeting based on the approved assumptions.

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

**Motion Sponsor:** Councilor Tim Kirkby, P. Eng. – Chair, Finance Committee

### 1. Need for PEO Action

As per the approved business planning cycle, Council is required to approve the budget assumptions for the next financial year in June. A combination of inputs from concerned domain experts, Council directives, and a trend analysis of historical data are used to generate the budget assumptions. A schematic of PEO’s budgeting cycle is shown in the figure below.



## 2. Proposed Action / Recommendation

The Finance Committee met on June 3, 2019 and recommended that the budget assumptions as set out in the attached Appendix A, be approved by Council.

## 3. Next Steps (if motions approved)

PEO Finance will facilitate the planning and budgeting activities and provide necessary support to the departments and committees to accomplish the following:

1. Using the approved 2020 budget assumptions, staff will develop the 2020 operating and capital budgets to reflect the funding needs of various essential purposes and committees, using PEO's budgeting process.
2. The first draft of the 2020 budgets will be presented to the Finance Committee in late August (or early September) 2019 for its input and recommendations.
3. The draft 2020 operating and capital budgets, after incorporating feedback from the Finance Committee, will be presented to Council for information and feedback at its September 2019 meeting.
4. Direction and changes recommended by Council at the September 2019 meeting will be incorporated into the draft 2020 budgets which will then be presented again to the Finance Committee for review and feedback in October 2019.
5. After a second review by the Finance Committee in October 2019, the final draft of the 2020 operating and capital budgets will be presented to Council in November 2019 for approval to provide funding for PEO's 2020 operations.

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

The costs of programs approved by Council will be factored into the budgets.

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

Year	Expected spend	Explanation
2020	TBD	Information awaited

## 6. Peer Review & Process Followed

<b>Process Followed</b>	On Jun 3, 2019 the FIC met with staff to review the 2020 operating and capital budget assumptions. Staff were asked several questions on the assumptions and after extensive discussion, the assumptions were approved by the FIC.
<b>Council Identified Review</b>	Council is required to approve these assumptions to allow staff to commence with the preparation of the 2020 operating and capital budgets.
<b>Actual Motion Review</b>	On June 3, 2019, the Finance Committee approved the 2020 draft budget assumptions and recommended that these be presented to Council for approval.

## 7. Appendices

- Appendix A – 2020 Operating and Capital Budgets Assumptions





**Professional Engineers**  
Ontario

# **Professional Engineers Ontario**

## **2020 Operating and Capital Budget Assumptions**

Reviewed by FIC on June 3, 2019

# 2020 Budget Assumptions

Reviewed by FIC on June 3, 2019

This document presents key assumptions for revenues, operating expenses and capital expenses related to PEO's 2020 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 2020 are expected mainly to be for the following:

### **Technology Projects**

PEO expects traditional IT capex costs to shift to opex with the move to a digital/cloud first subscription-based model for applications. In addition, a majority of hardware will no longer be purchased, instead a leasing model will be used. For a more proactive model of budgeting, it will be assumed that a 5% technology contingency will be added to the yearly technology budget to cover unexpected costs.

### **Building improvements – recoverable**

Repairs/upgrades to common areas of the building costing approximately \$515,000 as recommended by BGIS in the Asset Funding Needs Report updated in 2018. The major projects are a new fire pump and control System; replacement of defective exterior windows; and replacement of compressor for the garage sprinkler system.

### **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 2020 budget are:

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

- All fees, including P.Eng. fees, EIT fees, application fees, registration fees, limited license fees and provisional license fees, were increased by approximately 20% effective May 1, 2019 and will be used as the basis to project revenues for 2020 (i.e. no further fee increases in 2020 are expected.)
- The Financial Credit program has changed per a Council decision to defer credit for the P. Eng. application fee and fees for the first year of membership in the Engineering Intern (EIT) program until an applicant registers for the P. Eng. license. Assuming there is no significant fall in the number of applicants, this change is likely to result in higher EIT and P.Eng. application fee revenues in 2020.
- Net growth rate in the number of full-fee P.Eng. members is expected to be in the range of 1 to 2 per cent.
- Net growth rate in the number of retirees and partial fee members is expected to be in the range of 2 per cent to 3 per cent.
- Miscellaneous revenue from enforcement-related activities, regulatory recoveries, and administrative fees will be factored in the 2020 budget.

# 2020 Budget Assumptions

Reviewed by FIC on June 3, 2019

## **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 3 per cent are unlikely. The return for the year ended December 31, 2018 was 0.46 per cent.

## **3. Advertising income**

Advertising revenue in 2020 is expected to be in the range of \$220,000 to \$250,000. Revenue for the first three issues in 2019 is expected to be around \$103,000. Ad revenue for the year ended December 31, 2018 was \$270,005.

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

Currently negotiations are underway to lease the remaining portion of the 4<sup>th</sup> floor (approx. 6,300 sq. ft) for a start date of September 1, 2019. Recovery income should remain in line with total recoverable expenses and slippage should occur only to the extent of any vacancies.

## **5. Expense Assumptions**

### **1. Salaries**

Salaries in 2020 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 2019) has been assumed based on the information received from the benefits provider.

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

The pension plan contribution for 2020 will be based on the five - year mandatory funding valuation conducted by PEO's actuary, Buck Consultants. Based on the inputs provided by Buck Consultants, employer costs are projected to be no more 21% per cent of gross salary in comparison.

### **4. Statutory deductions**

These include Canada Pension Plan (CPP), Employer Health Tax (EHT) and Employment Insurance (EI). For 2020, it is anticipated that CPP increases to 5.25% per cent (5.1% in 2019). EHT remains at 1.95% per cent (no change from 2019) and EI is expected to remain unchanged at 2.5% per cent.

### **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 2020, chapter bank balances and regional business demands.
- The Engineers Canada assessment rate is expected to remain unchanged.

# 2020 Budget Assumptions

Reviewed by FIC on June 3, 2019

- It is expected that complaint, discipline, and enforcement file volumes will remain consistent with previous years.

## **6. 40 Sheppard Expenses**

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 2020 as leases are renewed and vacant space is leased.

## 2019 ELECTION MATTERS

**Purpose:** To approve the recommendations of the 2019 Central Election and Search Committee (CESC) and to approve various other matters related to the conduct of the 2020 Council Elections.

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

**That Council, with respect to the 2020 Council election:**

- a) approve the recommendations contained in the 2019 Central Election and Search Committee Issues Report as presented to the meeting at C-528-2.4, Appendix A;
- b) approve the 2020 Voting Procedures, as presented to the meeting at C-528-2.4, Appendix B;
- c) approve the 2020 Election Publicity Procedures, as presented to the meeting at C—528-2.4, Appendix C;
- d) approve the 2020 Nomination Form as presented to the meeting at C-528-2.4, Appendix D;
- e) approve the 2020 Nomination Acceptance Forms for President-Elect, Vice-President, Councillor-at-Large and Regional Councillor as presented to the meeting at C-528-2.4, Appendix E,
- f) appoint the Regional Election and Search Committees (RESC) for each Region,
- g) appoint the Junior Regional Councillor in each Region (Ramesh Subramanian, P.Eng., Randy Walker, P.Eng., Arthur Sinclair, P.Eng., Wayne Kershaw, P.Eng., Warren Turnbull, P.Eng.) as Chair of the RESC for their Region.

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

**Moved by :** Dave Brown, P. Eng., Past President

### 1. Need for PEO Action

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 2019 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 have been incorporated into the Voting and Election Procedures and the 2020 Council Elections Guide, as the case may be, and will be amended, if required, as per Council's decisions at the meeting.

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.

The CESC Issues report deals with a number of issues including:

- Removal of candidate material from the PEO website;
- Posting the caption “withdrawn” on the PEO website if a candidate withdraws from the election;
- The amount of voting results made available for the election.

**2. Proposed Action / Recommendation**

That Council approve the motions noted above.

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

The approved 2020 Voting Procedures and 2020 Election Publicity Procedures would be published on PEO’s website and in the July/August issue of *Engineering Dimensions*. The 2020 Council Elections Guide will be updated reflecting the Council approved changes to the Voting and Publicity procedures.

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

Approving policies for the 2020 PEO Council Election is related to Objective 9 in the 2018-2020 Strategic Plan

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

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

**6. Peer Review**

Comments were collected from stakeholders such as the Regional Election and Search Committee (RESC) Chairs, Returning Officers, the Official Elections Agent, the Registrar, the Chief Elections Officer and others during the Council election and are reflected in the Issues Report.

**7. Appendices**

- Appendix A – Central Election and Search Committee Issues Report
- Appendix B – Draft 2020 Voting Procedures
- Appendix C – Draft 2020 Election Publicity Procedures
- Appendix D – Nomination Form
- Appendix E – i) – Nomination Acceptance Form – President-Elect  
ii) – Nomination Acceptance Form – Vice-President  
iii) – Nomination Acceptance Form - Councillor-at-Large  
iv) – Nomination Acceptance Form – Regional Councillor

**Central Election and Search Committee Issue Report**  
**2019 Council Elections**

Item	Issue	Background	Recommendation
1.	<p>Can the scheduling of PEO webcasts be re-arranged so that Regional Councillor webcasts are held over four days? This would allow chapters hosting a “viewing event” to view two webcasts (Regional + President-Elect for example) instead of just one.</p> <p>(Ray Linseman, from the July 28, 2018 RCC meeting)</p>	<p>Currently, the PEO webcasts are run with two All Candidate meetings per evening over a four-night period. The final evening has been reserved for the Vice President and President-Elect meetings with the Councillor-at-Large meeting held on the second last evening.</p> <p>The current PEO budget does not include any funds for the chapters to hold viewing events.</p>	<p><b>Recommendation:</b> No recommendation</p> <p><b>Rationale:</b></p>
2.	<p>Can the PEO webcasts of the All Candidates be changed to a scenario with a live audience?</p> <p>(Ray Linseman from the July 28, 2018 RCC meeting)</p>	<p>Currently, the PEO webcasts are recorded in Room 1C, which does not have the space required to seat a live audience.</p> <p>Space required for cameras, lighting and technical equipment required for the webcast, coupled with the space needed for candidates and the moderator, allow no room for a live audience. Renting space adequate for live webcasts would require an increase in the current \$41,000 webcast budget.</p>	<p><b>Recommendation:</b> No recommendation</p> <p><b>Rationale:</b></p>

Item	Issue	Background	Recommendation
		<p>Also, there would be the challenge of booking a room in an off-site venue large enough for the guests watching the taping before knowing how many would attend.</p>	
<p>3.</p>	<p>Can the PEO webcasts for the President-Elect, Vice President and Councillor-at-Large be held on a Saturday at a GTA hotel.</p> <p>(Ray Linseman from the July 28, 2018 RCC meeting)</p>	<p>Currently, the PEO webcasts are conducted over four evenings, starting on Monday and concluding on Thursday. The webcasts are all held at 40 Sheppard Avenue West.</p> <p>Holding any candidate webcasts on any day at a GTA hotel would require a significant increase in the current \$41,000 webcast budget due, in part, for room rental and the requirement to have the equipment set up and dismantled twice.</p> <p>There are no additional funds available in the current budget for expanding the webcasts.</p>	<p><b>Recommendation:</b> No recommendation</p> <p><b>Rationale:</b> Cost effectiveness</p>
<p>4.</p>	<p>Can each candidate make a pre-recorded video to be available on the PEO website along with their platform?</p> <p>(Ray Linseman from July 28, 2018 RCC meeting)</p>	<p>Currently, PEO does not produce a pre-recorded message for the candidates.</p> <p>There would be a significant negative impact on the overall election budget if PEO was to be responsible for the production of pre-recorded videos.</p> <p>PEO currently provides travel funds to candidate to cover costs to attend the webcast in which they would be participating.</p>	<p><b>Recommendation:</b> No recommendation</p> <p><b>Rationale:</b> Any video content can be posted on the candidate website</p>



Item	Issue	Background	Recommendation
5.	<p>Can the webcast production company create viewing timelines for all videos in order to make browsing each video more user-friendly?</p> <p>(Ray Linseman from July 28, 2018 RCC meeting)</p>	<p>Having the production company create detailed timelines for the All Candidate meetings would increase the cost of production above the current \$41,000.</p>	<p><b>Recommendation:</b> Status quo</p> <p><b>Rationale:</b> Encourage people to watch the entire webcast</p>
6.	<p>Can the format of the All Candidate meetings be switched from Q &amp; A to a debate format?</p> <p>No further information was provided on what a debate format would be.</p> <p>(Ray Linseman from July 28, 2018 RCC meeting)</p>	<p>The current format for the All Candidate meetings is.</p> <ol style="list-style-type: none"> <li>1. Opening Statements</li> <li>2. Q &amp; A</li> <li>3. Closing Statements</li> </ol> <p>The Moderator is provided questions for the Q &amp; A portion from several sources.:</p> <ul style="list-style-type: none"> <li>• Questions prepared by staff/CESC members and approved by the CESC</li> <li>• A website available for voters to send questions to each All Candidate meeting.</li> </ul> <p>The Moderator may use questions from either of these sources and may also ask questions not supplied to them.</p> <p>Debate formats have been attempted in previous years with no conclusion being reached.</p>	<p><b>Recommendation:</b> Status quo</p> <p><b>Rationale:</b> Believe the current system is fair</p>
7.	<p>Should PEO do police checks on all candidates?</p>	<p>The question of whether PEO should conduct police checks of all candidates</p>	<p><b>Recommendation:</b> Council to address this issue as a larger policy question</p>

Item	Issue	Background	Recommendation
	(Councillor Spink raised this issue at the September 2018 Council meeting)	was raised at the June 22, 2018 Council meeting as part of discussions related to approving the 2019 Council election documents. No decision was reached by Council.	<b>Rationale:</b> Beyond the scope of the CESC.
8.	There is a conflict between the 2019 Nomination Form and section 7 of the 2019 Voting Procedures with respect the endorsing of candidates.	<p><b>S. 7 of the 2019 Voting Procedures</b>, as approved by Council, state:  <i>“Signatures on nomination papers do not serve as confirmation that a member is formally endorsing a candidate”.</i></p> <p>The Nomination Form for the 2019 Council election, also approved by Council, states:  <i>“I, the undersigned, being a member of Professional Engineers Ontario (PEO), do hereby nominate and endorse [name candidate] as a candidate for the position of [Council office] in the 2019 PEO Council elections.”</i></p> <p>The conflict between the Voting Procedures and the Nomination Form needs to be resolved.</p>	<p><b>Recommendation:</b> Amend future nomination forms to be consistent with the voting procedures approved by Council. Remove the word endorse from the nomination form.</p> <p><b>[“Endorse” removed from paragraph one of the Nomination form]</b></p> <p><b>Rationale:</b> For clarity, as the apparent intent of Council is to ensure that members are aware that, by signing a nomination form, they are not endorsing a candidate.</p>
9.	Should PEO remove candidate material posted on the website in previous elections if a request is made by a candidate?	<p>The Election Publicity Procedures are silent on this issue.</p> <p>A candidate who had run in the 2013, 2017 and 2018 Council elections contacted PEO asking that his candidate material posted from previous elections be removed from the election website.</p>	<p><b>Recommendation:</b> That candidate materials posted for past elections not be removed from PEO’s data base.</p> <p><b>[Section 20, Publicity and Procedures]</b></p> <p><b>Rationale:</b> Candidate materials are part of the record of the election.</p>

Item	Issue	Background	Recommendation
		<p>PEO Communications removed the candidate material as requested.</p> <p>Three weeks later, the member who requested his material from previous years be taken down, filed papers to run in the 2019 Council election. As a result, his election material for 2019 remains posted on the elections website.</p> <p>Although no request has been received from the candidate to remove his 2019 election material, direction is sought on how to proceed going forward.</p>	
10.	Should a candidate's name continue to be posted in the candidate section of the PEO website with the caption "withdrawn" beside their name if a candidate files nomination papers for the Council election and then withdraws after they have been verified and his name was posted on the website.	<p><b>S.1 of the Election Publicity Procedures.</b> <i>Names of nominated candidates will be published to PEO's website as soon as their nomination is verified.</i></p> <p>The procedures are silent on what to do if a candidate withdraws after his or her name has been posted on the website.</p>	<p><b>Recommendation:</b> That the name of a candidate who withdraws from the election continue to be posted on the PEO website with the word "withdrawn by candidate" opposite their name.</p> <p><b>[Section 3, Publicity Procedures]</b></p> <p><b>Rationale:</b> Making voters aware that a candidate has withdrawn from the election helps to avoid confusion about what happened to the candidate, eliminates the question of whether there was an oversight, and ensures transparency in the election process.</p>
11.	Should the schedule for All Candidate webcasts be amended to accommodate a candidate?	Candidates are advised when their nominations papers have been verified of the dates of the All Candidate webcasts.	<b>Recommendation:</b> To continue to implement the protocol for the webcasts.

Item	Issue	Background	Recommendation
		<p>Nominations closed on November 30 so all candidates knew or ought to have known before that date when the webcasts were to take place, albeit not for their specific position, except as set out below.</p> <p>The webcast for the Councillor-at-Large position has historically been held as the last webcast on the third evening and the two remaining at-large positions held on the fourth and last evening. Such was the case for the 2019 elections.</p> <p>The Regional Councillor webcasts have been historically been scheduled for the first two and a half days within the schedule. The date of a specific regional councillor webcast is determined by the number of candidates running in a specific region so that the scheduling of each regional councillor webcast is evenly distributed based on the number of candidates in each region.</p> <p>Prior to the closing of nominations in November and before the final scheduling for the All-Candidates Meetings, a candidate requested that the debate for her Regional Councillor position be scheduled on the last day of the webcasts as she was likely, but with no certainty, to</p>	<p><b>Rationale:</b> The protocols have been established by Council and are implemented so that all involved – candidates and staff alike – can make plans. Substantial work is involved in preparing for the webcasts. Continuing to adhere to the protocols will ensure that no candidates are inconvenienced by changing the announced protocol, regardless of when a request for a change may be made.</p> <p>Doing so also sets a dangerous precedent as, without a protocol to follow, candidates could request changes to the schedule at any, which could cause great inconvenience to all.</p>

Item	Issue	Background	Recommendation
		<p>have surgery on her webcast date schedule as per the protocol.</p> <p>It was her contention that <i>“the protocol of having the Councillor-at-Large candidates booked on the second last day, and the President and Vice President candidates booked on the last day is not rationalized, and it seems archaic to stick to that protocol so stringently when a request for a medical accommodation has been made. This especially made me feel dis-included as a woman candidate. I hope to see this addressed as part of the committee’s issues report.”</i></p> <p>(Note: The candidate ultimately attended the webcast for her position as was originally scheduled.)</p>	
<p><b>12.</b></p>	<p>Should PEO Councillors running for re-election be permitted to attend regularly scheduled chapter events during an election period? Council and RCC can be represented with the incumbent Councillors who are not running for re-election, during an election period. This is especially true for large events such as the AGM/Winter Certificate Ceremony, which inevitably falls within the election period that PEO, either <u>all or none</u> of the candidates for each of the 4 roles that impact to the Region are invited and permitted to attend (and funded by PEO, as the chapters cannot afford to</p>	<p><b>S.22 of the 2019 Election Publicity Procedures</b></p> <p>Candidates [including incumbent councillors running for re-election] may attend Chapter annual general meetings and network during the informal portion of the meeting. Candidates are permitted to attend Chapter functions in their current official capacity but are prohibited from campaigning while operating in their official capacity.</p>	<p><b>Recommendation:</b> Status Quo</p> <p><b>Rationale:</b></p>

Item	Issue	Background	Recommendation
	<p>fund all the candidates at the chapter's expense).</p> <p>Candidates wanting to attend and participate with their election platform at our regularly scheduled chapter events has always been highly disruptive to us as a chapter. This is why we started doing organizing these All-Candidates debates in the region in 2016. (from Gordon Ip, Past Chair, PEO York Chapter)</p>		
13.	Several candidates have requested that voting results be provided per candidate, in one case, on an hourly basis, and in another case, daily.	Voting results are published on a weekly basis on the website indicating the number of votes per position. There is no provision anywhere to require that individual candidates be provided with the number votes cast for an individual candidate on a daily or hourly basis.	<p><b>Recommendation:</b> Status quo. Provide weekly vote totals only.</p> <p><b>[Section 38, Voting Procedures]</b></p> <p><b>Rationale</b></p>
14.	Schedule A to the Election Publicity Procedures is incomplete; the Procedures state eblast material should be submitted in Word format but Schedule A is silent on the format.	<p><b>S. 15 of the Election Publicity Procedures</b>  <i>All material for the eblast messages must be submitted in a Word document only and must not be included as part of the message in the transmission email. Where the email message is received in with a font size or style that is different from the specifications but otherwise meets all the requirements, the Chief Elections Officer may authorize staff to change only the size and font of the material so it conforms to specifications. Staff are prohibited from amending</i></p>	<p><b>Recommendation:</b> Amend Schedule A of the Election Procedures to be consistent with paragraph 15 of the Election Publicity Procedures – i.e. eblast material is to be submitted in Word format only.</p> <p><b>[Schedule A, Publicity Procedures]</b></p> <p><b>Rationale:</b>  For clarity, Word format is required to determine the word count of the message as the permitted maximum is 300 words. This</p>

Item	Issue	Background	Recommendation
		<p><i>material in any way except with the written permission of the candidate.</i></p> <p><b>Schedule A</b> (to the Election Publicity Procedures)</p> <p><i>Candidates are permitted a maximum of 300 words for email messages. Messages are to be provided in 11 pt Arial font; graphics are not permitted. For clarity, a “graphic” is an image that is either drawn or captured by a camera.</i></p> <p>Some material is submitted in PDF format</p>	<p>information is not available if material is submitted in PDF format, as it often is, and staff is prohibited from altering submitted material in any way.</p>

**2020 Voting Procedures**  
**for Election to the 2020-2021 Council of the**  
**Association of Professional Engineers Ontario (PEO)**

The 2020 voting and election publicity procedures were approved by the Council of PEO in June 2019. Candidates are responsible for familiarizing themselves with these procedures. Any deviation could result in a nomination being considered invalid. Candidates are urged to submit nominations and election material well in advance of published deadlines so that irregularities may be corrected before the established deadlines. Nominees' names are made available as received; all other election material is considered confidential until published by PEO.

1. The schedule for the elections to the 2020-2021 Council is as follows:

Date nominations open	October 21, 2019
Date nominations close	4:00 p.m. - November 29, 2019
Date PEO's membership roster will be closed for the purposes of members eligible to automatically receive election material <sup>1</sup>	January 10, 2020
Date a list of candidates and voting instructions will be sent to members	no later than January 17, 2020
Date voting will commence	on the date that the voting packages are sent to members, no later than January 17, 2020
Date voting closes	4:00 p.m. February 21, 2020

All times noted in these procedures are Eastern Time.

2. Candidates' names will be listed in alphabetical sequence by position on the list of candidates sent to members and on PEO's website. However, the order of their names will be randomized when voters sign in to the voting site to vote.
3. A person may be nominated for only one position.
4. Nomination papers are to be submitted only by email (elections@peo.on.ca) for tracking purposes. Forms will not be accepted in any other format (e.g. – fax, personal delivery, courier, regular mail).
5. Only nomination acceptance and nomination forms completed in all respects, without amendment in any way whatsoever will be accepted.
6. Signatures on nomination forms can be hand signed or electronic.

<sup>1</sup> Members licensed after this date may call in and request that election information be mailed to them by regular mail, or, upon prior written consent by the member for use of his/her email address, via email, or via telephone



7. Signatures on nomination papers do not serve as confirmation that a member is formally endorsing a candidate.
8. Candidates will be advised when a member of the Central Election and Search Committee has declared a conflict of interest should an issue arise that requires the consideration of the Committee.
9. An independent agency has been appointed by Council to receive, control, process and report on all cast ballots. This "Official Elections Agent" will be identified to the Members with the voting material.
10. If the Official Elections Agent is notified that an elector has not received a complete election information package, the Official Elections Agent shall verify the identity of the elector and may either provide a complete duplicate election information package to the elector, which is to be marked "duplicate", by regular mail or email or provide the voter's unique control number to the voter and offer assistance via telephone. In order to receive such information via email, the elector must provide prior written consent to the use of his or her email address for this purpose.
11. Council has appointed a Central Election and Search Committee to:
  - encourage Members to seek nomination for election to the Council as president-elect, vice president or a councillor-at-large;
  - assist the Chief Elections Officer as may be required by him or her;
  - receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council;
  - conduct an annual review of the elections process and report to the June 2020 Council meeting.
12. Council has appointed a Regional Election and Search Committee for each Region to:
  - encourage Members residing in each Region to seek nomination for election to the Council as a regional councillor.
13. Candidates for PEO Council may submit expense claims. The travel allowance to enable Candidates to travel to Chapter events during the period from the close of nominations to the close of voting will be based on the distance between chapters and the number of chapters in each region. Such travel expenses are only reimbursed in accordance with PEO's expense policy.
14. Council has appointed an independent Chief Elections Officer to oversee the election process and to ensure that the nomination, election and voting are conducted in accordance with the procedures approved by Council.
15. The Chief Elections Officer will be available to answer questions and complaints regarding the procedures for nominating, electing and voting for members to the Council. Any such complaints or matters that the Chief Elections Officer cannot resolve will be forwarded by the Chief Elections Officer to the Central Election and Search Committee for final resolution. Staff is explicitly prohibited from handling and resolving complaints and questions, other than for administrative purposes (e.g. forwarding a received complaint or question to the Chief Elections Officer).
16. On or before the close of nominations on November 29 , 2019, the President will appoint three Members or Councillors who are not running in the election as Returning Officers to:
  - approve the final count of ballots;

- make any investigation and inquiry as they consider necessary or desirable for the purpose of ensuring the integrity of the counting of the vote; and
  - report the results of the vote to the Registrar not later than March 10, 2018.
17. Returning Officers shall receive a per diem of \$250 plus reasonable expenses to exercise the duties outlined above.
  18. Nomination papers are to be submitted only by email for tracking purposes. Forms will not be accepted by any other format (e.g. – personal delivery, courier, fax or regular mail). Candidates should allow sufficient time for their emails to go through the system to ensure that the completed papers are, in fact, received by the Chief Elections Officer by 4:00 pm on November 29, 2019 deadline. In the event of a dispute as to when the forms were sent vs received, a candidate can provide the Chief Elections Officer with a copy of his/her email to PEO that would indicate the time the nomination forms were sent from his/her computer. A nomination once withdrawn, may not be re-instated.
  19. If a candidate withdraws his or her nomination for election to PEO Council prior to the preparation of the voting site, the Chief Elections Officer shall not place the candidate's name on the voting site of the Official Elections Agent or on the list of candidates sent to members and shall communicate to Members that the candidate has withdrawn from the election. If the candidate withdraws from the election after the electronic voting site has been prepared, the Chief Elections Officer will instruct the Official Elections Agent to adjust the voting site to reflect the candidate's withdrawal.
  20. A newly-completed nomination petition form, in addition to a new acceptance form, when a candidate changes his/her mind on the position sought.
  21. In the event a Chapter holds an All Candidate meeting, the Chapter must invite all Candidates for which voters in that region are eligible to vote to the meeting.
  22. Voting will be by electronic means only (internet and telephone). Voting by electronic means will be open at the same time the electronic election packages are sent out.
  23. All voting instructions, a list of candidates and their election publicity material will be sent to members. All voters will be provided with detailed voting instructions on how to vote electronically. Control numbers or other access control systems will be sent to members by email after the election package has been sent out. The Official Elections Agent will send out an eblast with the control numbers (PINs) every Monday during the election period. Election material sent to members electronically or by mail will contain information related to the All Candidates Meetings.;
  24. Verification of eligibility, validity, or entitlement of all votes received will be required by the Official Elections Agent. Verification by the Official Elections Agent will be by unique control number to be provided to voters with detailed instructions on how to vote by the internet and by telephone.
  25. The Official Elections Agent shall keep a running total of the electronic ballot count and shall report the unofficial results to the Chief Elections Officer who will provide the candidates with the unofficial results as soon as practically possible.
  26. Voters need not vote in each category to make the vote valid.

27. There shall be an automatic recount of the ballots for a given candidate category for election to Council or by-law confirmation where the vote total on any candidate category for election to Council between the candidate receiving the highest number of votes cast and the candidate receiving the next highest number of votes cast is 25 votes or less for that candidate category or where the votes cast between confirming the by-law and rejecting the by-law is 25 votes or less.
28. Reporting of the final vote counts, including ballots cast for candidates that may have withdrawn their candidacy after the opening of voting, to PEO will be done by the Returning Officers to the Registrar, who will advise the candidates and Council in writing at the earliest opportunity.
29. Certification of all data will be done by the Official Elections Agent.
30. The Official Elections Agent shall not disclose individual voter preferences.
31. Upon the direction of the Council following receipt of the election results, the Official Elections Agent will be instructed to remove the electronic voting sites from its records.
32. Election envelopes that are returned to PEO as undeliverable are to remain unopened and stored in a locked cabinet in the Document Management Centre (DMC) without contacting the member until such time as the election results are finalized and no longer in dispute.
33. Elections Staff shall respond to any requests for new packages as usual (i.e.: if the member advises that he/she has moved and has not received a package, the member is to be directed to the appropriate section on the PEO website where the member may update his/her information with DMC).
34. DMC staff shall advise Elections Staff when the member information has been updated; only then shall the Elections Staff request the Official Elections Agent to issue a replacement package with the same control number.
35. Elections Staff are not to have access to, or control of, returned envelopes.
36. After the election results are finalized and no longer in dispute, the Chief Elections Officer shall authorize the DMC to unlock the cabinet containing the unopened returned ballot envelopes so that it may contact members in an effort to obtain current information.
37. After the DMC has determined that it has contacted as many members whose envelopes were returned as possible to obtain current information or determine that no further action can be taken to obtain this information, it shall notify the Elections Staff accordingly and destroy the returned elections envelopes.
38. PEO will post total votes cast in the election PEO website on each Friday of the voting period and will post final vote totals by candidate after voting has closed. No other information related to vote totals will be made available.
39. Nothing in the foregoing will prevent additions and/or modifications to procedures for a particular election if approved by Council.
40. The All Candidate Meetings will take place the week of January 6, 2020

41. All questions from, and replies to, candidates are to be addressed to the Chief Elections Officer:

By e-mail: elections@peo.on.ca

By Letter mail: Chief Elections Officer  
c/o Professional Engineers Ontario  
101 – 40 Sheppard Avenue West  
Toronto, ON M2N 6K9

The Election Publicity Procedures form part of these Voting Procedures.

**2020 Election Publicity Procedures  
for Election to the 2019-2020 Council of the  
Association of Professional Engineers Ontario (PEO)**

**C-528-2.4  
Appendix C**

**Important Dates to Remember**

Deadline for receipt of publicity materials for publication in <i>Engineering Dimensions</i> and on the PEO website, including URLs to candidates' own websites	4:00 p.m. – December 9, 2019
Deadline for submission of candidate material to eblast to members	1. January 13, 2020 – 1 <sup>st</sup> eblast 2. January 27, 2020 – 2 <sup>nd</sup> eblast 3. February 10, 2020 – 3 <sup>rd</sup> eblast
Dates of eblasts to members	1. January 20, 2020 2. February 3, 2020 3. February 18, 2020
Date of posting period	January 17, 2020 to February 22, 2020
Dates of voting period	12:00 p.m. January 17, 2020 to 4:00 p.m. February 21, 2020.

Note: All times indicated in these procedures are Eastern Time

1. Names of nominated candidates will be published to PEO's website as soon as their nomination is verified.
2. Names of all nominated candidates will be forwarded to members of Council, chapter chairs and committee chairs, and published on PEO's website, by December 2, 2019.
3. Should a candidate wish to withdraw from the election, their name will remain on the website and the word "withdrawn" will appear beside their name. on the PEO website.
4. Candidates will have complete control over the content of all their campaign material, including material for publication in *Engineering Dimensions*, on their additional material PEO's website, and on their own websites.
5. Candidate material is readily available to the public and should be in keeping with the dignity of the profession at all times. Material will be published with a disclaimer. The Chief Elections Officer may seek a legal opinion prior to publishing/posting of any material if the Chief Elections Officer believes campaign material could be deemed libelous. The Chief Elections Officer has the authority to reject the campaign material if so advised by legal counsel.

6. Candidate material may contain personal endorsements provided there is a clear disclaimer indicating that the endorsements are personal and do not reflect or represent the endorsement of PEO Council, a PEO chapter or committee, or any organization with which an individual providing an endorsement is affiliated.
7. Candidates' material for publication in *Engineering Dimensions* and any additional material they wish to publish on the website, including URLs to candidates' own websites, must be forwarded to the Chief Elections Officer via email at [elections@peo.on.ca](mailto:elections@peo.on.ca) no later than December 9, 2019 at 4:00 p.m. and **must be in accordance with these procedures and Schedule A attached.**
8. Candidates have the option of using one of two templates to present their election material in *Engineering Dimensions*. Both templates are included in Schedule A of these procedures. The size of both templates is the equivalent of one-half page, including border, in *Engineering Dimensions*.
  - a. Option 1: Candidates using the blank template will have discretion over the presentation of their material, including but not limited to font style, size and effects. Candidates using the blank template will be permitted to include their portrait within the template.
  - b. Option 2: Candidates using the fillable template must provide responses to the questions provided in the allotted space. The presentation of the fillable template is fixed and modifications will be permitted. Candidates using the fillable template must submit their portrait separately for insertion into the designated location by PEO staff.
9. Candidates shall not use the PEO logo in their election material.
10. Candidates may include links to PEO publications, but *not* a URL link to a third party, in their material on PEO's website. Links to PEO publications are not considered to be to a third party. For clarity, besides links to PEO publications, the only URL link that may be included in a candidate's material on PEO's website is a URL link to the candidate's own website.
11. If campaign material is submitted by a candidate without identifying information, PEO staff are authorized to contact the candidate and ask if he/she wishes to resubmit material. If campaign material is received by the Chief Elections Officer and returned to the candidate for amendment to comply with the Election Publicity Procedures, and the amended material is not returned within the prescribed time, staff will publish the material with a notation explaining any necessary amendments by staff.
12. The Chief Elections Officer is responsible for ensuring that all candidate material (whether for *Engineering Dimensions*, PEO's website, or eblasts ) complies with these procedures. Where it is deemed the material does not satisfy these procedures, the Chief Elections Officer will, within three full business days from receipt of the material by the Chief Elections Officer, notify the candidate (or an appointed alternate), who is expected to be available during this period by telephone or email. The candidate (or appointed alternate) will have a further three full business days to advise the Chief Elections Officer of the amendment. Candidates are responsible for meeting this deadline. Should a candidate fail to re-submit material within the three-business-day period, the candidate's material will be published with a notation explaining any necessary amendments by staff.
13. Candidate publicity material will be published as a separate insert in the January/February 2020 issue of *Engineering Dimensions* and to PEO's website in January 2020 and included in any hardcopy mailing to eligible voters with voting instructions. Links to candidate material on PEO's website will be included in any electronic mailing to eligible voters.

14. Candidate material will be considered confidential, and will be restricted to staff members required to arrange for publication, until published on PEO's website. All candidates' material will be published to PEO's website at the same time.
13. Candidates may submit updates to their material on PEO's website once during the posting period. Any amendments to a candidate's name/designations are to be considered part of the one-time update permitted to their material during the posting period.
14. Candidates may post more comprehensive material on their own websites, which will be linked from PEO's website during the posting period. Candidates may include active links to their social media accounts (Facebook, Twitter, LinkedIn, etc.) in material appearing in *Engineering Dimensions*, published on PEO's election site (i.e. the 1000-word additional information candidates' may submit), or included in an eblast of candidate material.
15. PEO will provide three group email distributions to members of candidate publicity material beyond the material published in *Engineering Dimensions*. Material to be included in an eblast must be submitted to the Chief Elections Officer at [elections@peo.on.ca](mailto:elections@peo.on.ca) in accordance with Schedule A. In the event of a dispute as to when the material was sent vs received, the material will be accepted only if a candidate can provide the Chief Elections Officer with a copy of his/her email to PEO sent from from his/her computer indicating a sent time before the deadline
16. All material for the eblast messages must be submitted in a Word document only and must not be included as part of the message in the transmission email. Where the email message is received in with a font size or style that is different from the specifications but otherwise meets all the requirements, the Chief Elections Officer may authorize staff to change only the size and font of the material so it conforms to specifications. Staff are prohibited from amending material in any way except with the written permission of the candidate.
17. Candidates are responsible for responding to replies or questions generated by their email message.
18. The Chief Elections Officer is responsible for ensuring that all candidate material (whether for *Engineering Dimensions*, PEO's website, or ebcasts ) complies with these procedures. Where it is deemed the material does not satisfy these procedures, the Chief Elections Officer will, within three full business days from receipt of the material by the association, notify the candidate or an appointed alternate, who is expected to be available during this period by telephone or email. The candidate or appointed alternate will have a further three full business days to advise the Chief Elections Officer of the amendment. Candidates are responsible for meeting this deadline. Should a candidate fail to re-submit material within the three-business-day period, the candidate's material will be published with a notation explaining any necessary amendments by staff.
19. PEO will provide candidates the opportunity to participate in All Candidate Meetings, which will be held at PEO Offices during the week of January 6, 2020. The All Candidate Meetings will be video recorded for posting on PEO's website. On the day of the first All Candidates Meeting, an eblast will be sent to members announcing that these video recordings will be posted on the PEO website within two business days.
20. Candidate materials from previous elections will remain on PEO's data base as part of the record of the election.
21. Caution is to be exercised in determining the content of issues of membership publications published during the voting period, including chapter newsletters. Editors are to ensure that no candidate is given additional publicity or opportunities to express viewpoints in issues of membership publications distributed during the voting period from January 17, 2020 until the close of voting on February 21, 2020 beyond his/her candidate

material published in the January/February issue of *Engineering Dimensions*, and on the PEO website. This includes photos (with or without captions), references to, or quotes or commentary by, candidates in articles, letters to the editor, and opinion pieces. PEO's communications vehicles should be, and should be seen to be, nonpartisan. The above does not prevent a PEO publication from including photos of candidates taken during normal PEO activities – e.g. licensing ceremonies, school activities, GLP events, etc., provided there is no expression of viewpoints. For greater clarity, no election-specific or election-related articles, including Letters to the Editor and President's Message, are to be included in *Engineering Dimensions* during the voting period. *Engineering Dimensions* or other PEO publications may contain articles on why voting is important.

22. Chapters may not endorse candidates, or expressly *not* endorse candidates, in print, on their websites or through their list servers, or at their membership meetings or activities during the voting period. Where published material does not comply with these procedures, the Chief Elections Officer will cause the offending material to be removed if agreement cannot be reached with the chapter within the time available.
23. Councillors may use their positions to encourage candidates to stand for PEO office and members to participate in the election process, but may not endorse candidates for PEO election.
24. Candidates may attend Chapter annual general meetings and network during the informal portion of the meeting. Candidates are permitted to attend Chapter functions in their current official capacity but are prohibited from campaigning while operating in their official capacity.
25. The Central Election and Search Committee is authorized to interpret the Voting and Election Publicity guidelines and procedures, and to rule on candidates' questions and concerns relating to them.

These Election Publicity Procedures form part of the Voting Procedures.



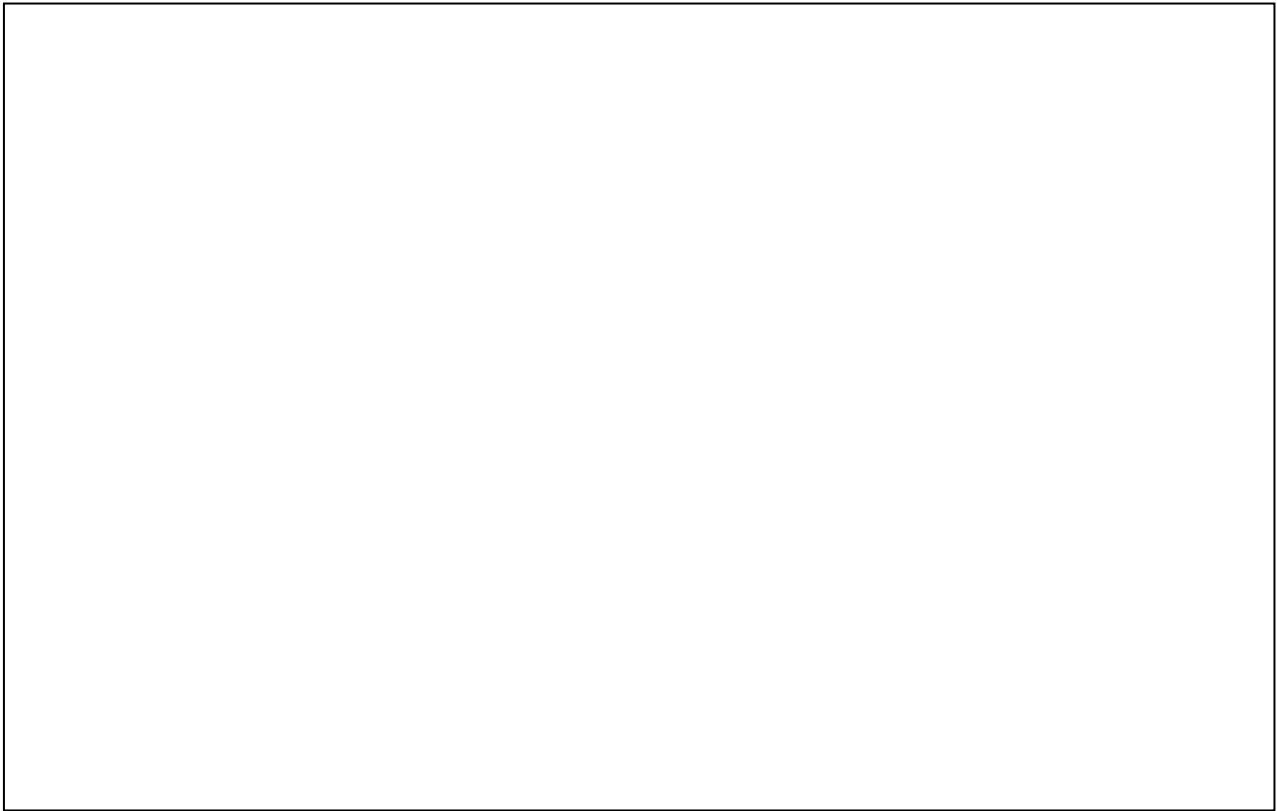
## Schedule A - 2019 Elections Publicity Procedures

### Specifications for Candidate Materials

<p><b>Format for Candidate statements in <i>Engineering Dimensions</i></b></p>	<p>All submissions will be published with a border. If submissions are received without a border, one will be added as shown on the templates. If submissions do not fit within the chosen template, they will be mechanically reduced to fit.</p> <p><b>Option 1: Blank template</b></p> <p>Candidates using the blank template to present their material for publication in <i>Engineering Dimensions</i> must ensure the content fits in the bordered template provided at the end of these specifications. The template dimensions are 6.531 inches wide and 4.125 inches in height</p> <p>All material for publication must be submitted as a PDF document, with images in place for reference, <i>and in Word format only</i>, showing where images are to be placed. No other formats will be accepted.</p> <p>Portraits must also be submitted as specified in the next section.</p> <p>The publications staff needs both a PDF file and Word file of candidate material so they will know how candidates intend their material to look. If there are no difficulties with the material, the PDF file will be used. The Word file is required in case something isn't correct with the submission (just a bit off on measurement, for example), as it will enable publications staff to fix the problem, if possible. A hard and/or digital copy of a candidate's portrait is required for the same reason and for use on the PEO election website.</p> <p><b>Option 2: Fillable template</b></p> <p>Candidates using the fillable template must provide responses to the questions provided in the allotted space. The completed template must be submitted as a PDF document.</p> <p>Portraits must be submitted separately, as specified in the portraits section below, and will be added to the template by PEO staff.</p> <p>The presentation of the fillable template is fixed and no modifications will be permitted.</p> <p>The profile template will be available on PEO's elections</p>
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	<p>website, <a href="http://www.peovote.ca">www.peovote.ca</a></p> <p>A hard and/or digital copy of a candidate's portrait is also required for use on the PEO Elections website.</p>
<b>Portraits/Photographs</b>	<p>Photographs must be at least 5" x 7" in size if submitted in hard copy form so that they are suitable for scanning ("snapshots" or passport photographs are not suitable.)</p> <p>Only pictures taken in the last five years will be accepted.</p> <p>If submitted in digital form, photographs must be JPEG-format files of at least 300 KB but no more than 2MB.</p> <p>Candidates can submit a digital photo at the specifications noted, or hard copy as noted, and preferably both. In case the digital file is corrupted or not saved at a sufficiently high resolution, publications staff can rescan the photo (hard copy) to ensure it prints correctly, as indicated on the PDF.</p>
<b>PEO Website (candidates' additional information)</b>	<p>Candidates may publish additional information on PEO's website by submitting a Word or Word-compatible file of no more than 1000 words, and no more than three non-animated graphics in JPEG or GIF format. Graphics may not contain embedded material.</p> <p>Candidates may post additional material on their own websites, which will be linked from PEO's website. URLs for candidates' websites must be active by December 9, 2019.</p> <p>Candidates may include links to PEO publications but <i>not</i> a URL link to a third party in their material that is to be posted on PEO's website. Links to PEO publications are not considered to be to a third party. For clarity, the only URL link that may be included in a candidate's material on PEO's website is the URL to the candidate's own website. Candidates may include active links to their social media accounts (Facebook, Twitter, LinkedIn, etc.)</p> <p>[Update based on Issues Report item 13]</p>
<b>Eblast material</b>	<p>Candidates are permitted a maximum of 300 words for email messages. Messages are to be provided in 11 pt. Arial font; graphics are not permitted. For clarity, a "graphic" is an image that is either drawn or captured by a camera.</p>
<b>Help</b>	<p>Candidates should contact the Chief Elections Officer (<a href="mailto:elections@peo.on.ca">elections@peo.on.ca</a>) if they have questions about requirements for publicity materials.</p>

Option 1: Blank template



Option 2: Fillable template

	<p>Name:</p> <p>Employer and position:</p> <p>Degree(s), school(s) attended, year(s) of graduation:</p> <p>Employment history:</p> <p>Participation on PEO Council, committee/task forces, chapters:</p> <p>Other professional affiliations and community service:</p> <p>Years of registration in Ontario:</p>	<p>Candidate statement:</p>
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### NOMINATION FORM

I, the undersigned, being a member of Professional Engineers Ontario (PEO), do hereby nominate <name of candidate> as a candidate for the position of <Council office> in the 2020 PEO Council elections.

It is my understanding that the candidate I am nominating is a Canadian citizen or has the status of a permanent resident of Canada, is currently living in Ontario, and in the case of nomination for the position of Regional Councillor also resides in the region in which he/she is being nominated, and is willing to serve if elected.

I further attest that:

- (i) I have known the candidate for at least two years;
- (ii) I have reviewed the roles and responsibilities for the position of <Council office> as published on PEO's website;
- (iii) On the basis of personal experience of the candidate, I believe he/she possesses the desired attributes of a PEO Councillor in the position of <Council position>.

**Name of Nominator** \_\_\_\_\_  
(as it appears in PEO's Register)

**Nominator's PEO Licence Number** \_\_\_\_\_

**Nominator's Address** \_\_\_\_\_  
\_\_\_\_\_

**Nominator's Region** \_\_\_\_\_

**Nominator's Signature** \_\_\_\_\_



**NOMINATION ACCEPTANCE FORM**

**President-elect**

**THIS FORM MUST BE COMPLETED AND SUBMITTED BY NOVEMBER 29, 2019 AT 4:00PM**

I, \_\_\_\_\_, hereby agree to stand as a candidate for election as **President-Elect** in the 2020 elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a three-year term (2020-2023). I am a Canadian citizen or have the status of a permanent resident of Canada, and am currently residing in Ontario.

I declare that the information in this nomination acceptance form and in all other information provided to PEO in support of my nomination and election to PEO Council is true and complete to the best of my knowledge. I understand that a false statement or misrepresentation could result in disciplinary action under the *Professional Engineers Act*.

I declare that I have read and understand Sections 1 and 2 of the *Council Manual*, as published on PEO’s website, in particular Sections 1.4 – PEO’s Core Values, 2.2 - Duties and Responsibilities of Councillors at Law; 2.3 - Duties Under By-Law No. 1; and 2.4 – Councillors’ Code of Conduct, and agree to act in accordance with these sections in carrying out my duties as a Councillor if elected to PEO Council.

I declare that I have familiarized myself with the roles and responsibilities of the office of President-elect, and that I am adequately prepared to serve in that capacity.

I hereby agree to accept the results of the election as verified by PEO’s Returning Officers.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PLEASE PRINT OR TYPE YOUR NAME AND DESIGNATIONS AS YOU WISH THEM TO APPEAR ON PEO’S WEBSITE AND IN PRINT**

NAME AND DESIGNATIONS: \_\_\_\_\_

PEO LICENCE NO. \_\_\_\_\_

PREFERRED MAILING ADDRESS: \_\_\_\_\_

TELEPHONE: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

FAX: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

PUBLIC E-MAIL ADDRESS: \_\_\_\_\_

***Candidates are required to provide an e-mail address to be used and made public for election purposes only.***



**NOMINATION ACCEPTANCE FORM**

**Vice President**

**THIS FORM MUST BE COMPLETED AND SUBMITTED BY NOVEMBER 29, 2019 AT 4:00PM**

I, \_\_\_\_\_, hereby agree to stand as a candidate for election as **Vice President** in the 2020 elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a one-year term (2020-2021). I am a Canadian citizen or have the status of a permanent resident of Canada, and am currently residing in Ontario.

I declare that the information in this nomination acceptance form and in all other information provided to PEO in support of my nomination and election to PEO Council is true and complete to the best of my knowledge. I understand that a false statement or misrepresentation could result in disciplinary action under the *Professional Engineers Act*.

I declare that I have read and understand Sections 1 and 2 of the *Council Manual*, as published on PEO’s website, in particular Sections 1.4 – PEO’s Core Values, 2.2 - Duties and Responsibilities of Councillors at Law; 2.3 - Duties Under By-Law No. 1; and 2.4 – Councillors’ Code of Conduct, and agree to act in accordance with these sections in carrying out my duties as a Councillor if elected to PEO Council.

I declare that I have familiarized myself with the roles and responsibilities of the office of Vice President, and that I am adequately prepared to serve in that capacity.

I hereby agree to accept the results of the election as verified by PEO’s Returning Officers.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PLEASE PRINT OR TYPE YOUR NAME AND DESIGNATIONS AS YOU WISH THEM TO APPEAR ON PEO’S WEBSITE AND IN PRINT**

NAME AND DESIGNATIONS: \_\_\_\_\_

PEO LICENCE NO. \_\_\_\_\_

PREFERRED MAILING ADDRESS: \_\_\_\_\_

\_\_\_\_\_

TELEPHONE: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

FAX: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

PUBLIC E-MAIL ADDRESS: \_\_\_\_\_

**Candidates are required to provide an e-mail address to be used and made public for election purposes only.**



**NOMINATION ACCEPTANCE FORM**

**Councillor at Large**

**THIS FORM MUST BE COMPLETED AND SUBMITTED BY NOVEMBER 29, 2019 AT 4:00PM**

I, \_\_\_\_\_, hereby agree to stand as a candidate for election as **Councillor at Large** in the 2020 elections for Council of Professional Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional circumstances. If elected, I further agree to serve on Council for a two-year term (2020-2022). I am a Canadian citizen or have the status of a permanent resident of Canada, and am currently residing in Ontario.

I declare that the information in this nomination acceptance form and in all other information provided to PEO in support of my nomination and election to PEO Council is true and complete to the best of my knowledge. I understand that a false statement or misrepresentation could result in disciplinary action under the *Professional Engineers Act*.

I declare that I have read and understand Sections 1 and 2 of the *Council Manual*, as published on PEO's website, in particular Sections 1.4 – PEO's Core Values, 2.2 - Duties and Responsibilities of Councillors at Law; 2.3 - Duties Under By-Law No. 1; and 2.4 – Councillors' Code of Conduct, and agree to act in accordance with these sections in carrying out my duties as a Councillor if elected to PEO Council.

I declare that I have familiarized myself with the roles and responsibilities of the office of Councillor at Large, and that I am adequately prepared to serve in that capacity.

I hereby agree to accept the results of the election as verified by PEO's Returning Officers.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PLEASE PRINT OR TYPE YOUR NAME AND DESIGNATIONS AS YOU WISH THEM TO APPEAR ON PEO'S WEBSITE AND IN PRINT**

NAME AND DESIGNATIONS: \_\_\_\_\_

PEO LICENCE NO. \_\_\_\_\_

PREFERRED MAILING ADDRESS: \_\_\_\_\_

TELEPHONE: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

FAX: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

PUBLIC E-MAIL ADDRESS: \_\_\_\_\_

**Candidates are required to provide an e-mail address to be used and made public for election purposes only.**





**NOMINATION ACCEPTANCE FORM**

**Regional Councillor**

**THIS FORM MUST BE COMPLETED AND SUBMITTED BY NOVEMBER 29, 2019 AT 4:00PM**

I, \_\_\_\_\_, hereby agree to stand as a candidate for election as  
\_\_\_\_\_ **Regional Councillor** in the 2020 elections for Council of Professional  
Engineers Ontario (PEO), and not to withdraw my candidacy except under exceptional  
circumstances. If elected, I further agree to serve on Council for a two-year term (2020-2022). I  
am a Canadian citizen or have the status of a permanent resident of Canada, and am currently  
residing in Ontario in the region in which I stand for election.

I declare that the information in this nomination acceptance form and in all other information  
provided to PEO in support of my nomination and election to PEO Council is true and complete to  
the best of my knowledge. I understand that a false statement or misrepresentation could result  
in disciplinary action under the *Professional Engineers Act*.

I declare that I have read and understand Sections 1 and 2 of the *Council Manual*, as published  
on PEO's website, in particular Sections 1.4 – PEO's Core Values, 2.2 - Duties and Responsibilities  
of Councillors at Law; 2.3 - Duties Under By-Law No. 1; and 2.4 – Councillors' Code of Conduct,  
and agree to act in accordance with these sections in carrying out my duties as a Councillor if  
elected to PEO Council.

I declare that I have familiarized myself with the roles and responsibilities of the office of  
Regional Councillor, and that I am adequately prepared to serve in that capacity.

I hereby agree to accept the results of the election as verified by PEO's Returning Officers.

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

**PLEASE PRINT OR TYPE YOUR NAME AND DESIGNATIONS AS YOU WISH THEM TO APPEAR ON PEO'S WEBSITE AND IN  
PRINT**

NAME AND DESIGNATIONS: \_\_\_\_\_

PEO LICENCE NO. \_\_\_\_\_

PREFERRED MAILING ADDRESS: \_\_\_\_\_  
\_\_\_\_\_

TELEPHONE: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

FAX: BUS: \_\_\_\_\_ HOME: \_\_\_\_\_

PUBLIC E-MAIL ADDRESS: \_\_\_\_\_

**Candidates are required to provide an e-mail address to be used and made public for election purposes only.**

## REVIEW OF ALLEGATIONS OF VOTING IRREGULARITIES IN 2019 COUNCIL ELECTIONS

**Purpose:** To report the findings and recommendations of the Central Election and Search Committee's review of alleged voting irregularities in the 2019 Council elections

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

That Council adopt the report of the findings and and recommendations of the Central Elections and Search Committee (CESC), attached.

**Prepared by:** George Comrie, P.Eng., CMC – Chair CESC (2018-2019)

**Moved by:** David Brown, P.Eng. – Past President

### 1. Need for PEO Action

After the close of the voting period for the 2019 Council elections, an unsuccessful candidate for the office of Councillor-at-Large requested data from PEO staff and the Chief Elections Officer on the number of voters who had voted for him each day during the voting period. His request was denied, on the grounds that releasing data on votes by candidate could jeopardize the security of the balloting.

He was, however, provided with a graph of the daily totals of votes (for all candidates and offices) for each day of the voting period, data for which had been published weekly on PEO's website throughout the voting period. To the candidate - and to others with whom he shared the graph - the pattern of votes by day appeared irregular, and gave grounds for speculation that there may have been voter fraud. After extensive e-mail correspondence - some of which raised other questions related to the security of the electronic election system and its associated procedures - the matter was referred to the Central Election and Search Committee by the Chief Elections Officer.

Councillors Torabi and Wowchuk raised the matter at the 526<sup>th</sup> Council meeting on March 23rd, and subsequently asked to attend the CESC's meeting at which it would be considered, which took place on April 30th.

### 2. Proposed Action / Recommendation

It is proposed that, by adopting the CESC report of its review of the matter raised, Council accepts the findings and recommendations of the Committee contained therein that:

- (i) The committee found no evidence of alleged voting irregularities that might have compromised the results of the Council elections.
- (ii) The Committee did not find compelling reasons to conduct further investigation into the data recorded by PEO's electronic election agent, and in particular data segregated by candidate.
- (iii) The Committee recommends that the electronic election agent's call centre not be used to re-issue voting credentials in future PEO elections.

- (iv) The Committee recommends that PEO’s contract with its electronic elections agent be amended to specify ownership and retention of PEO’s election data.
- (v) The Committee recommends that the Central Election and Search Committee for 2019-2020 review the authentication procedures and requirements for voters in the 2020 Council elections with a view to minimizing the possibility of voter impersonation.
- (vi) The Committee recommends that the Central Election and Search Committee for 2019-2020 review the role and responsibilities of the Returning Officers with a view to making them a more meaningful assurance mechanism in an electronic election.

**3. Next Steps**

If the motion is approved, the question of voting irregularities in the 2019 Council elections will be laid to rest, and the validity of those results confirmed, without further investigation or analysis. In addition, the Central Election and Search Committee and administrative staff will be tasked with implementing recommendations (iii) through (vi) above in time for the 2020 Council elections.

Note: No regulatory changes are required to implement these recommendations.

If the motion is not approved, it will be incumbent on Council to direct what further investigation or analysis will be required, and by whom.

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

N/A.

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

No impact on budgets beyond existing costs of conducting Council elections, including operation of CESC.

Current to Year End	\$0	\$0	Funded from Surplus Fund (Council discretionary funds)
2 <sup>nd</sup>	\$0	\$0	
3 <sup>rd</sup>	\$0	\$0	
4 <sup>th</sup>	\$0	\$0	
5 <sup>th</sup>	\$0	\$0	

**6. Human Resource Implications**

Recommendation (iii) may have staffing implications if PEO staff re-assume responsibility for handling requests for re- issuance of voting credentials not received or lost / misplaced.

No other human resource implications are foreseen.

**7. Peer Review & Process Followed**

Not applicable in this instance. The Central Election and Search Committee, which reports to Council, is mandated to review and resolve matters related to the conduct of PEO elections.

**8. Appendices**

- Appendix A: CESC Report – Allegations of Voting Irregularities in 2019 Council Elections



# Allegations of Voting Irregularities in 2019 Council Elections

## Background

At the end of the voting period for the 2019 PEO Council elections, an unsuccessful candidate for the office of Councillor-at-Large, Daryoush Mortazavi, requested data from PEO staff and the Chief Elections Officer on the number of voters who had voted for him each day during the voting period. His justification for the request was that this data was necessary for him to assess the effectiveness of his various campaign activities and media. He was first directed to the PEO website - on which was posted the total vote count (for all positions combined) at the end of each week during the voting period – and subsequently, in response to repeated requests, was provided with the total vote count for each day of the voting period.

Throughout his numerous requests, candidate Mortazavi was consistently advised that neither PEO nor its elections agent could provide vote count data specific to any individual candidate, on the grounds that PEO's contract with its election agent did not permit them to provide such data to PEO, and that to do so could compromise the secrecy of the balloting.

In an effort to obtain a different answer, candidate Mortazavi asked on March 8<sup>th</sup>, 2019 that his request be referred to the Central Election and Search Committee (CESC) for a ruling, pursuant to its terms of reference as outlined in the Voting Procedures approved by Council. He was advised that the matter would be considered by the Committee at its next meeting on April 30<sup>th</sup>, 2019.

In the weeks following March 8<sup>th</sup>, candidate Mortazavi's efforts escalated to attempting to convince other candidates and sitting Councillors that the distribution of votes by day over the voting period demonstrated an irregularity that suggested the election results could be compromised.

In the ensuing e-mail correspondence, an additional concern was raised that some voters had contacted the election agent's help desk to obtain their voting credentials and were given same upon providing the help desk with their PEO Licence Number and e-mail address – both of which could presumably be ascertained by an imposter.

Following discussion at the 526<sup>th</sup> Council meeting on March 23<sup>rd</sup>, Councillors Torabi and Wowchuk were invited to attend the CESC meeting on April 30<sup>th</sup> to present their questions and concerns and hear the Committee's deliberations.

## Consideration of Alleged Voting Irregularities at April 30<sup>th</sup>, 2019 CESC Meeting

The Central Election and Search Committee met on the morning of April 30<sup>th</sup>, 2019 at PEO Headquarters with the following Committee members present:

- Penultimate Past President George Comrie, P.Eng. – Chair
- President Dave Brown, P.Eng.
- Past President Bob Dony, P.Eng.
- Javeed Khan, P.Eng.

Councillors Keivan Torabi and Greg Wowchuk were also in attendance as guests. They were permitted to speak to the matters at hand, but did not vote.

Also present were the following members of PEO staff:

- Registrar Johnny Zuccon, P.Eng.
- Manager of Administration Ralph Martin
- Administrator Dale Power

and PEO's Chief Elections Officer Allison Elliot.

In addition, representatives Scott Murray and Andrew Fraser of PEO's election agent, Clear Picture Corporation, joined the meeting by teleconference to provide input into the discussion of the alleged irregularities and answer questions.

The following documents related to the alleged voting irregularities were before the Committee for consideration and are appended to this report as Exhibits:

- A) An extensive e-mail trail of correspondence between candidate Mortazavi, President Brown, PEO Staff, and the Chief Elections Officer regarding the matter covering the period from February 25<sup>th</sup> to April 6<sup>th</sup>, 2019;
- B) E-mail correspondence dated March 23<sup>rd</sup>, 2019 from Councillor Greg Wowchuk to President Brown and copied to the CESC Chair and Ralph Martin, requesting:
  - (i) The votes cast for **each candidate each day** during the election period, and
  - (ii) The **source IP addresses and time stamps** of votes on each day of the election period.
- C) E-mail correspondence dated March 25<sup>th</sup>, 2019 from Clear Picture CEO Scott Murray to Ralph Martin commenting on the data requested in item (B) above.
- D) A Graph prepared by Clear Picture showing the total vote counts by day for all offices for each day of the election period in the 2018 and 2019 Council elections, both of which began and ended on the same day of the week (a Friday).
- E) A single page of "**Questions regarding our electronic elections**" submitted by Councillors Torabi and Wowchuk at the start of the April 30<sup>th</sup> CESC meeting.

The Chair suggested, and the Committee agreed, to use the following questions to consider the concerns referred to it:

- 1) Are there reasonable grounds to believe that the reported irregularities may have compromised the results of the election?
- 2) Is further analysis of voting data warranted in order to determine the answer to (1)? If so, what data is required, how should it be analysed, and by whom?
- 3) Does the Committee have any recommendations to avoid such concerns in future Council elections and increase confidence in the integrity of their results?

With respect to the perceived irregularity in the distribution of votes by day over the course of the election, the Committee referred to Exhibit D – which graphs the data originally analysed by candidate Mortazavi, together with the corresponding data for the 2018 Council elections. The Committee was satisfied that there exists a simple explanation for the “spikes” in voting that appear on Mondays and Tuesdays in Weeks 2 through 5 of the 2019 election, namely that these spikes are in response to e-mail reminders sent (by the elections Agent) to eligible voters who had not yet voted as of the end of each week. (Note that these e-mail reminders were independent of the Candidate’s three “e-blasts” sent by PEO to all eligible voters - regardless of whether or not they had already voted – and also that “there were additional e-mail blasts within the first week in 2018”, as reported by Clear Picture.)

With respect to the reissuance of voting credentials by the Election Agent’s help desk, Clear Picture reported that the total number of calls received by its help desk from PEO voters in 2019 was 392 (Exhibit C). Had all of these calls been fraudulent (i.e., someone attempting to impersonate another voter for the purpose of skewing the election results in favour of a particular candidate or candidates), they could have theoretically compromised the results of the Regional Councillor elections in East Central Region, Western Region, and West Central Region, where the winning candidate’s plurality was less than 392. While Clear Picture questioned the advisability of PEO contracting to have their call centre “re-issue” voting credentials, they emphasized that “*There were zero reports of credentials being compromised....*” (Exhibit C).

After questioning the representatives of Clear Picture on various aspects of their reports, and considerable discussion, **the Committee concluded that there was no compelling evidence of the alleged voting irregularities or of the election results being compromised.**

There followed discussion of the potential to provide greater assurance of the validity of the votes by analysing IP address and time stamp data, as suggested by Councillor Wowchuk. The Committee was reminded by Clear Picture, and the Chair confirmed, that:

- (i) IP addresses are not unique; i.e., multiple votes may appear to come from the same [fixed corporate] IP address;
- (ii) Many individual internet users have dynamically-assigned IP addresses, which may change on a per-session basis.

This means that the analysis of voter IP addresses would not likely be effective in identifying potential voter fraud.

On the subject of analysing voting patterns for individual candidates, the Committee concurred with the opinion expressed by Clear Picture that drilling below the “polling station entry / exit” level in any analysis to examine the actual ballot could violate the confidentiality of the voting, and should not be contemplated except in an actual audit.

After this discussion, in response to a question from the Chair, **the members of the Committee decided against unanimously recommending further analysis of voting data to support their determination.**

Members commented that, should Council decide that further inquiry into the integrity of any election result is warranted, it would be necessary to determine if votes recorded (the contents of the “ballot Box”) match the on-line voting transactions recorded, and that voting credentials were properly validated. This would amount to a formal audit, which would need to be done by a trusted third party with auditing credentials, as was done following the 2017 Council elections. Needless to say there would be a material cost associated with such an audit, which the Committee does not feel would be justified for the 2019 election results.

**Finally, the Committee concurred with the recommendation of Clear Picture that their call centre should not re-issue voting credentials in future PEO elections.** (Clear Picture does not provide this service to any other client.) It is the opinion of the Committee that the role of the election agent’s call centre should be limited to assisting voters with technical issues related to use of the election system, and that matters of voting credentials not received, lost, or misplaced should be the responsibility of PEO.

### **Questions Raised by Councillors Torabi and Wowchuk (Exhibit E)**

With the assistance of the Clear Picture representatives on the call, the Committee attempted to answer the questions posed by Councillors Torabi and Wowchuk at the commencement of the meeting. A summary of the answers obtained during the meeting follows:

Question 1. What experience in running electronic association elections does our contractor have? **Clear Picture was chosen as PEO’s electronic election systems provider commencing with the 2018 Council elections following a formal tender process conducted by PEO staff and approved by Council. A summary of their electronic election experience with professional associations may be found in Exhibit F.**

Question 2. Has an *independent third party* ever audited the contractor’s electronic elections process for reliability and data security? **This question was not answered during the meeting to the satisfaction of the Committee. A cursory reply may be found in Exhibit F.**

Question 3. Who owns the data relating to PEO’s electronic transactions? Is the ownership specified in the contract? **Clear Picture advised that, while ownership of the data is not specified in their current contract, it is their position that PEO owns the data. (It was the**



**consensus of those present at the meeting that the contract should be amended to clarify that PEO owns the data.)**

Question 4. What data are recorded? Are specific data or classes of data proprietary or directly linked to elector privacy? **This question was discussed at some length in the meeting. As expected, Clear Picture treats the actual votes recorded by an individual voter (the analogue of the contents of the ballot box in a manual election) as highly confidential, to be reported only in aggregate. The occurrence of the voting transaction (the analogue of the authentication of a voter at a polling place in a manual election), is not treated as confidential, but is still reported only in aggregate (as in Exhibit D).**

Question 5. How and when will the data be destroyed? Typically, which data are scheduled to be destroyed, and which data are retained? How long are retained data kept? **As matters now stand, all data is retained indefinitely. Once again, the current contract with the elections agent is silent on this matter, and should be amended to specify retention requirements.**

Question 6. The overall total of votes each day is tallied and published daily. During the election period, did anyone have access to the per diem votes for individual candidates? Which individual or what entity can access these data prior to the close of voting? **The total of votes cast were provided to PEO by Clear Picture and published on PEO's website on a weekly (not daily) basis. No one outside of Clear Picture's staff had access to any data on votes received by any candidate until the results were posted at the close of the election.**

Question 7. What is the best explanation for the apparent spikes in voting every Monday and Tuesday during the election period? What evidence is there for this explanation? Has this phenomenon ever occurred in previous elections? What procedure is in place to investigate questions like this? **The best explanation for this phenomenon, which occurred in the 2018 election as well (see Exhibit D), has already been presented in this report. No formal procedure exists to detect or investigate such phenomena.**

Question 8. Reg. 941 specifies that three "returning officers" shall be engaged to observe the processing of ballots, act on rejected ballots, approve the final count, and conduct any necessary investigations. Please advise how they have fulfilled these duties. **The role of the Returning Officers was not discussed during the meeting.**

## **Epilogue**

During the April 30<sup>th</sup> meeting, the representatives of Clear Picture present by teleconference were unable to answer all questions raised by the Committee to the level of technical detail requested. Following the meeting, the CESC Chair therefore requested staff to pose some follow-up questions by e-mail to Clear Picture. The responses received to these questions are shown in Exhibit F.

In the opinion of the CESC Chair, the level of detail of these responses is still less than desired. Underlying questions of how PEO might increase its confidence in the security of this (or any) electronic voting system remain.

Notwithstanding growing concerns over cyber [in]security, electronic elections are here to stay and are proliferating. Council may wish to consider how PEO could contribute to establishing protocols and standards for electronic elections that would ensure their security, integrity, transparency, and auditability are equal to or better than those of the manual election processes they are replacing.

From a historical perspective (since PEO has replaced paper ballots with electronic ballots), the matter of voter authentication appears to have been the most problematic aspect of our elections process. Authentication is necessarily based on one or more of the following classes of factor:

- (i) *Something you have* (e.g., a physical key, electronic pass card, and other piece of hardware that has been issued uniquely to you and that you are expected to have in your possession and present as identification at the time of your transaction);
- (ii) *Something you know* (e.g., a user id, password, voter id, or the answer to a security question like the name of your first pet);
- (iii) *Something you are* (e.g., your fingerprint, your retina pattern, or other biometric that uniquely identifies you).

Multi-factor authentication (i.e., requiring two or more of the above classes of authentication factor) is considered mandatory for secure user authentication in today's systems. Note that requiring multiple factors of the same class (e.g., two pieces of physical identification, or a user id and password) is not as secure as requiring multiple factors of different classes.

In PEO's current election process, a user access code (voter id) is distributed to each eligible voter by letter mail or e-mail to the address on file with PEO for that voter. That voter id, together with the voter's PEO Licence Number, is required to authenticate. So we require two authentication factors, both of the same class (something you know). To make matters worse, a member's PEO Licence Number can in most cases be ascertained from PEO's member directory on its public website. Note that this is no less secure than the authentication provided by receipt of a mailed voter package containing a ballot, as in PEO's previous manual election system.

While it may be prohibitively expensive for PEO to implement an authentication factor of type (i) or type (iii), it may be feasible to increase the strength of the existing type (ii) authentication by requiring the voter to log on through PEO's on-line portal to provide additional knowledge items such as date-of-birth or mailing postal code that are not publicly available on-line.

If voting credentials are to be re-issued to those who claim to have not received or lost / misplaced them, this should only be done after extensive questioning of the caller by someone with access to PEO's registration system, and the replacement credentials should be issued only to the address on file. (PEO licensees are legally obligated to ensure that their profiles on

file with the Association are up-to-date; so if the information on file is incorrect, the voter can be legitimately disenfranchised.)

## Summary of Findings / Recommendations

- 1) The committee found no evidence of alleged voting irregularities that might have compromised the results of the Council elections.
- 2) The Committee did not find compelling reasons to conduct further investigation into the data recorded by PEO's electronic election agent, and in particular data segregated by candidate.
- 3) The Committee recommends that the electronic election agent's call centre not be used to re-issue voting credentials in future PEO elections.
- 4) The Committee recommends that PEO's contract with its electronic elections agent be amended to specify ownership and retention of PEO's election data.
- 5) The Committee recommends that the Central Election and Search Committee for 2019-2020 review the authentication procedures and requirements for voters in the 2020 Council elections with a view to minimizing the possibility of voter impersonation.
- 6) The Committee recommends that the Central Election and Search Committee for 2019-2020 review the role and responsibilities of the Returning Officers with a view to making them a more meaningful assurance mechanism in an electronic election.

A handwritten signature in black ink on a light yellow background. The signature appears to read 'G Comrie' in a cursive style.

George Comrie, P.Eng., CMC, FEC  
Chair, Central Election and Search Committee (2018-2019)

05 June 2019

### Attachments:

- Exhibit A – Mortazavi Emails
- Exhibit B – Councillor Wowchuk's Request for Data
- Exhibit C – Emails from ClearPicture
- Exhibit D – PEO Votes by Day – 2018-2019
- Exhibit E – Questions to ClearPicture from Councillors Torabi and Wowchuk
- Exhibit F – Questions for ClearPicture

**FW: Urgent request**

Ralph Martin

**Sent:** Tuesday, March 19, 2019 4:40 PM**To:** Elections

FYI

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**From:** Dave Brown <[REDACTED]>  
**Sent:** March-19-19 12:05 PM  
**To:** Daryoush Mortazavi <[REDACTED]>; Johnny Zuccon <JZuccon@peo.on.ca>  
**Cc:** Ralph Martin <rmartin@peo.on.ca>  
**Subject:** Re: Urgent request

Mr. Mortazavi,

I want to assure you that the Central Election and Search Committee will consider your request at their next meeting. In accordance with the Voting Procedures for the 2019 Council election, CESC is responsible for dealing with the request you have raised.

Please see the relevant sections from the Voting Procedures which were previously provided to you.

11. Council has appointed a Central Election and Search Committee to:
- encourage Members to seek nomination for election to the Council as president-elect, vice president or a councillor-at-large;
  - assist the Chief Elections Officer as may be required by him or her;
  - receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council;
  - conduct an annual review of the elections process and report to the June 2018 Council meeting.

Another section of the Voting Procedures states,

15. The Chief Elections Officer will be available to answer questions and complaints regarding the procedures for nominating, electing and voting for members to the Council. Any such complaints or matters that the Chief Elections Officer cannot resolve will be forwarded by the Chief Elections Officer to the Central Election and Search Committee for final resolution. Staff is explicitly prohibited from handling and resolving complaints and questions, other than for administrative purposes (e.g. forwarding a received complaint or question to the Chief Elections Officer).

This is the only solution available when there are disputes related to the election.

The Chief Elections Officer will contact you when the Central Election and Search Committee has met and ruled on your request.

Regards,  
Dave Brown  
President  
Professional Engineers Ontario

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**From:** Daryoush Mortazavi <[REDACTED]>  
**Date:** Monday, March 18, 2019 at 10:51 AM  
**To:** "dbrown@peo.on.ca" <dbrown@peo.on.ca>, Johnny Zuccon <jzuccon@peo.on.ca>  
**Subject:** Urgent request  
**Resent-From:** <dbrown@peo.on.ca>

Dear Mr. Zuccon,

Dear Mr. Brown,

Following my last emails, regarding my urgent cordial request to get the daily voters' turnouts who voted for me in PEO election 2019, I wonder to urgent it again.

I need this data asap, and wonder if you could help me to expedite releasing this data to me. I can't wait until the next CERC meeting which we don't know when will happened and what will be the decision on my request.

Please advise me if there is any other faster solution. Do I need to send this request to anybody else who is involved? Shall I contact the Attorney General, which is my next plan?

I appreciate you a lot in advance.

Thanks!

Kind Regards,

Daryoush

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Dr. Daryoush Mortazavi,  
Ph.D., P.Eng.  
Professor of Electrical Engineering

Email: [d.mortazavi@peo.on.ca](mailto:d.mortazavi@peo.on.ca)

Cell: (416) 469-4647

Address: [Redacted]

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**RE: PEO Election result**

Johnny Zuccon

**Sent:** Wednesday, March 13, 2019 9:28 AM**To:** Daryoush Mortazavi [REDACTED]**Cc:** Elections

Dear Mr. Mortazavi,

As you are aware, the Chief Elections Officer has confirmed that your issue has been placed on the agenda for the next Central Election and Search Committee meeting. The 2019 Voting Procedures for the Election of the 2019-2020 Council outlines the role of the Central Election and Search Committee in this situation.

11. Council has appointed a Central Election and Search Committee to:

- encourage Members to seek nomination for election to the Council as president-elect, vice president or a councillor-at-large;
- assist the Chief Elections Officer as may be required by him or her;
- receive and respond to complaints regarding the procedures for nominating, electing and voting for members to the Council;
- conduct an annual review of the elections process and report to the June 2018 Council meeting.

As per the Voting Procedures, the Central Election and Search Committee will review your issue and the Chief Elections Officer will contact you with their ruling.

Regards.

Johnny

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**From:** Daryoush Mortazavi [REDACTED]**Sent:** March 12, 2019 10:26 AM**To:** Johnny Zuccon <JZuccon@peo.on.ca>**Subject:** PEO Election result

Dear Mr. Zuccon,

I am writing to follow up my request about releasing the daily voters' turnouts who have voted for me in the PEO election 2019.

Following my first email to you, I received an email from chief electoral officer (CEO), Ms. Elliot, asking me to send her an official request about the information I am requesting, so that she could ask ClearPicture to provide me the information. I replied to her with my official request. Then she sent me another email stating that I had to send this request to the central election committee, and then they will decide about my request in their next meeting, which may or may not be held on mid-April!

You have been cc'd on all of these chain emails.

These back and forth conversations looks a bit odd to me, to beg for information which are directly applicable to me, in a self-regulatory association of professional engineers. I am gradually feeling that there should be something wrong in the election results, that's why they do not want to release this information!

Anyways, I wonder if you could advise me on how to escalate my request for information, which directly applies to me, as I am not asking for number of votes caste for others.

I look forward to hearing directly from you.

Thanks!  
Daryoush

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Kind regards,  
**Daryoush Mortazavi, Ph.D., P.Eng.**



**RE: Election Results**

Daryoush Mortazavi [REDACTED]

**Sent:** Monday, March 11, 2019 10:17 AM**To:** Elections**Cc:** Johnny Zuccon

OK, Thanks Allison!

**Kind Regards,  
Daryoush**

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*Daryoush Mortazavi, Ph.D., P.Eng.  
Professor of Electrical Engineering*

[REDACTED]

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**From:** Elections [mailto:Elections@peo.on.ca]

**Sent:** March-11-19 9:59 AM**To:** Daryoush Mortazavi <[REDACTED]>**Cc:** Johnny Zuccon <JZuccon@peo.on.ca>**Subject:** RE: Election Results

Hi Daryoush

My request was to ask me to forward your issue to the Central Elections and Search Committee, which is the final arbiter of any election matters. I have indicated previously that I won't be providing with the information to you for the reasons stated.

Assuming you meant that I referred your issue to the CESC for consideration, I am requesting the chair of the Committee to add this item to the agenda of its next meeting. The next meeting of the Committee is to be held on a yet-to-be-determined date in mid-April. I will let you know the outcome of that meeting as soon as it is available.

Allison Elliot  
Chief Elections Officer

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**From:** Daryoush Mortazavi [REDACTED]

**Sent:** Friday, March 08, 2019 11:02 AM**To:** Elections**Cc:** Johnny Zuccon**Subject:** Re: Election Results

Hello Allison,

Thanks a lot for your reply.

This is my official request to provide me the daily voters turnouts who have voted to me in PEO Election 2019 for the CAL role.



Thanks for your wonderful support.  
I look forward to hearing from you asap.  
Thanks!

Kind regards,  
Daryoush Mortazavi, Ph.D, P.Eng

Sent from my iPhone

On Mar 8, 2019, at 8:40 AM, Elections <[Elections@peo.on.ca](mailto:Elections@peo.on.ca)> wrote:

Dear Mr. Mortazavi,

Clear Picture, PEO's Official Agent currently does not provide that level of information to us. If you wish to pursue this further, I would suggest that you formally ask me to forward your request to Central Election and Search Committee for consideration.

Allison Elliot  
Chief Elections Officer

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**From:** Daryoush Mortazavi [REDACTED]  
**Sent:** Wednesday, March 06, 2019 3:42 PM  
**To:** Elections  
**Subject:** Re: Election Results

No worries, Allison.  
I just wonder advise me an official way to request this information. Do you think, if I can talk to the registrar?

Thanks!  
Daryoush

Sent from my iPhone

On Mar 6, 2019, at 3:36 PM, Elections <[Elections@peo.on.ca](mailto:Elections@peo.on.ca)> wrote:

Hi Daryoush

I'm sorry but no further information will be provided. Again, there is no co-relation between when you use your different media and when voters actually vote.

May I suggest you speak with other candidates to see how, and if, they monitor the effectiveness of their social media accounts. For your information, no other candidate has asked for such information but I'm sure they may monitor the effectiveness of their accounts in some manner.

Regards,

Allison Elliot  
Chief Elections Officer

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**From:** Daryoush Mortazavi [REDACTED]  
**Sent:** Wednesday, March 06, 2019 2:15 PM

**To:** Elections  
**Cc:** Ralph Martin  
**Subject:** Re: Election Results

Hi Allison,  
I definitely don't want to investigate who voted or not voted for me!!!!  
Let me explain again:  
I have used different media in different days to connect people, including LinkedIn, Facebook, Twitter, instogram, and email.  
My purpose is to know which media and which days work better for me and to communicate with people?  
This is not against privacy of anybody, and the candidates' right to have this information.  
I appreciate you for your cooperation and understanding.  
Look forward to hearing from you asap.

Kind regards,  
Daryoush

Sent from my iPhone

On Mar 6, 2019, at 9:38 AM, Elections <[Elections@peo.on.ca](mailto:Elections@peo.on.ca)> wrote:

Hi Daryoush

Because the results don't show who voted for you - and that can never been known - you have know way of knowing when, or if, a person voted after you have made contact with them.

For example, a person might say they would vote for you when you contact them but not actually vote until two weeks after your contact. In other words, there is no co-relation between your contact date and a voting date. Consequently, daily trends provide no meaningful information.

Please note that no daily trend voting information will be provided to you or any other candidate.

Regards,

Allison Elliot  
Chief Elections Officer

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**From:** Daryoush Mortazavi [REDACTED]  
**Sent:** Tuesday, March 05, 2019 11:01 AM  
**To:** Elections  
**Cc:** Ralph Martin  
**Subject:** Re: Election Results

Hi Allison,  
Sorry bothering you again.  
I wonder to emphasize that I'm not asking the name of the people who voted for me, just I need the number of people who voted for me in each day. It shouldn't be against any privacy policy.

I look forward to hearing from you.  
It's highly appreciated.

Best regards,  
Daryoush

Sent from my iPhone

On Mar 4, 2019, at 10:41 PM, Daryoush Mortazavi

<[REDACTED]> wrote:

Hi Allison,

Thanks for your reply.

I wonder to know how I can get this information? If I need to get permission from anybody, please let me know. These information is essential for me to adjust my communication media and method with the PEO members for the next year election.

I appreciate you a lot in advance for your great help.

Thanks!  
Daryoush

---

**From:** Elections [<mailto:Elections@peo.on.ca>]  
**Sent:** March-04-19 10:35 PM  
**To:** [REDACTED]  
**Cc:** Ralph Martin <[rmartin@peo.on.ca](mailto:rmartin@peo.on.ca)>  
**Subject:** FW: Election Results

Hi Daryoush

Ralph Martin has forwarded your request for my attention.

In order to protect the privacy of each voter, PEO does not have access to the information you are requesting related to the number of votes you received as a candidate each day of the election and thus are unable to provide you with this information.

Regards,

Allison Elliot  
Chief Elections Officer

---

**From:** Ralph Martin  
**Sent:** Monday, March 04, 2019 8:40 AM  
**To:** Daryoush Mortazavi  
**Cc:** Elections  
**Subject:** RE: Election Results

Hi Daryoush,

I'm going to forward this to the Chief Elections Office to respond.

Ralph

---

**From:** Daryoush Mortazavi <[REDACTED]>  
**Sent:** March-02-19 8:13 PM  
**To:** Ralph Martin <[rmartin@peo.on.ca](mailto:rmartin@peo.on.ca)>  
**Subject:** Re: Election Results

Dear Ralph,

I hope you have had a nice weekend.

Thanks a lot for sharing the data with me. Sorry, I was so busy during the week and just saw your email!

It seems the data is for total votes not the votes daily given to me for the CAL role. To learn how has been my performance over the election course, I need to know how many votes have been given to me each day. Could you please provide me the data?

I appreciate you a lot for your great help, and apologize for bothering you again.

Thanks!  
Daryoush

Sent from my iPhone

On Mar 1, 2019, at 12:57 PM, Ralph Martin <[rmartin@peo.on.ca](mailto:rmartin@peo.on.ca)> wrote:

Hi Daryoush,

Attached are the daily voting totals for the election period.

Ralph

---

**From:** Daryoush Mortazavi  
<[REDACTED]>  
**Sent:** February-26-19 2:02 PM  
**To:** Ralph Martin <[rmartin@peo.on.ca](mailto:rmartin@peo.on.ca)>  
**Subject:** Re: Election Results

Hi Ralph,

Thanks for your reply.

If I want the daily report, who can provide them?

Thanks!  
Daryoush

Sent from my iPhone

On Feb 26, 2019, at 8:22 AM, Ralph Martin <[rmartin@peo.on.ca](mailto:rmartin@peo.on.ca)> wrote:

Hi Daryoush,

We receive weekly vote totals which are on the link but we do not get breakdowns of vote totals by candidate or position as the protocol prevents staff from having access to this information. What is available on the link is all the information we have.

Ralph

---

**From:** Daryoush Mortazavi

<

**Sent:** February-25-19 5:47 PM

**To:** Ralph Martin <[rmartin@peo.on.ca](mailto:rmartin@peo.on.ca)>

**Subject:** RE: Election Results

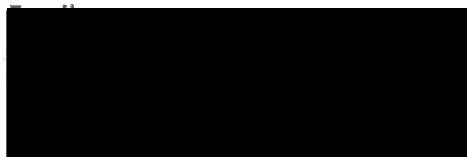
Hi Ralph,

Thanks for sending me the link. But, I need the daily voting turnout trend of the CAL role, which I was running for. I wonder if you could send me this information.

Kind Regards,  
Daryoush

---

*Daryoush Mortazavi, Ph.D., P.Eng.  
Professor of Electrical Engineering*



---

**From:** Ralph Martin

[<mailto:rmartin@peo.on.ca>]

**Sent:** February-25-19 2:14 PM

**To:** Daryoush Mortazavi



Elections <[Elections@peo.on.ca](mailto:Elections@peo.on.ca)>

**Subject:** RE: Election Results

Hi Daryoush,

We tracked the voted totals by week during the election period. The results of that are available on the PEO website. See the link below.

[http://peo.on.ca/index.php/ci\\_id/33154/la\\_id/1.htm](http://peo.on.ca/index.php/ci_id/33154/la_id/1.htm)

Ralph

---

**From:** Daryoush Mortazavi

**Sent:** February-25-19 1:39 PM

**To:** Elections <[Elections@peo.on.ca](mailto:Elections@peo.on.ca)>;

Ralph Martin <[rmartin@peo.on.ca](mailto:rmartin@peo.on.ca)>

**Subject:** Election Results

Dear Allison, Ralph,

Many thanks for your hard work during the election course. I appreciate you for following up the election routine.

I would like to learn how to improve my networking and communication skills for probable next election. So, I wonder if I could have the daily trends of the election turnout over the 5-week election period, to know which days I have been more effective in collecting the votes.

Could you please send me these daily turnout trends? I appreciate you a lot in advance for your help.

Kind regards,  
Daryoush

---

Virus-free. [www.avast.com](http://www.avast.com)

**From:** [REDACTED]

**Sent:** April-06-19 10:59 AM

[REDACTED]

air

**Subject:** Further investigation on PEO election 2019

**Hello everybody,**

*I hope this email finds you very well.*

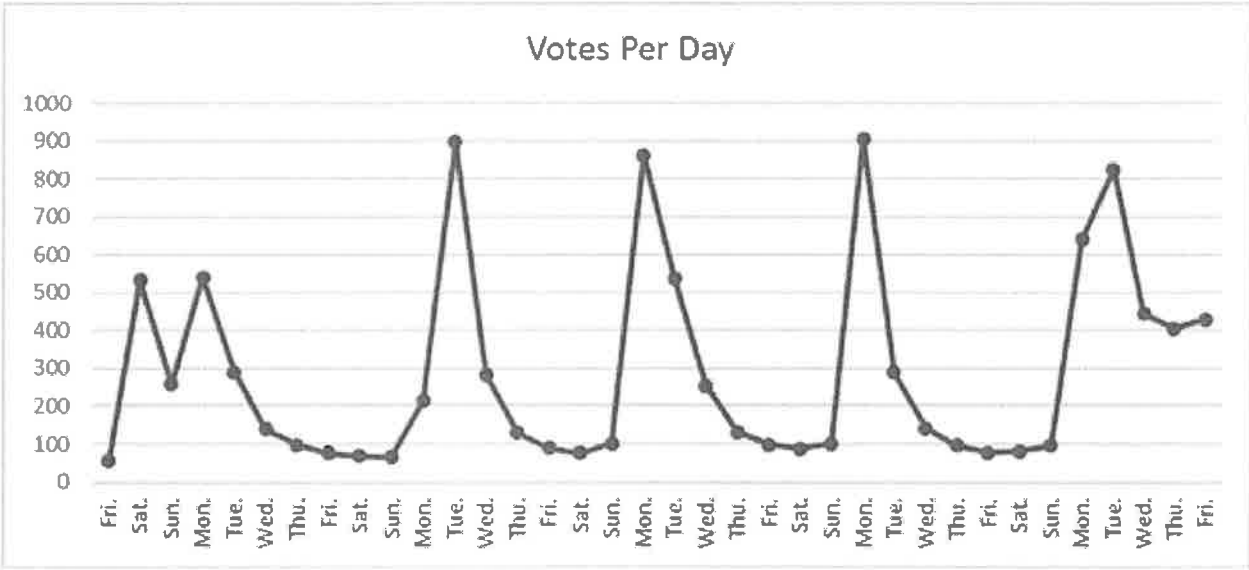
*I am writing to share my points about the results of the PEO election 2019 released by PEO!*

*First of all, the insecurity of the election process. The election process was insecure because of the following reasons:*

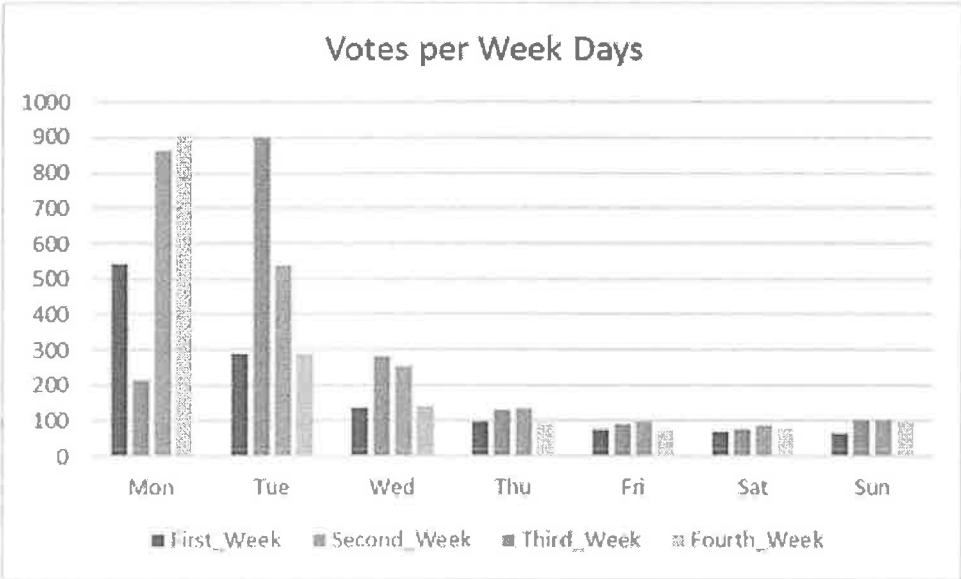
- a. The voting was based on the Pin-Codes sent by ClearPicture Corporation. I have received messages from many people who had not received their Pin-Codes. The pin codes were in either their spam or not sent at all. These people were given the codes over a phone call only by giving their email addresses and PEng. Nos, which both are public data!*
- b. Once we submit our vote, no confirmation email is received. We have to double confirm our votes through an email to confirm that this vote had been a legal one not a spam.*
- c. There was no real-time display of the voting results on the website to be able to track the election progress.*

*Our expectation from a professional engineering association is to implement the highest security of the voting or switch back to paper ballot. This extremely low security is unacceptable for engineers.*

The unexpected results and the low security of the voting motivated me to ask PEO election officer for further information of the number of votes submitted in each day for the CAL role. The daily trend of the voters' turnouts is unbelievable! Please look at this data below:



I have no comment on the first three and last five days. My focus is on the four full intermediate weeks:



Clearly, it shows weekly pattern. More votes (6-9 times more) on Mondays and Tuesdays (the busiest days for everybody to vote!!) and a smaller number of votes on the remaining days. This suspicious outliers could be behavioral, or it can be interpreted odd! Anyways, it needs more investigation.



*Then I asked the election officer, PEO registrar and president, and finally the whole council for more data, and I complained about this result and low security of the voting. They have not replied to me yet. They only promised to talk about my request in their next CSEC meeting, not determined when!*

*Anyways, I wonder if you could comment me on this report and join me to ask PEO for forming a CSEC committee including neutral people and candidates to re-investigate the results ASAP.*

*If not received any response from PEO, the election results will be definitely reported to the Ontario Attorney General.*

*I look forward to hearing from you.*

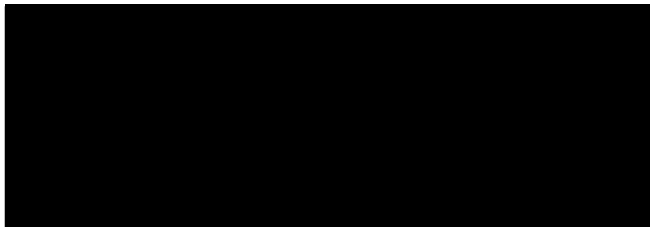
**Kind Regards,**

**Daryoush**

---

*Daryoush Mortazavi, Ph.D., P.Eng.*

*Professor of Electrical Engineering*



From: "G P Wowchuk"  
To: "Dave Brown"  
Cc: rmartin@peo.on.ca, "George Comrie"  
"Keivan Torabi"  
Subject: Need some data on our 2019 elections  
Date: Sat, 23 Mar 2019 17:31:57 +0100

Exhibit B

Gentlemen--

At yesterday's Council meeting, I raised a certain matter relating to our just-completed elections at PEO. I advised Council of my five years of training and experience as a provincial Returning Officer and my personal commitment to free and fair elections. I stated that Councillor Torabi had observed some apparent anomalies in the voting volumes, a graph of which he distributed to the councillors. (He is to be commended for his initiative and observations.)

When I raised this matter yesterday, I stated that several candidates--including one who won (!)--had approached me with concerns about the process. Several candidates said it was questionable and poorly designed, but a couple felt the voting was out-and-out fraudulent. *I have seen no actual evidence whatever pointing to a controverted election*, but I would like to investigate the flow of voting--of course while protecting the secrecy of individual votes. In my comments yesterday, I said it is in the organization's best interests to ensure our elections are both open and fair, but also *perceived* to be so. I don't want candidates who are merely suffering a bad case of sour grapes to go around discouraging other engineers and disparaging our elections. The voting process must be the best it can be--transparent, accessible, reliable, and fair, because that is the very foundation of any democratic self-regulated organization.

I would like to be placed on the agenda, George, of your next CESC meeting. I was actually quite surprised at the support and consensus on Council that I do this. In advance of your CESC meeting, I would like to obtain the following raw data:

- (1) The votes cast for **each candidate each day** during the election period.
- (2) The **source IP addresses and time stamps** of votes on **each day** of the election period. This information unquestionably is logged in the server(s) of the agency which ran the actual election. *In order to preserve the secrecy of the vote, obviously, I do not want these data to include the candidate(s) voted for.*

Now that these matters have been put on record, I do not want our members' suspicions stoked by any reluctance or refusal to allow these data to be looked at. I also do not want the raw data deleted. If and when we can confirm the integrity of the process, the naysayers can be silenced. On the other hand, if there is a problem, we should get on it right away and fix it.

Thank you.

Greg

**From:** Scott Murray  
**Sent:** March-25-19 6:06 PM  
**To:** Ralph Martin <rmartin@peo.on.ca>  
**Cc:** Andrew Fraser; Brent Baker  
**Subject:** Response to March 22nd

Ralph,

I would like to take the opportunity to address the following questions that were raised on Friday, March 22<sup>nd</sup> 2019.

(1) *The votes cast for **each candidate each day** during the election period.*

(2) *The **source IP addresses and time stamps** of votes on **each day** of the election period. This information unquestionably is logged in the server(s) of the agency which ran the actual election. In order to preserve the secrecy of the vote, obviously, I do not want these data to include the candidate(s) voted for.*

Since the inception of the ClearPicture eVote platform in 2009 we have never been asked to produce daily vote totals by any of the engineering societies or law societies that we manage elections for. This includes Nova Scotia, New Brunswick, PEI, Newfoundland and Northern for engineering as well as New Brunswick and Newfoundland for law.

By providing a **vote record by candidate**, especially on a daily basis it is our stand that it would be breaking the “privacy of the ballot” and breaking the program anonymity that we were hired to protect. Counting how many people have voted is one thing, this is much like counting how many people have stopped into a polling station. Counting by candidate though, requires insight into the actual ballots cast, this is contrary to voters **expectations of privacy**. As well, in small races, while a vote total would not single anyone out on its own, I can easily see a situation where a candidate has secondary information that breaks anonymity. If only one vote was cast for them on a particular day and they have an email from someone saying they voted for them, that anonymity is broken. Conversely, if someone told them they voted for them, but secretly did not, this could again be exposed. Now we have both broken anonymity and may now have caused a voter distress. As the Official Election Agent, I would advocate strongly against this.

If we were required to provide **IP addresses and date stamp** as requested on Friday March 22<sup>nd</sup> 2019 we would run into the exact same issue of anonymity and potential privacy breach of the electoral process; which is totally unacceptable. ClearPicture was not hired by PEO to provide raw data, we were hired to provide aggregate data in a secure and private fashion which we did do.

Over the course of the elections in 2018 and 2019 ClearPicture has witnessed numerous situations of voter fraud, (candidates calling in using other candidates credentials), numerous voters claiming they have been harassed by candidates (documented by our call center support staff) as well as claim of a running candidate stating that some one had logged in and used their credentials only to find that they

had voted the day before. This constant pressure is very unique to PEO and we don't experience anything like this in the other 17 elections we currently run.

The one thing that is unique to PEO is the use of a candidate support line. This year the total number of contacts into the help desk **was only 392** with a large part of **the** callers using the support line not for critical support issue but merely out of convenience of not having to search for their credentials.

In the end ClearPicture ran a secure, safe and fair election for PEO. There were **"zero"** reports of credentials being compromised, and numbers were in line or even a bit stronger than the 2018 program.

I would suggest that PEO revisits the use of the call center and revisit the ethics and process for the elections of officers in 2020



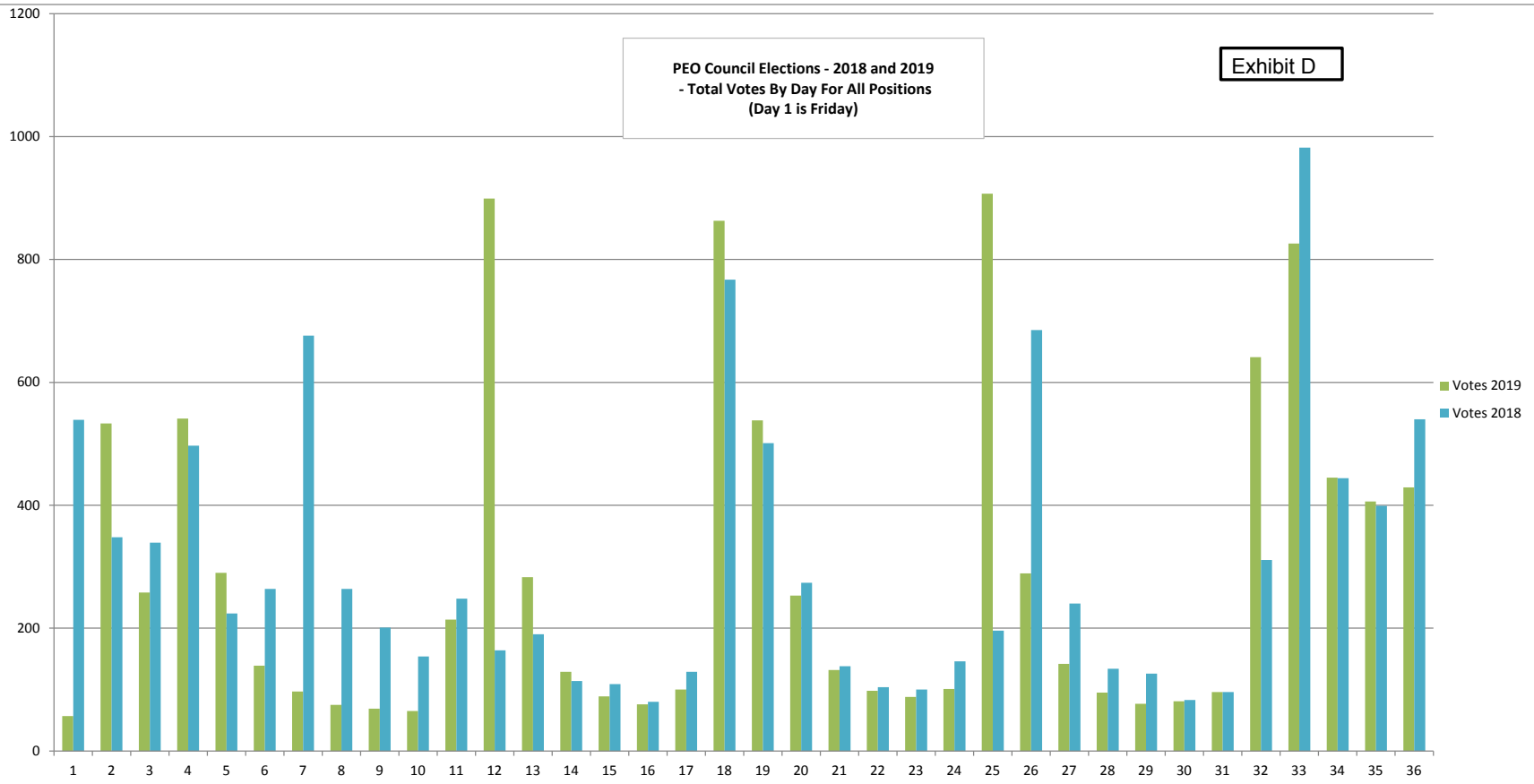
**Scott Murray** Chief Executive Officer

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PEO Council Elections - 2018 and 2019  
- Total Votes By Day For All Positions  
(Day 1 is Friday)

Exhibit D



**Professional Engineers Ontario  
Central Election and Search Committee Meeting  
Tuesday 30 April 2019  
Councillors K Torabi and G Wowchuk in attendance**

**Questions regarding our electronic elections:**

1. What experience in running electronic association *elections* does our contractor have?
2. Has an *independent third party* ever audited the contractor's electronic-elections process for reliability and data security?
3. Who owns the data relating to PEO's electronic elections? Is this ownership specified in the contract?
4. What data are recorded? Are specific data or classes of data proprietary or directly linked to elector privacy?
5. How and when will the data be destroyed? Typically, which data are scheduled to be destroyed, and which data are retained? How long are retained data kept?
6. The overall total of votes each day is tallied and published daily. *During the election period*, did anyone have access to the per-diem votes for *individual candidates*? Which individual or what entity can access these data prior to the close of voting?
7. What is the best explanation for the apparent spikes in voting every Monday and Tuesday during the election period? What *evidence* is there for this explanation? Has this phenomenon ever occurred in previous elections? What procedure is in place to investigate questions like this?
8. Reg 941 specifies that three "returning officers" shall be engaged to observe the processing of ballots, act on rejected ballots, approve the final count, and conduct any necessary investigations. Please advise how they have fulfilled these duties.

**Specific information requested by Councillors Torabi and Wowchuk:**

1. Please provide a table of **the number of votes cast for each candidate each day** during the 2019 election period.
2. We would like a **tally of the number of votes per unique IP address on each day, with time stamps**, of the election period. This information unquestionably is logged in the contractor's server(s). (In order to preserve the secrecy of the vote, obviously, we do *not* want these data to include the candidate(s) voted for.)
3. Please provide a **list of all PEO members who are recorded as having voted**. This routinely was provided to all candidates in elections prior to the all-electronic format. This is an important tool to check whether a member's vote was cast without his/her knowledge or approval.

## Questions for Clear Picture

Exhibit F

6/3/2019 11:42 AM

From **Ralph Martin**

To George Comrie — Bob Dony and 2 others

Hi George,

Please see the responses to your questions to Clear Picture below.

Ralph

=====

-----Original Message-----

Sent: June-03-19 11:40 AM

To: Ralph Martin <[rmartin@peo.on.ca](mailto:rmartin@peo.on.ca)>

From: Scott Murray \_\_\_\_\_

Subject: FW: Questions for Clear Picture

Hi Ralph,

Here are the answers below. Andrew did send them to me last Friday but I was out of the office and did not have a chance to forward them along.

*1) What experience in running electronic association elections does our agent (Clear Picture) have?*

**ClearPicture has been running elections for associations since 2009. We have run 50 or more in that time. As well, the system used is our standard platform for surveys, only the question type and information sets it out as an election. So, running programs on this platform we have two decades of experience and have run hundreds of programs, including large projects with half a million users for the likes of IBM Global.**

*2) What industry standards has our agent adhered to in the design and operation of its election system?*

**There is no standard for how an election system should operate even within engineering associations in Canada, even less so when we include other association types in Canada. Our solution is customized for each client based on their needs and requirements and to ensure we comply with their individual by-laws and historical process.**

3) Has an independent third party ever audited the agent's electronic elections process and system for reliability and security?

**Our platform that runs both surveys and votes has been audited in the past by IBM, Bell and currently SAP**

4) What security measures does our agent's system have in place to detect and prevent unauthorized access to its election system?

**Our platform is secure and is built with security practices in mind, from users and permissions to network setup. For invitees, for something like PEO this means a single use User/Password pair prevents unauthorized access. As well, we log failed login attempts, allowing us to look for unexplained spikes in failed logins or repeated attempts to gain access.**

5) What measures are in place to detect unusual access attempts or voting traffic patterns that might be indicative of an attempted security breach or denial-of-service attack?

**Traffic is logged at the FW level but unless a problem occurs it is not routinely monitored, the same with the log files for attempted logins to the instrument.**

6) Is any analysis made of voter IP-addresses or MAC-addresses with a view to detecting voting anomalies? If PEO were to request such analysis for future elections for the information of its Returning Officers, could that request be accommodated, and if so at what cost?

**No analysis is made. It could be accommodated, cost would need to be determined.**



# Briefing Note – By-Law Change – Decision

## BY-LAW NO. 1 CHANGES – ADDITIONAL 2019 FEE INCREASES

**Purpose:** To approve changes to include in By-Law No.1, additional fees currently collected.

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

**1. That Council approves the policy intent to include in By-Law No. 1 the fees currently collected for:**

- (a) EIT Fee Remission;**
  - (b) Self-inking Seal, replacement;**
  - (c) Licence Certificate Replacement;**
  - (d) Temporary Licence Fee – new Ontario P. Eng. Collaborator;**
  - (e) Academic Course taken in lieu of first technical examination;**
  - (f) Engineering Dimensions print subscription-In-Canada;**
  - (g) Engineering Dimensions print subscription-outside of Canada;**
  - (h) Engineering Dimensions print subscription-student rate;**
- at the May 1, 2019 rates, as listed in Appendix A, using section 8(2) of the Act and effective immediately.**

[Sections 8(1)16. and 8(2) of the Professional Engineers Act, Article 39 of By-Law No. 1]

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

**Moved by:** Lisa MacCumber, P.Eng., Chair, Legislation Committee

### 1. Need for PEO Action

- At the March 2019 Council Meeting, Council approved increasing all fees listed in Section 39 of By-Law No 1 by approximately 20% to the nearest \$5, effective May 1, 2019. Additionally, at that time, two fees that were collected by Professional Engineers Ontario but not listed in By-Law No. 1 at the time were added to the by-law with a 20% increase – the fee for requesting a remarking of an exam and the fee for requesting an examination outside of Canada.
- In preparing to implement the May 1, 2019 Fee increases, staff reviewed and updated all of its existing fees by approximately 20 percent. A comprehensive list of the fees is listed on the PEO website ([http://www.peo.on.ca/index.php/ci\\_id/21891/la\\_id/1.htm](http://www.peo.on.ca/index.php/ci_id/21891/la_id/1.htm)) and a copy is found at Appendix B. In the updating, staff identified another eight fees that PEO currently collects but which were not previously listed in either the Regulation (prior to 2018) or By-Law No. 1. In the interest of transparency, it is recommended that By-Law No. 1 be amended to include those fees at the May 1, 2019 rates.

### 2. Proposed Action / Recommendation

- To comply with section 7(d) of the *Fair Access to Regulated Professions and Compulsory Trades*

Act, 2006<sup>1</sup>, it is recommended that Council include the following eight current fees that are not listed in By-Law No. 1 with an approximately 20% increase (new rate in brackets):

- (a) EIT Fee Remission (\$25)
- (b) Self-inking Seal, replacement (\$70)
- (c) Licence Certificate Replacement (\$60)
- (d) Temporary Licence Fee – new Ontario P. Eng. Collaborator (\$120)
- (e) Academic Course taken in lieu of first technical examination (\$500)
- (f) Engineering Dimensions print subscription-In-Canada (\$30)
- (g) Engineering Dimensions print subscription-outside of Canada (\$40)
- (h) Engineering Dimensions print subscription-student rate (\$15)

- As Council also expressed at its February 8, 2019 meeting, once these by-law changes are passed by Council, they are effective immediately, without member confirmation required.

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

- Staff will request a lawyer to draft the by-law changes to be presented to Council at the next meeting. At that meeting, Council will be asked to pass the by-law changes as presented [as per section 8(2) of the Act] or to specify how the by-law is to be confirmed by a vote of the members [as per section 8(3) of the Act].

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

- This initiative will provide the financial capacity to fulfill the 2018-2020 Strategic Plan “Protecting the Public Interest” Focus Area: “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.”

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

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	Fees are already being collected
2 <sup>nd</sup>	\$0	\$0	
3 <sup>rd</sup>	\$0	\$0	
4 <sup>th</sup>	\$0	\$0	
5 <sup>th</sup>	\$0	\$0	

### 6. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"> <li>• Previous history on this proposal can be found in the March 21, 2019 Council meeting briefing note C-525-2.4</li> <li>• At the February 8, 2019 Council meeting, Council passed the following motions:               <ol style="list-style-type: none"> <li><b>1. That Council repeals section 59 of By-Law No. 1; this amendment is effective immediately when passed without confirmation by the members.</b></li> </ol> </li> </ul>
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<sup>1</sup>“7 A regulated profession shall provide information to individuals applying or intending to apply for registration by the regulated profession and, without limiting the generality of the foregoing, it shall provide.... (d) a fee scale related to registrations. 2006, c. 31, s. 7.”

	<p><b>2. That Council approves the policy intent to equally increase all PEO fees in By-Law No. 1 to catch up with inflation since 2004 that were not increased by Council at its November 16, 2018 meeting, as listed in Appendix B, using section 8(2) of the Act and effective immediately;</b></p> <ul style="list-style-type: none"> <li>• At the March 21, 2019 Council meeting, Council passed the following motions: <ol style="list-style-type: none"> <li><b>1. That Council includes in By-Law No. 1 fees currently collected for requesting remarking of examinations and for examinations held outside of Canada.</b></li> <li><b>2. That article 39 of By-Law No. 1 be repealed and replaced with Appendix A. It is understood that, under the wording of article 39(1), the fees in place as of March 21, 2019 will continue to be payable until May 1, 2019.</b></li> </ol> </li> </ul>
<b>Council Identified Review</b>	<ul style="list-style-type: none"> <li>• Council has not directed any review.</li> </ul>
<b>Actual Motion Review</b>	<ul style="list-style-type: none"> <li>• The motion, along with this briefing note, was reviewed and approved by the Legislation Committee at its May 24, 2019 meeting.</li> </ul>

## 7. Appendices

- Appendix A – Additional Fee Changes
- Appendix B – May 1, 2019 Fee Schedule

**APPENDIX A – ADDITIONAL CURRENT FEES TO BE ADDED TO BY-LAW No. 1**

<b>Fee</b>	<b>April 30, 2019 rate</b>	<b>May 1, 2019 rate</b>	<b>HST (13%)</b>	<b>Total</b>
EIT Fee Remission <i>Note: this was authorized by Council motion in C-455(April 16, 2009) and has been in operation since then, but is not authorized in Regulation 941. Retirement would be excluded as a qualifying criteria from the EIT fee remission.</i>	\$18.75	\$25	\$3.25	\$28.25
Self-inking Seal, replacement	\$55	\$70	\$9.10	\$79.10
Licence Certificate Replacement	\$50	\$60	\$7.80	\$67.80
Temporary Licence Fee - new Ontario P. Eng. Collaborator <i>When a temporary licence holder replaces their Ontario P.Eng. collaborator</i>	\$100	\$120	\$15.60	\$135.60
Academic Course taken in lieu of first technical examination	\$415	\$500	exempt	\$500
Engineering Dimensions print annual subscription-In Canada	\$25	\$30	\$3.90	\$33.90
Engineering Dimensions print annual subscription-outside of Canada	\$30	\$40	exempt	\$40.00
Engineering Dimensions print annual subscription-student rate	\$10	\$15	\$1.95	\$16.95

## PEO Fees (May 1, 2019)

Fee Type	Fee	HST(13%)	Total
<b>Application Fee</b> <i>Fee required for application for registration as a P.Eng.</i>	\$360.00	\$46.80	\$406.80
<b>Registration Fee</b> <i>Fee required when applicant is approved as a P.Eng.</i>	\$300.00	\$39.00	\$339.00
<b>Engineering Intern (EIT)</b> <i>Annual Fee required to be recorded as an Engineering Intern during the period an applicant is accumulating the required work experience</i>	\$90.00	\$11.70	\$101.70
<i>Fee Remission (reduced fee for educational or family leave, unemployed, or ill health)</i>	\$25.00	\$3.25	\$28.25
<b>P.Eng. Licence</b> <i>Annual fee for holders of a professional engineer licence (Q &amp; A Fee increase)</i>	\$265.00	\$34.45	\$299.45
<b>Certificate Replacement</b>	\$60.00	\$7.80	\$67.80
<b>Fee Remission</b> ( <i>reduced fee for educational or family leave, unemployed, ill health or retired</i> )	\$70.00	\$9.10	\$79.10
<b>Reinstatement</b>			
Reinstatement Fee – Licence (“member”) following resignation	\$280.00	\$36.40	\$316.40
Reinstatement Fee – Licence - non-payment of fees - within 90 days	\$60.00	\$7.80	\$67.80
Reinstatement Fee – Licence - non-payment of fees (91 days – 2 years)	\$280.00	\$36.40	\$316.40
Reinstatement Fee – Licence - non-payment of fees- after 2 years	\$555.00	\$72.15	\$627.15
Reinstatement Fee – Licence – during Fee Remission, less than 2 years	\$60.00	\$7.80	\$67.80
Reinstatement Fee - Licence – during Fee Remission, more than 2 years	\$555.00	\$72.15	\$627.15
Administrative fee to return to full fee after fee remission	\$60.00	\$7.80	\$67.80
<b>Temporary Licence</b> <i>Fee required for non-Ontario licensed engineers to practise in Ontario on engineering projects. New application required if project is longer than one year.</i>	\$780.00	\$101.40	\$881.40
<b>Fee for new Ontario P.Eng. Collaborator for Temporary Licence</b>	\$120.00	\$15.60	\$135.60
<b>Provisional Licence</b> <i>Available to applicants who have completed all requirements for licensing except 12 months of Canadian experience</i>			
<b>Application for Registration</b>	\$300.00	\$39.00	\$339.00
<b>Limited Licence</b> <i>Licence granted to individuals with required engineering experience but insufficient qualification for registration as a P.Eng.</i>			
<b>Application</b>	\$360.00	\$46.80	\$406.80
<b>Annual Fee</b>	\$265.00	\$34.45	\$299.45
<b>Registration</b>	\$300.00	\$39.00	\$339.00
<b>Fee Remission</b> ( <i>reduced fee for educational or family leave, unemployed, ill health or retired</i> )	\$70.00	\$9.10	\$79.10
Administrative fee to return to full fee after fee remission	\$60.00	\$7.80	\$67.80
<b>Reinstatement</b>			
Reinstatement Fee – Limited Licence - non-payment of fees - within 90 days	\$60.00	\$7.80	\$67.80
Reinstatement Fee – Limited Licence - non-payment of fees (91 days – 2 years)	\$280.00	\$36.40	\$316.40
Reinstatement Fee – Limited Licence - non-payment of fees- after 2 years	\$555.00	\$72.15	\$627.15
Reinstatement Fee – Limited Licence – during Fee Remission, less than 2 years	\$60.00	\$7.80	\$67.80
Reinstatement Fee - Limited Licence – during Fee Remission, more than 2 years	\$555.00	\$72.15	\$627.15
<b>Certificate of Authorization</b>			
<i>Authorizes an individual or company to offer or provide engineering services to the public</i>			
<b>Application</b>	\$400.00	\$52.00	\$452.00
<b>Annual Fee</b>	\$400.00	\$52.00	\$452.00

Certificate Replacement	\$60.00	\$7.80	\$67.80
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<b>Consulting Engineer Designation</b>			
<i>Designation available to qualified engineers in independent practice</i>			
<b>New Application</b>	\$265.00	\$34.45	\$299.45
<b>Examination</b> (if required)	\$200.00	Exempt	\$200.00
<b>Designation Fee (every 5 years)</b>	\$265.00	\$34.45	\$299.45
<b>Application for Redesignation (every 5 years)</b>	\$265.00	\$34.45	\$299.45
<b>Consulting Engineer Designation</b>			
<i>Available to companies offering engineering services</i>			
<b>Application to use "Consulting Engineers" title</b>	\$55.00	\$7.15	\$62.15
<b>Replacement seals</b>			
<b>Rubber Seal</b>	\$30.00	\$3.90	\$33.90
<b>Self-inking Seal</b>	\$70.00	\$9.10	\$79.10
<b>Metal Seal</b>	\$85.00	\$11.05	\$96.05
<b>Examinations</b>			
<b>Professional Practice Exam</b>			
<i>Examination on ethics, professional practice, law and liability written by all applicants before registration as a P.Eng. is approved. Applicants who have been registered/licensed with another Canadian province may be exempt.</i>	\$200.00	Exempt	\$200.00
<b>Technical Examinations</b>			
<i>Examinations required to be written by applicants who do not hold a bachelor's degree in engineering from an accredited Canadian university program</i>			
<b>First examination fee</b>	\$700.00	Exempt	\$700.00
<b>Academic course taken in lieu of first technical examination</b>	\$500.00	Exempt	\$500.00
<b>Writing an examination outside of Canada</b>	\$180.00	Exempt	\$180.00
<b>Additional examination</b>	\$200.00	Exempt	\$200.00
<b>Request for re-marking an examination</b>	\$330.00	Exempt	\$330.00
<b>Submission of Thesis</b>	\$360.00	Exempt	\$360.00
<b>Publications</b>			
<b>Engineering Dimensions (New subscription - 6 issues per year)</b>			
<b>Print version - in Canada</b>	\$30.00	\$3.90	\$33.90
<b>Print version - outside of Canada</b>	\$40.00	Exempt	\$40.00
<b>Print version - Students</b>	\$15.00	\$1.95	\$16.95

Rev 5 - May 1, 2019

## INDIGENOUS LAND ACKNOWLEDGEMENT AT PEO ACTIVITIES

**Purpose:** To complete the necessary policy development to create a PEO Policy on how to acknowledge Indigenous territorial land at PEO meetings and events.

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

1. That Council directs the Registrar to complete policy development and draft a policy for Council's decision, by November 2019, on how to acknowledge Indigenous territorial land at PEO Council, chapter, committee and staff meetings and events.

[By-Law No. 1, article 14: "The order of business at meetings of the Council shall be as such as the Council may establish from time to time".]

**Prepared by:** Rochelle Pereira-Alvares, Policy Research Analyst and Marisa Sterling, President-Elect

**Moved by:** Marisa Sterling, President-Elect

### 1. Need for PEO Action

- At the 525<sup>th</sup> Council Meeting plenary held on March 21, 2019, all Councillors present agreed by a show of hands to pursue the White Paper on the need for a PEO policy on Indigenous land acknowledgement, submitted by President-Elect Hill, Elected Vice President Sterling and Northern Regional Councillor Subramanian (see Appendix A). The next steps in the process for Council submitted White Papers is to seek Council's approval to complete the policy development and draft a policy for decision by Council if it is to be adopted.
- There are indigenous people who are PEO volunteers and licence holders, who are external stakeholders to the practice of professional engineering and may be staff and applicants to PEO. A policy on land acknowledgement could be consistent with PEO's core values of accountability and respect that are intended to inform behaviours by licence holders, volunteer leaders, applicants and staff of fairness and accepting responsibility.
- It may be in the public interest to acknowledge Indigenous land as PEO regulates many disciplines of the practice of professional engineering that interact with the land, the environment and indigenous communities.
- Land acknowledgements were one of the recommendations of the Truth and Reconciliation Commission of Canada's 2015 Report as a step towards reconciliation with indigenous people. They are made as a way for non-Indigenous settlers to honour and recognize the history of the land, and the pre-existence of Indigenous people in North America prior to the arrival of Europeans.
- Engineers Canada signed a Statement of Partnership with the Assembly of First Nations in July 2010 to raise awareness about engineering programs and education among Indigenous



youth (see Appendix C). Making a land acknowledgement at PEO meetings and events may be a compendium to such initiatives.

## 2. Proposed Action / Recommendation

For land acknowledgements to be meaningful, it is recommended that they be made within a larger context of genuine intent and action that challenges the impact of colonialism’s legacy on Indigenous people, traditions and culture. It is also recommended that they be drafted in consultation with Indigenous communities and elders. For these reasons,

- Staff will complete the following components of policy development;
  - determine how such an initiative will fit into PEO’s broader policy of equity, inclusion, education, communication and consideration of Indigenous issues
  - consult with PEO’s Equity & Diversity Committee, relevant Indigenous elders, groups, and/or communities, other professional regulators (to find out how they drafted land acknowledgement statements, and circumstances under which they are made), Ontario Minister of the Attorney General and Ontario Minister of Indigenous Affairs
  - ascertain on which Indigenous group/s’ territorial land PEO’s activities occur
- It is expected that more PEO applicants over time will identify as Indigenous as some higher education institutions offer Aboriginal Access to Engineering programs to encourage Indigenous students’ recruitment from high school into engineering programs.

## 3. Next Steps (if motion approved)

- When policy development is completed, staff will bring a recommendation to Council in November for a decision on how land acknowledgements can be made at PEO activities such as Chapter, Committee, Council and Staff meetings and events.

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

- As per the White Paper submitted to Council, the inclusion of a land acknowledgement statement relates to Objective 3-Enhance PEO’s public image and Objective 9-Enhance Corporate Culture of the 2018-2020 Strategic Plan.

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

	Operating	Capital	Explanation
Current to Year End	\$0	\$0	No anticipated incremental staff costs to develop draft policy. There may be costs to consult with indigenous elders.
2 <sup>nd</sup>	\$	\$	
3 <sup>rd</sup>	\$	\$	
4 <sup>th</sup>	\$	\$	
5 <sup>th</sup>	\$	\$	

## 6. Peer Review & Process Followed

<b>Process Followed</b>	<b>Outline the Policy Development Process followed.</b> <ul style="list-style-type: none"><li>• Staff in the Policy Development Unit completed an environmental scan of land acknowledgement initiatives and found at least 2 Canadian engineering regulators and at least 6 Ontario regulators make land acknowledgements at the start of their council meetings.</li><li>• Staff also completed internet research describing the history of land acknowledgements, their use and relevance to Indigenous cultures. (see Appendix B).</li></ul>
<b>Council Identified Review</b>	<b>Identify who is to be consulted; how they will be consulted and what kind of response is expected.</b> <ul style="list-style-type: none"><li>• The Policy Development Unit shared the Land Acknowledgement environmental scan with President Hill, President-Elect Sterling and Northern Regional Councillor Subramanian for review.</li></ul>
<b>Actual Motion Review</b>	<b>Detail peer review and relevant stakeholder review undertaken</b> <ul style="list-style-type: none"><li>• The motion was reviewed by the Senior Management Team, President Hill and President-Elect Sterling.</li></ul>

## 7. Appendices

- Appendix A – White Paper on Land Acknowledgement, March 21, 2019
- Appendix B – Environmental Scan of Land Acknowledgement Initiatives
- Appendix C – Statement of Partnership between Engineers Canada and the Assembly of First Nations, 2010

## THE NEED FOR A POLICY ON LAND ACKNOWLEDGEMENT

**Purpose:** That PEO has a Policy on Land Acknowledgement that will define how and when we should start a meeting with a Land Acknowledgement.

**No motion required**

**Prepared by:** President-Elect Hill

Submitted by Nancy Hill, Marisa Sterling and Ramesh Subramanian.

There is a need for an overarching PEO policy on land acknowledgement for all of PEO activities. This would include all Chapter, Committee and Head Office events where appropriate. It is our observation that many public event start with a land acknowledgement. We believe that this is something that is recommended in the Truth and Reconciliation Report and in our opinion this is something that as a Provincial Regulator we should support and acknowledge.

It is something that at least some Chapters are currently doing in their public events. It is also something that was done at the 2018 OPEA.

We need to define when this should be done; how we determine the appropriate acknowledgement and how to execute on the land acknowledgements.

This relates to Objective 3 – Enhance PEO’s public image and Objective 9 – Enhance corporate culture in the 2018-2022 Strategic Plan.

We believe that this is something that as an organization we should support.

## Environmental Scan of Land Acknowledgement Initiatives

- Land acknowledgements are an important cultural protocol for Indigenous people
- Indigenous peoples have been making land acknowledgements for generations to demonstrate respect to the land and their ancestors
- Following the Truth and Reconciliation Commission of Canada (TRCC) in 2015, and in some instances earlier, universities, cultural organizations, school boards, government, politicians and sports teams began making land acknowledgements as a way for non-Indigenous settlers to honour and recognize the history of the land, and the pre-existence of Indigenous people in North America prior to the arrival of Europeans
- Some organizations have worked with Indigenous elders and community members to draft acknowledgements that are recited at the start of the school day, meetings, events and games
- For example, York University uses the following statement:

“We [I] would like to begin by acknowledging that the land on which we gather is the traditional territory of the Wendat, the Anishnaabeg, Haudenosaunee, Métis, and the Mississaugas of the New Credit First Nation.”
- Land acknowledgements made by non-Indigenous people and institutions may be viewed as a first step towards reconciliation
- Some higher education institutions offer Aboriginal Access to Engineering programs to encourage Indigenous students’ recruitment from high school into engineering programs.
- Engineers Canada signed a Statement of Partnership with the Assembly of First Nations in July 2010 to raise awareness about engineering programs and education among Indigenous youth
- Based on an environmental scan, the following regulators make land acknowledgements at the start of council meetings
  - Law Society of Ontario
  - College of Early Childhood Educators
  - Ontario Association of Architects
  - College of Physicians and Surgeons of Ontario
  - College of Occupational Therapists of Ontario
  - Royal College of Dental Surgeons of Ontario
  - APEGM
  - EGBC (no evidence of land acknowledgement in council minutes but council is considering creating a task force to address five recommendations from the TRCC report)

- Despite the positive intentions associated with land acknowledgements, some Indigenous and non-Indigenous individuals do not support the practice as it has evolved (see chart below)

<b>Indigenous Proponents</b>	<b>Non-Indigenous Perspectives Proponents</b>
<ul style="list-style-type: none"> <li>➤ Educational: have the potential to change the way people view the land, its history, Indigenous people and the colonial context</li> <li>➤ Raise awareness: reminds non-Indigenous people that they're on Indigenous land</li> <li>➤ Demands that non-Indigenous people recognize Indigenous autonomy, self-determination and jurisdiction</li> <li>➤ It can keep awareness alive about the pre-existing burden on Canadian sovereignty (Ovid Mercredi)</li> </ul>	<ul style="list-style-type: none"> <li>➤ A way to respect and acknowledge Indigenous people who were here before settlers (MP Carolyn Bennett)</li> <li>➤ Serve as a first step towards reconciliation</li> <li>➤ Attempt to shift the conversation and address Canada's history pre-colonialism (<i>The Varsity</i>, ed)</li> <li>➤ Have the potential to transform discourse, language and culture to influence young listeners to support reconciliation (ibid)</li> </ul>
<b>Indigenous Opposition</b>	<b>Non-Indigenous Opposition</b>
<ul style="list-style-type: none"> <li>➤ They have become symbolic and meaningless; a way to appease Indigenous people without taking action (Lynn Gehl)</li> <li>➤ They are superficial and fetishize "actual tangible, concrete treaties" (Hayden King)</li> <li>➤ People reciting the acknowledgements may feel they are excused from learning more about Indigenous history and experiences</li> <li>➤ Acknowledgements are mere platitudes; government should address the terrible conditions on reserves (Frances Widdowson, Mount Royal University)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Words without meaning are token gestures; action is needed to achieve true reconciliation</li> <li>➤ Merely an act of political correctness (Joe DiPaola, Councillor, City of Richmond Hill)</li> <li>➤ Creates confusion; complicated to track and acknowledge true land owners over the course of history due to treaties, sales, wars etc. (Peter Shaw Taylor, journalist)</li> </ul>



## STATEMENT OF PARTNERSHIP

BETWEEN THE

ASSEMBLY OF FIRST NATIONS

AND



THE CANADIAN COUNCIL OF PROFESSIONAL ENGINEERS (DOING BUSINESS AS ENGINEERS CANADA)

### RECITALS:

- I. The Assembly of First Nations (AFN) is the national representative organization of the First Nations in Canada. There are over 630 First Nation communities in Canada. The AFN Secretariat is designed to present the views of the various First Nations through their leaders in areas such as: Aboriginal and Treaty Rights, Economic Development, Education, Languages and Literacy, Health, Housing, Social Development, Justice, Taxation, Land Claims, Environment, and a whole array of issues that are of common concern to Canada and which arise from time to time.
- II. Engineers Canada (the business name of the Canadian Council of Professional Engineers) is the national organization of the 12 provincial and territorial associations and ordre that regulate the practice of engineering in Canada and license the country's more than 234,000 professional engineers.
- III. Engineers Canada accredits Canadian undergraduate engineering programs that meet the profession's high education standards, as well as assesses the equivalency of the accreditation systems used in other nations relative to the Canadian system, and monitors the accreditation systems employed by the engineering bodies, which have entered into mutual recognitions agreements with Engineers Canada.
- IV. Engineers Canada believes that, as professional engineers, First Nation's youth will enrich the quality of engineering and geosciences services and provide fresh perspectives on the resolution of engineering problems.
- V. The AFN wants First Nations' youth to have access to post-secondary education, particularly in sector that leads to jobs for which there is now and will be a demand in the future.
- VI. The AFN has reason to believe that the engineering profession is one such sector.
- VII. The AFN has the capacity and expertise to share career awareness information with First Nations People across Canada.
- VIII. The purpose of this document is to state the intentions of the parties with respect to their voluntary collaboration in setting up an environment that will foster the awareness among First Nation's people of career and educational opportunities in the Canadian engineering sector.

To achieve this objective;

- I. Engineers Canada in collaboration with the AFN will develop material and explore initiatives to increase the awareness among young people of indigenous origin of career possibilities in the engineering sector and available training programs existing today or that could be set up in the future.

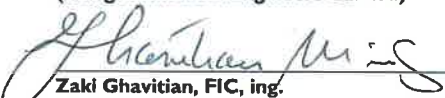
2. The AFN will distribute this material to the young First Nations population.
3. Together, Engineers Canada and the AFN will explore and pursue collaborations with other agencies to enhance the opportunities for First Nations young people to pursue the education necessary for entry to the engineering profession.
4. Together, Engineers Canada and the AFN will explore options to increase First Nations involvement in existing undergraduate engineering programs.
5. Engineers Canada and the AFN will establish a committee to oversee the work to be carried out under this agreement and assess its effectiveness.
6. The committee will be co-chaired by one representative of the AFN and one representative from Engineers Canada.
7. The committee will be governed by a terms of reference developed by the committee and ratified by the designated representatives of AFN and the Board of Directors of Engineers Canada.
8. The committee will meet at least twice each year.
9. The committee will review the status of the agreement and produce a report to the AFN and the Board of Directors of Engineers Canada on its activities and the results of the agreement annually.
10. This agreement remains in force until modified or terminated. It may be reviewed as needed and may be terminated by the AFN or Engineers Canada by giving not less than three months notice.
11. The parties acknowledge that this agreement does not create any enforceable legal or equitable rights or any obligations, but merely serves to document the parameters that have been set and the areas in which discussions have been held in which understandings in principle have been reached.

Signed in the city of Winnipeg, Manitoba on the 22<sup>nd</sup> day of July, 2010.

Assembly of First Nations

  
Shawn A-in-chut Atleo, National Chief

Canadian Council of Professional Engineers  
(doing business as Engineers Canada)

  
Zaki Ghavitian, FIC, ing.  
President

## PEO VOLUNTEER CODE OF CONDUCT

**Purpose:** To introduce the PEO Volunteer Code of Conduct to all PEO Volunteers.

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

1. Council directs the Regional Councillors Committee (RCC) to introduce the PEO Volunteer Code of Conduct to all PEO volunteers as presented to the meeting at C-528-2.8, Appendix B.

**Prepared by:** Adeilton Ribeiro, P.Eng. - (Acting) Manager, Chapters

**Moved by:** Serge Robert, P.Eng. - Senior Northern Regional Councillor

### 1. Need for PEO Action

*Based on the following Council motion from the 517th Council Meeting, Open Session of March 23<sup>rd</sup>, 2018:*

That Council directs the RCC to develop a process to ensure the safety and security of volunteers and participants who engage with PEO's various outreach activities. **CARRIED.**

RCC discussed several potential approaches to respond to the motion and decided to reach out to the experts at the PEO's People Development department for assistance in the matter. To keep in line with the Council's directive, People Development addressed the necessity of developing and implementing a PEO Volunteer Code of Conduct to all PEO's volunteers as a starting point.

The Regional Councilors Committee (RCC) agreed with the recommendation and tasked the Chapter Office to develop the document herein attached.

Most organizations have a code of conduct, the purpose of which is to establish ground-rules of good professional behavior, promote a uniform understanding of acceptable and unacceptable conduct and ensure orderly operation of business.

A written statement of values, beliefs and guidelines creates a level playing field, making everyone aware of the information. The code stresses that PEO volunteers have a responsibility to be ambassadors of PEO. The code can be used to emphasize the importance of volunteer policies and the commitment a volunteer makes to the organization. It can also be a tool in the evaluation of a breach of policy, reminding the volunteer of his or her commitment.

### 2. Proposed Action / Recommendation

That Council directs the Regional Councillors Committee (RCC) to introduce the PEO Volunteer Code of Conduct to all PEO volunteers.

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

If the motion is approved, the Regional Councillors Committee (RCC) will implement the PEO Code of Conduct in tandem with other PEO departments. There are two avenues to be explored in order to implement the PEO Code of Conduct to all volunteers:

*A. Automated Implementation:*

PEO could include the acknowledgement of the PEO Code of Conduct via member portal to all volunteers which have an account. This could be done by automatically prompting volunteers every time they log in to their member portal or by attaching the document to their renewal process - in this case the volunteer would have to sign the document in order to proceed with the renewal of their licence.

All other volunteers that don't have an account would be tracked via PEO volunteer database with the help of the Volunteer Management department and approached through their respective Committee or Chapter supervisor to sign off on the document.

*B. Staged implementation:*

This method of implementation would take place in stages. The first stage would target Chapters volunteers via Regional Congresses and Chapters Executive Board Meetings. Delegates would be informed of the PEO Code of Conduct and given a deadline to sign off on the document. Volunteers would be tracked via PEO volunteer database and approached through their respective Chapter Chair to sign off on the document.

The next stage would be via Regional Councilors Committee members. Each member would reach out to their respective Committee which they are part of and distribute the document. Volunteers would be tracked via PEO volunteer database with the help of the Volunteer Management department and approached through their respective Committee Chair to sign off the document.

The implementation methods above refer to all volunteers that are already acting as volunteers. For future volunteers the PEO Code of Conduct would be part of the onboarding process.

**4. Peer Review & Process Followed**

<b>Process Followed</b>	<ul style="list-style-type: none"><li>• In March 2018, Council directed RCC to develop a process to ensure the safety and security of volunteers and participants who engage with PEO's various outreach activities;</li><li>• In consultation with PEO's People Development department, in April 2019, RCC was advised to develop and implement a Code of Conduct to all PEO volunteers;</li><li>• The document was drafted and sent to Councilor Thurnbull (RCC past Chair) for review on April 28<sup>th</sup>, 2019 and then sent to People Development for their first review on May 10<sup>th</sup>, 2019;</li><li>• The Chapter Office received feedback from People Development on May 22<sup>nd</sup>, 2019 and applied the recommendations. The second draft was then Reviewed by Councilor Thurnbull and sent back to People Development on May 30<sup>th</sup>, 2019;</li><li>• The Chapter Office received feedback from People Development on June 3<sup>rd</sup>, 2019 and applied the recommendations;</li></ul>
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	<ul style="list-style-type: none"><li>• On June 4<sup>th</sup>, 2019, the document was sent back to People Development and requested to be peer reviewed by the Advisory Committee on Volunteers (ACV);</li><li>• The ACV reviewed the Code of Conduct document at its June 6th meeting and stated that the committee had no concerns;</li><li>• The Chapter Office had the Communications department review the document on June 12<sup>th</sup>, 2019;</li><li>• The PEO Communications department reviewed the document and the Chapter office applied the recommendations. The fourth draft is attached herein.</li></ul>
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**5. Appendices**

- Appendix A – PEO Volunteer Code of Conduct.
- Appendix B – C-455-3.2 Briefing Note - Decision.

**PROFESSIONAL ENGINEERS ONTARIO  
VOLUNTEER CODE OF CONDUCT**

**Approved by Council – XXXX XX, 2019**

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## **Introduction**

Volunteers are instrumental to the operation of the Association of Professional Engineers of Ontario (“PEO”) and its governance activities. PEO licence holders and volunteers bring a diversity of skills and experience, and PEO recognizes the importance of making effective use of their knowledge and time.

Through their activities, volunteers benefit from personal development, recognition for services to the profession and the public, and the personal satisfaction of giving back to the profession. In return, volunteers are expected to conduct themselves according to PEO’s core values: accountability, respect, integrity, professionalism and teamwork.

## **Purpose**

The purpose of this Code of Conduct is to inform volunteers on PEO’s required standards of conduct. Volunteers are expected to act honestly, conscientiously, reasonably and in good faith at all times when carrying out their duties and in their relationships or interactions with other people.

Volunteers understand that their time and expertise are utilized within the framework of policies, procedures and objectives established and/or approved by PEO Council. The success of PEO’s volunteer program is based on a willingness of staff and members to share knowledge and work together toward common goals.

## **Scope**

The following describes PEO’s Code of Conduct, which governs the regulator’s principles of ethical and legal business conduct. PEO Council may amend the code from time to time.

PEO is committed to having its operations and business conducted in an ethical and legal manner. Volunteers are expected to be familiar with, and to adhere to, this code as a condition of their involvement in PEO activities.

Volunteers shall conduct PEO business with honesty, integrity and fairness, and in accordance with applicable law. The Code of Conduct is intended to provide the terms and spirit upon which acceptable and unacceptable conduct is determined and possibly addressed.

At all times, volunteers are expected to:

- Carry out duties and responsibilities in a safe, efficient and competent way;
- Comply with lawful and/or reasonable direction, instructions and policies;
- Observe safety procedures including:
  - Keeping yourself and others safe at all times;
  - Notifying PEO about hazards or potential hazards in the working environment;
  - Notifying PEO about any accident, incident or property damage;
- Be present at the agreed times and communicate to respective stakeholders if you are not able to volunteer; and

## PEO - VOLUNTEER CODE OF CONDUCT

- Maintain a good standard of dress.

At all times, volunteers will not:

- Engage in a criminal activity;
- Falsify or change any documents or records;
- Engage in any activity that may cause or does cause physical or mental harm of another person (such as verbal abuse, physical abuse, assault, sexual or racial harassment and bullying);
- Be affected by alcohol, drugs or non-prescription drugs while volunteering;
- Create any liability for PEO without prior authorization;
- Act in a way that may bring PEO into disrepute (including use of email, social media and other internet sites, engaging with media etc);
- Provide a false or misleading statement, declaration or claim;
- Engage in any activity that may damage PEO's property; and
- Have unauthorized possession of property belonging to anyone else.

### **Conflicts of Interest**

Volunteers should avoid situations that may lead to conflicts of interest by:

- Consulting with your manager/supervisor before undertaking other roles in organizations whose goals, purposes or activities conflict with PEO;
- Advising your manager/supervisor/chair immediately if a conflict of interest exists, occurs or could possibly occur.

### **Respectful Workplace**

PEO believes that all volunteers deserve to be treated, and treat each other, with dignity and respect, and is committed to providing a safe work environment free of conflict and/or violence. Each volunteer has the right to work in a professional environment that enhances equal opportunity and prohibits discriminatory practices and harassment.

Examples of harassment can take many forms, but generally involve conduct, action, comment, or display that is insulting, intimidating, humiliating, derogatory, malicious, or otherwise objectionable to another participant or group of participants. Such improper conduct may include, but is not limited to:

- Written or verbal abuse or threats;
- Disparaging remarks against someone's race or ethnicity;
- Unwelcome remarks, jokes, innuendo, or taunting about a participant's body, attire, age, marital status, ethnic or racial origin, religion, or any other prohibited ground;
- Display of sexual, racial, ethnic or religious offensive material;

## PEO - VOLUNTEER CODE OF CONDUCT

- Unwelcome sexual remarks, gestures, repeated invitations, requests or insults, whether indirect or explicit;
- Leering or other obscene or offensive gestures;
- Unwelcome physical conduct such as touching, kissing, petting or pinching; and
- Sexual assault and physical assault.

In addition to the above, harassment includes any form of retaliation or reprisal against a volunteer for having made a complaint, participated or cooperated in an investigation into a complaint, or associated with the volunteer who properly made a complaint.

Harassment may be intentional or unintentional. Unintentional behavior may still constitute harassment but may attract different discipline than if the behaviour was intentionally meant to harass. It is not an acceptable defense to say that an offending action, conduct, or comment was not intended.

PEO prohibits discriminatory practices and harassment on prohibited grounds in the workplace as per definition of the Ontario Human Rights Code.

All PEO staff and volunteers must adhere to PEO's Anti-Workplace Violence and Harassment Policy. Please refer to the *4.2 Anti-Workplace Violence and Harassment Policy* for additional information on expectations, process and confidentiality.

### **Application of Code of Conduct**

This Code of Conduct applies to and is binding upon all PEO volunteers during their participation in, and activities with the regulator.

This Code of Conduct applies specifically to:

- 1- Councillors – Current elected and appointed officials of PEO Council; and
- 2- Volunteers - All individuals acting on behalf of or in the interests of PEO, without remuneration from the regulator; and includes, chapters, committees and task force members.

### **Consequences for Breach of the Code of Conduct**

Breaches of the Code of Conduct are considered to be very serious and may involve severe disciplinary action following appropriate investigations. This may also lead to withdrawal of volunteering services, where alleged reported inappropriate conduct towards staff, volunteers and/or other stakeholders is confirmed.

### **Responsibilities of PEO**

PEO is responsible in exercising its best efforts to:

- (a) Make all PEO volunteers aware of the Code of Conduct and expectations for volunteer conduct;
- (b) Foster a volunteer environment that is healthy, productive and supportive;

PEO - VOLUNTEER CODE OF CONDUCT

(c) Provide a safe volunteering environment by:

- Providing PEO volunteers with safe work procedures;
- Ensuring safety in the physical environment;
- Imposing appropriate disciplinary measures when a complaint of harassment is found to have been substantiated, regardless of the seniority of the offender.

(d) Make all volunteers of PEO aware of the need to provide a workplace free from harassment and of the existence of procedures available

**Declaration**

I have read and understand the information in this document, and I agree to follow the Code of Conduct during my time as a PEO volunteer.

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Volunteer's Name (print)

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Volunteer's Signature

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Date

**10625  
COUNCILLOR /  
VOLUNTEER CODE OF  
CONDUCT**

The Chair stated that Council was being asked to provide operational guidance on a Councillor/volunteer code of conduct. He advised that the Executive Committee, at its December 2008 meeting, considered this matter and concluded that no further development be undertaken and that no Councillor/volunteer code of conduct be developed as the currently established mechanisms for dealing with issues of volunteer conduct are sufficient.

Moved by Past President Bilanski, seconded by Vice President Freeman:

**That, in light of the mechanisms already in place to deal with issues of volunteer conduct, no further development be undertaken and that no Councillor/volunteer code of conduct be developed.**

**CARRIED**

**10626  
POSITION STATEMENT –  
PRACTICE OF  
PROFESSIONAL  
ENGINEERING AND THE  
ONTARIO BUILDING  
CODE**

The Chair stated that Council was being asked to approve for consultation a draft PEO Position Statement to clarify the practice of professional engineering related to the Building Code.

Mr. Allen advised that the Statement had been amended from the one presented at the November 2008 Council meeting to provide greater clarity on when a seal is required to ensure consistency with the Regulations under the *Professional Engineers Act*. The amended Position Statement indicates that a seal is required for all submissions by PEO licence holders to building officials for the purpose of obtaining building permits. The amendment also clarifies that, notwithstanding that the *Professional Engineers Act* provides some exceptions from the requirements to be licensed and/or hold a certificate to practise professional engineering, PEO licence and certificate holders are not exempt from their obligations under the *Act* and the Regulations thereunder.

Mr. Allen explained that, should Council approve the draft Position Statement as presented, stakeholder consultations would be conducted and, where applicable, comments would be incorporated. A revised Statement, with stakeholder comments, would be presented to Council for consideration at its September 2009 meeting. The final Statement would be published on PEO's website, promulgated to relevant stakeholders and included in PEO information kits, as appropriate.  
Moved by Councillor King, seconded by Vice President Vieth:



## Agenda Item 3.2: COUNCILLOR / VOLUNTEER CODE OF CONDUCT

**Purpose:** To seek operational guidance on a Councillor/volunteer code of conduct.

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

*That, in light of the mechanisms already in place to deal with issues of volunteer conduct, no further development be undertaken and that no Councillor/volunteer code of conduct be developed.*

This item was deferred from the February 2009 Council meeting.

**Prepared by:** Scott W. Clark, LL.B., Director, Governance and Culture

**Sponsored by:** Past President Walter K. Bilanski, P.Eng.

**Origin:** Councillor Motion

**Peer Reviewed by:** Not Applicable

### 1. Need for PEO Action

- August 2004, the Governance Task Force (GTF) drafted a Code of Conduct applicable to members of Council. It has not been adopted by Council.
- October 2004, the Advisory Committee on Volunteers (ACV) drafted a Volunteer Code of Conduct. It has not been adopted by Council.
- January 2005, Council adopted the PEO Core Values of Accountability, Respect, Integrity, Professionalism and Teamwork. The PEO Core Values are meant to define PEO's corporate ethos and establish standards of conduct for PEO staff and volunteers.
- September 2006, Council approved the following, "PEO Volunteers are in a professional engineering relationship with others whenever they are engaged in PEO activities". This gave Council the ability to deal with issues of professional misconduct at Council using PEO's complaints and discipline process.
- May 2007, the Human Resources and Compensation Committee (HRC) drafted a Code of Conduct – PEO (Volunteers) Participants. It draws upon the work of the GTF and ACV. It has not been adopted by Council.
- January 2008, Council passed the following motion:  
*That the Registrar be directed to develop a suitable administrative policy or Regulation for addressing allegations of lack of decorum and misconduct by a member of Council made by other members of Council.*
- February 2008 Council passed the following motion:  
*That the Human Resources and Compensation Committee be directed to complete its work on a comprehensive volunteer code of conduct by:*
  - a) *reviewing the codes of conduct developed by the Governance Task Force and Advisory Committee on Volunteers;*
  - b) *incorporating into its draft volunteer code of conduct, where applicable, all aspects dealing with behaviour and sanctioning from the codes of conduct developed by the Governance Task Force and Advisory Committee on Volunteers; and*
  - c) *submitting its completed work on a comprehensive volunteer code of conduct for Council's consideration at its June 2008 meeting.*

- May 2008 and in accordance with the above motion, a draft Code of Conduct – PEO Volunteers (Appendix A) was prepared and submitted to the HRC that consolidated previous drafts of the GTF, ACV and the HRC codes of conduct. However, no further work was undertaken on the initiative.
- December, 2008 - Staff sought direction from the Executive Committee on the process for further development, if any, of a Councillor/volunteer code of conduct. The Executive Committee concluded that it be recommended to Council that no further development be undertaken and that no Councillor/volunteer code of conduct be developed as the currently established mechanisms for dealing with issues of volunteer conduct are sufficient.

## **2. Current Policy**

The current mechanisms for dealing with issues of volunteer conduct are:

- **PEO complaints and discipline process** - PEO Volunteers are in a professional engineering relationship with others whenever they are engaged in PEO activities.
- **Councillor Code of Conduct** - Council Manual, 2008-2009 (Appendix B).
- **Council censure.**

## **3. Recommendation**

The Executive Committee recommends that no further development be undertaken on a Councillor/volunteer Code of Conduct and that no such Code be developed.

The Committee concluded that PEO's complaints and discipline process, the Councillor Code of Conduct contained within the Council Manual, 2008-2009 and Council censure are sufficient to deal with issues of misconduct on the part of Councillors and volunteers.

[Note: There is no need to rescind any previous Council motions dealing with this issue as the recommendation to Council, if passed, would supersede the previous motions.]

## **4. Policy Implications**

Currently, there is no code of conduct applicable to volunteers. A volunteer code of conduct may provide Council with an opportunity to articulate its expectations for the conduct of volunteers and identify the repercussions for unacceptable behaviour. Also, solely relying on PEO's complaints and discipline process may not be sufficient to deal with all aspects of volunteer misconduct. PEO's complaints and discipline process is not applicable to non-member volunteers such as lay LGAs and could be considered a harsh way to deal with minor transgressions. However, Council would still have censure as a way to deal with such situations.

## **5. Legal Implications**

Council may rely on the mechanisms already in place to deal with Councillor conduct.

## **6. Stakeholder Consultation Results**

See section 1 of this briefing note.

## **7. Motion Development**

The proposed motion is the recommendation of the Executive Committee, made at its December 2008 meeting.

## **8. Next Steps**

The CEO/Registrar will carry out the direction of Council.



## **Code of Conduct – PEO Volunteers**

### **INTRODUCTION**

The success of PEO is based on the willingness of Volunteers to share knowledge by working along side colleagues and staff as partners dedicated to a common goal. Volunteers can be assured that when they offer to become a Volunteer that they will be with others who appreciate and respect the elements in this Code of Conduct.

It has been a long-standing policy of Professional Engineers Ontario (PEO) that we will conduct our business ethically and in conformance with the laws, regulations, by-laws and PEO policies. To preserve and build upon that reputation, we expect every Volunteer to observe the highest standards of honesty, integrity and fairness in conducting PEO's business and to avoid any action that might expose PEO to potential embarrassment or liability.

Volunteers, who are PEO members, must follow the Code of Ethics of the Association as defined in section 77 of Regulation 941 and are subject to the professional misconduct provisions in section 72 related to harassment. In addition, Council has determined that PEO members are in a professional engineering relationship with others whenever they are engaged in PEO activities.<sup>1</sup>

### **COMMITMENT**

Each Volunteer is expected to be familiar with, and to adhere to, this Code of Conduct as a condition of their involvement in PEO business. Each Volunteer must conduct PEO business with honesty, integrity and fairness and in accordance with the applicable laws. This Code of Conduct is intended to provide the terms and/or spirit upon which acceptable/unacceptable conduct is determined and possibly addressed.

Volunteers perform tasks with direction from, and on behalf of PEO, without compensation or the expectation of compensation beyond reimbursement for approved out-of-pocket expenses and where applicable, per diem allowances. They must have no economic or other beneficial interest in the services they perform. Volunteers understand that their time and expertise are deployed within the framework of the Professional Engineers Act, Regulation 941 and By-Law No. 1 as well as policies, procedures and objectives established and/or approved by PEO Council.

In regard to their overall commitment to the profession and their duties as Volunteers in PEO business, PEO Volunteers shall:

- Read and comply with the Professional Engineers Act, Regulation 941, By-Law No. 1, PEO policies and procedures, PEO's core values and this Code of Conduct.
- Treat everyone fairly within the context of his or her role, without discrimination.
- Consistently display high personal standards and project a favourable image of PEO and the engineering profession.
- Work for the good of PEO, actively support and promote its objectives, provide leadership and foster high ethical standards.

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<sup>1</sup> Minute 10319 September 2006 Council Meeting Volunteering as Engineering Relationship – Council approved the following "PEO Volunteers are in a professional engineering relationship with others whenever they are engaged in PEO activities".

- Refrain from public criticism of fellow Volunteers and staff.
- Respect the dignity of others in the conduct of their duties, by refraining from the use of profane, insulting, harassing or otherwise offensive language and other offensive behaviours.
- Earnestly endeavor to attend all meetings and work to create a positive environment in all meetings.
- Make a conscientious effort to be well prepared for each meeting.
- Maintain an attitude of courtesy and consideration toward all colleagues during all discussions and deliberations.
- Act honestly and with integrity and be respectful, attentive and concise.
- Diligently exercise an oversight role, questioning where appropriate, but avoiding personal remarks.
- Be obligated to be independent in judgment and actions and take all reasonable steps to be satisfied as to the soundness of all decisions taken.
- Be obligated to abide by the final decision of the majority.
- Be guided by the principle that Volunteers have no authority in and of themselves.
- Ensure in both public and private communication that there is clear understanding when their individual opinions are being offered.
- Ensure that when responding to the media, a clear distinction is made between personal belief or opinion and a decision made by Council.
- Foster openness and transparency of decision-making in the association.
- Not advance either personal agendas or the agendas of organizations, agencies, or companies with which the Volunteer may be affiliated.
- Not take improper advantage of their position as a Volunteer in PEO business or make improper use of information acquired as a Volunteer.
- Not disclose nor allow to be disclosed, unless authorized by PEO, confidential information received in the course of their duties.
- Not allow personal interests, or the interests of any associated person(s), to conflict with the interest of PEO and ensure the integrity of the actions of PEO by avoiding granting special favours or unfair privileges to anyone or any entity.
- Comply with the spirit, as well as the letter, of the law and the principles of this Code of Conduct.

## **APPLICATION OF CODE OF CONDUCT**

This Code of Conduct applies to and is binding upon all PEO Volunteers in the course of their participation in, and activities with, PEO.

For the purpose of this Code of Conduct the following definitions apply:

Councillor refers to elected or appointed officials on PEO's Council;

Volunteer refers to elected or appointed officials on PEO's Council and all individuals who volunteer to assist PEO in the fulfillment of its objects or provide services to PEO, without remuneration from PEO and includes committee members, taskforce members and chapter volunteers engaged in the business of PEO.

## **ACKNOWLEDGEMENT**

In recognition of the importance of this Code of Conduct, all Volunteers shall have a copy of this Code of Conduct made available to them and shall be deemed to acknowledge and undertake compliance with this Code of Conduct by virtue of accepting nominations or appointments to the Council, committees, chapter executives or taskforces of PEO to which they belong or will belong.

## **REFERENCE TO RELATED STATEMENT OF POLICIES AND PROCEDURES**

**Definition of Workplace:** means the office of PEO and also includes any meetings held by, or on behalf of PEO, at any location where business activities of PEO are conducted, and also include locations where official PEO social functions are held.

**Ontario Human Rights Code:** prohibits discriminatory practices and/or harassment on prohibited grounds in the workplace, which include race, ancestry, and place of origin, colour, ethnic origin, citizenship creed (religion), gender, sexual orientation, age, marital status, same-sex partnership status, and mental or physical handicap.

**Sexual Harassment** is a form of discrimination based on gender and is part of the definition outlined in the Ontario Human Rights Code. For greater clarity, Sexual Harassment may include unwelcome sexual advances and other visual, verbal or physical conduct of a perceived sexual nature that causes or is likely to cause offence or humiliation to a person; or which might, on reasonable grounds be perceived by the person either explicitly or implicitly, as:

- a. placing a term or condition to submit to such conduct on the appointment or Volunteer activity; or,
- b. having the purpose or effect of substantially interfering with Volunteer performance, or creating an intimidating, hostile or offensive work environment.

**Conflict of Interest:** A Volunteer is expected to declare a Conflict of Interest and excuse him/herself from the discussion where such conflict occurs. A conflict of interest includes situations in which private interests or personal considerations may affect an individual's judgment in acting in the best interest of PEO. It includes using an individual's position, confidential information or corporate time, material or facilities for private gain or advancement or the expectation of private gain or advancement. A conflict may occur when interest benefits any member of the individual's family, friends or business associates.

## **IMPORTANT REFERENCES**

- Professional Engineers Act Section 38(1) Confidentiality
- Professional Engineers Act, General R.R.O. 1990, Reg. 941, Section 72. (1) Harassment; and Section 77 1-8 Code of Ethics of the Association
- PEO Guideline on Human Rights in Professional Practice June 2000, 1.2 Professional Governance
- Minute 10319 September 2006 Council Meeting Volunteering as Engineering Relationship – Council approved the following "PEO Volunteers are in a professional engineering relationship with others whenever they are engaged in PEO activities".
- PEO Privacy Policy
- PEO Core Values
- Making a Complaint Booklet

## **RESIGNATION**

If the capability of a Volunteer is compromised at anytime, Volunteers can resign by submitting a letter of resignation to the President.

## **DISPUTE RESOLUTION PROCESS**

The dispute resolution process is intended to deal with the actions and conduct of Volunteers.

Whenever a Volunteer or internal staff member believes that they may have been subject to improper conduct, and are unable to resolve the matter with the individual concerned, the Volunteer or staff member is encouraged to utilize the following dispute resolution process.

**STAGE 1: Informal Resolution By the President**

Upon receipt of a written statement alleging a breach of this Code of Conduct to the President with a copy to the CEO/Registrar, the President shall informally work to resolve any conflict between the parties. During this stage, the President may employ whatever dispute resolution means necessary to resolve the conflict which may include the assistance of an outside facilitator. Where the President is unable to resolve the dispute and reach an acceptable solution, the President shall refer the matter to Council.

Where the President is of the opinion that the substance of the statement involves serious allegations of improper conduct, the President may immediately take such action to deal with the matter as the President deems appropriate under the circumstances.

**STAGE 2: Referral to Council**

Upon referral to Council by the President, Council shall consider the matter and make a determination to:

- (a) censure any party to the dispute;
- (b) refer the matter to PEO's complaints and discipline processes; or
- (c) take such other action as Council deems appropriate within its scope of authority.

A Volunteer who is alleged to have violated this Code of Conduct shall be informed in writing and shall be allowed to present his or her views of such alleged breach at the Council meeting held to review the matter. The party alleging a breach of this Code of Conduct must be identified. If the complaining party and/or the individual about whom the allegation of a breach of this Code of Conduct is made is a Councillor, he or she shall absent themselves from any vote upon resolution of censure or other action that may be brought by the Council.

**Duties and Responsibilities of Councillors at Law**

**5.2 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.

## PRE-START HEALTH AND SAFETY REVIEW SUBCOMMITTEE

**Purpose:** Professional Standards Committee (PSC) requests authorization to form a Pre-Start Health and Safety Review subcommittee to revise the existing guideline and, in consideration of changes to legislation affecting industry and professional engineering, revise that document.

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

**That Professional Standards Committee is instructed to form a Pre-Start Health and Safety Review subcommittee to complete the work described in the Terms of Reference as presented to the meeting at C-528-2.9, Appendix A.**

**Prepared by:** José Vera, P. Eng. – *Manager Standards and Practice*, and

Sherin Khalil, P. Eng. – *Standards and Guidelines Development Coordinator* on behalf of,

Fanny Wong, P. Eng. – *Chair of the Professional Standards Committee (PSC)*

**Moved by:** West Central Region Councillor, Lisa MacCumber, P.Eng., FEC., or designate

### 1. Need for PEO Action

- The current practice guideline for “*Professional Engineers Providing Reports for Pre-Start Health and Safety Reviews*” was published in 2001 and has not been revised since then. There have been numerous changes to relevant Canadian Standards Association (CSA) standards and Ministry of Labour (MOL) guidelines for the “*Pre-Start Health and Safety Reviews: How to Apply Section 7 of the Industrial Establishments Regulation*”.
- The above indicates that the guideline should be reviewed and revised as necessary.

### 2. Proposed Action / Recommendation

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

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

- PSC will direct staff to find volunteers for the subcommittee and to begin work on the document.
- During the development of this guideline, the subcommittee will consult with practitioners and stakeholders. When the draft document is completed, it will be posted on the PEO website for public consultation with practitioners and stakeholders.



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

Strategy 5. Increase influence in matters regarding the regulation of the profession—PEO will establish a co-regulator relationship with key provincial government ministries (in this case, Ministry of labour) to collaboratively advance public safety protection and will clearly define the circumstances under which an engineering licence is required.

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

	Operating	Capital	Explanation
Current to Year End	\$	\$	Funded from existing PSC budget
2 <sup>nd</sup>	\$	\$	Funded from existing PSC budget
3 <sup>rd</sup>	\$	\$	Funded from existing PSC budget

#### 6. Peer Review & Process Followed

<b>Process Followed</b>	<p><b>Outline the Policy Development Process followed.</b></p> <ul style="list-style-type: none"> <li>• PSC members followed the evaluation process that is attached in Appendix B;</li> <li>• PSC members reviewed the provided information and determined as per the assessment criteria, revising this guideline was appropriate. The criteria PSC uses for assessment of the need for guidelines and standards are:               <ol style="list-style-type: none"> <li>a) Number of members affected by the practice</li> <li>b) Impact on the public</li> <li>c) Number of inquiries made to PEO about the practice</li> <li>d) Required by creation or amendment of legislation</li> <li>e) Change in the Professional Engineers Act or its Regulations</li> <li>f) Demonstration through the existence of disciplinary cases indication common misconceptions of engineers' responsibilities that a coherent, consistent standard of practice is required</li> <li>g) Direction of Council</li> </ol> </li> </ul> <p>In this case PSC found that a revised guideline was required since this engineering activity has significant impact on the public.</p>
<b>Council Identified Review</b>	<p><b>Identify who is to be consulted; how they will be consulted and what kind of response is expected.</b></p> <ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Actual Motion Review</b>	<p><b>Detail peer review and relevant stakeholder review undertaken</b></p> <ul style="list-style-type: none"> <li>• Proposed draft guideline will be posted on the PEO website for public consultation.</li> </ul>

#### 7. Appendices

- Appendix A – Terms of Reference: Pre-Start Health and Safety Review;
- Appendix B – PSC Evaluation Process;
- Appendix C – Gaps in the existing guideline based on input received from subject matter experts.



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## **Terms of Reference**

### **Subcommittee – Pre-Start Health and Safety Review guideline**

(June 1, 2019)

#### **OBJECTIVES**

The Guideline for Pre-Start Health and Safety Reviews subcommittee is directed by the Professional Standards Committee (PSC) to review the existing guideline “*Professional Engineers Providing Reports for Pre-Start Health and Safety Reviews*” and, in consideration of changes to legislation affecting the industry and professional engineering, revise that document to better reflect current best practices and requirements.

#### **BACKGROUND**

The current practice guideline for “*Professional Engineers Providing Reports for Pre-Start Health and Safety Reviews*” was published in 2001 and has not been revised since then. There have been numerous changes to relevant Canadian Standards Association (CSA) standards and Ministry of Labour (MOL) guidelines for the *Pre-Start Health and Safety Reviews: How to Apply Section 7 of the Industrial Establishments Regulation*.

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

- a) The Pre-Start Health and Safety Review subcommittee is expected to obtain and provide information that aid engineers in performing their engineering role in accordance with best practices and requirements defined by legislation including the *Professional Engineers Act* and its regulations;
- b) The subcommittee will review current legislation and identify the regulatory and ethical requirements for engineers providing services in this area of practice;
- c) PEO staff will provide the subcommittee with both legal cases and discipline cases that are relevant to the Pre-Start Health and Safety Review. These cases will be reviewed and used by the subcommittee as part of an evidence-based approach for revising the guideline;

- d) The current practice guideline will be revised to reflect current best practices, and per Appendix C, input received from subject matter experts;
- e) Provide best practices for content and format of reports and the types of tasks required to be carried out for the various aspects of review to ensure accurate reports;
- f) Draft documents will be circulated for comments to the Ministry of Labour, consulting engineers, manufacturing facilities, clients who hire engineers to carry out these reviews and any relevant stakeholders;
- g) The subcommittee may choose to create a Review Network to review the draft guideline if it were to add value;
- h) The subcommittee should consult the MOL, insurance providers and legal to develop a position on in-house engineers conducting Pre-Start Health and Safety Reviews.

## **MEMBERSHIP**

- The subcommittee shall consist of a member of PSC who will act as chair and a minimum of 3-5 engineers. The engineers should be from consulting firms with different sizes and manufacturing companies. Engineers should have experience in preparing Pre-Start Health and Safety Reviews and should be currently providing Pre-Start Health and Safety Reviews;
- An observer from the Ministry of Labour attending the subcommittee meetings, to ensure the consistency with O. Regulation 851.

## **DELIVERABLES**

The Subcommittee will present the draft guideline to the PSC no later than December 2020.

Meeting Schedule: At discretion of the Chair

Completion Date: December 2021

## Executive Summary

### **Pre-Start Health and Safety Review Evaluation Process includes the following:**

1. A Memorandum from the Enforcement Committee Chair to the PSC Chair;
2. The responses received from the subject matter experts regarding the existing version of the guideline;
3. PEO Practice advisory team received approximately 21 practice questions over the last 5 years;
4. Web Analytics from Feb. 2017 to Feb. 2018 – The PSHSR guideline was one of the top ten guidelines – ranked as number 8;
5. Input from the Ministry of labor staff regarding the existing version of the guideline;
6. Input from PEO Complaints & Investigations department;
7. Disciplines Cases relevant to the PSHSR.



# Memorandum

**To:** Fanny Wong, P. Eng., Ph.D. Chair, Professional Standards Committee

**From:** Roger Barker, P. Eng., Chair, Enforcement Committee

**Date:** April 27, 2018

**Subject:** Proposal for New Performance Standard for Pre-Start Health and Safety Reviews

Thank you for the response to our earlier memo. It would be helpful to know how the requested information might be used in considering the proposal to move the existing guideline for Pre-Start Health and Safety Reviews (PSR) to a performance standard.

In response to your specific request, PEO staff has provided the following information:

- The final report for the *Repeal of the Industrial Exception Data Gathering and Analysis Research Project* is available on the PEO website at [http://www.peo.on.ca/index.php?ci\\_id=2259&la\\_id=1#Publications](http://www.peo.on.ca/index.php?ci_id=2259&la_id=1#Publications). A copy is attached for your convenience.
- The concerns expressed by the Ministry of Labour (MOL) regarding the thoroughness of reviews completed by some licence holders were made as part of discussions with PEO, and are not reflected in any official correspondence. PEO staff will however request an opinion from the ministry's provincial engineer and forward this for your consideration.
- Variance in the thoroughness and quality of PSR reports cannot be readily demonstrated without disclosing example reports that are alleged to be deficient and corresponding expert reports that outline the deficiencies. The requirements set out in OHS Regulation 851, and the accompanying MOL guideline, do not set minimum standards for the scope or content of a PSR report. The MOL guideline states an intent to ensure timely completion of PSRs that would identify specific hazards such that these may be removed or controlled before start up of the reviewed equipment or process. Section 7 of the Regulation identifies the conditions under which a PSR is required, and it's left to the practitioner to determine how the PSR is completed and reported. There is for example, no requirement to assess all possible operating states of the equipment for compliance to referenced sections of the regulation.
- It is not possible to provide redacted copies of any complaint filed with PEO, except as may be required to administer the *Professional Engineers Act*. Such documents are not available in the public domain, but PEO is free to circulate any decision that is published in the Gazette portion of Engineering Dimensions, or in general media releases.
- The Gazette entries for two decisions resulting from discipline proceedings concerning deficient PSR reports (Gomes, MA2018 and Bueckert, MA2011) are attached for your consideration. A third matter that was referred to the Discipline Committee at the same time as the Bueckert matter did not proceed to hearing due to death of the member prior to setting a date for the discipline hearing.

- Two accounts of Ministry of Labour prosecutions associated with PSRs are also attached for consideration. These matters do not specifically relate to deficient PSR reports, but rather to reasonable care and attention in conducting assessments (Imasar Engineering, December 2010) and in reviewing mitigation of risks noted in a PSR report (Booth Centennial Healthcare Linen Services, May 2009).
- The Chair of the Enforcement Committee attended a seminar sponsored by the Society of Automotive Engineers and made contact with a member who performs PSRs as part of his engineering practice, and who may provide insight into the effectiveness of PEO's current guideline. His name and contact information is:

Laurence Polley, B.Sc., MBA, P.Eng., CHSC  
lpolley@engineeredolutions.ca  
Office: (905) 864-0400  
Cell: (416) 209-7282

The Enforcement Committee hopes that this information is useful to the Professional Standards Committee in making a determination on the need for a performance standard regarding PSR reports completed by licensed engineering practitioners, and anticipates a timely response. Please contact the committee or Enforcement staff if additional information is required.



# ***Professional Engineers Providing Reports for Pre-Start Health and Safety Reviews***

PSC Meeting  
March 20, 2018



## Background

- **The existing “*Professional Engineers Providing Reports for Pre-Start Health and Safety Reviews*” guideline has not been revised since 2001;**
- **Staff contacted subject matter experts to address the following questions:**





**Q1: Do you and your colleague use the “*Professional Engineers Providing Reports for Pre-Start Health and Safety Reviews*” guideline?**

Answers were provided as follows:

- Yes. We also list it as a reference in our reports.
- Initially used to gain a better understanding of what to do for a PSR including developing a proposal. Good for reference early in PSR career but not used once experience obtained.
- I do not use the guideline as a matter of course, although I have made reference to it on occasion. I do know of others who quote the guideline as a source when creating a scope of work, though I do not know the extent to which it is actually used. I find that I use the on-line MoL guidelines, together with relevant Codes and Standards, more frequently.



## Q2: In your view, is the PEO guideline still relevant?

- Yes. It is all the more important now that safety system can be exceeding complicated, and are often designed and programmed by non-professionals.
- Yes, this guide is important for technicians/technologists and P.Eng. who are thinking about performing PSRs
- This would be particularly the case for an Engineer who has limited experience with performing these reviews.



## Q3: Should the above mentioned PEO guideline be updated?

- Yes, there have been minor changes to the Regulation and 18 years of experience in conducting and evaluating PSRs.
- The perception is that the guideline is a dated document, even the PEO address is ten years out-of-date. In the interval since it was published, the Canadian Electrical Code has been updated several times. Other safety standards are updated or at least reviewed every four years. Any guideline published by PEO should be subject to review, if only to reflect changing priorities and interpretations of Standards and Regulations.



## Q4: If so, what specific areas need updating?

- References to other PEO and MOL guidelines should be updated to ensure relevance and accuracy. In addition, the MOL and PEO/P.Eng. members should be consulted to see what errors and challenges have been found over the last 18 years that would be helpful to a new engineer.
- Expiry date of the Pre-Start Health and Safety Reviews and connection with the manufacture's limit of warranty/labiality of the installed safety devices; Minimum years of experience of Engineers performing the Pre-Start Health and Safety Reviews [recommend at least 5-years for engineers to perform PSR]. What benefits of Consulting engineers who perform Pre-Start Health and Safety and difference than Professional Engineers.
- From my experience, Health and Safety Review projects fall into one of four broad categories:
  - a. The PSHSR which may be performed on a new machine or installation
  - b. The similar review for a used machine which may have been moved from another location, often from outside Ontario
  - c. A safety review conducted following an order by the Ministry of Labour or by the choice of the equipment Owner
  - d. A decision whether equipment requires a PSHSR, where the Owner requires a documented opinion.
- I have differentiated between A and B to reflect differences of emphasis in some Standards.
- The existing guideline recognises these categories but is rather dismissive of anything that is not a 'real' PSHSR. My view is that the standard could usefully be expanded to, say, "Professional Engineers Providing Reports for Pre-Start and other required Health and Safety Reviews".



## Q5: Are there practice concerns involving Pre-Start Health and Safety Reviews that are not covered by this guideline?

- One significant concern is maintaining professional competence in the area of Functional Safety, recently updated CSA safety standards and ever-evolving safety technology. It may be time for a Professional Practice Guideline concerning the design and evaluation of safety control systems, but unfortunately most safety systems out there are not designed by engineers. If it were not for PHSR's I am confident that many systems would be implemented improperly.
- Notice of Exemption from the Manufacturer requested by the Ontario Ministry of Labor guidelines does not need the seal and signature of a Professional Engineer, I suggest should require the seal and signature of a Professional Engineer
- Can Professional Engineer hired by a user/employer perform Pre-Start Health and Safety for that employer or Not?
- Can Professional Engineer hired by an equipment Manufacturer perform Pre-Start Health and Safety for that employer or Not?
- The guideline is silent on the subject of Risk Assessment. This is one of the most important as well as one of the most challenging parts of any Safety Review.



## Next steps

The following elements should be considered in determining the assessment of need for guideline:

- a) number of members affected by practice
- b) impact on public
- c) number of inquiries made to PEO about practice
- d) required by creation or amendment of legislation
- e) change in Professional Engineers Act or its Regulations
- f) demonstration through the existence of disciplinary cases indicating common misconceptions of engineer responsibilities that a coherent, consistent standard of practice in a particular area is required
- g) direction of Council



# Questions??



**Professional Engineers**  
Ontario

# **Professional Engineers Providing Reports for Pre-Start Health and Safety Reviews**

**PSC Meeting  
April 10, 2018**





## Background

- The existing “*Professional Engineers Providing Reports for Pre-Start Health and Safety Reviews*” guideline has not been revised since 2001;
- Staff contacted subject matter experts to get their feedback on the existing guideline and to address questions were provide by Staff.
- At March 20, 2018 PSC meeting, staff provided the responses that were received from the subject matter experts.



## How many practice questions PEO advisory staff received over the last five years?

- Staff received approximately 21 practice questions. Most of these questions related to the obligations of engineers when providing PSR.
- About three question of the 21 inquiring when the existing guideline will be updated.



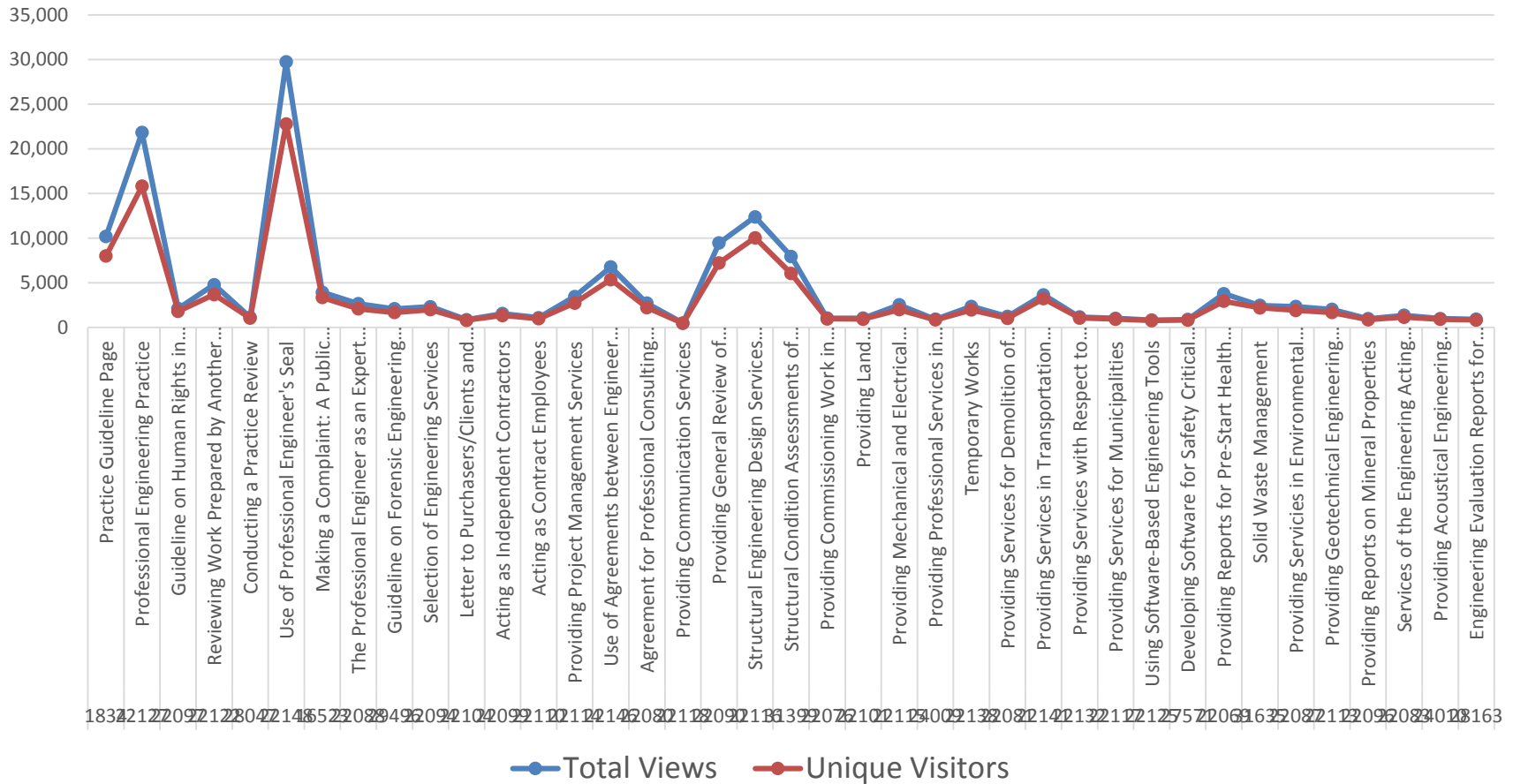
## Web Analytics - from February 1, 2017 to February 28, 2018- Top Ten guideline

Guideline title	Total Views	Unique Visitors	Rank
<a href="#"><u>Use of Professional Engineer's Seal</u></a>	29,759	22,806	1
<a href="#"><u>Professional Engineering Practice</u></a>	21,836	15,827	2
<a href="#"><u>Structural Engineering Design Services for Buildings Guideline</u></a>	12,394	10,050	3
<a href="#"><u>Providing General Review of Construction as Required by the Ontario Building Code</u></a>	9,466	7,229	4
<a href="#"><u>Structural Condition Assessments of Existing Buildings and Designated Structures</u></a>	7,952	6,035	5
<a href="#"><u>Use of Agreements between Engineer and Client for Professional Engineering Services</u></a>	6,772	5,358	6
<a href="#"><u>Reviewing Work Prepared by Another Professional Engineer</u></a>	4,787	3,684	7
<a href="#"><u>Providing Reports for Pre-Start Health and Safety Reviews</u></a>	3,786	2,937	8
<a href="#"><u>Providing Services in Transportation and Traffic Engineering</u></a>	3,654	3,224	9
<a href="#"><u>Providing Mechanical and Electrical Engineering Services in Buildings</u></a>	2,532	1,992	10



# Practice Guidelines Web Pages: Total Views and Unique Visitors

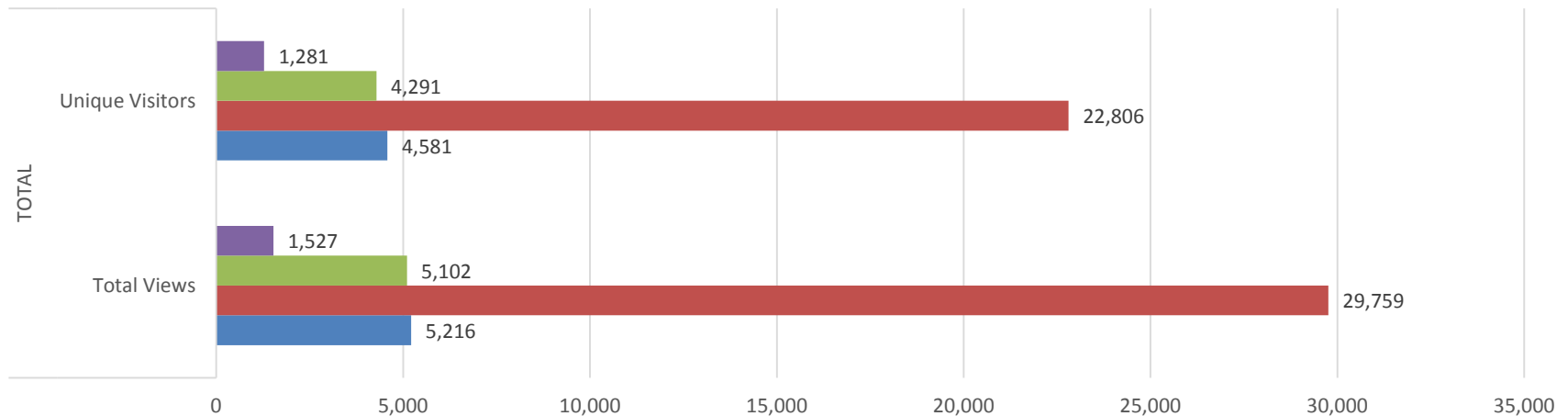
from February 1, 2017 to February 28, 2018





## Practice Bulletins Web Pages: Total Views and Unique Visitors

from February 1, 2017 to February 28, 2018



- 31548 Use of Building Code Compliance Data Matrix by Professional Engineers Submitting Drawings for Building Permits
- 26075 Design and General Review Requirements for Buildings in the Province of Ontario
- 22148 Use of the Professional Engineer's Seal
- 2211 Bulletins Page



## What are the gaps in the existing PSR guideline?

- The obligations where the employer is the professional engineer who provides the PSR for the firm.
- Risk Assessment, as the MOL is proposing to add new provisions that would require employers at certain industrial establishments to assess and manage the risks of hazards that may arise from the nature of the workplace.
- Recommendations for proper safety devices such as light curtains, safety mats, interlockings, etc., not covered in the existing guideline.
- Should the PSR covers scaffolds and work platforms? The ministry is proposing to add new requirements to Regulation 851 regarding scaffolds. A scaffold platform or other work platform would need to have stairs, runways, ramps or ladders to allow workers to access and leave the platform.
- Guardrail and Toe-boards requirements are not covered in the guideline. The ministry is proposing amendments to sections 13 through 15 of Regulation 851 to clarify the requirements for guardrails, toeboards and coverings and any exemptions to those requirements.
- Electrical Classification in Hazards locations where fire or explosion hazards may exist due to flammable gases or vapors, flammable liquids, combustible dust, or ignitable fibers or flyings not covered by the guideline.
- The guideline doesn't cover different machinery types such as, Pneumatic and/or hydraulic machinery. Furthermore, the Robotic cell is not covered.



## Summary of Decision and Reasons: Antero M. Gomes, P.Eng.

- The allegations against Antero M. Gomes, P.Eng. (Gomes or the member) and the holder are that they are guilty of professional misconduct as defined in the *Professional Engineers Act* pursuant to s.72 (2)(a), (b), (d) and (j) of Regulation 941, for sealing an engineering opinion that failed to recommend an adequate safeguarding barrier over the in-feed conveyor on a shrink wrapper machine and that failed to recommend certain required hard-wired, or equivalent, interlocks as safety features on shrink wrapper machines.
- The panel considered the Agreed Statement of Facts and the submissions and agreement of the parties, and found the agreed facts support a finding of professional misconduct against the member and the holder as set out in the Statement of Allegations.



## Summary of Decision and Reasons ABRAHAM BUECKERT, P.ENG.,

- It is alleged that Abraham Bueckert, P.Eng. (Bueckert), is guilty of incompetence and/or professional misconduct as defined in the *Professional Engineers Act*.
- Bueckert was retained by Nagata Auto Parts Canada Co. Ltd. (Nagata) to conduct three pre-start health and safety reports for three Robot Welders.
- The association alleges that Bueckert and AB Engineering:
  - (a) conducted a pre-start health and safety review of the robot welding cells that contained errors, omissions and discrepancies;
  - (b) failed to make reasonable provision for safeguarding of life and health of a person who may be affected by the work for which the practitioner was responsible by conducting an inadequate and incomplete pre-start health and safety review;
  - (c) conducted safety inspections and provided safety review reports with errors, omissions and discrepancies that would not be expected of an engineering practitioner experienced in conducting pre-start health and safety reviews; and
  - (d) failed to make responsible provisions for complying with applicable regulations and standards in connection with the guarding of the welding robot cells.





## September 9, 2005, J.S.W. Manufacturing Inc. Critical Injury:

- a worker was operating a 40-ton hydraulic brake press to bend a 28-inch long piece. During the first bend, the free end of the piece sprang up, striking the worker below the nose. The doctor reported that the worker lost the senses of taste and smell following the injury.
- The Ministry of Labour investigation reported that the brake press was unguarded at the time of the incident. The age of the equipment pre-dates the introduction of a pre-start health and safety review as required under O. Reg. 851, *Industrial Establishments*, and the associated engineering work was permitted under the industrial exception. PEO has no record that J.S.W. Manufacturing has ever had an engineer on staff, and consequently has no mechanism to investigate engineering work that might relate to the design of this equipment.
- The company was fined \$50,000, plus a 25 percent victim fine surcharge to assist victims of crime



## April 11, 2011, Pasta Quistini Inc. Fatality:

- A worker was cleaning an industrial pasta maker that was used to mix, knead and cut pasta dough. The worker used a mobile platform ladder to access the hopper portion of the machine while it continued to operate, and became entangled in the mixing blades of the machine's interior auger. The worker was killed as a result of multiple traumatic injuries.
- The hopper portion of the machine was equipped with a cover gate and a limit switch to act as an interlock device intended to shut off the machine when the gate was open during the cleaning activity.
- The Ministry of Labour investigation concluded that the gate was open at the but the machine continued to operate.
- The machine's emergency stop button was located on the opposite side of the unit and beyond the reach of the worker.
- Further, the company did not have a lock out/tag out program in place at the time of the incident.
- An assessment by the Ministry's regional engineer determined that a pre-start health and safety review, as required under O.Reg. 851, Industrial Establishments, had not been completed prior to operating the equipment at this location.
- The company was fined \$120,000, and the supervisor was fined \$12,000, plus a 25 percent victim fine surcharge to assist victims of crime.



## Next steps

Staff to gather more information on the following:

- Evidence of “*significant variance in the thoroughness and quality of reports prepared by individual practitioner*” ;
- Formal complaints against members regarding substandard PSR reports.



**Professional Engineers**  
Ontario

# Questions and discussion??

Hi Sherin,

- In the view of MOL, how is the quality of PSRs be determined? In other words, what framework does a MOL inspector use to determine whether a report meets the required standard of care?

The MOL inspectors review the document looking for, at a minimum, the following: Engineer's Signature and Stamp, statement the machine is in compliance with Act regulations or standards, name of employer, name of equipment, date of PSR. Inspectors who have concerns about anything with a PSR, contact a MOL engineer.

- How was MOL informed about the price difference in the PSRs? How did MOL determine a correlation between price and quality?

The Inspectors normally do not know the price of specific PSRs and won't get involve in hiring or recommending PSR service provider.

- What does MOL do when receiving reports that do not meet the standard of care from engineers? For example, does MOL file a complaint with PEO?

Inspectors sent reports which they question to the MOL engineer who then reviews the reports.

The engineer review the reports looking for everything the Inspectors look for. Also determine if a PRS was originally required and if so what standards and procedures were used to determine the hazards and the design of the safeguarding. If MOL engineer has any questions about the hazard or the equipment, He /She contact the Inspector and may or may not attend a field visit to assess the hazards.

If I any questions about the PSR, MOL engineer will contact the Engineer who prepared the document to ask for clarification.

If ever encounter a situation where MOL engineer believe an Engineer is providing advice which may endanger a worker, He/ She would discuss with the Inspector how to ensure the safety of the worker is maintained and would contact the MOL's Provincial Engineer (who would contact the PEO).

Hope this helps,

Regards,

---

**Saeed Khorsand, M. Eng., P. Eng.**  
A/Provincial Engineer

Ontario Ministry of Labour  
5001 Yonge Street, Suit 1600  
Toronto, ON, M7A 0A3  
Phone: (416) 407-2824 | Fax: (647) 777-5014

**From:** Jeffreys, Roger (MOL) [<mailto:Roger.Jeffreys@ontario.ca>]  
**Sent:** Wednesday, May 23, 2018 10:43 AM  
**To:** Sherin Khalil <[skhalil@peo.on.ca](mailto:skhalil@peo.on.ca)>  
**Cc:** Bernard Ennis <[BEnnis@peo.on.ca](mailto:BEnnis@peo.on.ca)>  
**Subject:** RE: "Professional Engineers Providing Reports for Pre-Start Health and Safety Reviews"  
guideline

Sherin,

Here is our response to your questions:

1. Does the MOL use the "Professional Engineers Providing Reports for Pre-Start Health and Safety Reviews" guideline?

Answer: We often encourage employers to read the guideline to understand what they should expect to receive from a professional engineer when retaining him/her to conduct a PSR for them. In reviewing PSRs of questionable quality we check to see if the author followed the PEO guideline.

2. In your view, and that of MOL, is the PEO guideline still relevant?

Answer: Resounding Yes.

3. Should the above mentioned PEO guideline be updated?

Answer: No significant areas that need updating.

4. If so, what specific areas need updating?

Answer: N/A

5. Are there practice concerns involving Pre-Start Health and Safety Reviews that are not covered by this guideline?

Answer: The two most common practice concerns that we have observed in the field are:  
-Some engineers lower their prices to get selected for a contract then render PSR services that do not meet the recommended standard set out in the guideline.  
-Some engineers undertake PSR work where they do not have enough knowledge in the PSR subject matter.

Regards

Roger

Roger F. Jeffreys P.Eng.  
Provincial Engineer  
Ministry of Labour

119 King St. W...13th Floor  
Hamilton ON L8P 4Y7  
905-577-1209  
519-732-2954 cell

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Further to our brief discussion, I submit the following as my opinion based on limited review of O. Reg. 851 and PEO GL "Providing Reports for PSRs":

- There have been 7-8 complaints related to PSRs, however, there is major speculation that MOL has records of many incidents that were not filed as complaints;
- O. Reg. 851 requirements for PSRs and CSA standards related to PSRs appear relatively detailed, however, the requirements for reporting PSRs under section 7 (4) of 851 are not very detailed/definitive;
- The current (2001) PEO GL "Providing Reports for PSRs" appears to be significantly more definitive than the requirements in O. Reg. 851; and
- The reporting requirements of O. Reg. 851 and the demand side legislation requiring PSRs has resulted in a wide variation of PSR reports (demonstrated by example of a 1-page PSR report dated 2017, provided to the PSC for reference).

If you have any questions, let me know. Hope this is of some use to you.  
Thanks,

Ken Slack, P.Eng.  
Manager, Complaints and Investigations



## PENALTY

The parties made a joint submission as to penalty. The panel considered the joint submission and decided the proposed penalty would protect the public, maintain public confidence, provide a general deterrence to actions by other members, provide specific deterrence against similar actions by the members in this matter, and rehabilitate the members in this matter. The panel adopts the joint submission.

In coming to this decision, the panel noted that, in respect of Wood, an aggravating factor was that he had a number of opportunities to reconsider the elements of his design and failed to do so, and his conduct created avoidable work for the MNR. The panel considered the fact that the members admitted to the bulk of the allegations, that the submission as to penalty was agreed to by the parties, and that the penalty would not impose a burden on the other employees of MRW, as mitigating factors in its decision.

The panel found that the joint submission as to penalty proposed sanctions that were within the reasonable range for contraventions of the *Professional Engineers Act* and Regulation 941. The penalty is not contrary to the public interest.

Therefore the panel orders the following:

- (a) that Wood be reprimanded and that the fact of the reprimand be recorded on the register of the association;
- (b) that Saunders be reprimanded and that the fact of the reprimand be recorded on the register of the association;
- (c) that MRW be reprimanded and that the fact of the reprimand be recorded on the register of the association;
- (d) that Wood's licence be suspended for two months from December 1, 2010 to January 31, 2011;
- (e) that Wood and Saunders must each write and pass the association's professional practice examination between March 3, 2009 and 12 months after the date of this decision;
- (f) that the licence of Saunders be suspended for 12 months on the day after 12 months from the date of this decision if Saunders does not pass the association's professional practice examination between March 3, 2009 and 12 months after the date of this decision;
- (g) that the licence of Saunders be revoked on the day after 24 months from the date of this decision if Saunders

does not pass the association's professional practice examination between March 3, 2009 and 24 months after the date of this decision;

- (h) that Wood must write and pass the following technical examinations set by the association between March 3, 2009 and 12 months after the date of this decision: 98 CIV V1 and V2, advanced structural analysis and design;
- (i) that the licence of Wood be suspended for 12 months on the day after 12 months from the date of this decision if Wood does not pass the association's professional practice examination and the technical examinations 98 CIV V1 and V2 and advanced structural analysis and design, between March 3, 2009 and 12 months after the date of this decision;
- (j) that the licence of Wood be revoked on the day after 24 months from the date of this decision if Wood does not pass the association's professional practice examination and the technical examinations 98 CIV V1 and V2 and advanced structural analysis and design, between March 3, 2009 and 24 months after the date of this decision;
- (k) that the panel's Decision and Reasons will be published with the names of the members and the holder with reasons in the official publication of the association, and that the association may edit the Decision and Reasons to fit the publishing standards and available space in the publication;
- (l) that Wood, Saunders and MRW pay \$10,000 in total to the association immediately in costs, if this amount has not already been paid; and
- (m) that the association will make reasonable efforts to accommodate and facilitate the members in complying with this order, including providing the members with the ability to write the examinations ordered at a location near the members' locations.

The written Decision and Reasons was signed on November 15, 2010, by Glenn Richardson, P.Eng., as chair on behalf of the other members of the discipline panel: Santosh Gupta, P.Eng., Daniela Iliescu, P.Eng., Len King, P.Eng., and Henry Tang, P.Eng.

## DECISION AND REASONS

In the matter of a hearing under the *Professional Engineers Act*, and in the matter of a complaint regarding the conduct of ABRAHAM BUECKERT, P.ENG., a member of the Association of Professional Engineers of Ontario, and AB ENGINEERING INC., a holder of a Certificate of Authorization.

This matter came on for hearing before a panel of the Discipline Committee on September 27, 2010, at the Association of Professional Engineers of Ontario (association) in Toronto. All parties were present. The association and Bueckert were represented by legal counsel. David Fine acted as independent legal counsel to the panel.

### THE ALLEGATIONS

It is alleged that Abraham Bueckert, P.Eng. (Bueckert), is guilty of incompetence and/or professional misconduct as defined in the *Professional Engineers Act*.

It is alleged that AB Engineering Inc. is guilty of incompetence and/or professional misconduct as defined in the *Professional Engineers Act*.

### OVERVIEW

At all material times, Bueckert was licensed as a professional engineer pursuant to the *Professional Engineers Act*. At the time of completing the reports at issue, as set out in the allegations, Bueckert was a holder of a Certificate of Authorization (C of A) in the name of Abe Bueckert Engineering.

AB Engineering Inc. was issued a C of A on or about February 2, 2007. At all material times, Bueckert was the engineer responsible for the C of A.

On or about January 2007, Bueckert was retained by Nagata Auto Parts Canada Co. Ltd. (Nagata) to conduct three pre-start health and safety inspections. The following reports were prepared subsequent to each review:

- (a) Report No. 2006A-038-01, dated January 26, 2007—Review of Robot Welder identified as GMT193—Back Pillar;
- (b) Report No. 2006A-039-01, dated January 26, 2007—Review of Robot Welder identified as GMT193 W/H 2nd process; and
- (c) Report No. 2006A-040-01, dated January 26, 2007—Review of Robot Welder identified as GMT193 W/H 1st process.

Each of these reports was signed and sealed by Bueckert.

On or about March 20, 2007, the Ministry of Labour inspected the guarding of the welding robot cells at Nagata and issued an order to comply. The inspection revealed that the guarding, as installed, did not comply with section 24 of the *Occupational Health and Safety Act* (OHSA), R.S.O. 1990, Regulation 851.

A subsequent review by an independent expert revealed possible errors, omissions and discrepancies with respect to the safety issues identified in the aforementioned three reports signed and sealed by Bueckert.

The association alleges that Bueckert and AB Engineering:

- (a) conducted a pre-start health and safety review of the robot welding cells that contained errors, omissions and discrepancies;
- (b) failed to make reasonable provision for safeguarding of life and health of a person who may be affected by the work for which the practitioner was responsible by conducting an inadequate and incomplete pre-start health and safety review;

- (c) conducted safety inspections and provided safety review reports with errors, omissions and discrepancies that would not be expected of an engineering practitioner experienced in conducting pre-start health and safety reviews; and
- (d) failed to make responsible provisions for complying with applicable regulations and standards in connection with the guarding of the welding robot cells.

### PLEA BY MEMBER AND HOLDER

Bueckert and AB Engineering pled not guilty to the allegations as presented by the association in the Statement of Allegations.

### AGREED STATEMENT OF FACTS

Bueckert, AB Engineering and the association presented an Agreed Statement of Facts. It is agreed that:

At all material times, Bueckert was licensed as a professional engineer pursuant to the *Professional Engineers Act*. At the time of completing the reports at issue, as set out in the allegations, Bueckert was a holder of a C of A in the name of Abe Bueckert Engineering.

AB Engineering was issued a C of A on or about February 2, 2007. At all material times, Bueckert was the engineer responsible for the C of A.

On or about January 2007, Bueckert was retained by Nagata to conduct three pre-start health and safety inspections. The following reports were prepared subsequent to each review:

- (a) Report No. 2006A-038-01, dated January 26, 2007—Review of Robot Welder identified as GMT193—Back Pillar;
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- (c) Report No. 2006A-040-01, dated January 26, 2007—Review of Robot Welder identified as GMT193 W/H 1st process.

Each of these reports was signed and sealed by Bueckert.

On or about March 20, 2007, the Ministry of Labour inspected the guarding of the welding robot cells in Nagata and issued an order to comply.

A subsequent review by an independent expert revealed possible errors, omissions and discrepancies with respect to the safety issues identified in the reports 2006A-038-01, 2006A-039-01, and 2006A-040-01 as follows:

- (a) Spot welder: The hazard and recommendation for improvement of the spot welder circuitry description was not presented clearly. The report explicitly indicated that there was no deficiency when prior information was documented as being indeterminate;

- (b) Guard at light curtains: Why deficiencies exist with respect to the guarding and why specific recommendations were made were not presented clearly;
- (c) Guarding between RH and LH load stations: Which aspect of the guard was deficient was not presented clearly;
- (d) E-stops: Whether the e-stop device on the robot will cause the external e-stop MCR circuit to fault and thus deactivate all hazards was not presented clearly;
- (e) Light curtains: The function/interaction of the light curtain circuitry was not presented clearly; and
- (f) Guard door lock: Lockout procedures were not discussed.

Bueckert agreed that he:

- (a) conducted a pre-start health and safety review of the robot welding cells that contained errors, omissions and discrepancies;
- (b) conducted safety inspections and provided safety review reports with errors, omissions and discrepancies that would not be expected of an engineering practitioner experienced in conducting pre-start health and safety reviews; and
- (c) failed to make responsible provisions for complying with applicable regulations and standards in connection with the guarding of the welding robot cells.

The panel requested an explanation of the extent and severity of the errors, omissions and discrepancies that were admitted. Counsel for the association stated that the reports prepared by Bueckert did not present clear statements that corrective measures must be taken to comply with the OHSA regulations. There were no errors or discrepancies cited. Rather, there were only omissions cited by the expert in assessment of the reports prepared by Bueckert.

### DECISION OF THE PANEL

Bueckert admitted to stated facts that support the allegation of professional misconduct. The panel finds such admission to have been made freely, voluntarily and unequivocally, with full understanding that the discipline panel has discretion in the ordering of a penalty.

Having considered the agreed facts and the submissions of counsel, the panel decided that Bueckert, a member of the Association of Professional Engineers of Ontario, committed an act of professional misconduct as defined by section 72(2)(d) of Regulation 941/90.

### REASONS FOR DECISION

In the Agreed Statement of Facts, the member admitted he failed to make responsible provisions for complying with applicable regulations and standards in connection with the guarding of the welding robot cells. His omissions constitute professional misconduct as defined in section 72(2)(d) of Regulation 941/90.

### SUBMISSIONS ON PENALTY

The parties' joint submissions as to penalty were as follows:

- (a) Bueckert shall be reprimanded and the fact of the reprimand be recorded on the register for two years;
- (b) Bueckert shall, within 12 months of the date of today's date (September 27, 2010), successfully complete a CSA standards approved course or workshop in the area of pre-start health and safety reviews, and shall provide written confirmation of same to the registrar within five days of successful completion of the course;
- (c) There shall be publication, with names, of the Decision and Reasons of the panel; and
- (d) There shall be no order with respect to costs.

The panel is satisfied the member has had independent legal advice with respect to his agreement to this penalty.

### DECISION AND REASONS ON PENALTY

Counsel for the member stated that Bueckert had not been in trouble before and had learned from this experience. He also indicated that the process of this complaint and this discipline hearing has cost Bueckert significant time and money.

The panel agreed with the penalty as submitted. It is reasonable and in the public interest.

The oral reprimand provided the opportunity for the panel to reinforce the positive lessons that the member could gain from having his work reviewed through the discipline process.

Recording the fact of the reprimand on the record for two years and the publication of the Decision and Reasons, with names, would serve as a message to professional engineers that they need to make reasonable provision for complying with applicable statutes, regulations, standards, codes, bylaws and rules in their practice. However, the two-year record and the publication are not anticipated to have an overly severe effect on Bueckert's business.

The panel believes that Bueckert is genuinely interested in improving the quality of his pre-start health and safety reviews and would have undertaken at least one course or workshop on the practice on his own volition. Providing evidence of this to the registrar within 12 months is not a burden for Bueckert, while adding a measure of accountability that strengthens the regard of our association on members' continuing education.

A Notice of Waiver of appeal was obtained from the member and the oral reprimand was delivered by the panel on September 27, 2010, immediately after the conclusion of the hearing.

The written Decision and Reasons was signed November 15, 2010, by John Vieth, P.Eng., as chair on behalf of the other members of the discipline panel: Ishwar Bhatia, P.Eng., Ken Lopez, P.Eng., Phil Maka, P.Eng., and Brian Ross, P.Eng.

The panel considered the precedent decisions provided and decided that the proposed penalty provides an appropriate balance of severity and compassion. The five-month suspension, the fine and the two-year registration of the reprimand are severe enough to send a message that maintains the reputation of the profession in the eyes of the public and provides a general deterrent to such misconduct. However, these are not so severe as to ignore that

the member was co-operative, showed remorse and already suffered the collateral loss of his business.

The panel concluded that the proposed penalty is reasonable and in the public interest.

### REPRIMAND

Following the member's waiver of his right to appeal the panel administered an oral reprimand immediately after the hearing.

## SUMMARY OF DECISION AND REASONS

In the matter of the Association of Professional Engineers of Ontario v. ANTERO M. GOMES, P.ENG., a member of the Association of Professional Engineers of Ontario, and the certificate of authorization holder.

The association was represented by Leah Price, the respondents were represented by Ryan Breedon, and Sean McFarling acted as independent legal counsel for the panel.

This matter came before a panel of the Discipline Committee of the Association of Professional Engineers of Ontario (PEO) for hearing on November 2, 2015 in Toronto.

### COMPLAINTS COMMITTEE REFERRAL AND STATEMENT OF ALLEGATIONS

The Complaints Committee of Professional Engineers Ontario referred the matter to the Discipline Committee on May 25, 2015, the Notice of Hearing was issued on September 30, 2015 and the Statement of Allegations referred by the Complaints Committee was dated May 14, 2015 (under cover notice dated May 25, 2015).

The allegations against Antero M. Gomes, P.Eng. (Gomes or the member) and the holder are that they are guilty of professional misconduct as defined in the *Professional Engineers Act* pursuant to s.72 (2)(a), (b), (d) and (j) of Regulation 941, for sealing an engineering opinion that failed to recommend an adequate safeguarding barrier over the in-feed conveyor on a shrink wrapper machine and that failed to recommend certain required hard-wired, or equivalent, interlocks as safety features on shrink wrapper machines.

### AGREED STATEMENT OF FACTS

Counsel for the association advised the panel that an agreement had been reached on the facts and that no witnesses would be called. The Agreed Statement of Facts included the following material facts:

a. The respondent, Antero M. Gomes, P.Eng. (Gomes), is a professional engineer licensed pursuant to the *Professional Engineers Act* (the act).

- b. Gomes was first licensed in 1986, and has practised continuously as a professional engineer since that time. Since 2006, he has practised exclusively in the area of safety engineering.
- c. Gomes was, at all material times, the member of the association designated by the holder under section 47 of Regulation 941 under the act as assuming responsibility for the professional engineering services provided by the holder.
- d. Between February 2009 and March 2010, Gomes stamped three Pre-Start Health and Safety Reviews (PSRs) for McCormick Canada (McCormick) reporting on his review of three shrink wrapper machines that had been newly installed by McCormick at its facility in London, Ontario. It was stated in the PSRs that the safety of the equipment had been assessed "...in accordance with... The *Occupational Health and Safety Act*, specifically Reg. 851... and [a]pplicable clauses from the Ontario Fire Code 1997 and the Ontario Building Code 2006" and that CSA standard CSA-Z432-04 "Safeguarding of Machinery" was taken into consideration.
- e. The first sealed PSR (related to the review of the Line 21 shrink wrapper machine) provided a single specific recommendation for safety compliance, namely, that McCormick modify the existing emergency stop buttons on the equipment.

- f. The second sealed PSW (related to the review of Line 24 EDL shrink wrapper machine) concluded that the machine was considered “sufficiently similar enough to the original” shrink wrapper such that all findings in the previous report could be applied to the new machine.
- g. The third sealed PSR (related to the review of Line 2 shrink wrapper machine) made a single specific recommendation that McCormick install signage by the machine to provide awareness of certain hazards. Gomes also made general recommendations that McCormick provide appropriate training for the use of the machinery, appropriate testing of the devices, as well as the installation of “energy-isolating devices that are capable of controlling and/or dissipating hazardous energy.”
- h. In/about July or August 2013, an employee of McCormick reached through the tunnel guard into the Line 2 shrink wrapper while it was powered. This tripped a sensor for the servo-powered pusher, pushing the employee’s forearm against a rail inside the machine resulting in a broken arm, which then required surgery.
- i. As a result of the injury, McCormick shut down the Line 2 shrink wrapper, and installed an extension to the tunnel guard to prevent reoccurrence of the event.
- j. Following receipt of the complaint, the association retained Thomas L. Norton, P.Eng., as an independent expert. His report identified the following key errors/omissions, which he said should have been noted in the PSRs:
  - a) The tunnel guard over the in-feed conveyor of the Line 2 shrink wrapper was too short, was inadequate to prevent contact with the machine, contrary to R.R.O. 1990, Reg. 851, s. 24, and did not comply with the “minimum distance from hazard” parameters found in Table 3 of CSA-Z432-04.
  - b) The power to the Collation Pusher Servo Motor of the Line 2 shrink wrapper was not interrupted in a hardwired manner, constituting a non-compliance as per section 5 and section 8 of CSA-Z432-04.
  - c) The emergency stops of the Line 2 shrink wrapper were not hardwired to override all other machine controls as required by CSA-Z432-04, section 7.17.1.1.
  - d) The power to the Flight Bar Motors of the Line 21 and Line 24 shrink wrappers were not interrupted in a hardwired manner to interrupt power to the drive enable terminal, and to the load side of the drive, in accordance with section 8 of CSA-Z432-04.
- k. The respondents admitted that the contents of, and the conclusions in, the independent expert’s report were correct, and further admitted that they made the errors/omissions referred to above. The respondents admitted that, in so doing, they:
  - a) failed to maintain the standards that a reasonable and prudent practitioner would maintain in the circumstances;
  - b) failed to make reasonable provision for the safeguarding of the health of persons who might be, and indeed were, affected by the work for which they were responsible; and
  - c) failed to make reasonable provision for complying with applicable regulations, and standards, and in particular, with R.R.O. 1990 Reg. 851 and CSA Standard Z432-04.
- l. After PEO communicated the complaint to Gomes and the holder, Gomes responded to PEO acknowledging the errors and omissions contained in the PSRs and noting that the holder had adopted additional review procedures to ensure that this did not occur again. Gomes also informed PEO of eight education programs that he had completed to improve his skills. In addition, Gomes noted that he had applied for the Certified Health & Safety Consultant designation from the Canadian Society of Safety Engineering, which will require him to complete six courses offered by the CSSE over the next six years.

#### MEMBER AND HOLDER’S GUILTY PLEA

Counsel for the member and holder advised that his clients had no objection or comments on the Agreed Statement of Facts. The member pled guilty to all the allegations of professional misconduct set out therein. The panel conducted a plea inquiry and was satisfied that the member’s and holder’s admission was voluntary, informed and unequivocal.

#### DECISION AND REASONS

The panel considered the Agreed Statement of Facts and the submissions and agreement of the parties, and found the agreed facts support a finding of professional misconduct against the member and the holder as set out in the Statement of Allegations.

#### JOINT SUBMISSION AS TO PENALTY AND COSTS

Counsel for the association advised the panel that a Joint Submission as to Penalty and Costs had been agreed upon and that Gomes and the holder had independent legal advice/opportunity to obtain independent legal advice.

Counsel for the association submitted that the purposes of penalty are served in this matter in that Gomes has demonstrated specific steps were taken to

ensure there would be no recurrence, the suspension demonstrates to PEO members that quality control is important, and that PEO takes the matter seriously given that there was an injury as a result of the matter. Counsel for the association stated that steps were taken in 2013 by the member to put in place quality control measures within his practice before the complaint was registered.

Counsel for the member concurred with counsel for the association on mitigating factors stating that McCormick did not find any other problems with the machines and as such it was considered to be an isolated case. Counsel for the member stated that there was very little risk of a re-offense; the member has continued with his continuing education program and has new quality assurance measures in place and untaken by the holder. He also stated that the conduct of the member shows responsiveness and acceptance of responsibility by all subsequent actions prior to and following the filing of the complaint.

#### **PENALTY DECISION**

The panel accepted the Joint Submission as to Penalty and concluded that the proposed penalty is reasonable and in the public interest. The member and holder co-operated with the association and by

agreeing to the facts and proposed penalty, have accepted responsibility for their actions and avoided unnecessary expense to the association.

Accordingly, the panel ordered:

- a. Pursuant to s. 28(4)(f) of the act, Gomes shall be reprimanded, and the fact of the reprimand shall be recorded on the register for a period of eight (8) months;
- b. Pursuant to s. 28(4)(f) of the act, the holder shall receive an oral reprimand and the fact of the reprimand shall not be recorded on the register;
- c. Pursuant to s. 28(4)(b) of the act, Gomes' licence shall be suspended for a period of one (1) week, commencing on December 13, 2015;
- d. The finding and order of the Discipline Committee shall be published in summary form under s. 28(4)(i) of the act (the summary). The summary shall be published with reference to Gomes' name but without reference to the holder's name; and
- e. There shall be no order as to costs.

#### **REPRIMAND**

Following the member's and holder's waiving their right to appeal, the panel administered the reprimand immediately following the conclusion of the hearing.

The Decision and Reasons was signed on March 22, 2016 by panel chair Anne Poschmann, P.Eng., on behalf of the members of the Discipline panel: Santosh Gupta, P.Eng., Rebecca Huang, LLB, LLM, Patrick Quinn, P.Eng., and Rob Willson, P.Eng.

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### **WOODBRIIDGE AREA CONTRACTOR FINED \$5,000 FOR UNAUTHORIZED USE OF A PROFESSIONAL ENGINEER'S SEAL**

On September 15, 2017, Dole Contracting Inc. of Woodbridge, Ontario, was convicted of breaching the *Professional Engineers Act* by the Ontario Court of Justice and fined \$5,000 for use of a professional engineer's seal.

Dole was retained as the contractor for a building retrofit in Toronto in April 2015, and was working under the supervision of the project architect. As part of the project, Dole was responsible for the demolition of a non-loadbearing cinder block partition wall. Dole was required to install temporary shoring, for which a professional engineer was needed to prepare drawings and review its installation. The partition wall was demolished without temporary shoring or the involvement of a professional engineer.

A Dole employee submitted two letters to the project architect stating the temporary shoring had been installed and had been reviewed by a professional engineer. These letters bore a professional engineer's seal without the affected professional engineer's knowledge or consent.

Dole was convicted of two offences relating to use of the seal.

Nick Hambleton, associate counsel, regulatory compliance, represented PEO in this matter.



Brampton, Ontario

Judge: Her Honour Madame Justice Katherine McLeod

Date of Conviction: May 11, 2009

Defendants: Booth Centennial Healthcare Linen Services

Matter: Occupational Health and Safety

Conviction(s): Occupational Health and Safety Act, Section 25(2)(d)  
(<http://webx.newswire.ca/click/?id=e11dd2d16645f27>)  
Ontario Regulation 851, Section 7(14)  
([www.e-laws.gov.on.ca/html/regs/english/elaws\\_regs\\_900851\\_e.htm#BK6](http://www.e-laws.gov.on.ca/html/regs/english/elaws_regs_900851_e.htm#BK6))  
Occupational Health and Safety Act, Section 25(1)(c)  
(<http://webx.newswire.ca/click/?id=8838773c464322c>)

Crown Counsel: David McCaskill

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## Archived News Release

# Imasar Engineering Inc. Fined \$80,000 After Worker Injured

December 22, 2010 4:15 P.M.

Ministry of Labour

Belleville, ON. -Imasar Engineering Inc., a Concord-based company offering consulting engineering services in workplace safety, was fined \$80,000 on December 20, 2010, for a violation of the Occupational Health and Safety Act after a worker was injured.

On December 12, 2008, an Imasar consultant was conducting a pre-start health and safety review of a tile backing line at the InterfaceFlor Canada Inc. carpet manufacturing plant at 233 Lahr Drive in Belleville. The tile backing line was in full operation as the consultant began to point out an in-running nip hazard between two rollers. The consultant's arm was caught between the rollers and severely injured.

A Ministry of Labour investigation found that Imasar failed to take the reasonable precaution of providing clear instructions and procedures for a worker to follow when inspecting unguarded moving parts of equipment.

Imasar Engineering Inc. pleaded guilty to failing, as an employer, to take every precaution reasonable in the circumstances for the protection of a worker.

The fine was imposed by Justice Patrick A. Sheppard. In addition to the fine, the court imposed a 25-per-cent victim fine surcharge, as required by the Provincial Offences Act. The surcharge is credited to a special provincial government fund to assist victims of crime.

### Court Information at a Glance

<b>Location:</b>	Ontario Court of Justice 15 Victoria Avenue Belleville, ON
<b>Judge:</b>	Justice Patrick A. Sheppard
<b>Date of Conviction:</b>	December 20, 2010
<b>Defendants:</b>	Imasar Engineering Inc.
<b>Matter:</b>	Occupational Health and Safety
<b>Conviction:</b>	Occupational Health and Safety Act, Section 25(2)(h)
<b>Crown Counsel:</b>	Alexandra Bednar

**C-528-2.8**  
**Appendix C**

# **PRE-START HEALTH AND SAFETY REVIEW**

PSC MEETING

FEBRUARY 5, 2019

# INTRODUCTION

- PEO staff reviewed the existing guideline and in consultation with subject matter experts, staff provided the practice concerns involving the PSRs and outlined information that is missing from the existing guideline.

# Responsibilities of Engineers vs. Clients

## Responsibilities of Engineers

The existing guideline provides the responsibilities of the engineer. However, there is insufficient information on following:

- *Review the drawings and documents prepared by others in connection to the project for safety including **existing guarding and protective safety devices** to ensure the compliance with relevant codes and safety standards.*
- *Provide the specifications of the existing protective devices in the PSRs.*

## Responsibilities of Clients

The existing guideline doesn't provide any information on the responsibilities of the client such as:

- Provide the relevant documentations such as design documentations, manuals, materials, etc.;
- Provide safe environment for the engineer's site visit and observation;
- Since some clients acquire new equipment or make changes to their facilities and afterwards contact an engineer to do a PSR, perhaps propose some information in the guideline to advise clients that by delaying the PSR, they often miss out on the opportunity save on costs by making design changes rather than adding costly engineering controls to bring the equipment into compliance with the relevant sections of Occupational Health and Safety regulations

# DATA COLLECTION

- The existing guideline states that *engineers should obtain sufficient information to develop a PSR*. However, the guideline doesn't provide examples of the data that should be collected.

Perhaps some examples can be provided in the guideline such as:

- Electrical, Mechanical, Pneumatic, hydraulic drawings, etc., depending on the type of the machinery.
- Manufacture's limit of warranty of the installed safety devices to inform the client if there is any need to replace the existing safety devices.

# SITE INSPECTION

The existing guideline doesn't provide sufficient information on the following:

- Site inspection and its requirements,
- Recommendation for testing during the site inspection to ensure the existing safety devices are working properly,
- Monitoring the operation of the equipment to provide safety requirements that don't interfere with the operating procedure, and
- Taking pictures during the inspection for the equipment that need PSR to verify the existing safeguards and to include in the reports.

# REPORT REQUIREMENTS

The guideline may need to provide some information on the following:

- The PSR should include photographs to the equipment(s) to clarify the existing guarding, any hazards and the non-compliance issues.
- The PSR should include Risk Assessment and hazards evaluation for equipment(s) that require PSRs.
- The PSR should list any exclusion such as:
  - Setup, Lock-out/Tag-out, Safe work and troubleshooting procedures.
  - ESA (Ontario Electrical Safety Authority) approvals.
  - TSSA (Technical Standards and Safety Authority) approvals.



# RECOMMENDATION FOR SAFETY DEVICES

- The existing guideline doesn't provide examples of safety devices that engineers can recommend in their PSRs such as interlocking switches, light curtains, safety mats, two hands control, etc.

# ETHICAL OBLIGATIONS

- Since employee engineers can provide PSRs to their facilities, it would be helpful to remind engineers of their obligations to disclose any perceived conflict of interest.
- Furthermore, the guideline doesn't provide any information on the engineer's required competency in this area of engineering.

# DEFINITIONS

- The existing guideline doesn't include a section for "definitions"

# REFERENCES

- This section should be updated and perhaps adding other references such as CSA, ANSI, etc., which may be helpful for engineers.

# OTHER COMPLIANCE ISSUES

- In June 2004, PEO Staff received the following comment:

*...having done a fair number presentations on PSRs, I would suggest that the PEO guideline be amended so that there a stronger reflection on the need to have inspections performed. In more than one session the issue was brought up that unapproved components are within the machine and unless a physical inspection is performed these will go unnoticed. A final inspection by the respective authorities would help alleviate non-compliance components on machinery.*

*I realize that this is be embedded within the PEO guideline but I sincerely do feel that somewhat stronger wording could and ought to be used. Even though these inspections are mandatory in Ontario I have noticed a real lack of awareness that these inspections are required such as , ESA and TSSA.*

*This matter could fit into section 8.3 Other Compliance Issues...*

# CLARIFICATION REQUESTED AND FAQ SECTION

- The existing guideline is missing a FAQ section, please note the following comment that was received On January 2002:

*...Overall, we are pleased that the PEO has developed a guideline to assist its members with understanding the PSR requirements. Your acknowledgment that this in fact is a new area for the PEO and that questions and answers will need to be developed and even the possibly a revision to the guideline is encouraging.*

*Late last year, we took the liberty and shared the draft guideline with our engineers in the field. One of the concerns that **has consistently surfaced is that the PSR is an “as installed review” which is quite different from the Ministry of Labour`s intent of the review being undertaken at the design stage.** we urge the PEO to be clear in the guideline in this regard.*

...

# FEEDBACK FROM EXPERTS

- *The guideline is silent on the subject of risk assessment. This is one of the most important as well as one of the most challenging parts of any safety review.*
- *The perception is that the guideline is a dated document, even the PEO address is ten years out-of-date. In the interval since it was published, the Canadian Electrical Code has been updated several times. Other safety standards are updated or at least reviewed every four years. Any guideline published by PEO should be subject to review, if only to reflect changing priorities and interpretations of Standards and Regulations.*
- From my experience, health and safety review projects fall into one of four broad categories
  - a The PSHSR which may be performed on a new machine or installation
  - b The similar review for a used machine which may have been moved from another location, often from outside Ontario
  - c A safety review conducted following an order by the ministry of labour or by the choice of the equipment owner
  - d A decision whether equipment requires a PSHSR, where the owner requires a documented opinion.

I have differentiated between a and b to reflect differences of emphasis in some standards. The existing guideline recognises these categories but is rather dismissive of anything that is not a 'real' PSHSR. My view is that the standard could usefully be expanded to, say, "professional engineers providing reports for pre-start and other required health and safety reviews".

- *One significant concern is maintaining professional competence in the area of functional safety, recently updated CSA safety standards and ever-evolving safety technology. It may be time for a professional practice guideline concerning the design and evaluation of safety control systems, but unfortunately most safety systems out there are not designed by engineers. If it were not for PSR's I am confident that many systems would be implemented improperly.*

## 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 Registrar to develop terms of reference for the Leadership Development Program Task Force (LDPTF).
2. That Council directs the Registrar to issue a call for volunteers for appointment to a six-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; and
  - 3 additional members at large (with at least one young professional) with preference given to those with adult education qualification and those that have experience with equity and diversity training.
3. That Council directs the LDPTF to provide a progress report to Council prior to the 2020 AGM.
4. That Council approves an initial budget of \$20,000 for the LDPTF to initiate their work and confirm resource requirements to complete their work with the goal of delivering a report to Council before the 2020 AGM.

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

**Revised by:** Juwairia Obaid, P.Eng., Councillor Lola Hidalgo, P.Eng., and Councillor Marilyn Spink, P.Eng.

**Moved by:** TBD

### 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.

The six-member task force should be comprised of:

- 3 current Councillors with at least one lay LGA; and



- 3 additional members at large (with at least one young professional) with preference given to those with adult education qualification and those that have experience with equity and diversity training.

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

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

A call for volunteers for appointment to a six-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 is directly related to the following objectives in PEO's Council-approved 2018-2020 Strategic Plan.

**3. Enhance PEO's public image**—PEO will be commonly recognized as the regulator of professional engineering in Ontario.

**4. Engage chapters as a valuable regulatory resource**—PEO chapters will operate as "branch offices" for delivery of regulatory outreach programs.

**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.

**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.

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 knowledge skills required to become visionary and progressive leaders. This includes an understanding of PEO's governance structure, policies and regulatory framework, knowledge of Wainberg's rules, and the refining of skills such as conflict resolution, strategic analysis, negotiation, chairing effective meetings and public speaking.

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. As the term limits are reached for the tenure of experienced volunteers, new volunteers must be trained on the above-mentioned topics in order to continue operating as a self-regulated profession. The terms of reference and roles of the CLC, VLC and the Succession Planning Task Force don't address this gap.

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

	Operating	Capital	Explanation
Current to Year End	\$20,000	\$	To initiate the work
2 <sup>nd</sup>	\$40,000	\$	Budget to be confirmed once Terms of Reference are developed and approved.
3 <sup>rd</sup>		\$	
4 <sup>th</sup>	\$	\$	
5 <sup>th</sup>	\$	\$	

## 6. Peer Review & Process Followed

<b>Process Followed</b>	<p>A Member Submission was passed (82% Yes - 18% 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>
<b>Council Identified Review</b>	N/A
<b>Actual Motion Review</b>	N/A

## 7. Appendices

- Appendix A – 2018 Annual General Meeting: Submission 1

2018 Annual General Meeting (AGM) Member Submission

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

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

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

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

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

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

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

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

Seconded by: Hasan  
Hasan Akhter, P. Eng.

Date: April 6, 2018

## CEO/REGISTRAR TITLE

**Purpose:** (1) To rescind the motion that a single combined chief staff position to be titled Registrar; and (2) to approve the title of the chief staff officer position to be ‘CEO/Registrar’ to align with the industry standards and current practices as presented in Appendix A.

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

**That Council:**

- 1. Rescind the motion that a single combined chief staff position to be titled Registrar.**
- 2. Approve the title of the chief staff officer position to be ‘CEO/Registrar’ to align with the industry standards and current practices as presented to the meeting at C-528-2.11, Appendix A.**

**Prepared by:** Human Resources Committee (HRC)

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

### 1. Background

PEO records indicate that, historically, there were two senior staff member positions, one of the Executive Director, and another one of the Registrar. The Registrar is to carry out the duties as set out in the *Professional Engineers Act*, Regulations 941, Bylaw No. 1 and PEO policies.

In 1998, the two positions were combined and PEO’s Registrar became the association’s Chief Executive Officer (a single staff member responsible and accountable to Council). Based on the information in the President’s Report presented to the meeting in Appendix B, the purpose was to realign PEO’s staff structure to focus resources on the core functions of registration, licensing, discipline and enforcement. The position of Executive Director was eliminated at that time.

At C-427-5, a recommendation as made by the Human Resources and Compensation Committee (HRCC) to approve the revised Roles, Responsibilities and Limitations of the CEO/Registrar as presented in Appendix C.

In 2013, the Human Resources Committee (HRC) provided a report to Council to approve the job description for a Registrar position to initiate the process of selecting an executive search. The report was discussed in-camera and cannot be presented to the meeting.

In 2019, at the request of the HRC, staff conducted an environmental scan of other engineering associations and provincial regulators to find out the current industry standards and current practices. The results of the *environmental scan* are presented in Appendix A.

### 2. Proposed Action / Recommendation

1. That Council rescind the motion that a single combined chief staff position to be titled Registrar.
2. That Council approve the title of the chief staff officer position to be ‘CEO/Registrar’ to align with the industry standards as presented in Appendix A.

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

Council to direct the Legislation Committee (LEC) to revise the Act, Regulations, Bylaw and policies, as necessary.

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

The motion is related to Objective 9 in the 2018-2020 Strategic Plan.

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

Not applicable.

**6. Peer Review & Process Followed**

<b>Process Followed</b>	<ul style="list-style-type: none"><li>• At its February 7, 2019 meeting, the HRC directed staff to draft a Briefing Note regarding CEO/Registrar title.</li><li>• At its March 21, 2019 meeting, the HRC reviewed and approved the draft Briefing Note as presented to the meeting.</li></ul>
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**7. Appendices**

- a. Appendix A – Results of the *Environmental Scan* of other engineering associations and provincial regulators.
- b. Appendix B – President’s Report dated 1998.
- c. Appendix C – Human Resources Committee Report at C-483-5.4.

## CEO/Registrar Titles

All titles refer to a single individual's position. List as of March 2019.

### Provincial Engineers

British Columbia	Chief Executive Officer & Registrar
Alberta	Registrar & CEO
Saskatchewan	Executive Director and Registrar
Manitoba	CEO & Registrar
<b>Ontario</b>	<b>Registrar</b>
Quebec	Executive Director
New Brunswick	Chief Executive Officer
Prince Edward Island	Executive Director
Nova Scotia	CEO & Registrar
Newfoundland & Labrador	CEO & Registrar
Yukon	Executive Director
Northwest Territories & Nunavut	Executive Director and Registrar

### Ontario Regulators

Accountants	President & Chief Executive Officer
Architects	Executive Director
Dental Surgeons	Registrar
Law Society	Chief Executive Officer
Nurses	Executive Director & Chief Executive Officer
Pharmacists	Registrar and CEO
Physicians & Surgeons	Registrar/CEO
Physiotherapists	Registrar
Teachers	Chief Executive Officer and Registrar
Veterinarians	Registrar & Chief Executive Officer

## **President's Report**

President Bilanski reported that the past year had been eventful for PEO with Council making significant progress on goals identified as his key priorities as President. He outlined Council's accomplishments and restated some of his goals and priorities.

### ***Advocacy***

Chief among President Bilanski's priorities had been the linked goals of fostering development of an effective, independent member-interest professional society for engineering and refocusing PEO on its core regulatory role. During the past year, Council had been committed to strengthening PEO as the regulatory body for the profession while also building a foundation for a widely supported advocacy/member services organization.

He said the final report of the task group studying the need for an advocacy body and how PEO could foster its development had been received by Council. The report indicated that PEO members would prefer to see a renewed member-interest body built through an existing organization and, therefore, PEO had formed a joint committee with the Canadian Society for Professional Engineers to discuss an advocacy organization's function and relationship to PEO, and a possible staged transfer of PEO's non-regulatory functions. However, before any transfer of functions would be achieved, a number of details would have to be negotiated. Future discussions and progress of the Advocacy Task Force, chaired by Bob Goodings, P.Eng., would be reported on in *Engineering Dimensions* and *The LINK*.

The President stated that, in the future, an organization, such as CSPE, would probably provide many of the non-regulatory functions currently provided by PEO and PEO would be strictly a regulatory body.

### **Staff Changes**

To facilitate any future separation of the association's regulatory and non-regulatory roles, he said, PEO's staff structure had been realigned to focus resources on the core functions of registration, licensing, discipline and enforcement. The most important results of the changes were that PEO's Registrar had become the association's Chief Executive Officer (a single staff member responsible and accountable to Council) and the position of Executive Director had been eliminated.

In July 1998, Council had appointed Laurie Macdonald as Registrar for a period of one year, and a recruitment process was presently underway to appoint a permanent Registrar to serve for five years, he reported.

### ***Admissions, Complaints, Discipline and Enforcement***

During the past year, progress had been made in reviewing the admissions, complaints, discipline and enforcement policies and procedures, the President said. The Task Force, under the Honourable Douglas H. Carruthers, Q.C., a well-known retired judge in Ontario, had compiled information on regulation in other jurisdictions and professions and had received 60 submissions from interested individuals and groups. The review, aimed at improving PEO's regulatory processes to make them more fair, equitable, open and transparent without unnecessary bureaucracy, was intended to assist PEO in carrying out its primary duty of protecting the public interest where engineering is concerned.

He said members would be updated on progress of the ACDE review at the consultative sessions being held the next day.



# Briefing Note

427th Meeting of Council  
Professional Engineers Ontario

Date: March 3-4, 2005

1000-25 Sheppard Avenue West  
Toronto, ON M2N 6S9  
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416 224 9528 Ext. 1444

## EXECUTIVE SUMMARY

Agenda Item 5: **HUMAN RESOURCES/COMPENSATION COMMITTEE REPORT**  
a) **CEO/Registrar – Roles, Responsibilities and Limitations**

Prepared by: K.C. McMartin, P.Eng.  
Chair, HRC

## RECOMMENDATION/DECISION REQUIRED

**Motion:** That Council approve the revised Roles, Responsibilities and Limitations of the CEO/Registrar presented at Appendix C-427-5(a)(i) and that Section 6 of the *PEO Governance Workbook* be updated accordingly.

## BACKGROUND

As part of the process to establish goals for the CEO/Registrar, the Human Resources/Compensation Committee (HRC) undertook a review of documentation related to the CEO/Registrar's role, responsibilities and limitations. This review included the 1999 job description for the CEO/Registrar position used for recruitment purposes, the *Professional Engineers Act* and Regulation 941, and the Governance Workbook approved by Council in September 2003. Also considered were proposed Executive Limitations drafted by President Comrie.

## UNDERLYING PRINCIPLES

As the senior staff appointee, the CEO/Registrar leads the staff organization. It is intended that staff report up through the staff organization as may be established from time to time to the CEO/Registrar. The CEO/Registrar will designate from time to time another member of the senior staff to act in his/her stead during periods of absence or indisposition.



While it is intended that staff and volunteers at all levels will cooperate and collaborate extensively in the work of PEO, it is not intended that staff will exercise authority over volunteers, or that volunteers will exercise authority over paid staff. Any disagreements as to authority that may arise between staff and volunteers will be resolved informally by the Human Resources and Compensation Committee (HRC), or formally by Council, which has the ultimate authority within PEO.

In order to ensure continuity of direction over time, and in order to maintain a broad base of input and support from the volunteer organization, it is intended that the Past President, President, and President-elect will consult extensively with each other and with the CEO/Registrar on matters of direction, on new initiatives, and on other matters that may arise from time to time where Council has not established clear policy or direction. This group of four Officers is referred to collectively in this policy as the Executive Leadership Team.

The CEO/Registrar is expected to keep informed, and to consult regularly with, the volunteer members of the Executive Leadership Team to ensure that the latter are in a solid position to explain and support PEO policies and activities to the volunteer base and membership, and in order to ensure that his/her actions will enjoy the support of Council.

The Executive Leadership Team is intended to operate informally using all available means of communication to achieve consensus among themselves. Formal quora, decisions and proceedings are not required, although e-mail trails may be used to establish that information and consultation has taken place. In the event that consensus among the Executive Leadership Team cannot be reached, the matter in question should be referred to Council for resolution.

## **PRESENT SITUATION**

There has been some re-organization and reformatting of the document from what appeared previously in the *Governance Handbook*. Where text has been revised, these revisions are highlighted and include:

- Updates to the CEO/Registrar Role
- Requirement to establish annual goals for the CEO/Registrar in November of each year.
- Inclusion of the sections of the PEA and Regulation 941 where it states that the Registrar shall . . . or the Registrar may. . .
- New Sections under the CEO/Registrar Limitations
  - Working with the Executive Leadership Team
  - Authority over Volunteers
  - Temporary Appointment as CEO/Registrar

## **FINANCIAL IMPLICATIONS**

none

## **CONCLUSION**

The document should be reviewed and updated annually by the HRC at the time of establishing the CEO/Registrar's goals and performance measures for the coming year. The 1999 Job Description for the position is outdated and should be discontinued; upon approval by Council, this document will serve as a description for the CEO/Registrar position.

**Role of the CEO/Registrar,  
Responsibilities of the CEO/Registrar,  
Duties of the Registrar in the:  
Professional Engineers Act  
Regulation 941 and  
Limitations**

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## Role of Registrar in the PEA

### ***Council Regulation Making Power wrt Registrar***

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

28. respecting the duties and authority of the Registrar; R.S.O. 1990, c. P.28, s. 7 (1); 2000, c. 26, Sched. A, s. 12; 2001, c. 9, Sched. B, s. 11 (5-12).

### ***Registrar and staff***

(8) The Council shall appoint during pleasure a Registrar, who shall be a member of the Association, and may appoint one or more deputy registrars who shall have the powers of the Registrar for the purposes of this Act, and may appoint such other persons as are from time to time necessary or desirable in the opinion of the Council to perform the work of the Association. R.S.O. 1990, c. P.28, s. 3 (8); 2001, c. 9, Sched. B, s. 11 (3).

### ***Role of Registrar***

(8.1) The Registrar is responsible for the administration of the Association and reports to the Council. 2001, c. 9, Sched. B, s. 11 (4).

## PEO Governance Principle<sup>1</sup> #6

The Registrar is the Chief Executive Officer of PEO, known as the CEO/Registrar, operating within a prescribed code of conduct, and accountable to Council for:

- the administration of the Act;
- management and operation of PEO;
- keeping Council well informed; and
- keeping Council informed of policy development.

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<sup>1</sup> 13 Governance Principles were approved by Council Sept. 2003; an earlier version was approved in principle in March 2003.

## CORE VALUES<sup>2</sup>

The Core Values define the culture of the organization. The CEO/Registrar is required to operate within these values and contribute to building PEO's culture around these values.

- **Accountability** – PEO protects the public interest by being accountable to the public, such that PEO staff and volunteers accept responsibility for their actions and decisions, and deliver what they promise to deliver, and PEO as an organization honours its legislated and financial obligations. Staff and volunteer performance will be appraised based on meeting objectives within desired timeframes.
- **Respect** – PEO demonstrates respect for its staff, volunteers, applicants, licence holders, and external stakeholders through fair practices and timely, informative communications. In turn, PEO expects that its regulatory obligations and activities in serving and protecting the public interest are respected by its stakeholders.
- **Integrity** – PEO demonstrates alignment between the *Professional Engineers Act* and its processes and practices, including consistency of its policies and their application to maintain integrity of the licence, and will adhere firmly and impartially to its legislated requirements in pursuit of regulatory excellence.
- **Professionalism** – PEO operates in a professional manner with its applicants, licence holders and external stakeholders, by demonstrating competence, impartiality and reliability.
- **Teamwork** – PEO achieves its goals through effective teamwork and collaborative partnerships both within the organization, between its staff and volunteers, and with other bodies involved in the practice of professional engineering.

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<sup>2</sup> Approved by Council in January 2005

## Role of CEO/Registrar<sup>3</sup>

The CEO/Registrar provides the leadership to make PEO healthy and successful. The CEO/Registrar is essentially a creature of, and reports to, Council. The CEO/Registrar's standing objectives and responsibilities extend to the following:

1. Oversee all aspects of PEO operating responsibilities as defined in the Act and Regulation.
  - ◆ Take a leadership role in articulating Council's Strategic direction;
  - ◆ Identify and keep Council informed of issues of importance to PEO.
  - ◆ Execute, and implement policies approved by Council, programs and objectives to ensure the effective administration of the Act;
  - ◆ Deliver regulatory services in accordance with established service delivery standards.
2. Develop, direct, and implement short and long-range plans for future programs and activities.
  - ◆ Support ongoing strategic planning activities
  - ◆ Formulate, execute, and implement policies approved by Council.
3. Develop, implement, and administer an organization plan, including authorities, staffing, Operational Committees, and performance management.
  - ◆ Develop management personnel and implement effective succession plans.
  - ◆ Develop a strong, cohesive, effective management team
4. Develop, implement, and oversee operating and capital budgets, including systems, policies, and processes and maintain the financial viability of PEO.
  - ◆ Ensure regular evaluation of all programs and services against objectives.
  - ◆ Ensure internal financial controls are maintained and followed throughout PEO.
5. Ensure PEO is streamlined, efficient, responsive, results-oriented, non-bureaucratic, open, and transparent.
  - ◆ Execute PEO's operational plans, and
  - ◆ Foster an achievement-oriented culture based on continuous learning principles where employees are motivated and rewarded for both individual and team contributions.
6. Represent PEO on operational matters to the Canadian Council of Professional Engineers, the Ontario Society of Professional Engineers, members, public, and private-sector institutions and liaise with the provincial, federal, and municipal governments on regulatory issues.
  - ◆ Speak on behalf of PEO on operational matters and on other matters at the request of the President; and
  - ◆ Establish and maintain strong relationships with regulatory and industry peers and major corporate players necessary for ensuring PEO's continued success.
7. Work effectively with Council and volunteer leadership.
  - ◆ Keep Council well informed
  - ◆ Consult with volunteer leadership
  - ◆ Adhere to CEO/Registrar Limitations

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<sup>3</sup> As per Governance Workbook – approved by Council Sept. 2003.

At the November meeting of Council of each year, specific projects and measures will be assigned as the areas of focus for the CEO/Registrar for the upcoming year.

## The Registrar Shall

### *Professional Engineers Act*

14. (1) The Registrar shall issue a licence to a natural person who applies therefor in accordance with the regulations and,

- (a) is a citizen of Canada or has the status of a permanent resident of Canada;
- (b) is not less than eighteen years of age;
- (c) has complied with the academic requirements specified in the regulations for the issuance of the licence and has passed such examinations as the Council has set or approved in accordance with the regulations or is exempted therefrom by the Council;
- (d) has complied with the experience requirements specified in the regulations for the issuance of the licence; and
- (e) is of good character. R.S.O. 1990, c. P.28, s. 14 (1).

(6) The Registrar shall give notice to the applicant of a determination by a committee under subsection (3) and, if the applicant is rejected, the notice shall detail the specific requirements that the applicant must meet. R.S.O. 1990, c. P.28, s. 14 (6).

(7) The Registrar shall issue a provisional licence, to be valid for one year, to a natural person who has applied for a licence in accordance with the regulations and has complied with all the requirements of subsection (1) except the Canadian experience requirement set out in paragraph 4 of section 33 of Regulation 941 of the Revised Regulations of Ontario, 1990. 2001, c. 9, Sched. B, s. 11 (19).

15. (1) The Registrar shall issue a certificate of authorization to a natural person, a partnership or a corporation that applies therefor in accordance with the regulations if the requirements and qualifications for the issuance of the certificate of authorization set out in the regulations are met.

15. (2) Where the Registrar proposes to issue a certificate of authorization to an applicant, the Registrar shall issue a standard certificate of authorization or, where the primary function of the applicant is or will be to provide to the public services that are within the practice of professional engineering and the applicant requests a general certificate of authorization, the Registrar shall issue a general certificate of authorization to the applicant.

15. (3) The Registrar shall issue a standard certificate of authorization to a partnership of corporations that applies therefor in accordance with the regulations if at least one of the corporations holds a certificate of authorization.



**16.** The Registrar shall issue a licence or a certificate of authorization upon a direction of the Council made in accordance with a recommendation by the Joint Practice Board. R.S.O. 1990, c. P.28, s. 16.

**18. (1)** The Registrar shall issue a temporary licence, a provisional licence or a limited licence to a natural person who applies therefor in accordance with the regulations and who meets the requirements and qualifications for the issuance of the temporary licence, the provisional licence or the limited licence set out in the regulations, provided that, in the case of a limited or provisional licence, the applicant is a Canadian citizen or has the status of a permanent resident of Canada. 2001, c. 9, Sched. B, s. 11 (20).

**19. (1)** Where the Registrar proposes,

(a) to refuse to issue a licence; or

(b) to refuse to issue, to suspend or to revoke a temporary licence, a provisional licence, a limited licence or a certificate of authorization,

the Registrar shall serve notice of the proposal, together with written reasons therefor, on the applicant. R.S.O. 1990, c. P.28, s. 19 (1); 2001, c. 9, Sched. B,

**21. (1)** The Registrar shall maintain one or more registers in which is entered every person who is licensed under this Act and every holder of a certificate of authorization, temporary licence, provisional licence or limited licence, identifying the terms, conditions and limitations attached to the licence, certificate of authorization, temporary licence, provisional licence or limited licence, and shall note on the register every revocation, suspension and cancellation or termination of a licence, certificate of authorization, temporary licence, provisional licence or limited licence and such other information as the Registration Committee or Discipline Committee directs. R.S.O. 1990, c. P.28, s. 21 (1); 2001, c. 9, Sched. B, s. 11 (27).

**21. (3)** The Registrar shall provide to any person, upon payment of a reasonable charge therefor, a copy of any part of the registers mentioned in subsection (1) maintained by the Registrar. R.S.O. 1990, c. P.28, s. 21 (3).

**24. (4)** The Registrar shall send to the complainant and to the person complained against by prepaid first class mail a copy of the written decision made by the Complaints Committee and its reasons therefor, if any, together with notice advising the complainant of the right to apply to the Complaints Review Councillor under section 26. R.S.O. 1990, c. P.28, s. 24 (4).

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

**33. (10)** The Registrar shall report the results of the investigation to the Council or such committee as the Registrar considers appropriate. R.S.O. 1990, c. P.28, s. 33 (10).

37. (3) The Registrar shall refer an application under subsection (1) or (2) in respect of a licence or a certificate of authorization, a temporary licence, a provisional licence or a limited licence to the Discipline Committee which shall hold a hearing respecting and decide upon the application, and shall report its decision and reasons to the Council and the applicant. R.S.O. 1990, c. P.28, s. 37 (3); 2001, c. 9, Sched. B, s. 11 (57).

### **REGULATION 941**

17. Except where a Member is elected by acclamation, the Registrar shall prepare ballots for an election setting forth the names of the candidates for each office. R.R.O. 1990, Reg. 941, s. 17; O. Reg. 13/03, s. 5.

23. (1) The Registrar shall give written notice of the election results, including election by acclamation,

(a) to all members of the Council; and

(b) to all persons nominated for the election,

and shall forward the results, including the number of votes cast for each candidate, to all Members prior to the date of the annual meeting of the Members next following the date of the election or the results shall be announced at the annual meeting and forwarded to all Members as soon as practicable thereafter. R.R.O. 1990, Reg. 941, s. 23 (1); O. Reg. 13/03, s. 9.

30. (3) Where a written complaint is received under section 32 of the Act, the Registrar shall select not less than three and not more than four eligible Members to serve on the Fees Mediation Committee with respect to such complaint.

31. (3) The Registrar shall then select three Members to serve as the Fees Mediation Committee with respect to the dispute and the Committee may arbitrate the dispute on terms and conditions acceptable to it. R.R.O. 1990, Reg. 941, s. 31.

36. (7) Where an applicant who is required by the Academic Requirements Committee to take and pass more than one examination fails to take at least one examination in each academic year after taking the first of such examinations, the Registrar shall withdraw the applicant's application for a licence unless the applicant submits to the Registrar reasonable justification in writing for the failure to take the examination. R.R.O. 1990, Reg. 941, s. 36.

## The Registrar may:

### *Professional Engineers Act*

14. (2) The Registrar may refuse to issue a licence to an applicant where the Registrar is of the opinion, upon reasonable and probable grounds, that the past conduct of the applicant affords grounds for belief that the applicant will not engage in the practice of professional engineering in accordance with the law and with honesty and integrity. R.S.O. 1990, c. P.28, s. 14 (2).

15. (8) The Registrar may refuse to issue or may suspend or revoke a certificate of authorization where the Registrar is of the opinion, upon reasonable and probable grounds,

(a) that the past conduct of a person who is in a position of authority or responsibility in the operation of the business of the applicant for or the holder of the certificate of authorization affords grounds for the belief that the applicant or holder will not engage in the business of providing services that are within the practice of professional engineering in accordance with the law and with honesty and integrity;

(b) that the holder of the certificate of authorization does not meet the requirements or the qualifications for the issuance of the certificate of authorization set out in the regulations; or

(c) that there has been a breach of a condition of the certificate of authorization. R.S.O. 1990, c. P.28, s. 15.

18. (2) The Registrar may refuse to issue or may suspend or revoke a temporary licence, a provisional licence or a limited licence where the Registrar is of the opinion, upon reasonable and probable grounds,

(a) that the past conduct of the applicant for or the holder of the temporary licence, the provisional licence or the limited licence affords grounds for the belief that the applicant or holder will not engage in the practice of professional engineering in accordance with the law and with honesty and integrity;

(b) that the holder of the temporary licence, the provisional licence or the limited licence does not meet the requirements or the qualifications for the issuance of the temporary licence, the provisional licence or the limited licence set out in the regulations; or

(c) that there has been a breach of a condition of the temporary licence, the provisional licence or the limited licence. R.S.O. 1990, c. P.28, s. 18 (2); 2001, c. 9, Sched. B, s. 11 (21).

19. (4) Where the applicant does not require a hearing by the Registration Committee in accordance with subsection (3), the Registrar may carry out the proposal stated in the notice under subsection (1). R.S.O. 1990, c. P.28, s. 19 (4).

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

**35.** (4) The Registrar may forward any information referred to in subsection (2) to the Council or to such committee as the Registrar considers appropriate. R.S.O. 1990, c. P.28, s. 35.

**47.** (4) Where a dispute arises between an architect and a professional engineer or a holder of a certificate of authorization as to jurisdiction in respect of professional services, the Registrar may refer the matter to the Joint Practice Board and the Joint Practice Board shall consider the matter and assist the architect and the professional engineer or the holder of the certificate of authorization to resolve the dispute in accordance with the rules in section 12.

### ***Regulation 941***

**44.1** (1) The Registrar may grant a provisional licence to an applicant who complies with the requirements of paragraphs 1, 2, 3 and 5 of subsection 33 (1). O. Reg. 13/03, s. 12.

**68.** A holder of a certificate of authorization who is primarily engaged in offering to the public services within the practice of professional engineering and who satisfies the Council that the practice of professional engineering by the holder is and will be carried on under the responsibility and supervision of a designated consulting engineer named in the application for the certificate of authorization or in a related notice of change filed with the Registrar may use the title "consulting engineers" or a variation approved by Council from time to time. R.R.O. 1990, Reg. 941, s. 68.

## **CEO/Registrar's Limitations<sup>4</sup>**

### ***General Constraint***

The CEO/Registrar shall not knowingly cause or allow any practice, activity, decision or organizational circumstance that is either imprudent, illegal, or in violation of commonly accepted business and professional ethics.

### ***Communication and Support to Council.***

The CEO/Registrar shall not fail to inform and support the Council in its work. Further, without limiting the scope of the above statement by the following list, the CEO/Registrar shall not fail to:

1. Supply to the Council relevant opinions, perspectives and options, from the staff and external sources, so that the Council can make informed choices.
2. Inform the Council of issues, which have implications for Council policy, or of information that may significantly affect the organization.
3. Submit the required monitoring data in a timely, accurate, and understandable fashion, directly addressing provisions of the Council policies being monitored.
4. Advise the Council if, in the CEO/Registrar's opinion, the Council does not comply with its own policies on Governance Process and Council-CEO/Registrar Relationship.
5. Provide information to Council as a whole except:
  - a) for fulfilling individual requests for information, or
  - b) for responding to officers or committees duly charged by the Act or Council.
6. Supply for the consent agenda all items delegated to the CEO/Registrar, yet required by law, contract, or Bylaw to be Council-approved, along with the monitoring assurance pertaining to the item(s).
7. Provide reasonable administrative support for Council activities.
8. Report in a timely manner actual or anticipated non-compliance with any policy of Council.

### ***CEO/Registrar working with the Executive Leadership***

1. In order to ensure continuity of direction over time, in order to maintain a broad base of input and support from the volunteer organization, it is intended that the Past President, President, and President-Elect will consult extensively with each other and with the CEO / Registrar on matters of direction, on new initiatives, and on other matters that may arise

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<sup>4</sup> As per Governance Workbook – approved by Council Sept. 2003

from time to time where Council has not established clear policy or direction. This group of four Officers is referred to collectively in this policy as the Executive Leadership Team<sup>5</sup>, operating through consensus with no assumed powers.

2. The CEO / Registrar is expected to keep informed, and to consult regularly with, the Executive Leadership Team to ensure that the latter are in a solid position to explain and support PEO policies and activities to the volunteer base and membership, and in order to ensure that his/her actions will enjoy the support of Council.
3. The team is intended to operate informally using all available means of communication to achieve consensus among them. Formal quorum, decisions and proceedings are not required, although e-mail trails may be used to establish that information and consultation has taken place. In the event that consensus among the Executive Leadership Team cannot be reached, the matter in question should be referred to Council for resolution.
4. In the absence of Council's specific prior approval or clearly established direction, the CEO/Registrar shall inform the Executive Leadership prior to:
  - a. The engagement of lawyers for the purpose of obtaining legal opinions on matters not directly related to routine operational matters (i.e. Employment, Contracts, leases, etc.), regulatory matters (i.e. complaints, discipline, licensing, tribunals, regulations, etc.) or actions against PEO;
  - b. The engagement of consultants for work to exceed \$20,000 on matters not directly related to discipline or enforcement;
  - c. The entering into of any contract over \$50,000 in value the terms;
  - d. The appointment or termination of staff at the Deputy Registrar or Director level;
  - e. Any action outside the scope of the normal business of PEO or its existing policies;
  - f. Any action that is likely to incur a material financial liability for PEO in either the short or long term;
  - g. Any expenditure over \$25,000 for which funds have not been budgeted;
  - h. The scheduling of, or any change to the schedule of, a meeting of Council or the Executive;
  - i. Attendance at meetings / functions where the President would normally be expected to be PEO's official representative, unless there is an associated function which CEO/Registrar is required to perform. Prior to the commencement of each new Presidential term of office, the Executive Leadership Team will meet to plan PEO's representation at major meetings / functions planned for the coming year.

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<sup>5</sup> Executive Leadership Team consists of the President, President-elect, Past President and the CEO/Registrar.

5. In the event of disagreement within the Executive Leadership team, the matter shall be placed before Council for resolution.

### ***Authority over Volunteers***

While it is intended that staff and volunteers at all levels will cooperate and collaborate extensively in the work of PEO, the CEO/Registrar shall not directly exercise or direct staff to exercise authority over volunteers. Any disagreements as to authority that may arise between staff and volunteers will be resolved informally by the Human Resources and Compensation Committee (HRC), or formally by Council.

### ***Interactions with Members***

With respect to interactions with members, the CEO/Registrar shall not cause or allow conditions, procedures, or decisions which are unsafe, disrespectful, undignified, unnecessarily intrusive, or which fail to provide appropriate confidentiality and privacy, other than release of information required by law. Further, without limiting the scope of the above statement by the following list, the CEO/Registrar shall not:

1. Fail to provide for member input in determining means for achieving the Council's Policy.
2. Fail to establish a process, which ensures that member comments, questions, and complaints are responded to fairly, consistently, respectfully, and in a timely manner.

### ***Treatment of Staff***

The CEO/Registrar shall not cause or allow working conditions for staff or volunteers that are undignified, or unsafe. Further, without limiting the scope of the above statement by the following list, the CEO/Registrar shall not fail to:

1. Develop and implement written human resource policies and procedures, which, at minimum, clarify expectations and working conditions for staff, and provide for effective handling of grievances and harassment.
2. Permit an environment where staff is free to express an opinion, or to consider and respond to documented opinions.
3. Ensure that there is an effective staff education and development plan and process in place.

### ***Temporary Appointment as CEO/Registrar***

The CEO / Registrar will designate from time to time another member of the senior staff to act in his/her stead during periods of absence or indisposition. He shall advise the Executive Leadership Team of the appointment, which would normally be one of the Deputy Registrars.

### ***Emergency Executive Succession***

The CEO/Registrar shall not fail to ensure that there is sufficient organizational capacity for the competent interim operation of PEO to continue in the event of sudden loss of CEO/Registrar services.

### ***Financial Planning***

Budgeting for any fiscal period or the remaining part of any fiscal period shall not:

- a) deviate materially from Council-stated policy priorities in allocation of resources;
- b) jeopardize the financial viability of PEO; or
- c) fail to be derived from a multi-year plan consistent with (a).
- d) fail to observe the policy of Council regarding the operating reserve.

Further, without limiting the scope of the above statement by the following list, the CEO/Registrar shall not:

1. Fail to include credible projection of revenues and expenses, separation of capital, operational, and designated fund items, cash flow, and disclosure of planning assumptions.
  - 1.1. Fail to include provision for replacement and repair of capital assets, based on a long-term plan.
  - 1.2. Fail to include provision for the funding of obligations under the Act.
2. Plan the expenditure in any fiscal year of more funds for operations than are received.
3. Fail to estimate revenues conservatively and expenses realistically.
4. Fail to provide funds as determined annually by the Council for the Council's direct use during the year, such as costs of fiscal audit, Council development, Council, and Council committee meetings, and Council legal fees.
5. Endanger the fiscal soundness of future years or ignore the building of organizational capability sufficient to achieve ends in future years.
6. Recognize that Council is the arbiter of the allocation of funds. In particular, the decisions on programs undertaken.

### ***Financial Condition***

With respect to the actual, ongoing financial conditions and activities, the CEO/Registrar shall not cause or allow the financial viability of the PEO to be jeopardized, or a material deviation of expenditures from Council priorities as established in policies. Further, without limiting the scope of the above statement by the following list, the CEO/Registrar shall not:

1. Allow borrowed funds to, at any point, be in an amount greater than 10 per cent of the value of the unrestricted invested funds.



2. Use restricted funds for other than their designated purposes.
3. Fail to settle payroll and debts in a timely manner.
4. Allow tax payments or other government-ordered payments or reports to be overdue or inaccurately filed.

### ***Asset Protection***

The CEO/Registrar shall not knowingly allow assets to be unprotected, inadequately maintained, or unnecessarily risked. Further, without limiting the scope of the above statement by the following list, the CEO/Registrar shall not:

1. Fail to insure against theft, fire and casualty losses to a prudent replacement value and against liability to Council members, staff, and individuals engaged in activities on behalf of the organization or the organization itself in an amount comparable to similar organizations.
2. Unnecessarily expose PEO, its Council members, committee members, or staff to claims of liability.
3. Allow uninsured personnel access to material amounts of funds.
4. Receive, process or disburse funds under controls insufficient to meet the appointed auditor's standards.
5. Cause or allow facilities and equipment to be subjected to improper wear and tear, insufficient maintenance, or risk of theft.
6. Make purchases without due consideration to quality, after-purchase service, value for dollar, and normally prudent protection against conflict of interest.
7. Fail to protect intellectual property, information, and files from loss, significant damage, or unauthorized use.
8. Invest or hold funds in unsecured instruments, including uninsured checking accounts, other than in a Chartered Bank in an amount not greater than three times the insured limit, and bonds of less than AA rating, or in non-interest bearing accounts except where necessary to facilitate ease in operational transactions.
9. Make investments in the following securities: mortgages, equities, real estate holdings, foreign investments, and derivative securities (i.e. futures and options, etc.).
10. Fail to design and maintain the investment strategy to assure the necessary cash flow.
11. Acquire or dispose of land or buildings.

### ***Application of the Professional Engineers Act***

The CEO/Registrar shall not fail to ensure that the provisions of the *Professional Engineers Act* are enforced, consistent with any further Council interpretation of the Act in its Bylaw or Policies. The CEO/Registrar shall not fail to ensure fair and due process in applying the legislation.

Further, without limiting the scope of the above statement by the following list, the CEO/Registrar shall not fail to:

1. Ensure that professional members, licensees, and Certificate of Authorization holders are duly informed of their obligations under the Act, Regulation and Bylaw, including the Code of Ethics.
2. Take appropriate action regarding members, licensees, and Certificate of Authorization holders who fail to comply with the Act, Regulation, Code of Ethics, and Bylaw.
3. Take appropriate action regarding those who practise or use the titles “professional engineer” or the abbreviation “P.Eng.” or without appropriate authority.
4. Ensure that registration, licensing, and issuing of Certificates of Authorization are carried out consistently with the Act, Regulation, Bylaw, and policies of PEO.
5. Ensure that appeals allowed by legislation are presented to Council in a timely manner.
6. Bring to Council on the Consent Agenda appointees for the Registration, Complaints, and Discipline committees who meet the requirements of the Act.
7. Establish Terms of Reference, consistent with the Act, Regulation and Bylaw for all committees reporting to the CEO/Registrar.

### ***Compensation and Benefits***

With respect to employment, compensation and benefits to employees, consultants, contract workers and volunteers, the CEO/Registrar shall not cause or allow jeopardy to fiscal integrity or public image. Further, without limiting the scope of the above statement by the following list, the CEO/Registrar shall not:

1. Change his/her own compensation and benefits.
2. Establish current compensation and benefits that deviate materially from the geographic or professional market for the skills employed; create obligations over a longer term than revenues can be safely projected; or are discriminatory.

### ***Interactions with Public***

As the spokesperson for PEO, the CEO/Registrar shall not endanger PEO's public image or credibility, particularly in ways that would hinder its accomplishment of Policy. Further, without limiting the scope of the above statement by the following list, the CEO/Registrar shall not:

1. Fail to establish an effective corporate communications and public relations strategy.
2. Permit presentations to be made to the media that inaccurately portray Council policy.
3. Permit staff members other than him/herself or designate to make presentations to the media.
4. Operate without a process to ensure that comments, questions, and complaints from the public are responded to fairly, consistently, respectfully, and in a timely manner.

### ***Information Management***

The CEO/Registrar shall not fail to develop and maintain an effective information management process, which assists PEO in effectively carrying out and evaluating achievement of Council's Policy. Further, without limiting the scope of the above statement by the following list, the CEO/Registrar shall not fail to:

1. Maintain an up-to-date prioritized plan for necessary information systems enhancements or acquisitions.
2. Develop and apply implementation plans that ensure a smooth transition to new information systems.
3. Evaluate the effectiveness and efficiency of information systems.
4. Meet legislated requirements for records retention, confidentiality, and freedom of information.
5. Ensure that back-up and recovery plans are designed, documented, and tested.

### ***Partnerships***

The CEO/Registrar shall not fail to develop appropriate partnerships to achieve the Council's Policy. Further, without limiting the scope of the above statement by the following list, the CEO/Registrar shall not fail to:

1. Take the initiative in developing appropriate partnerships to achieve Council's Policy.
2. Fail to obtain appropriate input from stakeholders to achieve Council's Policy.

3. Develop or continue collaborative relationships with organizations whose principles or practices are compatible with achievement of Council's Policy.

### ***Development of Standards***

When developing or changing guidelines\* for the practices of professional engineering, the CEO/Registrar shall not fail to:

1. Obtain the input of the management team and a range of membership, including members from different areas of practice, with a mix of relevant expertise, using an open and transparent process for obtaining membership input.
2. Consider the perspective of other regulatory bodies, organizations, and groups that may be impacted.
3. Ensure that relevant research findings and literature have been considered.
4. Ensure that the guidelines developed are compliant with legal and regulatory requirements.
5. Advise Council if the guidelines presented does not represent a consensus.
6. Ensure that all guidelines are reviewed periodically.
7. Bring the guidelines to Council via the Consent Agenda for final approval prior to release.

*\* Official PEO statements that are accepted and articulated as constituting good practice.*

### ***Development of Position Statements***

When preparing formal PEO Position Statements, the CEO/Registrar shall not:

1. Develop position statements that are inconsistent with Council's Policy.
2. Develop position statements on issues unless they have at least province-wide significance.
3. Develop position statements that cannot reasonably be expected to assist in achieving Council's Policy.
4. Fail to obtain the input of a range of membership, including a range of members who may be specifically impacted by the statement.
5. Fail to ensure that the selection process for obtaining input is unbiased.
6. Fail to consider the perspectives of relevant disciplines and organizations that may be affected by the statement.

7. Fail to ensure that relevant research findings, literature, and expert input have been considered in the development of the statement.
8. Fail to advise Council if the Position Statement presented does not represent a consensus.
9. Fail to bring the Position Statement to Council via the Consent Agenda for final approval before release.

### ***Internal Process Evaluation***

The CEO/Registrar shall not fail to ensure that there is regular evaluation of all programs and services, including an external evaluation of regulatory processes at least every five years. Accordingly, the CEO/Registrar shall not:

1. Operate without a written plan for when and how each program will be evaluated.
2. Fail to report the results of the evaluation to Council and to PEO members.
3. Fail to take action on evaluation reports to ensure continuous improvements.

### ***Criteria Governing Professional Practice***

When developing or changing published criteria for admission to PEO and the conducting of the practice of professional engineering, the CEO/Registrar shall not fail to:

1. Obtain input from committees and groups structured for that purpose, and/or a range of membership from different areas of practice with a mix of relevant expertise, using an open and transparent process for obtaining membership input.
2. Consider the perspectives of the other constituent members of the Canadian Council of Professional Engineers, other regulatory bodies, organizations, and groups that may be affected.
3. Ensure that the criteria developed are compliant with legal and regulatory requirements.
4. Bring the criteria to Council via the Consent Agenda for final authorization before release.
5. Ensure that all criteria are reviewed periodically.



# Briefing Note

**427th Meeting of Council  
Professional Engineers Ontario**

**Date: March 3-4, 2005**

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Toronto, ON M2N 6S9  
Tel: 416 224-1100  
800 339-3716  
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## **EXECUTIVE SUMMARY**

**Agenda Item 5: HUMAN RESOURCES/COMPENSATION COMMITTEE  
b) CEO/Registrar Goals and Measures for 2005**

Prepared by: K.C. McMartin, P.Eng.  
Chair, Human Resources/Compensation Committee

## **RECOMMENDATION/DECISION REQUIRED**

**Motion: That Council approve the Goals and Measures as detailed in Appendix C-427-5(b)(i) for the purposes of evaluating the CEO/Registrar's performance, and determining his performance bonus, for 2005.**

## **BACKGROUND**

As part of the process to establish goals for the CEO/Registrar, the Human Resources/Compensation Committee (HRC) undertook a review of documentation related to the CEO/Registrar's role, responsibilities and limitations. This review included the 1999 position description that was used to recruit for the position of CEO/Registrar, the current CEO/Registrar's employment contract, sections of the *Professional Engineers Act* and Regulation 941 defining duties of the Registrar, and relevant sections of the Governance Workbook approved by Council in September 2003.

As part of his compensation package, the CEO/Registrar is entitled to an annual performance bonus of up to 10% of his base salary. This bonus is determined by evaluating his performance against pre-determined objectives established at the start of each year. In previous years, his performance goals and measurements were established by the President, after consultation with other Councillors. HRC has now taken on this responsibility, and is recommending to Council the goals and measurements to be used for evaluating his performance for 2005.

## **CURRENT SITUATION**

Based on the revised role statement for the CEO/Registrar, a set of projects and/or areas for special focus have been established by the HRC. Measurements defining success for each activity have been identified, and are listed in Appendix.

The HRC has established a process whereby, annually, the focus and or special project to make advancement in the Goal Area will be established and approved by Council. At the end of the year, the CEO/Registrar's performance will be evaluated against the established objectives and measures with the involvement of Council, and the CEO/Registrar will be rewarded for successfully achieving the objectives and/or completing the activities.

In future, the HRC expects to establish the focus and or special project / activity early enough to ensure that any projects will be funded in the budget (i.e., in November).

## **FINANCIAL IMPLICATIONS**

The performance bonus is currently up to 10% of the CEO/Registrar's salary.

## **CONCLUSION**

**Goals for CEO/Registrar**

<p align="center"><b>Goal Area</b> (from the Governance Handbook)</p>	<p align="center"><b>2005 - Project/Focus</b></p>	<p align="center"><b>Measurement for 2005 - Project/Focus</b></p>
<p>1. Oversee all aspects of PEO operating responsibilities as defined in the Act and Regulation.</p> <ul style="list-style-type: none"> <li>◆ Take a leadership role in instilling Council's Strategic direction; and</li> <li>◆ Identify and keep Council informed of issues of importance to PEO.</li> <li>◆ Deliver regulatory services in accordance with established service delivery standards.</li> </ul>	<p>Develop a set of service delivery standards and metrics for core functions</p>	<p>Report presented to Council</p>
<p>2. Develop, direct, and implement short and long-range plans for future programs and activities.</p> <ul style="list-style-type: none"> <li>◆ Support ongoing strategic planning activities</li> <li>◆ Formulate, execute, and implement policies approved by Council.</li> </ul>	<p>Business Plan to support the 2005-2009 Strategic Plan</p>	<p>Report presented to Council</p>
<p>3. Develop, implement, and administer an organization plan, including authorities, staffing, Operational Committees, and performance management.</p> <ul style="list-style-type: none"> <li>◆ Develop management personnel and implement effective succession plans.</li> <li>◆ Develop a strong, cohesive, effective management team</li> </ul>	<p>Management Team Building</p>	<p>Functioning as a team leader as evidenced by staff morale, effective delegations, cohesions of management team.</p>
<p>4. Develop, implement, and oversee operating and capital budgets, including systems, policies, and processes and maintain the financial viability of PEO.</p> <ul style="list-style-type: none"> <li>◆ Ensure regular evaluation of all programs and services against objectives.</li> <li>◆ Ensure internal financial controls are maintained and followed throughout PEO.</li> </ul>	<p>Internal Financial Control</p>	<p>Internal Control system in place and approved by Council</p>



<p align="center"><b>Goal Area</b> (from the Governance Handbook)</p>	<p align="center"><b>2005 - Project/Focus</b></p>	<p align="center"><b>Measurement for 2005 - Project/Focus</b></p>
<p>5. Ensure PEO is streamlined, efficient, responsive, results-oriented, non-bureaucratic, open, and transparent, through the efforts of a strong management team.</p> <ul style="list-style-type: none"> <li>◆ Execute PEO's strategic and tactical operational plans, with particular emphasis on the principal object and the five additional objects in the Act; and</li> <li>◆ Foster an achievement-oriented culture based on continuous learning principles where employees are motivated and rewarded for both individual and team contributions.</li> </ul>	<p>Staff Performance Measurement System</p>	<p>Design an objective performance system, based on the employee's anniversary date to be rolled-out in 2006.</p>
<p>6. Represent PEO on operational matters to the Canadian Council of Professional Engineers, the Ontario Society of Professional Engineers, members, public, and private-sector institutions and liaise with the provincial, federal, and municipal governments on regulatory issues.</p> <ul style="list-style-type: none"> <li>◆ Speak on behalf of PEO on operational matters and on other matters at the request of the President; and</li> <li>◆ Establish and maintain strong relationships with regulatory and industry peers and major corporate players necessary for ensuring PEO's continued success.</li> </ul>	<p>Improve relations with OACETT</p>	<p>Have at least one joint project underway with OACETT</p>
<p>7. Work effectively with Council and volunteer leadership.</p> <ul style="list-style-type: none"> <li>◆ Keep Council well informed</li> <li>◆ Consult with volunteer leadership</li> <li>◆ Adhere to CEO/Registrar Limitations</li> </ul>	<p>Executive Leadership Team</p>	<p>Effective working relationship with the Executive Leadership Team</p>

# Briefing Note – Decision

## COMMITTEE / TASK FORCE ANNUAL WORK PLANS, HUMAN RESOURCES PLANS AND TERMS OF REFERENCE

**Purpose:** To approve committee/task force work plans, human resources plans and terms of reference.

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

**That Council approve the committee / task force work plan, human resources plans and terms of reference as presented to the meeting at C-528-2.12, Appendices A(i) and B(i, ii, iii).**

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

**Moved by:** Vice President (elected) Bellini, P.Eng.

### 1. Need for PEO Action

One of the roles of Council, as identified in the *Committees and Task Forces Policy* (Role of Council, Item 3), is to approve committee/task force mandates, Terms of Reference, annual work plans, and annual human resources plans. The following committees/task forces have submitted the indicated documents for Council approval:

Committee/Task Force	Work Plan	HR Plan	T of R
Complaints Committee (COC)	-	✓	-
Licensing Committee (LIC)	✓	✓	✓

In accordance with the *Committees and Task Forces Policy – Reference Guide* (Sections 2.5 and 3.2), the Licensing Committee (LIC) submitted its Terms of Reference to the Advisory Committee on Volunteers (ACV) for review and comment. At June 6 ACV meeting, a motion was passed to accept the revised Licensing Committee (LIC) Terms of Reference as amended.

The Human Resources Plan and Work Plan for the Licensing Committee (LIC) were submitted to Council in February 2019. Council directed the committee “to review Work Plans to include Equity & Diversity”. The revised plans are presented as Appendices B (ii) and B (iii) (changes are highlighted).

### 2. Proposed Action / Recommendation

That Council approve the submitted terms of reference, human resources plans and work plan for the respective committees.

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

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

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

The motion regarding Committee / Task Force terms of reference, annual human resources plans and work plan is related to Objective 9 in the 2018-2020 Strategic Plan.

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

Not applicable

## 6. Peer Review & Process Followed

<b>Process Followed</b>	<ul style="list-style-type: none"><li>The revised LIC Terms of Reference was submitted to People Development in May 2019.</li></ul>
<b>Council Identified Review</b>	N/a
<b>Actual Motion Review</b>	<ul style="list-style-type: none"><li>In accordance with the <i>Committee and Task Force Policy – Reference Guide</i> (Sections 2.5 and 3.2), the revised LIC Terms of Reference was submitted to the Advisory Committee on Volunteers (ACV) for review and comment. At its June 6, 2019 meeting, the ACV accepted the document as amended.</li></ul>

## 7. Appendices

- Appendix A – Complaints Committee (COC)
  - i) Human Resources Plan (changes are identified with [track changes](#) option)
- Appendix B – Licensing Committee (LIC)
  - i) Terms of Reference (changes are highlighted, ACV’s amendment is identified with [track changes](#) option)
  - ii) Human Resources Plan (changes are highlighted)
  - iii) Work Plan (changes are highlighted)

## Human Resources Plan – 2019

### Complaints Committee (COC)

Committee: Complaints Committee	Date Developed: <del>Nov-2016</del> <u>March 2019</u>
Committee Review Date: <del>Nov-2016</del> <u>May 15, 2019</u>	Date Council Approved: <del>February 3, 2017</del>

	<b>Target / Ideal</b> (To meet the need of the Committee)	<b>Currently in Place</b>	<b>Gap</b> [ST = Short-term Goal] [LT = Long-term Goal]
<b>Core Competencies</b> <ul style="list-style-type: none"> <li>• Skills</li> <li>• Abilities</li> <li>• Expertise</li> <li>• Knowledge</li> </ul> <i>[See Appendix A]</i>	<ul style="list-style-type: none"> <li>• Representation from each of the following areas of expertise/industry sector: <b>government, consulting, industry, academia, high tech/IT,</b></li> </ul>	Most areas of expertise represented on committee.	
<b>Committee Membership</b>	<ul style="list-style-type: none"> <li>• <del>16</del><u>18</u> members including Chair, at least 2 (<u>3 ideal*</u>) LGAs/AG appointees, and 2 Councillors, at least one of whom is a P.Eng.</li> </ul>	<del>14</del> <u>15</u> members including Chair, <del>4</del> <u>0</u> LGA and 2 AG appointees, 2 Councillors, both of whom are P.Engs.	2 P.Eng. members <u>1 AG appointee</u>
<b>Broad Engagement</b> Career Stage	<ul style="list-style-type: none"> <li>• Members to have minimum 10 years work experience. No more than 4 committee P.Eng. members to be non-practising or retired.</li> </ul>	<del>3</del> <u>2</u> retired P.Eng. members, 13 committee members have more than 20 yrs work experience, <del>one member has</del> <u>two members have</u> less than 20.	
Disciplines	<ul style="list-style-type: none"> <li>• At least <del>two</del><u>three</u> committee members to be structural engineers; good representation from the other disciplines.</li> </ul>	<del>Three</del> <u>Two</u> committee members are structural; broad representation of other disciplines: elec, mech, civil, chem, but gap identified relating to civil/water resources, <u>structural,</u> and <u>environmental/geotech P SR expertise.</u>	Two P.Eng. members with specific experience/expertise in: <u>-civil/water resources and environmental/geotech -structural engineering -mfg/PSR expertise</u>
Experience Level <i>[See Appendix C]</i>	<ul style="list-style-type: none"> <li>• Majority of members to be at 'director' level or higher</li> </ul>	Majority of members are or have been director level or higher	
Gender / Diversity	<ul style="list-style-type: none"> <li>• Min <del>15</del><u>20</u>% female membership</li> </ul>	<del>43</del> female members. <del>34</del> are required at committee size of <del>16</del> <u>18</u> .	<u>One female member</u>

## Human Resources Plan – 2019

### Complaints Committee (COC)

Geographic Representation	<ul style="list-style-type: none"> <li>Broad range of representation in Ontario</li> </ul>	All geographic areas represented – southern Ontario, central Ontario, eastern Ontario, northern Ontario	
CEAB Grads/ Foreign-trained	<ul style="list-style-type: none"> <li>At least one foreign trained member.</li> </ul>	<del>One</del> No foreign-trained members	One <del>additional</del> foreign-trained member
Licensed –vs– Non-licensed	<ul style="list-style-type: none"> <li>All except LGAs/AGs required to be P.Eng.'s</li> </ul>	All non-LGA/AG members are licensed.	
<b>Volunteer Development Plans</b> <ul style="list-style-type: none"> <li>List potential development opportunities <i>[See Appendix B]</i></li> </ul>	<ul style="list-style-type: none"> <li>Advancement to Chair/Vice Chair</li> <li>Lateral moves to other committees task forces</li> <li>Election to council</li> </ul>	Members express interest in the role of Chair/Vice Chair directly as part of chair election process	
<b>Succession Planning</b> <ul style="list-style-type: none"> <li>Time on Committee</li> </ul>	<ul style="list-style-type: none"> <li>At least half of committee to have min 5 yrs experience on the committee, and at least one committee member to have less than 3 years on the committee.</li> </ul>	At least half of committee has min 5 yrs experience on the committee. <del>31</del> committee members <del>have</del> member has less than 3 years experience on the committee.	
<b>Terms of Office:</b> <ul style="list-style-type: none"> <li>Chair/Vice Chair</li> <li>Committee members</li> </ul>	<ul style="list-style-type: none"> <li>Term for Chair and Vice Chair is 2 or 3 yrs. <u>Positions elected/confirmed annually.</u></li> <li>Members – min <del>50</del>75% attendance and no more than <del>32</del> consecutive meetings to be missed without advising Chair of acceptable reason.</li> </ul>		

\*At least one LGA/AG appointee is required for committee quorum under the Act. Having only two AG appointees, currently on the same appointment cycle, poses an unacceptable risk to the functioning of the committee. PEO would not be able to fulfil one of its primary obligations under the Act if the two current AG appointees were not reappointed, as the committee would not be able to achieve quorum and would thus not be able to exercise its statutory function.

Further, while at least one AG appointee is normally available to attend a scheduled meeting, it is entirely conceivable that an unplanned event could impact the attendance of a sole AG appointee confirmed to attend a meeting, resulting in meeting cancellation only after all committee members scheduled to attend have travelled to PEO offices, and after all other arrangements and expenses for the meeting have been incurred.

## Terms of Reference Licensing Committee (LIC)

Issue Date: June 2019

Review Date: June 2020

Approved by Council: June 2019

Review by: Licensing Committee

<p><b>Legislated or other Mandate approved by Council</b></p>	<p><i>To coordinate and integrate the ongoing development of PEO's licensing requirements and processes, including the inputs of other PEO committees and external stakeholders involved in the licensing process</i></p>
<p><b>Key Duties and Responsibilities</b></p>	<ol style="list-style-type: none"> <li>1. Identify the need for, and prioritize, enhancements to PEO's licensing policies, criteria, and processes.</li> <li>2. Propose to Council the creation of subcommittees / task groups to develop licensing policy in specific policy areas, including their population and terms of reference.</li> <li>3. Coordinate the development of proposals for Council approval to enhance PEO's licensing criteria and processes, including appropriate peer review.</li> <li>4. Ensure the involvement of PEO's legislated committees involved in licensure (ARC, ERC, LEC, REC) in peer review of proposed changes to PEO's licensing criteria and processes.</li> <li>5. Assess threats from external sources to the integrity of PEO licensing criteria and processes and propose proactive strategies and tactics to address them for Council approval.</li> <li>6. Review and advise Council with respect to proposals from internal and external stakeholders for changes to PEO's licensing criteria and processes.</li> <li>7. Maintain, on behalf of Council, a prioritized high-level plan for development and implementation of changes to PEO's licensing criteria and processes.</li> <li>8. Track and document developments and practices in other self-regulating professions with respect to licensure.</li> <li>9. Maintain dialogue with Engineers Canada and its Constituent Associations and boards (CEAB and CEQB) on issues related to licensure.</li> <li>10. Review and comment on elements of the National Framework for Licensure that are relevant to PEO's licensing criteria and processes.</li> <li>11. Communicate regularly with Council and important stakeholders to keep them up to date on issues and developments related to licensure.</li> </ol>
<p><b>Constituency &amp; Qualifications of Committee Members</b></p>	<p><del>Nine (9)</del> <u>Ten (10)</u> members as follows:</p> <ul style="list-style-type: none"> <li>• two (2) to be nominated by the Academic Requirements Committee (ARC) – one for a 3-year term, and one for a 2-year term;</li> <li>• two (2) to be nominated by the Experience Requirements Committee (ERC) – one for a 3-year term, and one for a 2-year term;</li> <li>• one (1) to be nominated by the Legislation Committee (LEC) for a 1-year term, as liaison with LEC and Council;</li> <li>• one (1) to be nominated by the Regional Councillors Committee for a 1-year term;</li> <li>• four (4) other members to be drawn from among PEO volunteers with demonstrable domain knowledge and/or interest in licensure – two (2) for a 3-year term, and two (2) for a 2-year term.</li> </ul> <p>Because of the importance of retaining a solid base of domain knowledge with respect to licensure, it is expected that committee members will have</p>

	experience with licensure, and that committee turnover will be slower than that of most standing committees.
<b>Qualifications and election of Chair and Vice Chair</b>	Extensive knowledge of PEO's licensing criteria and processes acquired through volunteering on ARC, ERC, LIC, REC, LPTF, and/or NFTF. Broad understanding of the concepts and principles of professional self-regulation and of PEO's core regulatory processes.  Election method to be determined by the Committee. Chosen nominees presented to Council for ratification.
<b>Duties of Vice Chair</b>	To chair meetings of the Committee in the Chair's absence, and to provide orientation and training for new members.
<b>Term Limits for Chair and Vice Chair</b>	The Chair and Vice Chair are elected annually for a one-year term, from January to December. They may be re-elected to their positions to serve a maximum of three (3) consecutive years. To ensure continuity, it is desirable but not mandatory that the Vice Chair succeed to the position of Chair when the Chair's term of service ends. Once the Chair and/or Vice Chair have served for the maximum term for their respective positions, they are not eligible for reappointment to those positions until they have been off the Committee for at least six (6) years. Once having served as Chair, a Committee member may serve thereafter only as a general member, and only to a maximum of ten (10) years of cumulative committee service.
<b>Term Limits for Committee members</b>	The objective for term lengths and limits on the Committee is to strike a balance between continuity of knowledge and experience, on the one hand, and proper succession and introduction of "new blood", on the other hand.  With the exception of the LEC appointee (an annual appointment, since LEC members are appointed annually by Council) and the RCC appointee a term on this Committee is either two (2) or three (3) years, with the variation in term length designed to stagger turnover and ensure continuity.  Committee members may be reappointed but shall retire from the committee for at least six (6) years after ten (10) years of cumulative service.
<b>Succession Planning</b>	As part of its annual Work and HR Plan approved by Council, the Committee will maintain a succession plan to ensure the orderly transition of the positions of Chair and Vice Chair, and to provide for renewal of the Committee's membership and on-boarding of new Committee members.
<b>Quorum</b>	5 members, including Chair or Vice Chair
<b>Meeting Frequency and Time Commitment</b>	The Committee will meet in person at least quarterly, for at least two hours. Additional meetings may be scheduled commensurate with the Committee's workload.  Mutually convenient meeting times will be determined by the Chair in consultation with the Committee members.  Teleconferencing / videoconferencing facilities may be made available for members unable to attend in person.
<b>Operational year time frame</b>	January – December
<b>Committee advisor</b>	Director, Policy and Professional Affairs

## HUMAN RESOURCES PLAN – 2019

### LICENSING COMMITTEE (LIC)

Committee: <b>Licensing Committee</b>	Date Developed: November 20, 2018
Committee Review Date: <b>November 22, 2018</b>	Date Council Approved:

Categories	Currently in Place	Required in 12 months (Identified "Gap" for each Core Competency)	Required in 2 to 5 years
<b>Core Competencies</b> <ul style="list-style-type: none"> <li>• Skills</li> <li>• Abilities</li> <li>• Expertise</li> <li>• Knowledge</li> </ul>	<ul style="list-style-type: none"> <li>• Professional engineers with extensive knowledge of the <i>Professional Engineers Act</i> and Regulation 941.</li> <li>• Knowledge of PEO's mandate, core values, governance and committee structure.</li> <li>• Knowledge of licensing criteria and processes acquired through collaboration and volunteering on the ARC, ERC, LEC, and REC.</li> <li>• Familiarity with the ARC Licensing and Registration Policies and Guidelines.</li> <li>• Understanding of PEO's association with the Canadian Engineering Accreditation Board (CEAB) and its role on behalf of the provincial and territorial engineering regulatory bodies.</li> <li>• Understanding of PEO's association with the Canadian Engineering Qualifications Board and how it relates to the development of national guidelines that provide advice on regulatory practices.</li> </ul>	<p>All members have these core competencies to successfully carry out the Committee's mandate as per its Terms of Reference.</p>	<p>None</p>



# HUMAN RESOURCES PLAN – 2019

## LICENSING COMMITTEE (LIC)

	<ul style="list-style-type: none"> <li>• Because of the importance of retaining a solid base of domain knowledge with respect to licensure, Committee members are expected to have in-depth knowledge of licensure.</li> <li>• Professional engineers who have rendered conspicuous service to the engineering profession.</li> <li>• Professional engineers who have a solid understanding of PEO's relationship with various stakeholders: Engineers Canada (EC) and its other Constituent Associations; Ontario Association of Certified Engineering Technicians and Technologists (OACETT); Council of Ontario Deans of Engineering (CODE); Office of Ontario Fairness Commissioner (OFC).</li> </ul>		
<b>Volunteer Development Plans</b>	N/A	N/A	N/A
<b>Committee Membership</b>	9 Members	None	None
<b>Broad Engagement</b>	Most positions are filled by stakeholder committee appointments. LIC also has members-at-large which allows for flexibility as to diversity and gender.	N/A	N/A
<b>Succession Planning</b> <ul style="list-style-type: none"> <li>• List of members below</li> </ul>	List of member service to Committee: Terms below	Search/appoint new members as needed	Search/appoint new members as needed.



**WORK PLAN - 2019**  
**LICENSING COMMITTEE (LIC)**

<p><b>Approved by Committee:</b> November 22, 2018</p>	<p><b>Review Date:</b> November 22, 2018</p>
<p><b>Approved by Council:</b></p>	<p><b>Approved Budget:</b> \$16,750 (Pending Council Approval)</p>
<p><b>Mandate [as approved by Council]</b></p>	<p>To coordinate and integrate the ongoing development of PEO's licensing requirements and processes, including the inputs of other PEO committees and external stakeholders involved in the licensing process.</p> <p>(Established by Council Resolution: September 26, 2014)</p>
<p><b>Terms of Reference [Key Duties]</b></p>	<ol style="list-style-type: none"> <li>1. Identify the need for, and prioritize, enhancements to PEO's licensing policies, criteria, and processes.</li> <li>2. Propose to Council the creation of subcommittees / task groups to develop licensing policy in specific policy areas, including their population and terms of reference.</li> <li>3. Coordinate the development of proposals for Council approval to enhance PEO's licensing criteria and processes, including appropriate peer review.</li> <li>4. Ensure the involvement of PEO's legislated committees involved in licensure (ARC, ERC, LEC, REC) in peer review of proposed changes to PEO's licensing criteria and processes.</li> <li>5. Assess threats from external sources to the integrity of PEO licensing criteria and processes and propose proactive strategies and tactics to address them for Council approval.</li> <li>6. Review and advise Council with respect to proposals from internal and external stakeholders for changes to PEO's licensing criteria and processes.</li> <li>7. Maintain, on behalf of Council, a prioritized high-level plan for development and implementation of changes to PEO's licensing criteria and processes.</li> <li>8. Track and document developments and practices in other self-regulating professions with respect to licensure.</li> <li>9. Maintain dialogue with Engineers Canada and its Constituent Associations and boards (CEAB and CEQB) on issues related to licensure.</li> <li>10. Review and comment on elements of the National Framework for Licensure that are relevant to PEO's licensing criteria and processes.</li> <li>11. Communicate regularly with Council and important stakeholders to keep them up to date on issues and developments related to licensure.</li> </ol>
<p><b>Equity and Diversity Awareness</b></p>	<ol style="list-style-type: none"> <li>1. Was the E &amp; D module reviewed in order to have tasks and activities align with the E&amp;D Policies? <b>YES</b></li> <li>2. Is each task/activity being done in an equitable manner and engaging diverse groups? YES</li> <li>3. Are there any barriers to information dissemination, human resources, physical space, and cultural differences? NO</li> </ol>

## WORK PLAN - 2019

### LICENSING COMMITTEE (LIC)

Tasks, Outcomes and Success Measures	Task/Activities	Outcomes and Success Measures	Due Date
	1. Coordinate with legislated licensing-related committees (ARC, ERC, REC) on licensing policy matters.	Provide support to the other committees and coordinate their input and peer review.	As required
	2. Coordinate with Legislation Committee (LEC) resolution of proposed Act and Regulation changes previously proposed and approved by Council.	<ul style="list-style-type: none"> <li>• Clarification of policy intent</li> <li>• Council approval of required policy changes</li> </ul>	TBD
	3. Monitor licensing of individuals practicing in emerging disciplines / scopes of practice and assist with process issues arising.	<ul style="list-style-type: none"> <li>• Critical mass of licensees in emerging disciplines / scopes of practice;</li> <li>• Applicants in emerging disciplines / scopes of practice well-handled by licensing processes</li> </ul>	TBD
	4. Consider new licensing policy items including, but not limited to: <ul style="list-style-type: none"> <li>• Certifications in emerging scopes of practice</li> <li>• Appeal process for determinations with respect to academics and experience</li> <li>• Powers of the Registration Committee</li> <li>• Competency-based assessment of experience</li> <li>• The Provisional Licence</li> <li>• The Temporary Licence</li> <li>• Structured Internships</li> <li>• Review of Fee Remission Policy Framework</li> <li>• Assessment of Good Character / Suitability to Practice.</li> </ul>	<ul style="list-style-type: none"> <li>• Policy documents issued for peer review</li> <li>• Potential Act and Regulation changes for review by LEC</li> <li>• Briefing Notes with resolutions for Council approval</li> </ul>	TBD
	5. Financial Credit Program	Review of the effectiveness of the program	Ongoing

**WORK PLAN - 2019**  
**LICENSING COMMITTEE (LIC)**

	6. EIT Academic Requirements	Review consistency of inter-provincial EIT requirements	Ongoing
	7. Internal Independent Review of Academic Assessments	Develop Review Process and seek Council approval	Ongoing
	8. Monitor's Statement	Revise PEO's Experience Guide	Ongoing
<b>Inter-Committee Collaboration</b>	Academic Requirements Committee (ARC), Experience Requirements Committee (ERC), Legislation Committee (LEC), Registration Committee (REC), Canadian Engineering Accreditation Board (CEAB), Canadian Engineering Qualifications Board (CEQB)		
<b>Stakeholders</b>	Engineers Canada and its other Constituent Associations Ontario Association of Certified Engineering Technicians and Technologists (OACETT) Council of Ontario Deans of Engineering (CODE) Office of Ontario Fairness Commissioner		

# Briefing Note - Decision

C-528-2.13

## **SPECIAL RULES OF ORDER**

**Purpose:** To consider the *Special Rules of Order* for meeting conduct for 2019-2020.

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

***That the Special Rules of Order, as presented to the meeting at C-528-2.13, Appendix A, be approved effective immediately and remain in effect until the close of business at the 2020 Annual General Meeting.***

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

**Moved by:** Greg Wowchuk, P.Eng.

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

Section 25(1) of By-Law No. 1 requires that all meetings of the association are to be governed by *Wainberg's Rules of Order*. These rules may be amended by passing *Special Rules of Order*, which supersede *Wainberg's*, and which remain in effect only until the close of business at the next Annual General Meeting.

Adopting *Special Rules* provides guidance on how to deal with certain situations that arise in meetings where PEO convention varies from the rules contained in its parliamentary authority, *Wainberg's Rules of Order*, or on which *Wainberg's* is silent or contradictory.

Adopting *Special Rules* also provides consistency on how such matters may be handled at all meetings of the association.

Section 25(3) of By-Law No. 1 requires that, at the first meeting of Council following the Annual General Meeting, all *Special Rules*, which were in force immediately before the close of business at the Annual General Meeting, are to be presented to Council for adoption and/or amendment, if it so wishes. Consequently, Council may approve the *Special Rules* for the next Council year at this time.

### **2. Recommendation**

That the Special Rules be approved.

### **3. Next Steps**

If approved by Council, all Committee Chairs and staff will be notified of any approved *Special Rules* for the 2019-2020 Council year.

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

Approving the Special Rules for the 2019-2020 Council is related to Objective 9 in the 2018-2020 Strategic Plan.

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

(none)

## 6. Peer Review & Process Followed

<b>Process Followed</b>	Per Section 25.(3) of By-Law No. 1
<b>Council Identified Review</b>	Council is the appropriate peer group.
<b>Actual Motion Review</b>	N/A

## 7. Appendices

- Appendix A –Draft *Special Rules* for the 2019-2020 Council year.
- Appendix B – Process for Appointment of Councillors to Board Committees Approved by Council, September 23, 2016

**SPECIAL RULES OF ORDER**

**AT**

**PEO MEETINGS**

**2019-2020**



## 1. INTRODUCTION

With the adoption of *Wainberg's Society Meetings* as the parliamentary authority to govern how meetings of members, Council and committees are to be conducted, few *Special Rules of Order* are required. *Special Rules* are rules that are adopted to vary *Wainberg's* or to deal with special situations that may arise at meetings but that are not covered in *Wainberg's*. Others are an expansion of the minimum requirements of By-Law No. 1. In any event, the *Special Rules of Order* shall prevail over *Wainberg's*. These *Special Rules* shall expire at the end of business of the 2019-2020 Council year, immediately preceding the first Council meeting of the 2020-2021 Council year.

All members of Council, committees, sub-committees, task forces, and chapters are required to abide by both *Wainberg's Society Meetings*, *Bylaw No. 1*, and these *Special Rules*.

## 2. NOTICE OF MOTIONS

Advance notice of motions shall *not* be required. Rule 11.9 of *Wainberg* states the importance of our constitution (Special Rules or By-Law, in our case) making provision to deal with relevant matters: "*Notice of the business to be transacted at meetings of the board is not necessary in the absence of special provisions in the constitution. The rationale for this principle is that directors are bound to attend the meeting, regardless of the business that needs to be attended to.*"

## 3. REVISING OR ADDING TO THE AGENDA

If an item is of routine business, minor, or related directly to the current agenda, revision or addition of the agenda shall be at the discretion of the Chair. (The Chair's ruling may be appealed by routine application of *Wainberg* Rule 10.9 and passed by a majority of members in attendance.) An item considered urgent and/or time-critical, however, may be added to the agenda by a resolution carried by the majority of members in attendance. This special rule shall supersede the third paragraph of *Wainberg* Rule 13.5 (i): "*If the item . . . page 73*".

## 4. RECONSIDERING AND RESCINDING MOTIONS

A two-thirds majority vote is required to reconsider or rescind a resolution made during the same Council year.

A motion to reconsider or rescind a resolution made outside the same Council year requires the same majority vote to pass as the resolution which it seeks to have reconsidered or rescinded.

## 5. VOTING

*Wainberg* ¶12200 states: "*There is no secret vote unless the constitution expressly provides for it. Every member is entitled to know (a) how every other member voted, and (b) that each member was qualified to vote on that motion or election.*"

Notwithstanding the above, a secret vote shall be permitted, but only for purposes of elections. Voting in such a way that members cannot see others' vote (for example, radio-frequency "clicker" devices) shall be restricted to voting on member submissions at general or annual meetings of the membership.

All roll-call votes of Council are to be recorded in the minutes of Council meetings in such a way that members can determine how each Councillor voted on a particular motion.

## 6. PROCEDURES FOR COUNCIL MEETING CHAIR, VICE PRESIDENT, HUMAN RESOURCES COMMITTEE MEMBERS AND OTHER COUNCIL APPOINTMENTS

The following procedures are to be used when making Council Meeting Chair, Vice President and other Council appointments:

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

## **7. PROCEDURES FOR BOARD COMMITTEE APPOINTMENTS**

The following procedures are to be used when making Board Committee appointments:

1. At least three weeks prior to the meeting at which such appointments are to be made; the Registrar will request Councillors to express their interest in serving on Board Committees.
2. Annually, following the Council elections:

- i. Councillors will be asked to submit Board Committee participation preferences to the outgoing Human Resources **Committee** (HRC)
- ii. HRC would match committee needs to Councillor preferences
- iii. HRC presents its recommendations at the AGM Council meeting for approval
- iv. Should the HRC be unable to present a recommendation regarding an appointment, Council will fill the position(s) through a vote utilizing the voting procedure as specified in Section 4, *Procedures For Council Meeting Chair, Vice President, Human Resources Committee members and Other Council Appointments*.

## **8. PEO COUNCIL ACTIONS TABLE**

Outstanding motions and action items that are raised at PEO Council sessions shall be added to an actions table. To add action to the table, a member of the Council is required to indicate it should be an action.

# Appointment of Councillors to Board Committees

Annually, following Council elections:

- Councillors will be asked to submit Board Committee participation preferences to the outgoing Human Resources Committee (HRC)
- HRC would match committee needs to Councillor preferences
- HRC presents its recommendations at the AGM Council meeting for approval
- Should HRC be unable to present a recommendation regarding an appointment, Council will fill the position(s) through a vote utilizing the voting procedure as specified in Section 4, *Procedures For Council Meeting Chair, Vice President, Human Resources Committee members and Other Council Appointments*.

## FINAL REPORT OF PUBLIC INFORMATION CAMPAIGN TASK FORCE

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

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

That Council receive the final report of the Public Information Campaign Task Force as presented to the meeting at C-528-2.14, Appendix B and approve the recommendations therein to initiate an information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO.

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

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

### 1. Need for PEO Action

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

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

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

### 2. Proposed Action / Recommendation

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

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

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

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

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

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

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

## 6. Peer Review & Process Followed

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

## 7. Appendices

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

## Terms of Reference

### Public Information Campaign (PIC) Task Force

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

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

<b>Legislated and other Mandate approved by Council</b>	<p>“To examine a potential public information campaign based on a value proposition of professional engineering.”</p> <p><b><i>[APPROVED BY COUNCIL - September 23, 2016]</i></b></p>
<b>Key Duties and Responsibilities</b>	<ol style="list-style-type: none"> <li>1. Examine a potential public information campaign based on a value proposition of professional engineering that promotes public awareness of the role of PEO.</li> <li>2. Develop a Request for Proposal to engage a vendor to assist with message development and compile a list of the most relevant communications vehicles and their associated costs.</li> <li>3. Provide a report to Council no later than at its April 2018 meeting, with campaign concepts and options, including:             <ul style="list-style-type: none"> <li>○ proposed messaging;</li> <li>○ key audiences;</li> <li>○ communications channels;</li> <li>○ costs and other required resources;</li> <li>○ measurables; and</li> <li>○ suggested course of action.</li> </ul> </li> <li>4. Circulate the draft report to the EXE for peer review prior to submission to Council.</li> </ol>
<b>Constituency, Number &amp; Qualifications of Committee/Task Force Members</b>	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.
<b>Term Limits for Task Force members</b>	The task force is to be stood down following the submission of its final report to Council unless requested otherwise by Council.
<b>Qualifications and election of the Chair</b>	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).
<b>Qualifications and election of the Vice Chair(s)</b>	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).
<b>Duties of Vice Chair(s)</b>	To act as Chair in the absence of the Chair.
<b>Quorum</b>	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.
<b>Meeting Frequency &amp; Time Commitment</b>	The task force will meet at the call of the Chair.

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





# Final Report

**C-528-2.14**  
**Appendix B**

## **PUBLIC INFORMATION CAMPAIGN TASK FORCE** **September 21, 2018**

### ***Executive Summary***

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

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

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

This budget comprises:

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

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

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

The overall objectives of the awareness campaign are to:

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

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

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

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



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# Final Report

## **PUBLIC INFORMATION CAMPAIGN TASK FORCE**

**September 21, 2018**

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

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

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

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



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

### *Introduction*

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

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

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

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

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

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

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

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

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



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

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

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

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

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

The discovery phase of the project was intended to:

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

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

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

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

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

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



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

### Outcomes

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

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

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

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

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

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



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

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.



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

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

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

### Outcomes

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

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

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

Additional insights gathered from the validation research include:

#### Employers

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



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

### Engineers

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

### Universities

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

### Students

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

### Public

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

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

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

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

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





# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

### Value Proposition

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

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

### Brand Positioning

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

### Year 1 Communications Strategies

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

The primary areas to be addressed are:

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



# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

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

Specific strategies of the campaign will include:

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

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

# Final Report

## PUBLIC INFORMATION CAMPAIGN TASK FORCE

September 21, 2018

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

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

**Table 2. Complementary Branding Initiatives**

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

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

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

**Table 3. Operational Costs**

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



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# Final Report

## **PUBLIC INFORMATION CAMPAIGN TASK FORCE**

**September 21, 2018**

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

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

Professional Engineers Ontario

# Communications Plan

## February 28, 2018

·  
Premise:

# Our ask of you today

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

# Background

·  
Premise:



## **Mandate of the Task Force**

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

APPROVED BY COUNCIL - September 23, 2016

# Process and progress to date

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

# Key insights from the research

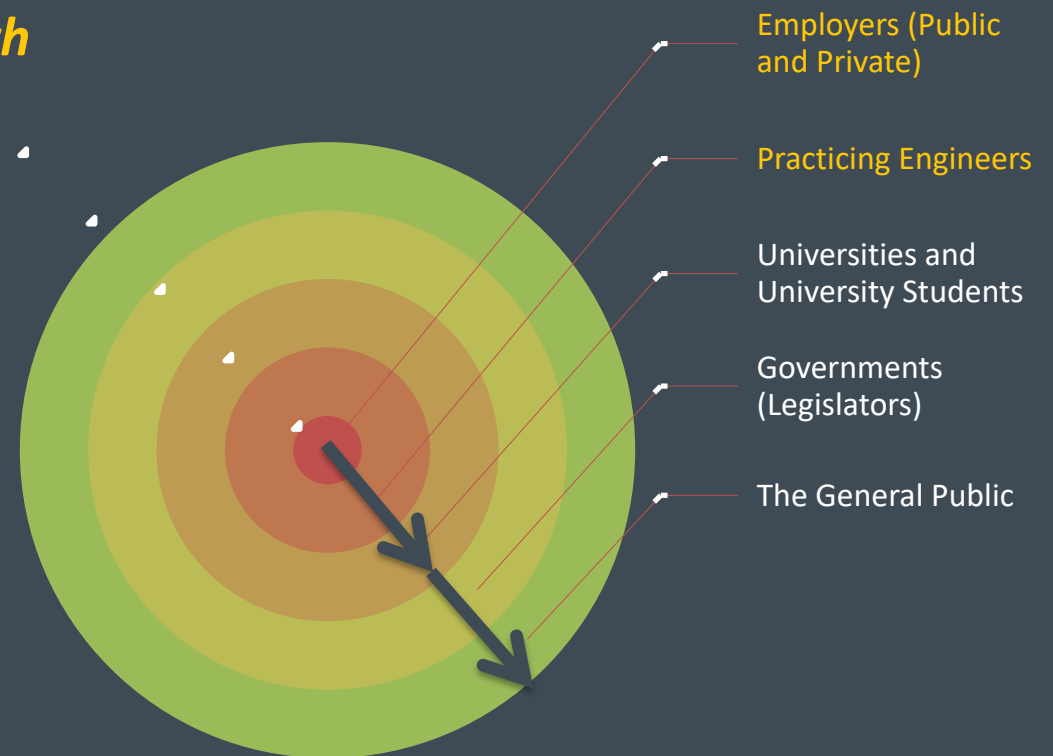
***We need to communicate first with Employers and Engineers***

## Phase I

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

## Phase II

1. Legislators
2. General Public



# Key insights from the research

*Employers should be the primary target audience*

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



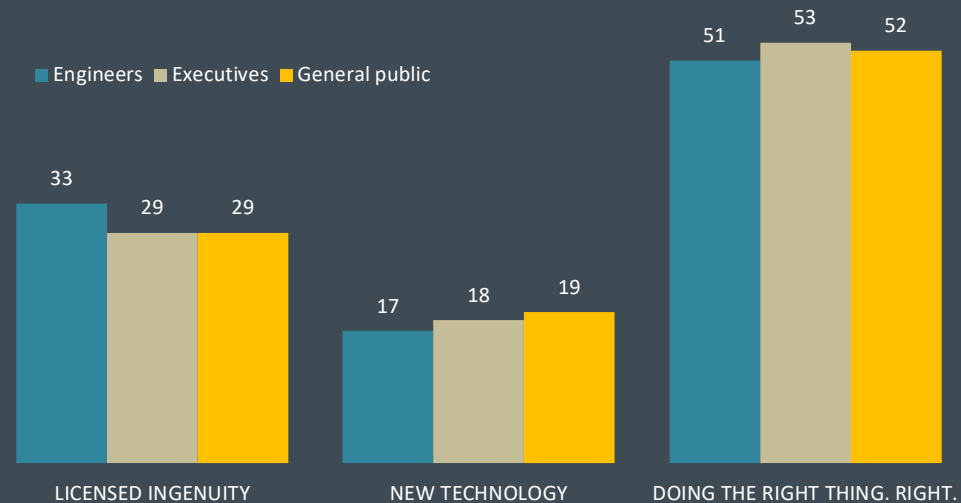
# Key insights from the research

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

▫ **DOING THE RIGHT THING. RIGHT.**

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

## Most Appealing



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

# Value proposition for Employers

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

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

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

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

Solving highly challenging technical problems in practical ways

Upholding the highest standards of public and workplace safety

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

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

# Value proposition for Engineers, Students & Educators

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

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

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

Innovating, creating and applying new technologies to improve profitability

Solving highly challenging technical problems in practical ways

Upholding the highest standards of public and workplace safety

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

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

# Value proposition for the Public

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

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

Upholding the highest standards of public and workplace safety

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

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

Solving highly challenging technical problems in practical ways



# Communications Objectives

- Premise:

## What are the PEO's goals?

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

## Perceived purpose the PEO?

*What does the PEO do now?*

Discipline

Licensing



*What could the PEO do and own?*

# Current perceptions of PEO

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

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

Focus Group Participant, Group 3

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

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

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

Focus Group Participant, Group 6

# Objectives of the communications?

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

# How will we measure success?

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

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

·  
Premise:

## The brand positioning idea

**“Doing the right thing. Right.”**



The idea.

The starting point.



### ***Next steps***

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



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

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

### ***Communication themes***

#### **Integrity**

Delivering high professional standards of performance and ethics.

#### **Innovation**

Excelling at the forefront of new technologies and advances.

#### **Public Safety**

Earning the public’s trust and confidence.

#### **Legal Compliance**

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

## Theme: Integrity

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

## Theme: **Innovation**

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

## Theme: **Public Safety**

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

## Theme: Legal Compliance

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

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

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

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

#### **Employers**

Delivering sustainable competitive advantage.

#### **Engineers**

Attaining the highest level of performance and professionalism.

#### **Universities**

Inspiring innovation and accountability.

#### **Students**

Preparing to achieve career ambitions.

## *Priority Target Audiences*

### **Employers**

Delivering sustainable competitive advantage.

### **Engineers**

Attaining the highest level of performance and professionalism.

### **Universities**

Inspiring innovation and accountability.

### **Students**

Preparing to achieve career ambitions.



Change mindsets.

Increase demand for P.Eng.



***Positive impact on Public image***

## Key Messaging: **Employers**

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



## Key Messaging: Engineers

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

## Key Messaging: **Universities**

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

## Key Messaging: **Students**

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

# Target Audience Analysis

·  
Premise:

# Target Audience Analysis

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

## Employers: Key insights

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

# Employers: Desired response

## Desired Perception

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

## Desired Behaviours

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

## Engineers: Key insights

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



## Engineers: Key insights (continued)

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

# Engineers: Desired response

## Desired Perception

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

## Desired Behaviours

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

## Universities: Key insights

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

## Universities: Key insights (continued)

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

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

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

# Universities: Desired response

## Desired Perception

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

## Desired Behaviours

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

## Students: Key insights

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

## Students: Key insights

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

# Students: Desired response

## Desired Perception

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

## Desired Behaviours

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



# Foundational Recommendations

- Premise:

# Before we begin

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

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

# 1. Update the PEO Brand

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

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

## 2. Update PEO's Digital Presence

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

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

### 3. Increase the Value of the Licence

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

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

# Communication Strategy

·  
Premise:

## Year 1: Change Perceptions

Employers

Engineers

Universities

Students



Learn and Adjust



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

Employers

Engineers

Universities

Students

+

Public



Learn and Adjust

## Year 1: Communication Strategies

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



# 1. Elevate current communication efforts

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

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

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

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

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

## 2. Initiate conversations: B2B advertising

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

## 2. Initiate conversations: Engineers

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

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

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

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

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

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

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



## 4. Engage influencers: Spokespeople

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

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

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

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

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

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

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

## 5. Reward desired behaviours

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

## 6. Use learning to refine communications

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

## Year 1: Recommended tactics

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

# Proposed Communications Plan

·  
Premise:



# Foundational Recommendations

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

**Integrity**

**Innovation**

**Public Safety**

**Legal  
Compliance**

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

# Enhance current efforts

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

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



# Advertising Proposed: Comparison

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

# Advertising Proposed: **Plan A**

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

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

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

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

• 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)
– <b>Subtotal:</b>	<b>\$100,000</b>		
• 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
– <b>Subtotal:</b>	<b>\$125,000</b>	<b>± 106 ads</b>	
<b>TOTAL:</b>	<b>± \$750,000</b>	<b>± 232 ads</b>	

# Advertising Proposed: **Plan B**

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



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

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

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

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

# Advertising Proposed: **Plan C**

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

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

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

# Timeline



# Leveraging creative assets

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

## Next steps

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

## APPOINTMENT OF VICE PRESIDENT (APPOINTED) AND LIEUTENANT GOVERNOR APPOINTMENT (LGA) TO THE EXECUTIVE COMMITTEE

**Purpose:** To appoint an LGA member to the Executive Committee and a Vice-President (Appointed)

**Motion(s) to consider:** (requires a two thirds majority of votes cast to carry for motion one and simple majority of votes for motion two cast to carry)

- That Council waive the section 4(1) in the *Special Rules of Order at PEO Meetings 2019-2020* requiring a three week notice to Councillors to allow them to express their interest in serving in these two positions;
- That Council appoint (TBD) as Vice President (Appointed) and (TBD) as the LGA member of the PEO Executive Committee for the 2019-2020 Council year.

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

**Moved by:** Marisa Sterling, P.Eng., President-Elect

### 1. Need for PEO Action

On June 6, 2019 the Attorney General's office notified Councillors Michael Chan, P.Eng. and Tim Kirkby, P.Eng. that their appointment to the PEO Council had ended as of that date.

At the May 4, 2019 meeting, Council appointed Michael Chan, P.Eng. as to the position of Vice President (Appointed)

Council is required to appoint a Vice President (Appointed) (Reg. 941)

### Additional officers

3. (1) There shall be the following additional officers of the Association:

1. The president, who is a Member and who was president-elect in the immediately preceding year.
2. A vice-president, who shall be appointed annually by Council from among its members elected or appointed under clause 3 (2) (a) or 3 (2) (b) of the Act at a meeting of Council to be held after the close of business and on the day of the annual meeting of Members or within thirty days thereafter.
3. The past president, who is a Member and who was the president in the immediately preceding year. R.R.O. 1990, Reg. 941, s. 3 (1).

At the May 4, 2019 meeting, Council appointed Lew Lederman as the LGA Councillor for the Executive Committee. On May 17, 2019 the Attorney General's office notified Councillor Lederman that his appointment to the PEO Council had ended as of that date.



Council is required to appoint at least one LGA Councillor to the Executive Committee. (Reg. 941)

### **Executive Committee — composition**

**28.** (1) The Executive Committee shall consist of,

- (a) the president;
- (b) the president-elect;
- (c) the immediate past-president;
- (d) the two vice-presidents; and
- (e) one or more other members of the Council from time to time appointed by the Council.  
R.R.O. 1990, Reg. 941, s. 28 (1).

(1.1) The Council shall ensure that at least one member appointed to the Council by the Lieutenant Governor in Council is appointed under clause (1) (e) at any given time. O. Reg. 205/09, s. 1.

(2) Three members of the Executive Committee, at least one of whom shall be a person named in clause (1) (a), (b) or (c), constitute a quorum. R.R.O. 1990, Reg. 941, s. 28 (2).

In order for Council to appointed the Vice President (Appointed) and LGA member to the Executive Committee, it is necessary to waive 4.(1) of the *Special Rules of Order at PEO Meetings 2019-2020* passed by Council on May 4, 2019.

### **4. PROCEDURES FOR COUNCIL MEETING CHAIR, VICE PRESIDENT, HUMAN RESOURCES COMMITTEE MEMBERS AND OTHER COUNCIL APPOINTMENTS**

The following procedures are to be used when making Council Meeting Chair, Vice President and other Council appointments:

1. At least three weeks prior to the meeting at which such appointments are to be made; the Registrar will request Councillors to express their interest in serving as Council Meeting Chair, Vice President, Human Resources Committee member; or their interest in other Council appointments as the case may be.

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

That Council appoint (TBD) as Vice President (Appointed) and (TBD) as the LGA member of the PEO Executive Committee for the 2019-2020 Council year.

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

The membership list for the Executive Committee will be updated to include the new members who will then receive all information made available to the committee members.

#### **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	\$0	\$0	
2 <sup>nd</sup>	\$	\$	
3 <sup>rd</sup>	\$	\$	
4 <sup>th</sup>	\$	\$	
5 <sup>th</sup>	\$	\$	

**6. Peer Review & Process Followed**

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

**7. Appendices**

- Appendix A - Special Rules of Order at PEO Meetings 2019-2020



**Professional Engineers  
Ontario**

**SPECIAL RULES OF ORDER**

**AT**

**PEO MEETINGS**

**2019-2020**

## **1. INTRODUCTION**

With the adoption of *Wainberg's Society Meetings* as the parliamentary authority to govern how meetings of members, Council and committees are to be conducted, few *Special Rules of Order* are required. *Special Rules* are rules that are adopted to vary *Wainberg's* or to deal with special situations that may arise at meetings but that are not covered in *Wainberg's*. Others are an expansion of the minimum requirements of By-Law No. 1. In any event, the *Special Rules of Order* supersede *Wainberg's*.

All members of Council and committees are required to know and abide by both *Wainberg's Society Meetings* and the *Special Rules*.

## **2. RECONSIDERING AND RESCINDING MOTIONS**

A two-thirds majority vote is required to reconsider or rescind a resolution made during the same Council year.

A motion to reconsider or rescind a resolution made outside the same Council year requires the same majority vote to pass as the resolution which it seeks to have reconsidered or rescinded.

## **3. RECORDING OF ROLL CALL VOTES**

All roll call votes of Council are to be recorded in the minutes of Council meetings in such a way that members can determine how each Councillor voted on a particular motion.

## **4. PROCEDURES FOR COUNCIL MEETING CHAIR, VICE PRESIDENT, HUMAN RESOURCES COMMITTEE MEMBERS AND OTHER COUNCIL APPOINTMENTS**

The following procedures are to be used when making Council Meeting Chair, Vice President and other Council appointments:

1. At least three weeks prior to the meeting at which such appointments are to be made; the Registrar will request Councillors to express their interest in serving as Council Meeting Chair, Vice President, Human Resources Committee member; or their interest in other Council appointments as the case may be.
2. At the meeting, the Chair will ask for additional nominations. If none is received, the Chair will declare the nominations closed. Nominations may be closed by the Chair without the need for a motion. A nomination does not require a seconder.
3. Each candidate will be asked if he/she consents to the nomination.
4. A Councillor who is absent from the Council meeting at which a position is to be filled may be nominated, provided such Councillor has provided at least three days prior written notification to the Chief Administrative Officer that he/she consents to the nomination and

agrees to serve in that capacity, if appointed, as well as any comments the candidate might otherwise provide at the meeting in support of his/her nomination.

5. Each nominee will be afforded an opportunity to make a brief (3 minutes) personal introduction should they so wish. The Chair will read any comments received from absent nominees.
6. Councillors will vote for the number of positions available (e.g. – Vice President – select one name), by secret vote, from among the nominees. Voting will be in accordance with By-Law No. 1, s.25(4).
7. Upon completion of the vote, the results will be presented and the Chair will declare the nominee(s) with the most votes elected.
8. Where there is only one nominee for a position, or the number of nominees equals the number of positions available, the Chair shall declare the nominee(s) elected.
9. Where the number of nominees received exceeds the number of positions available, the nominees receiving the greatest number of votes cast for the number of positions available shall be declared elected by the Chair.
10. In the event there is a tie in the last position available, a run-off vote will be conducted in accordance with paragraphs 6 and 7 and the nominee receiving the greatest number of votes cast shall be declared elected by the Chair.
11. If applicable, ballots cast will remain with the Secretariat until a motion to destroy the ballots has been passed by Council.

## **5. PROCEDURES FOR BOARD COMMITTEE APPOINTMENTS**

The following procedures are to be used when making Board Committee appointments:

1. At least three weeks prior to the meeting at which such appointments are to be made; the Registrar will request Councillors to express their interest in serving on Board Committees.
2. Annually, following the Council elections:
  - i. Councillors will be asked to submit Board Committee participation preferences to the outgoing Human Resources Committee (HRC)
  - ii. HRC would match committee needs to Councillor preferences
  - iii. HRC presents its recommendations at the AGM Council meeting for approval
  - iv. Should the HRC be unable to present a recommendation regarding an appointment, Council will fill the position(s) through a vote utilizing the voting procedure as specified in Section 4, Procedures For Council Meeting Chair, Vice President, Human Resources Committee members and Other Council Appointments.

## **6. PEO Council Actions Table**

Outstanding motions and action items that are raised at PEO Council sessions shall be added to an actions table. To add action to the table, a member of the Council is required to indicate it should be an action.

## **COUNCIL GOVERNANCE ADVISOR – SCOPE OF WORK**

**Purpose:** To seek Council’s agreement on the Scope of Work for a Council Governance Advisor for the remainder of the 2019-2020 Council year

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

**That Council approve the Scope of Work for a Council Governance Advisor in Appendix A for issuance of a Request for Proposal for the remainder of the 2019-2020 Council year.**

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

**Moved by:** President Nancy Hill, P.Eng., LLB.

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

As part of its discussion of the External Regulatory Performance Review at its recent annual workshop, Council agreed in principle to engage a governance advisor, starting in September 2019, as an independent expert to assist Council and the president/chair with leading the development and maintenance of sound governance and leadership practices during the 2019-2020 term to ensure that PEO continues to act in the public interest.

To comply with Council’s Procurement Policy, a Request for Proposal (RFP) is required to tender this work. Council’s agreement on the Scope of Work is required before proceeding with issuing the Request for Proposal. The Scope of Work includes the following:

- Clarifying governance objectives and outcomes;
- Council meeting agenda development and priority-setting;
- Agenda content support (templates, process improvement);
- Helping to ensure appropriate public interest focus at Council meetings;
- Attending all Council meetings as an observer, as a parliamentarian (interpreting Rules of Order), and offering post-meeting feedback and coaching (collectively for councillors and for the president/chair); and
- Providing ongoing training and development for councillors and the president/chair (e.g. plenary sessions) as required.

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

- The proposed Scope of Work will guide the activities of an independent governance advisor to Council (including the President), leading the development and maintenance of sound governance and leadership practices during the 2019-2020 term to ensure that PEO continues to act in the public interest.

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

- Staff will prepare and issue the Request for Proposal including the approved Scope of Work

- Staff, in conjunction with the President, Past-President and President-elect, will evaluate vendor bids and select a governance advisor to commence work prior to the September 2019 Council meeting.

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

- Area of Focus: Protecting the Public Interest - PEO will focus its resources on regulatory functions that help protect the public interest. We will strive for excellence by rigorously and objectively reviewing the effectiveness and efficiency of all our regulatory instruments and operations in the public interest.

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

	Operating	Capital	Explanation
Current to Year End	\$25,000-50,000	\$	Funded from Surplus Fund (Council discretionary funds) – estimated cost for the Governance Advisor contract
2 <sup>nd</sup>	\$	\$	TBD – this is dependent on Council’s evaluation of the value of the governance advisor in year 1
3 <sup>rd</sup>	\$	\$	
4 <sup>th</sup>	\$	\$	
5 <sup>th</sup>	\$	\$	

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

#### 6. Peer Review & Process Followed

<b>Process Followed</b>	<p><b>Outline the Policy Development Process followed.</b></p> <ul style="list-style-type: none"> <li>• As part of its discussion of the External Regulatory Performance Review at its May 31-June 1, 2019 workshop, Council agreed in principle to engage a governance advisor. Staff have consulted with other Ontario regulatory bodies that have used a governance coach/advisor, and have drafted the attached Scope of Work.</li> </ul>
<b>Council Identified Review</b>	<p><b>Identify who is to be consulted; how they will be consulted and what kind of response is expected.</b></p> <ul style="list-style-type: none"> <li>• Council feedback and approval is being sought at this meeting. The President, Past-President and President-elect will be involved in selecting the successful vendor following issuance of a Request for Proposal.</li> </ul>
<b>Actual Motion Review</b>	<p><b>Detail peer review and relevant stakeholder review undertaken</b></p> <ul style="list-style-type: none"> <li>• Briefing note and Motion was reviewed and approved by President Hill</li> </ul>

#### 7. Appendices

- Appendix A – Proposed Scope of Work – PEO Council Governance Advisor



## SCOPE OF WORK – PEO COUNCIL GOVERNANCE ADVISOR

### The Task

Professional Engineers Ontario (PEO), a self-regulating professional regulatory body, requires the governance knowledge and expertise of a skilled advisor who will support its governing board (Council) in leading the development and maintenance of sound governance and leadership practices during the 2019-2020 term to ensure that PEO continues to act in the public interest.

### Context and Background

PEO's Council comprises of 25 elected and appointed members. Typically, a minimum of five Council meetings are held during a term, each lasting a full day (Friday), preceded by an informal plenary session the evening prior. More detail on Council meetings are found in Appendix A.

In January 2019, PEO undertook a voluntary external regulatory performance review. The scope of the review included:

- A review of PEO's three regulatory functions (licensing and admissions, complaints, discipline and enforcement, and professional standards) against its legislative requirements and PSA's Standards of Good Regulation, including a comparison with regulatory practice internationally;
- A gap analysis of PEO's current practices and the processes, procedures and policies of comparable regulators and the Standards of Good Regulation;
- A review of effective outcomes and complexity of process and procedure in the light of the principles of Right-touch regulation; and
- Recommendations for improvement and whether further consideration needs to be given to both PEO governance and the legislative framework.

It is anticipated that at the June 21, 2019 Council meeting a decision will be made regarding the public release of the report. Once publicly released it will be available at <URL>.

At its June 21, 2019 Council meeting, Council agreed to engage a governance advisor, starting in September 2019, as an independent expert to assist Council and the president/chair with:

- Clarifying governance objectives and outcomes;
- Council meeting agenda development and priority-setting;
- Agenda content support (templates, process improvement);
- Helping to ensure appropriate public interest focus at Council meetings;
- Attending all Council meetings as an observer, as a parliamentarian (interpreting Rules of Order) and offering post-meeting feedback and coaching (collectively for councillors and for the president/chair); and
- Providing ongoing training and development for councillors and the president/chair (e.g. plenary sessions) as required.

It is expected that the successful vendor will require up to 2 full days' equivalent work (advance preparation, meeting attendance, and post-meeting analysis) for each of the four scheduled Council meetings (September 19-20, 2019, November 14-15, 2019, February 6 -7, 2020 and March 19-20, 2020) as well as up to a day's work for any Special Council meetings called during the year. Payment will be on a per diem basis on the Council meeting dates, and per hour for other time.

### **Response to the Request for Proposal**

In your response to this RFP, please include your expected remuneration along with your experience (with references) in:

- Board governance in regulatory bodies, preferably in Ontario;
- Board governance in other organizations; and
- Regulatory operations (desired).

Replies are due by no later than **<date>,2019, at 5:00pm**

## **Appendix A – Extract on Council Meetings from the PEO Council Manual, 2013**

Generally, Council meets four times a year—usually in February, June, September, and November. The dates are set in April of each year, in consultation with the President. Additional meetings may be necessary (usually a teleconference). The meeting schedule is posted on PEO’s website under the “About PEO” tab at the top, clicking on “PEO Council”, in the middle column “How we Govern Licence and Certificate Holders”, and then scrolling down the list of links to “Meeting Schedule”.

Council agendas and information packages are sent to councillors two weeks prior to Council meetings. Councillors are expected to read them carefully and review background material prior to Council meetings. This preparation enables Council to use its time during meetings to discuss items in an informed and productive manner.

Agenda material for Council meetings is posted on the PEO website in PDF format.

As well, it is posted in a secure section of SharePoint (PEO’s document management system) accessible by councillors only.

PEO has adopted *Wainberg’s Society Meetings* as its official parliamentary authority. Additional rules have been adopted that apply only to PEO.

**Special Rules of Order.** Each year, at the meeting immediately following the Annual General Meeting, Council may approve additional rules of order (*Special Rules of Order*) that govern the conduct of Council, Executive Committee and committee meetings. These Special Rules supersede *Wainberg’s* and/or clarify situations on which *Wainberg’s* is silent. Council may amend the Special Rules at any time.

**Meeting management guidelines.** Council has adopted *Meeting Management Guidelines* that document best practices for meeting management to support continuity of practice, effective decision making, knowledge management, and Council/Executive Committee continuous improvement. A copy of the guideline is available upon request.

**Council minutes.** No later than three business days after each Council meeting, councillors are provided a list of all the motions passed at the meeting. This list is referred to as *Disposition of Motions*. The list is in draft form as the motions are not considered final until the minutes have been verified at the next meeting.

Draft minutes of Council meetings are sent to councillors three weeks after the meeting. At that time, councillors are requested to clarify any questions about the minutes (any errors or missing meaningful comments) with staff or others **before** the minutes are distributed with the agenda for the next meeting. Councillors are provided another opportunity to clarify matters before the meeting when reviewing the Council package.

Councillors are also requested to seek the status of any item discussed at a previous meeting by providing staff or others a request for this information and an answer—again, well **before** the meeting.

The purpose of this is to ensure that the minutes, when presented at the next Council meeting, accurately reflect the business transacted at the previous meeting and can be verified with minimal, if any, discussion.

Council's limited meeting time is better devoted to essential discussions and debate than to clarifying minutes or obtaining status reports that can easily be dealt with outside of the meeting.

# Briefing Note – Decision

C-528-2.17

## PRESIDENT HILL'S PARTICIPATION IN ENGINEERING CHANGE LAB WORKSHOP – BERKELEY, CALIFORNIA

**Purpose:** To approve the President's participation at the US-Canada Engineering Change Lab Workshop in California as per Council precedents.

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

1. That Council approve the participation of President Nancy Hill, P.Eng., LLB, at the US-Canada Engineering Change Lab Workshop in Berkeley, California from July 15-17, 2019.
2. That Council approve a budget of \$3,100 for this purpose. These funds will be sourced from the current budgetary surplus.

**Prepared by:** J. Zuccon, P.Eng., Registrar

**Moved by:** Marisa Sterling, P.Eng., President-elect

### 1. Need for PEO Action

- President Hill has been invited to participate in the Engineering Change Lab Canada – Workshop 14, to be held jointly with its US counterpart, in Berkeley, California between July 15-17, 2019. This summit will be the first joint session between the Canadian and US Engineering Change Labs, offering opportunities to share perspectives about the future of engineering, compare thoughts about a stewardship mission for engineers, and strengthen the collaborative relationship and synergy between our two groups.
- The workshop themes are listed as follows:
  - 1) The many current public discussions about the relationship between technology and society that are highlighting ethical issues related to engineering, and how the engineering community is responding.
  - 2) The evolving, fuzzy edge and collaboration between science and engineering that is manifest today in many technologies, but that is particularly present in the computing/digital hi-tech, bio, nano, neuro, and biomedical engineering realms.
  - 3) The relationship between engineering and entrepreneurship in the emerging future, as expressed broadly in the Bay Area's engineering and tech community.
- There will be ~40 ECL-USA and ~20 ECL-Canada participants at the workshop. The registration deadline to reserve one of the 20 Canadian spots is June 12, 2019. The projected cost estimate is

Cost item	USD cost	CDN cost
Airfare (return to San Francisco, Non-stop)		\$ 800 CDN
Workshop (3 days)	\$750 USD	\$1000 CDN
Hotel (Graduate Berkeley)	\$219 USD x 3 days = \$657+ 15% taxes = \$755 USD	\$1005 CDN
Miscellaneous and ground transportation	\$200 USD	\$ 266 CDN
<b>Total</b>		<b>\$3071 CDN</b>

**2. Proposed Action / Recommendation**

- President Hill will attend the Workshop as a PEO representative.
- While there is no official Council policy on Presidential travel, there are precedents for Council’s authorization of out-of-country travel expenditures:
  - As Chair of PEO’s CP<sup>2</sup> Task Force, President Annette Bergeron had submitted an abstract of a paper to the International Association of Continuing Engineering Education (IACEE) that was the culmination of two years effort by eleven volunteers on the work of the CPDCQA Task Force (2016). She was invited to attend the IACEE held in Porto, Portugal, May 17 – 20, 2016 to present her paper and to represent PEO. \$3,500 was authorized by Council for her trip. (C-505-2.12)
  - President Thomas Chong travelled to the National Society of Professional Engineers (NSPE) AGM from July 15-19, 2015 and Florida for the FES (Florida Engineering Society)/FICE 99th AGM from July 30<sup>th</sup>-Aug 1, 2015. (Author’s note: there is no record of Council approval of these trips)

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

- President Hill will register and make her travel arrangements, attend the workshop, submit all receipts to PEO for reimbursement, and report back to Council on the workshop learnings

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

- Focus Area - Advancing PEO’s Mission: PEO will continuously monitor and research relevant changes in government, professional regulation and engineering practice to anticipate, plan for, and adapt to changes.

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

	Operating	Capital	Explanation
Current to Year End	\$3100	\$0	Funded from Surplus Fund (Council discretionary funds)
2 <sup>nd</sup>	\$0	\$0	
3 <sup>rd</sup>	\$0	\$0	
4 <sup>th</sup>	\$0	\$0	
5 <sup>th</sup>	\$0	\$0	

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

**6. Peer Review & Process Followed**

<b>Process</b>	<b>Outline the Policy Development Process followed.</b> President Hill referred the invitation to the Registrar. Since there are no Council
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<b>Followed</b>	policies on out-of-country travel, staff reviewed the request against precedents
<b>Council Identified Review</b>	<b>Identify who is to be consulted; how they will be consulted and what kind of response is expected.</b> <ul style="list-style-type: none"> <li>• N/a</li> </ul>
<b>Actual Motion Review</b>	<b>Detail peer review and relevant stakeholder review undertaken</b> <ul style="list-style-type: none"> <li>• n/a</li> </ul>

**Note: full chronology of events, motion history and reports should be attached in appendices; lengthy reports should include a 1 page (max.) executive summary**

## 7. Appendices

**From:** Mark Abbott <[markabbott@engineeringchangelab.ca](mailto:markabbott@engineeringchangelab.ca)>

**Sent:** Thursday, June 6, 2019 11:27 AM

**To:** Nancy Hill <[nhill@hill-schumacher.com](mailto:nhill@hill-schumacher.com)>; [marisa.sterling@gmail.com](mailto:marisa.sterling@gmail.com)

**Subject:** ECL Workshop in Berkeley - July 15-17th

Hi Nancy and Marisa,

I'm wondering if it would be possible to have one of you, Johnny, or someone else from PEO attend [the next ECL workshop coming up on July 15-17<sup>th</sup> in Berkeley](#)? I think this workshop in particular is relevant to PEO, as we will be exploring what I believe to be the two biggest challenges for the future of self regulation: how to engage with new technology, and how to set practical applied ethical standards around these new technologies.

It will be the first joint ECL-Canada and ECL-USA workshop with 20 and 40 attendees respectively. The extra time on the third day with just the Canadian contingent will be a great opportunity for deeper conversation about our strategic future, which will be timely.

A few opportunity highlights:

- A chance to compare and contrast the Canadian and USA contexts with the ECL-USA crowd, which include a really interesting mix of senior leaders. See the attendee list c/w bios at the end of the attached summary document from the last ECL USA workshop to get a sense of their group.
- Exciting provocateurs at the joint workshop:
  - Rosalyn Berne, Director Center for Engineering Ethics and Society, National Academy of Engineering
  - Arthur Schwartz, CAE, Deputy Executive Director & General Counsel, National Society of Professional Engineers
  - Thomas Byers, Stanford University, Management Science and Engineering (MS&E) and Stanford Technology Ventures Program (STVP)
  - Alyssa Fitzgerald, CEO of AMFitzgerald (maker of MEMS chips)
  - Lloyd Green, Director, Engagement Marketing & Creative Community Services at IEEE (they've been doing some amazing work on [Ethically Aligned Design standards](#))
  - Tim Draimin, Senior Advisor, The McConnell Family Foundation (Tim recently joined our Champions Team and this will be his first workshop where he will be a participant and contribute a provocation)

- TBC – Smart Cities Expert
- The Canadian contingent of 20 will go on three Learning Journeys (field trips) to:
  - Lawrence Hall of Science – they do amazing work in K-12 and general public STEM engagement
  - Google Project X – The Moonshot Factory
  - One more TBC – likely either Stanford Engineering and/or the UCB NanoLab

We are limited to just 20 spots for the Canadians, so please let me know if you are able to join us as soon as possible.

Please let me know if you have any questions.

Mark

**Mark Abbott, P.Eng., MBA**

Executive Director | [Engineering Change Lab](#)

[647.894.7616](tel:647.894.7616) | [markabbott@engineeringchangelab.ca](mailto:markabbott@engineeringchangelab.ca)

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*The Engineering Change Lab is comprised of leading organizations from across the engineering community in Canada who are working together to unlock the higher potential of engineering to contribute to society. Click [here](#) to learn more.*



## OPEN SESSION MINUTES – 525<sup>th</sup> Council Meeting – March 21, 2019

**Purpose:** To record that the minutes of the open session of the 525<sup>th</sup> meeting of Council accurately reflect the business transacted at that meeting.

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

***That the minutes of the 525<sup>th</sup> meeting of Council, held March 21, 2019, as presented to the meeting at C-528-3.1, Appendix A, accurately reflect the business transacted at that meeting.***

Prepared by: Dale Power, Secretariat Administrator

### 1. Need for PEO Action

In accordance with best business practices, Council should record that minutes of an open session of a meeting of Council accurately reflect the business transacted at a meeting.

### 2. Current Policy

Section 25(1) of By-Law No. 1 states that meetings of PEO are to be governed by *Wainberg's Society Meetings*. Rule 27.5 of *Wainberg's* states that "There is no legal requirement to have minutes verified, but it is considered good practice. The motion does not by itself ratify or adopt the business transacted; it merely verifies the minutes as being correct [a correct record of the discussions held and decisions made at the meeting]."

### 3. Appendices

- Appendix A - Minutes – 525<sup>th</sup> Council open session meeting – March 21, 2019



# Minutes

C-528-3.1  
Appendix A

The 525<sup>th</sup> MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held at PEO Offices, 40 Sheppard Avenue West, Toronto, Ontario on Friday, March 22, 2019 at 9:00 a.m.

- Present:
- D. Brown, P.Eng., President and Council Chair
  - B. Dony, P.Eng., Past President [minutes 12085 to 12091 only]
  - 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 [minutes 12087 to 12091 only]
  - 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
  - N. Rush, C.E.T., Lieutenant Governor-In-Council Appointee
  - T. Olukiyesi, P.Eng., Lieutenant Governor-In-Council Appointee [via teleconference]
  - S. Robert, P.Eng., Northern Regional Councillor
  - M. Spink, P.Eng., Lieutenant Governor-In-Council Appointee
  - R. Subramanian, P.Eng., Northern Regional Councillor
  - K. Torabi, P.Eng., East Central Regional Councillor [minutes 12099 to 12109 only]
  - W. Turnbull, P.Eng., Western Regional Councillor [via teleconference]
  - G. P. Wowchuk, P.Eng., Councillor at Large
- Regrets:
- M. Chan, P.Eng., Lieutenant Governor-In-Council Appointee
- Staff:
- J. Zuccon, P.Eng., Registrar
  - L. Latham, P.Eng., Deputy Registrar, Regulatory Compliance
  - D. Smith, Director, Communications
  - M. Wehrle, Director, Information Technology [via teleconference]
  - R. Martin, Manager, Secretariat
  - D. Power, Secretariat Administrator
  - M. Bigongiari, Associate Editor, Engineering Dimensions
  - J. Max, Manager, Policy
  - B. St. Jean, Senior Executive Assistant

- Guests:
- A. Bergeron, P.Eng., PEO Director, Engineers Canada [minutes 12085 to 12108 only, excluding 12100]
  - C. Bellini, P.Eng, PEO Director, Engineers Canada [minutes 12085 to 12108 only, excluding 12100]
  - H. Brown, Brown & Cohen [minutes 12085 to 12107 only, excluding 12100]
  - L. Castleman, Brown & Cohen [minutes 12085 to 12108 only, excluding 12100]
  - D. Chui, P.Eng., PEO Director, Engineers Canada [minutes 12085 to 12108 only, excluding 12100]
  - B. Matthews, P.Eng., CEO, Consulting Engineers of Ontario [minutes 12085 to 12099 only]
  - S. Perruzza, P.Eng., CEO, Ontario Society of Professional Engineers (OSPE) [minutes 12085 to 12099 only]
  - R. Shreewastav, P.Eng., PEO Director, Engineers Canada (via teleconference)
  - S. Ausma, incoming Councillor at Large [minutes 12085 to 12108 only, excluding 12100]
  - L. Notash, incoming Councillor at Large [minutes 12085 to 12108 only, excluding 12100]
  - C. Sadr, Engineers Canada Director candidate [minutes 12085 to 12108 only, excluding 12100]

On Thursday evening, Council held a plenary session receiving a presentation on licensing and registration as well as discussion on four white papers: Modernizing the Industrial Exception Clause in the Act, The Need for a Policy on Land Acknowledgement; 2 Year Experience Requirement and Adding Value and Relevancy to Briefing Notes.

Council convened at 9:00 a.m. Friday, March 21, 2019.

#### **CALL TO ORDER**

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

#### **12085 APPROVAL OF AGENDA**

Moved by Councillor Boone, seconded by Councillor Robert:

**That:**

- a. the agenda, as presented to the meeting at C-525-1.1, Appendix A be approved as amended and**
- b. the Chair be authorized to suspend the regular order of business.**

**CARRIED**

#### **12086 RECOMMENDATIONS OF AN AUDITOR FOR 2019**

Council is required to recommend the appointment of an auditor for 2019 to members at the upcoming Annual General Meeting for their approval.

Moved by Councillor Bhatia, seconded by Councillor Boone:

**That Council recommend to members at the May 2019 Annual General Meeting the appointment of Deloitte LLP as PEO's auditor for 2019 to hold office until the next annual meeting or until their successor is appointed.**

**CARRIED**

#### **12087 NEW EXPENSE REIMBURSEMENT POLICY**

PEO's expense reimbursement policy was due for review in 2016. Initial work on revising the policy commenced in 2016 to incorporate the feedback received from staff and volunteers when it was felt that further research should be conducted to consider the expense reimbursement policies of other organizations, including other provincial engineering

associations.

Moved by Councillor Bhatia, seconded by Councillor Robert:

**That Council approve the Expense Reimbursement Policy as presented to the meeting at C-525-2.3, Appendix A.**

Concerns were expressed regarding some of the proposed changes. This included train travel noting that often, business class on the train is cheaper than traveling by air. It was recommended that the section on taxis and public transit be revisited. The first sentence on page two should be amended by adding the word "lay" in front of LGA Councillors.

Moved by Councillor Kirkby, seconded by Councillor Boone:

**That the new expense reimbursement policy be referred back to the Finance Committee for review and that the policy be brought back to Council at the November 2019 meeting.**

**CARRIED**

Councillors were invited to forward any further concerns or recommendations regarding the proposed expense reimbursement policy to the Registrar for consideration by the Finance Committee.

**12088  
BY-LAW NO. 1 CHANGES – 2019 FEE  
INCREASES**

At the November 2018 Council meeting, Council reduced its projected operating budget deficit in part by increasing application and examinations fee by 20%. At the February 8, 2019 Council meeting, Council repealed section 59 of By-Law No. 1, which had been determined to be invalid, and approved a complementary increase to all other fees in By-Law No. 1., without requiring Council to seek member confirmation. The projected increase in revenues for 2019 is \$1.5M. This is a one-time increase to catch up with inflation since 2008, the last time the P.Eng. licence fee was increased. Legal counsel drafted the relevant changes to Article 39 of By-Law No. 1. for Council's approval, effective May 1, 2019.

As per Council's expressed policy intent at the November 2018 and February 2019 Council meetings, all PEO fees related to all types of licenses, examinations, certificate of authorization, consulting engineer designation, reinstatement, fee remission, and seals will be increased by 20% to the nearest \$5, effective May 1, 2019.

In addition, two current fees that are not listed in By-Law No. 1 are now being included with a 20% increase: Requesting a re-marking of an Exam (\$330) and Requesting an examination outside of Canada (\$180).

In order to meet the May 1<sup>st</sup> deadline to maximize 2019 revenue, the by-law package excludes for the time being, two new fees approved by Council in November 2018; interviews to waive technical examinations,

and the Credit Card Convenience fee.

As Council also expressed at its February 8, 2019 meeting, once these by-law changes are passed by Council, they are effective immediately, without member confirmation required.

Once approved, staff will prepare for implementation of the fee increases through information technology, fees payment, and communications, in time for the May 1, 2019 P.Eng. licence renewal cycle.

Moved by Councillor Houghton, seconded by Councillor MacCumber:

**Required a 2/3 majority votes cast to carry.**

**1. That Council includes in By-Law No. 1 fees currently collected for requesting remarking of examinations and for examinations held outside of Canada.**

**2. That article 39 of By-Law No. 1 be repealed and replaced with Appendix A. It is understood that, under the wording of article 39(1), the fees in place as of March 21, 2019 will continue to be payable until May 1, 2019.**

**CARRIED**

Abstentions: Vice-President Sterling and Councillors Fraser and Wowchuk.

**12089  
EQUITY & DIVERSITY COMMITTEE –  
CHAPTER EQUITY AND DIVERSITY AWARD**

In order to recognize significant equity and diversity contributions to the membership of the chapter and/or the engineering community in their region, the Equity and Diversity Committee (EDC) recommends the introduction of a Chapter Equity and Diversity award.

Moved by Councillor Subramanian, seconded by Councillor Bhatia:

**That Council approve the Proposal to introduce Chapter Equity & Diversity Award as presented to the meeting at C-525-2.5, Appendices A, B, C, and D.**

Council feedback included the following comments:

- Since there are already many awards within PEO it was suggested that a better way to embed equity and diversity into PEO's culture would be to task the Awards Committee to update the criteria for the Order of Honour (OOH) to include an equity and diversity piece.
- The Terms of Reference for EDC should be revised. Under Legislated and other Mandate approved by Council it reads "**Recommend action plan to integrate equity and diversity, values and principles into the general policy and business operations of PEO**". This relates to operations which is not an area that committees should be involved in

- No uptake, not feasible at this time
- There is a poor representation of peer review
- The guidelines should be more comprehensive – provide examples of what kinds of activities and actions would be awarded, otherwise the outcomes may not be what people are looking for
- Support the spirit of being embedded in everything that PEO awards do
- This should be done in concert with the Awards Committee

Moved by Councillor Houghton, seconded by Vice-President Reid:

**That the Chapter Equity and Diversity Award be referred to the Equity and Diversity Committee and Awards Committee to report back to Council at the November meeting.**

**CARRIED**

Councillors were asked to send emails to Councillor Subramanian with their concerns.

**12090  
ENGINEERS CANADA FUNDING TASK  
FORCE REPORT FOR CONSULTATION –  
FUNDING RECOMMENDATIONS**

At the January 12, 2018 meeting of the Engineers Canada Board, a motion was passed creating the Funding Task Force (FTF). The motion stated;

*THAT a task force be struck to undertake a review of the Engineers Canada funding model, including consultation with the engineering regulators, development of alternative models, and analysis of the impacts of current and alternative models on the engineering regulators and Engineers Canada. The task force will be lead by Dwayne Gelowitz and include up to five other directors, to be appointed by the Executive Committee. The task force will propose alternatives by May 2018 and provide analysis of the impacts of the current and alternative models, and a recommended funding model by December 3, 2018. Carried.*

The Funding Task Force report presented two funding models.

*Recommendation 1:* Status Quo, proposed that the TD affinity program revenue distribution and the annual assessment fee remain unchanged.

*Recommendation 2:* proposed increased assessment fees with a redistribution of excess unrestricted reserves. Under this option, the assessment fee will be increased by 2% annually starting in 2022. The TD affinity revenue will continue to be shared 51/49. Any excess funds above a predetermined balance in Engineers Canada unrestricted reserves will be distributed back to eligible regulators in accordance with the terms of the TD affinity agreement and based on the same proportions used for the distribution of the 51% initially distributed to eligible regulators.

PEO Council was asked to provide direction to the PEO Engineers Canada Directors regarding what funding model they should vote for at the upcoming Engineers Canada Board meeting.

D. Chui provided highlights of the Engineers Canada Funding Task Force Report for consultation – funding recommendations.

It was the general consensus of the meeting that the selection of a funding recommendation(s) correlated directly with Council’s decision regarding revenue from the TD Meloche Monnex Affinity Program which was still undecided.

Moved by Councillor Fraser, seconded by Councillor Robert:

**That Council endorse Funding Recommendation 1 (Status Quo) where the TD affinity program revenue distribution and the annual assessment remain unchanged. (do nothing).**

**CARRIED**

Councillors Boone and Turnbull against

A. Bergeron advised that she would forward a copy of the Engineers Canada Funding Task Force report for consultation – funding recommendations to Council.

President Brown passed the gavel to Past President Dony.

Each candidate was permitted to give a two-minute presentation. All seven candidates were present and spoke to their candidacy.

Moved by Councillor Boone, seconded by Councillor Bhatia:

**That Kelly Reid, P.Eng. and Changiz Sadr, P.Eng. be appointed as PEO Directors to the Engineers Canada Board of Directors, for a three-year term effective as of the 2019 Engineers Canada Annual General Meeting.**

**CARRIED**

Moved by Councillor Bhatia, seconded by Councillor Olukiyesi:

**That the ballots from the PEO Director appointments to the Engineers Canada board be destroyed.**

**CARRIED**

Past President Dony returned the gavel to President Brown.

Given the complexity of the current voting procedure for the appointment of PEO Director(s) to the Engineers Canada Board, Council

**12091  
APPOINTMENT OF PEO DIRECTOR TO  
ENGINEERS CANADA BOARD**

tasked the Human Resources Committee (HRC) to review the voting process to make it more efficient.

**12092  
PEO SYLLABUS – SOFTWARE  
ENGINEERING SYLLABUS**

The Academic Requirements Committee (ARC) is mandated to assess non-CEAB applicants' academic preparation to determine if they meet PEO's academic requirements for licensure. It does so by comparing the applicant's transcripts and courses studied to a syllabus of a particular academic discipline. Most syllabi are developed and maintained by Engineers Canada Canadian Engineering Qualifications Board (CEQB), which PEO then adopts for its own examinations. The CEQB recently revised the Software Engineering syllabus to 2019. This syllabus was reviewed and approved by the ARC at its February 2019 meeting and, if approved by Council, the syllabus will be effective as of the December 2019 technical examinations sitting.

Moved by Councillor Fraser, seconded by Councillor Subramanian:

**That the PEO-revised Software Engineering Syllabus be approved for use as of the December 2019 technical examinations sitting.**

**CARRIED**

**12093  
REQUEST FROM OACETT TO EXTEND  
DAVE BROWN'S TERM FOR ONE YEAR**

President Brown passed the gavel to President-elect Hill.

Council approved the HRC recommendation that David Brown, C.E.T., P.Eng. be appointed as a PEO representative on the Council of the Ontario Association of Certified Engineering Technicians and Technologists for a two-year term, from the OACETT June 2017 AGM to the OACETT June 2019 AGM in April 2017.

In February 2019, PEO received a request from the OACETT to extend the term of appointment of David Brown, C.E.T., P.Eng. as a PEO representative on the OACETT Council for one year, until the OACETT June 2020 AGM. The OACETT noted that Mr. Brown has shown an interest in extending his term and that he has been a great asset to the OACETT Board.

Moved by Councillor Kirkby, seconded by Councillor Bhatia:

**That Council approve that the term of appointment of David Brown, C.E.T., P.Eng. as a PEO representative on the Council of the Ontario Association of Certified Engineering Technicians and Technologists (OACETT) be extended for one year, until the OACETT June 2020 AGM.**

President Brown suggested that other Councillors might be interested in serving on the OACETT board and should be given the opportunity to do so.

Moved by President Brown, seconded by Councillor Spink:



**That the motion to extend Dave Brown's term for one year as PEO representative on the Council of the Ontario Association of Certified Engineering Technicians and Technologists (OACETT) be withdrawn and referred to People Development to solicit candidates from PEO Council and that this be included as an agenda item for the May Council meeting.**

**CARRIED**

President-elect Hill returned the gavel to President Brown.

**12094  
HRC'S RECOMMENDATION REGARDING  
BOARD APPOINTMENTS CRITERIA  
DECISION MATRIX AND APPLICATION  
FORM**

At the September 2016 meeting, Council approved a process for the appointment of Councillors to Board Committees. The process tasked the Human Resources Committee (HRC) with reviewing the Board Committee participation preferences submitted by Councillors and making a recommendation to Council.

At the September 2017 meeting, Council directed the HRC to develop a Decision Criteria Matrix related to the evaluation of recommendations for membership on the Board Committees for presentation to Council. The *Decision Criteria Matrix* developed by the HRC in 2018 was provided.

On February 7, 2019, the Human Resources Committee (HRC) reviewed and updated the *Board Committee Appointments – Decision Criteria Matrix*.

In response to a query as to why the term limits were removed from the criteria President-elect Hill advised that each board committee has its own term limits which will be adhered to.

Moved by President-elect Hill, seconded by Councillor Olukiyesi:

**That Council approve the Board Committee Appointments – Decision Criteria Matrix as presented to the meeting at C-525-2.10, Appendix A.**

**CARRIED**

**12095  
CANADIAN ENGINEERING  
ACCREDITATION BOARD (CEAB)  
NOMINATING COMMITTEE REQUEST**

The Canadian Engineering Accreditation Board (CEAB) requested confirmation that PEO had no objection to the CEAB's Nominating Committee recommendation that Dr. Robert Dony, P.Eng., be appointed as Chair of the Canadian Engineering Accreditation Board (CEAB) for a one-year term, effective July 1, 2020 until June 30, 2021. There were no objections expressed by Council regarding this appointment.

**12096  
IMPLEMENTATION OF FINANCIAL CREDIT  
PROGRAM CHANGES**

Council was provided with an update on the implementation of the changes to the Engineering Intern Financial Credit Program approved by Council at its November 16, 2018 meeting.

It was the decision of Council at its November 16, 2018 meeting to convert the Engineering Intern Financial Credit Program (FCP) from a licence application and Engineering Intern (EIT) program fee waiver to a

credit against the applicant's first year of licensure once they have been approved for P.Eng. licensure.

The Licensing & Registration, Corporate Services, Information Technology, Communications and Finance departments are preparing the necessary systems changes and communications for implementation of a modified FCP on May 1, 2019. Modification of the FCP (by charging P.Eng. licence application and EIT membership fees) is projected to increase revenue by \$48,750 in 2019.

If the applicant chooses to pay the first-year enrollment fee for the EIT program, they will also have that amount credited against the first year of licensure (registration and annual licence fee). If the applicant pays the licence application fee but declines to pay the first-year enrollment fee for the EIT program, they will only have the application fee amount credited against their first year of licensure fees (registration and annual licence fee).

Requiring applicants to pay the licence application fees and first-year fee for the EIT program is projected to reduce the number of licence applications by 25 per cent and may result in a lower volume of new EIT program memberships being purchased.

**12097  
RECOMMENDATION FOR IMPROVING THE  
EFFECTIVENESS OF THE FINANCE  
COMMITTEE**

Vice-President Reid, on behalf of all Finance Committee (FIC) members, provided recommendations to improve the effectiveness of FIC. This included items implemented in 2018 as well as additional recommendations including a more efficient recruitment process for non-Council FIC members and the presentation of the budget assumptions to Council earlier than the June meeting to allow more time for the overall budgeting process. These recommendations and others were received by Council.

**12098  
ENGINEER-IN-RESIDENCE (EIR) PROGRAM**

The EIR program 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.

In September 2018, PEO council approved the decision to transfer ownership of the EIR program to Engineers of Tomorrow (EoT). The motion as a result of the September Council meeting includes:

1. That Council transfer the Engineer-in-Residence (EIR) program to Engineers of Tomorrow as of July 31, 2018.
2. That PEO transfer the remaining \$22,000 that was approved in the 2018 budget for the EIR program to Engineers of Tomorrow in support of their EIR program that they are taking over from Engineers Without Borders.

3. That PEO be willing to consider future requests for sponsorship by Engineers of Tomorrow.

As a result of a motion passed at the September 2018 Council meeting, a total of \$22,000 was transferred to EoT from the PEO budget as per the signed Sponsorship Agreement between EoT and PEO (October 2018).

The Council approved 2019 budget does not include any funds to support EoT further. However, a sponsor provided fund remains. This fund, managed by PEO, exists for any out of budget expenses that may have been incurred during the time that PEO was involved with the EIR program. This earmarked fund has \$35,035.56 that should be transferred to EoT in the form of a one-time transfer. Once this action is complete it will close out PEO's direct involvement with the EIR program with no further financial obligations.

The money can be transferred over to EoT by an invoice to be issued by EoT to PEO for a total of \$35,035.56. The money will be provided directly from Finance with no effect on current PEO budget as the money was always earmarked for the EIR program.

Responding to a query J. Chau advised that EoT regularly provides PEO with a report on the operation of the Engineer-in-Residence (EIR) Program.

**12099  
COUNCILLOR ITEMS**

a) Briefing Notes

Councillor Boone expressed concern regarding the deadline for submission of briefing notes and that his request for assistance was not properly supported. President Brown replied that he had requested that the white paper protocol be followed and suggested that Councillor Boone work on this for the June Council meeting

b) Councillor Attendance at Committee meetings

Councillor Boone advised that he would like to see more transparency regarding Councillors attending committee meetings noting that Councillors should be encouraged to do so if they are interested.

c) Link to Gazette

Councillor MacCumber noted that there was no link to the Gazette in the March/April electronic edition of Engineering Dimensions.

d) 2019-2020 Calendar

Vice-President Sterling advised that calendar planning was out of sync, for example, the 2020-21 calendar is approved by the outgoing President rather than the current President and asked that this be aligned to the current President's term. R. Martin advised explained that this was a function of the President, not staff, and suggested that Vice-President Sterling discuss this matter with President-elect Hill.

e) Election Process

Councillor Wowchuk expressed concern regarding the integrity of the election process which needs to be proven to be transparent and fair. He stated that there should be a record of daily individual vote counts in order to identify the peaks. President Brown advised that this will be discussed by the Central Election and Search Committee (CESC) at their next meeting.

Further to the election process Vice-President Reid noted that security should be enhanced by requiring additional information such as birth date, mother's maiden name, etc. for members who call the help desk to obtain their voting credentials to ensure that someone is not obtaining this information fraudulently by providing membership information that is not their own. Councillor Wowchuk advised that he was able to obtain his own voting credentials simply by providing his membership number and name to the help desk. He further indicated that a former Councillor who was unable to call the help desk himself provided him with his email address and membership number so that Councillor Wowchuk could obtain this former Councillor's voting credentials.

Councillor Boone suggested that all candidates who run for election be invited to the Annual General Meeting which would help familiarize them with PEO, particularly those who are not currently members of Chapters, committees, etc.

**Council recessed for lunch.**

Up reconvening, President Brown presented Engineers Canada Director A. Bergeron with her 15-year service pin and certificate in appreciation of her volunteer service to Professional Engineers Ontario.

Moved by Councillor Chong, seconded by Councillor Olukiyesi:

**That Council move in-camera**

**CARRIED**

**12100  
IN-CAMERA SESSION**

While in-camera, Council:

- a. approved the 2018 audited financial statements and that the approval of the 2018 audited financial statements be moved into open session;
- b. verified the in-camera minutes from the 524<sup>th</sup> meeting of Council held February 8, 2019 as presented;
- c. approved a regulation change for provisional licence;
- d. moved the decision regarding the Scott Johnson Coroner's Inquest into open session;
- e. approved the 2019 Ontario Professional Engineers Award Nominees;
- f. received an HRC Update;
- g. received decisions and reasons of the Discipline Committee
- h. received a legal update on legal actions in which PEO is involved
- i. received a report from the Complaints Review Councillor (CRC)

- j. noted there were no issues reported regarding PEO's Anti-Workplace and Violence Policy

Moved by Councillor Boone, seconded by Vice-President Reid:

**That Council return to open session.**

**CARRIED**

**12101  
CONSENT AGENDA**

Moved by Councillor Subramanian, seconded by Councillor Kirkby:

**That the Consent Agenda be approved as presented with the exception of item 3.4 Appointment of Interim Corporate Secretary.**

**CARRIED**

Included on the consent agenda as approved:

- 3.1 Minutes – 524<sup>TH</sup> Council meeting – February 8, 2019
- 3.2 Approval of CEDC Applications
- 3.3 Changes to the 2019 PEO Committees and Task Forces Membership Roster

[Note: minutes 12102 to 12105 reflect the motions provided in the briefing notes presented to the meeting.]

**12102  
MINUTES – 524<sup>th</sup> COUNCIL MEETING –  
FEBRUARY 8, 2019**

**That the minutes of the 524<sup>TH</sup> meeting of Council, held February 8, 2019, as presented to the meeting at C-525-3.1, Appendix A, accurately reflect the business transacted at that meeting.**

**CARRIED**

**12103  
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-525-3.2, Appendix A, Section 1.**

**2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-525-3.2, Appendix A, Section 2.**

**3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-525-3.2, Appendix A, Section 3.**

**CARRIED**

**12104  
CHANGES TO THE 2019 PEO COMMITTEES  
AND TASK FORCES MEMBERSHIP ROSTER**

**That Council approve changes to the 2019 PEO Committees and Task Forces Membership Roster as presented to the meeting at C-524-3.3, Appendix A.**

**CARRIED**

**12105  
APPOINTMENT OF INTERIM CORPORATE**

Since Scott Clark was no longer employed by PEO it was necessary to appoint an Interim Corporate Secretary in order to sign Council and

**SECRETARY**

Executive Committee minutes.

R. Martin recused himself from this part of the meeting.

Moved by Councillor Boone, seconded by Councillor Bhatia:

**That Scott Clark be removed as the Corporate Secretary and General Secretary and that Ralph Martin be appointed as Interim Corporate Secretary.**

**CARRIED  
Unanimously**

R. Martin returned to the meeting.

President Brown, on behalf of Council, thanked R. Martin for his assistance during this time and for taking on the role of Interim Corporate Secretary.

Councillors Cutler and Spink were recused during this discussion.

It was the consensus of Council that this matter be deferred to the Executive Committee to discuss next steps and that this be followed by a Council teleconference call prior to the April 29<sup>th</sup> deadline to provide a response to Engineers Canada if PEO will participate in the affinity program or not.

Councillor Fraser suggested that a backgrounder be provided to the Executive Committee regarding PEO involvement in Affinity Programs in order to help facilitate discussion.

**12106  
TD MELOCHE MONNEX AFFINITY  
PROGRAM**

**12107  
COUNCIL ACTION LOG**

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 Council Action Log, updated as of March 1, 2019, was provided in the Council agenda package.

The following revisions were made to the Action Log:

- Add a number column
- Remove Councillor Spink as the lead responsible for follow-up for item 2.2 2018 AGM submission – Leadership Development Program and replace with Juwaria Obaid.
- Remove M. Price as the lead for item 2.8 Approval of 2019 PEO Annual Committees and Task Forces Membership Roster – identify ERC members’ disciplines
- Preparation of Wainberg’s Rules of Order summary of motions is now complete – change to green

**12108**

The Regulatory Risk Register was provided in the Council agenda

## REGULATORY RISK REGISTER

package.

The following revisions were made to the Regulatory Risk Register:

- Item 1 – Loss of Regulatory Status – revise action required timeline to 1-3 months from the current 6-12 months
- Item 2 – Vision or Strategy – replace "action not required" with "within 12 months"
- Change item 6. Backlog in experience requirements assessments from green to yellow
- Add three new items to the Regulatory Risk Register – Independent Practice of Technologists (yellow), Governance (red) and Fiscal Health of Organizational Deficit (yellow)

The following in-camera resolution from the March 22, 2019 Council meeting was moved into open session:

### **12109 2018 AUDITED FINANCIAL STATEMENTS**

Moved by Councillor Bhatia, seconded by Councillor Boone:

**That Council:**

- a) approve the Audited Financial Statements for the year ended December 31, 2018, and the Auditor's report thereon, as presented to the meeting at C-525-2.1, Appendix A; and**
- b) authorize the President and President-elect to sign the Audited Financial Statements on Council's behalf.**

**CARRIED**

The following item was moved from the in-camera meeting of February 8, 2019 to open session:

### **12110 SCOTT JOHNSON CORONER'S INQUEST**

Moved by President-elect Hill, seconded by Councillor Houghton:

**That Council authorize the Registrar to apply to the Coroner, seeking standing for PEO as a participant in the Scott Johnson coroner's inquest.**

**CARRIED**

President Brown extended thanks on behalf of Council and PEO to the departing members of Council, many of who were long standing Council members, for volunteering countless hours of their time to the profession.

Councillor Lederman, on behalf of Council, thanked President Brown for his work during his term as PEO President.

These minutes consist of fourteen pages and minutes 12085 to 12110 inclusive.

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D. Brown, P.Eng., Chair

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R. Martin, Corporate Secretary

## OPEN SESSION MINUTES – 526<sup>th</sup> Council Meeting – April 23, 2019

**Purpose:** To record that the minutes of the open session of the 526<sup>th</sup> meeting of Council accurately reflect the business transacted at that meeting.

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

***That the minutes of the 526<sup>th</sup> meeting of Council, held April 23, 2019, as presented to the meeting at C-528-3.2, 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 – 526<sup>th</sup> Council open session meeting – April 23, 2019





# Minutes

C-528-3.2  
Appendix A

The 526<sup>th</sup> MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held via teleconference on Tuesday, April 23, 2019 at 1:00 p.m.

- Present:
- D. Brown, P.Eng., President and Council Chair
  - N. Hill, P.Eng., President-Elect
  - M. Sterling, P.Eng., Vice-President (Elected)
  - K. Reid, P.Eng., Vice-President (Appointed)
  - I. Bhatia, P.Eng., Eastern Regional Councillor
  - G. Boone, P.Eng., Eastern Regional Councillor
  - M. Chan, P.Eng., Lieutenant Governor-In-Council Appointee
  - T. Chong, P.Eng., East Central Regional Councillor
  - R.A. Fraser, P.Eng., Councillor at Large
  - L. Hidalgo, P.Eng., Western Regional Councillor
  - Q. C. Jackson, Barrister & Solicitor, 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
  - 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:
- B. Dony, P.Eng., Past President
  - L. Cutler, P.Eng., Lieutenant Governor-In-Council Appointee
  - G. Houghton, P.Eng., Western Regional Councillor
  - T. Kirkby, P.Eng., Lieutenant Governor-In-Council Appointee
  - N. Rush, C.E.T., Lieutenant Governor-In-Council Appointee
  - M. Spink, P.Eng., Lieutenant Governor-In-Council Appointee
- Staff:
- J. Zuccon, P.Eng., Registrar
  - L. Latham, P.Eng., Deputy Registrar, Regulatory Compliance
  - D. Smith, Director, Communications
  - M. Wehrle, Director, Information Technology
  - B. Ennis, P.Eng., Director, Policy and Professional Affairs
  - R. Martin, Manager, Secretariat
  - D. Power, Secretariat Administrator
  - E. Chor, Research Analyst

**CALL TO ORDER**

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

Councillors Cutler and Spink recused themselves from the meeting due to conflict of interest.

Councillor Lederman suggested that as a matter of good governance and to ensure that conflicts were recognized and dealt with appropriately, the meeting be chaired by someone other than President Brown. President Brown responded that, as chair, he would simply be facilitating the meeting and would not have a vote. Given that there were no offers by other members of Council to take on the role of chair and since the chair was impartial and would not be participating in debates, it was agreed that President Brown would remain as chair.

**12111  
APPROVAL OF AGENDA**

Moved by Councillor Bhatia, seconded by Councillor Hidalgo:

**That:**

- a. the agenda, as presented to the meeting at C-526-1.1, Appendix A be approved as presented and**
- b. the Chair be authorized to suspend the regular order of business.**

Councillor Wowchuk requested that the agenda be amended to include a motion regarding the election process. R. Martin referred to Section 83 of Wainberg’s which states “If the item proposed to be added is, in the opinion of the Chair, of a minor or routine nature, and the constitution does not require prior notice for such a motion, then the proposed item may be added to the agenda if no one objects or if a motion to add the item to the agenda is passed by a simple majority.

If the item proposed to be added is, in the opinion of the Chair, neither minor nor routine, or if the constitution requires proper notice for such a motion, the Chair should not add the item to the agenda, unless all members (present and absent) waive notice, or unless the statute or constitution provides that any matter relevant to the society may be raised at the meeting.”

R. Martin noted that in addition to the above, the Council Manual states that “Members may add items to the Council agenda by providing notice of the item and accompanying materials to the Corporate Secretary three full weeks prior to the upcoming Council meeting.”

Councillor Wowchuk noted that there are items that are extremely time sensitive and that in this case there have been some serious questions raised regarding the election process and therefore there are times when the rules should accommodate extenuating circumstances. He

referred to the PEO Meeting Management Guidelines document which state that “A Notice of Motion is required, except for urgent matters, if a Councillor wishes to have a substantive issue discussed at a future meeting. Notice must be given at one meeting for consideration of the item at the next or other meeting or by advising the Secretary by the date specified in the notice calling the meeting.” He advised that the item regarding the election process was raised at the March Council meeting.

It was noted that the proposed motion was not circulated to all members of Council prior to the meeting. It was further noted that the item raised by Councillors Fraser, Torabi and Wowchuk would be discussed at the April 30, 2019 Central Election and Search Committee (CESC). R. Martin advised that Rule 15 from the Voting Procedures approved by Council in June 2018 state that “The Chief Elections Officer will be available to answer questions and complaints regarding the procedures for nominating, electing and voting for members to the Council. Any such complaints or matters that the Chief Elections Officer cannot resolve will be forwarded by the Chief Elections Officer to the Central Election and Search Committee for final resolution.” Representatives from Clear Picture, the official elections agent, will be participating in this call and have assured PEO that all data will be preserved. Furthermore Councillors Torabi and Wowchuk have also been invited to this meeting.

The motion to approve the agenda as presented was then voted on and **CARRIED.**

President Brown advised that he would advise Council of the outcome of the April 30, 2019 CESC meeting.

Moved by Councillor Wowchuk, seconded by Councillor Chong:

**That Council move in-camera.**

**CARRIED**

**12112  
IN-CAMERA SESSION**

While in-camera, Council:

- a) discussed the Engineers Canada TD Meloche Monnex Affinity Program

The following in-camera resolution, discussion and Councillor Fraser’s document from the April 23, 2019 Council meeting was moved into open session:

**12113  
Engineers Canada TD Meloche Monnex  
Affinity Program**

Councillor Lederman referred to the legal advice that was provided regarding this matter which Council should consider wherein they state that affinity agreements generally are not part of PEO’s mandate which is to regulate and govern the profession in the public interest, however, the Professional Engineers Act does not appear to actually prohibit such

activity and there may be rare circumstances where such an activity by PEO is legally possible. Legal counsel noted that it is PEO's decision to consider whether the proposal has policy and legal implications.

Councillor Fraser provided a document that outlined seven reasons why Council should not approve participation in the Insurance Affinity Agreement between PEO and Engineers Canada. This document is included as an addendum to these minutes.

Moved by Councillor Olukiyesi, seconded by Councillor Bhatia:

**That Council supports the Executive Committee recommendation to defer participation in the Insurance Affinity Agreement between Professional Engineers Ontario and Engineers Canada, thereby foregoing any 2018 revenue from Engineers Canada.**

**CARRIED  
Recorded Vote**

**For**

I. Bhatia  
G. Boone  
M. Chan  
N. Hill  
Q. Jackson  
T. Olukiyesi  
K. Reid  
M. Sterling  
R. Subramanian  
W. Turnbull

**Against**

T. Chong  
R. Fraser  
L. Hidalgo  
L. Lederman  
L. MacCumber  
S. Robert  
K. Torabi  
G. Wowchuk

Council discussed next steps. The Executive Committee had proposed three action items for Council to consider which were:

1. Request from Engineers Canada a further extension of the 2018 revenues currently in abeyance.
2. Request a meeting with OSPE's leadership and Engineers Canada (President and CEO) to discuss the impacts of data sharing by a Regulatory body as it relates to affinity programs.
3. Prepare recommendations for Engineers Canada on how PEO's share of affinity revenues could be used to benefit Ontario License Holders.

Since Council agreed to forego the 2018 revenues, item 1 was removed as an action item. Two other items were added to the action list which were policy implications of being involved or not being involved in affinity programs and whether affinity programs should be in place at a national level.

**12114 Councillor Items**

Councillor Lederman raised the fact that a media article covering the recent Scott Johnson (Radiohead) Coroner's Inquest had referred to

“PEO’s governance structure”. It was confirmed by staff that the reference/terminology was not included in any content provided by PEO either at the inquest or to media, and as such the statement was a reporter/media interpretation.

These minutes consist of five pages and minutes 12111 to 12114 inclusive, plus addendum related to minute 12113 Engineers Canada TD Meloche Monnex Affinity Program.

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D. Brown, P.Eng., Chair

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R. Martin, Manager, Secretariat and Corporate Secretary

DRAFT

## Summary

### Why PEO should not sign-on to Engineers Canada (EC)/TD contract.

By Roydon Fraser

April 23, 2019

**Reason 1:** Violates the following fundamental “**guiding principle**” that has existed since 2000 when OSPE was formed at the request of the Attorney General of Ontario:

PEO mandate is with professional engineering **regulation**.

OSPE mandate is with professional engineering **member services**.

Affinity programs are a **member service**. Therefore, signing onto the EC/TD contract would violate this long established principle.

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**Reason 2:** Signing the EC/TD contract would constitute the *unethical action* of accepting a **kick-back**.

**Kick-back** definition: “A percentage of income given to a person in a position of power or influence as payment for making income possible.”

Clearly if PEO signs on to the EC/TD agreement it will be given “a percentage of income”, in return for providing exclusive access to PEO members because it is, “in a position of power”. And clearly, EC/TD would not be paying this kick-back if it did not “<make> income possible,” to EC/TD. Therefore, this is through-and-through a kick-back if agreed to if the monies become part of PEO’s budget.

EC can sign the contract with TD because they are not in a position of power.

---

**Reason 3:** Likely **financially detrimental** to a large number of P.Eng.’s. from distortion of competition.

For many P.Eng.’s, as I learned at the November 2018 Chapter’s Leaders Conference, the choice between Prudential and TD is important as the provider of the “best” insurance plan varies from P.Eng. To P.Eng., depending on the P.Eng.’s situation.

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**Reason 4: Increased budget risk for PEO.**

PEO would necessarily become dependent on the TD insurance affinity program income given its large monetary magnitude, and given PEO is a non-profit (which means there are limits to the amount of money it can store away for a budgetary system shock). PEO would certainly not be upholding its regulatory and fiduciary responsibilities if it were, for example, to become as dependent as EC on affinity program income, because a loss in such income would mean a lack of budget to fulfil regulatory responsibilities!

EC can sign the contract with TD because they are not in a position of power.

---

**Reason 5: Creates regulatory conflicts of interest!**

Imagine in the near future PEO Council was considering Regulation/Act changes that affect the insurance requirements of P.Eng.s. If PEO has a contract with EC/TD it will be impossible to avoid a perceived conflict of interest, and depending on the specific details of the change this conflict of interest could very well be real. *Even the decision not to make any Regulation/Act changes concerning insurance instantly becomes clouded with, at a minimum, a perceived conflict of interest!*

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**Reason 6: Creates a perception of being a bribe, and hence a perception of being unethical if PEO provides the mailing list.**

**Bribe** definition: “Money given/promised to persuade or induce.”

TD is clearly providing the money to EC to persuade them. Now, although TD is not approaching PEO directly, it is a contract with TD (through EC) that PEO is being asked to sign. Now, for EC this is not a bribe as this is all part of a “service” contract. However, PEO will not be offering any services for the price, except possibly its mailing list. The question then becomes, is PEO offering the mailing list as a “product” which I would claim it cannot do as a non-profit? If not, then PEO is being “given <money> to persuade” which is the very definition of a bribe. [Also see Reason 7 with regards to how this could also be an act of “inducing”.]

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**Reason 7:** Potentially enormous demonstration of **disrespect for Chapters**.

PEO need not sell the members list, technically it could ask members if they wish to share their contact information with EC/TD, and then only share the information of those who provide permission. Given Chapters have been asking for a solution like this for years now so that they can better communicate with members, if PEO were to act on this permission system only because it was *induced* to do so by the EC/TD sign-on, it is hard to imagine how Chapters would not interpret this as a form of disrespect for Chapters.

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**Legal Opinion Comment:** A legal opinion will either explicitly kill PEO even considering the EC/TD contract, or it is irrelevant because the reasons given above are far more than sufficient to kill PEO signing on to the EC/TD contract.

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**CLOSING Personal Observation:** Many on PEO Council may not realize they are salivating at the EC/TD affinity program moneys, but they are, just as Pavlov's dog salivated. Adapting a famous quote from Pavlov,

“As we have seen, <money>, and especially <large sums of money>, evokes secretion of considerably larger quantities of saliva than <reasoned requests of Chapters>.”

or, another adaptation,

“As we have seen, <money>, and especially <large sums of money>, evokes secretion of considerably larger quantities of <want and desire> than <following the regulation/member service divide guiding principle>.”



## OPEN SESSION MINUTES – 527<sup>th</sup> Council Meeting – May 4, 2019

**Purpose:** To record that the minutes of the open session of the 527<sup>th</sup> meeting of Council accurately reflect the business transacted at that meeting.

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

***That the minutes of the 527<sup>th</sup> meeting of Council, held May 4, 2019, as presented to the meeting at C-528-3.3, 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 – 527<sup>th</sup> Council open session meeting – May 4, 2019



# Minutes

C-528-3.3  
Appendix A

The 527<sup>TH</sup> MEETING of the COUNCIL of PROFESSIONAL ENGINEERS ONTARIO (PEO) was held at the Toronto Hilton Hotel, Toronto, Ontario on Saturday, May 4, 2019 at 3:00 p.m.

Present:

- N. Hill, P.Eng., President and Council Chair
- D. Brown, P.Eng., Past President and Council Chair
- M. Sterling, P.Eng., President-elect
- C. Bellini, P.Eng., Vice-President (Elected)
- M. Chan, P.Eng., Vice-President (Appointed)
- S. Ausma, P.Eng., Councillor at Large
- G. Boone, P.Eng., Eastern Regional Councillor
- L. Cutler, P.Eng., Councillor at Large
- Q. C. Jackson, Barrister & Solicitor, Lieutenant Governor-In-Council Appointee
- W. Kershaw, P.Eng., Western Regional Councillor
- 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
- L. Notash, P.Eng., Councillor at Large
- 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
- A. Sinclair, P.Eng., East Central Regional Councillor
- 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
- R. Walker, P.Eng., Eastern Regional Councillor
- G. P. Wowchuk, P.Eng., Councillor at Large

Regrets: G. Houghton, P.Eng., Western Regional Councillor

Staff:

- J. Zuccon, P.Eng., Registrar
- C. Mehta, Director, Finance
- L. Latham, Deputy Registrar, Regulatory Compliance
- D. Smith, Director, Communications
- M. Wehrle, Director, Information Technology
- B. Ennis, P.Eng., Director, Policy and Professional Affairs
- R. Martin, Manager, Secretariat
- D. Power, Secretariat Administrator
- E. Chor, Research Analyst

**CALL TO ORDER**

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

**12115  
APPROVAL OF AGENDA**

Moved by Councillor Olukiyesi, seconded by Councillor Boone:

**That:**

- a) the agenda, as presented to the meeting at C-527-1.1, Appendix A be approved; and**
- b) The Chair be authorized to suspend the regular order of business.**

**CARRIED**

**12116  
SPECIAL RULES OF ORDER**

Section 25(1) of By-Law No. 1 requires that all meetings of the association are to be governed by *Wainberg's Rules of Order*. These rules may be amended by passing *Special Rules of Order*, which supersede *Wainberg's*, and which remain in effect only until the close of business at the next Annual General Meeting.

Adopting *Special Rules* provides guidance on how to deal with certain situations that arise in meetings where PEO convention varies from the rules contained in its parliamentary authority, *Wainberg's Rules of Order*, or on which *Wainberg's* is silent.

Adopting *Special Rules* also provides consistency on how such matters may be handled at all meetings of the association.

Section 25(3) of By-Law No. 1 requires that, at the first meeting of Council following the Annual General Meeting, all *Special Rules*, which were in force immediately before the close of business at the Annual General Meeting, are to be presented to Council for adoption and/or amendment, if it so wishes.

Moved by Councillor Subramanian, seconded by Councillor Kershaw:

**That the Special Rules of Order, as presented to the meeting at C-526-2, Appendix A, be approved effective immediately and to remain in effect until the close of business at the 2020 Annual General Meeting.**

Councillor Wowchuk referred to page 83 of *Wainberg's Society Meetings* under Rule 13.5 Adding to the Agenda wherein the third paragraph reads "If the item proposed to be added is, in the opinion of the Chair, neither minor nor routine, or if the constitution required prior notice for such a motion, the Chair should *not* add the item to the agenda, unless all members (present and absent) waive notice, or unless the statute or constitution provides that any matter relevant to the society may be raised at the meeting. *For examples of items that are neither minor nor routine, see the Introduction*

*section of Chapter 12, Notice of General Meetings, page 73” and suggested that this paragraph be replaced with “Advance notice of motion for major, time critical issues is not required as decided by the majority of Council members present.”*

Moved by Councillor Wowchuk, seconded by Councillor Torabi:

**That the main motion be amended to read:**

**That the Special Rules of Order, as presented to the meeting at C-526-2, Appendix A, be approved effective immediately and to remain in effect until the close of business at the 2020 Annual General Meeting as amended by adding “Advance notice of motion for major, time critical issues is not required as decided by the majority of Council members present.”**

**DEFEATED**

Moved by President Hill, seconded by Councillor Turnbull:

**That the Special Rules of Order, as presented to the meeting at C-526-2, Appendix A, be approved effective immediately and to remain in effect until the close of business at the 2020 Annual General Meeting.**

**CARRIED**

**[Secretariat Note: The above motion required a two-thirds majority of votes cast to carry].**

It was noted that Council may amend the Special Rules at any time.

**12117  
APPOINTMENT OF COUNCIL MEETING  
CHAIR**

The Chair stated that, at its February 2011 meeting, Council approved a process for selecting a Council Meeting Chair that requires Council to annually appoint its Meeting Chair at the first Council meeting following the Annual General Meeting.

Councillor Notash withdrew her name as a candidate for the position of Council Meeting Chair. Past President Brown advised that President Hill had indicated her willingness to serve as Council Meeting Chair and asked for further nominations. None being received, he declared nominations closed.

Moved by Councillor Boone, seconded by Councillor Notash:

**That Council approve the acclaimed appointment of President Nancy Hill, P.Eng. as Council Meeting Chair for the 2019-2020 Council year or until her successor is appointed.**

**CARRIED**

Past President Brown turned the gavel over to President Hill as newly elected Council Meeting Chair.

**12118  
APPOINTMENT OF REGIONAL  
COUNCILLORS COMMITTEE CHAIR**

The Chair stated that Council was being asked to approve the Chair of the Regional Councillors Committee (RCC) for the ensuing Council year in accordance with the Committees and Task Forces Policy.

Moved by Councillor Turnbull, seconded by Councillor Subramanian:

**That Councillor Serge Robert, P.Eng., be appointed as Chair of the Regional Councillors Committee, effective immediately and to hold office until the close of business at the 2020 Annual General meeting.**

**CARRIED**

**12119  
APPOINTMENT OF VICE PRESIDENT**

The Chair stated that Section 3(1)2 of Regulation 941 under the *Professional Engineers Act* requires that Council appoint a Vice President from among its Councillors who are members of the Association at a meeting to be held after the close of business and on the day of the Annual Meeting of members or within thirty days thereafter. Non-member Lieutenant Governor-in-Council appointees are ineligible from serving as Vice President under this Regulation.

The Chair announced the names of Councillors who had indicated their willingness to serve as Vice President (Appointed). Councillor Kershaw asked that his name be withdrawn. The Chair asked for further nominations following which Councillor Olukiyesi submitted her name. When the final list of nominations had been determined, the Chair declared the nominations closed. The remaining candidates then addressed the meeting.

In keeping with the procedures for appointing Councillors to board positions, the Chair advised that voting would be by electronic vote in accordance with Special Rule #4.

An electronic vote was then conducted to select the Vice President.

Moved by Councillor Boone, seconded by Councillor Wowchuk:

**That Council accept the result of the electronic vote for the Vice-President and approve the appointment of Councillor Michael Chan, P.Eng., as Vice President (appointed) for the 2019-2020 Council year.**

**CARRIED**

**12120  
APPOINTMENT OF COUNCILLORS TO**

Section 28.(1)(e) of Regulation 941 under the Professional Engineers Act requires that Council appoint one or more other members of

## EXECUTIVE COMMITTEE

Council, in addition to the president, president-elect, immediate past president and the two vice presidents, to serve on the Executive Committee.

Section 28.(1.1) of Regulation 941 requires that at least one member appointed by the Lieutenant Governor be appointed to the Executive Committee.

Appointments are to be made in accordance with the process approved by Council at its September 2016 meeting for Board Committee appointments and the Special Rules. The Human Resources Committee met on April 23, 2019 and did not make recommendations for positions on the Executive Committee in order to provide Council the opportunity to make a full decision.

The Chair announced the names of Councillors who had indicated their willingness to serve on the Executive Committee and asked for further nominations. Since Councillor Chan was appointed as Vice-President and would be a member of the Executive Committee in that capacity he withdrew his name. When the final list of nominations had been determined, the Chair declared the nominations closed. The remaining candidates consented to serving. Councillor Ausma was invited to address the meeting since she had not previously spoken.

In keeping with the procedures for appointing Councillors to Board positions, the Chair advised that voting would be by electronic vote in accordance with Special Rule #4.

An electronic vote was then conducted to select the LGA Councillor of the Executive Committee.

Moved by Councillor Spink, seconded by Councillor Boone:

**That Council appoint LGA Councillor Lew Lederman, P.Eng., to the Executive Committee for the 2019-2020 Council year.**

**CARRIED**

Moved by Past President Brown, seconded by Councillor Jackson:

**That Council appoint three other Councillors to the Executive Committee for the 2019-2020 Council year.**

**CARRIED**

An electronic vote was then conducted to select the three other Councillors of the Executive Committee.

Moved by Councillor Kershaw, seconded by Councillor Robert:

**That three additional Council members, Councillors Sandra Ausma, P.Eng., Leila Notash, P.Eng., and Warren Turnbull, P.Eng., be appointed as members of the Executive Committee for the 2019-2020 Council year.**

**CARRIED**

President Hill advised that she would like to discuss and set up a workplan at the next Executive Committee meeting for presentation to Council.

**12121  
APPOINTMENT TO HUMAN RESOURCES  
COMMITTEE**

The Chair announced the names of Councillors who had indicated their willingness to serve on the Human Resources Committee and asked for further nominations. Councillors Turnbull and Bellini as well as Vice-President Chan asked to have their name withdrawn. When the final list of nominations had been determined, she declared the nominations closed.

In keeping with the procedures for appointing Councillors to the Human Resources Committee, the Chair advised that voting would be by electronic vote in accordance with Special Rule #4.

The remaining candidates consented to serving and were invited to address the meeting.

An electronic vote was then conducted to select the two members of the Human Resources Committee for the 2019-2020 Council year.

Moved by Councillor Notash, seconded by Councillor Turnbull:

**That Councillors Qadira Jackson, LL.B. and Marilyn Spink, P.Eng., be appointed as members to the Human Resources Committee for the 2019-2020 Council year.**

**CARRIED**

**12122  
APPOINTMENT TO BOARD  
COMMITTEES**

Annually, Council appoints the requisite number of Councillors to Board Committees and representatives to the OSPE-PEO Joint Relations Committee.

Appointments are to be made in accordance with the process approved by Council at its September 2016 meeting for Board Committee appointments and the Special Rules. The Human Resources Committee met on April 23, 2019 and made its recommendations which were provided to Council. In determining its recommendations, the Human Resources Committee (HRC) reviewed the submitted board committee preferences of Councillors, their respective backgrounds, the need to balance committee continuity with succession planning, Councillor

workloads, Councillor involvement with other committees and external appointments as well as committee terms of reference.

Moved by Councillor MacCumber, seconded by Councillor Jackson:

**That, as recommended by the Human Resources Committee, the Audit Committee be composed of four Council members and that Councillors Guy Boone, P.Eng., Lew Lederman, P.Eng., Leila Notash, P.Eng., and Marilyn Spink, P.Eng., be appointed as members to the Audit Committee for the 2019-2020 Council year.**

**That, as recommended by the Human Resources Committee, Councillors Sandra Ausma, P.Eng., Lorne Cutler, P.Eng., Tim Kirkby, P.Eng., and Randy Walker, P.Eng., be appointed as members to the Finance Committee for the 2019-2020 Council year.**

**That, as recommended by the Human Resources Committee, Councillors Sandra Ausma, P.Eng., Gary Houghton, P.Eng., Lisa MacCumber, P.Eng., Leila Notash, P.Eng., and Arthur Sinclair, P.Eng., be appointed as members to the Legislation Committee for the 2019-2020 Council year.**

**That, as recommended by the Human Resources Committee, Councillor Wayne Kershaw, P.Eng., and Arthur Sinclair, P.Eng., be appointed as members to the OSPE-PEO Joint Relations Committee for the 2019-2020 Council year.**

**CARRIED**

**12123  
CHANGES TO ENGINEERS CANADA  
BYLAWS**

Council was provided with recommended modifications to the Engineers Canada bylaws to the members related to Governance, Officers of Engineers Canada, Auditor and Minister of Industry. Councillor Bellini provided highlights of these recommendations.

Moved by Councillor Bellini, seconded by Councillor Turnbull:

**That PEO Council direct its member representative to support the recommended modifications to the Engineers Canada bylaws at the Engineers Canada meeting of the members.**

**CARRIED**

President Hill, using this direction from Council, will attend the Engineers Canada Annual meeting on May 25, 2019 and vote on the bylaw change issue. The President will then report back to Council on the bylaw changes.

**12124  
PEO REPRESENTATIVE ON THE ONTARIO  
ASSOCIATION OF CERTIFIED**

The governance structure of the Ontario Association of Certified Engineering Technicians and Technologists (OACETT) provides one position for a professional engineer on its Council.



**ENGINEERING TECHNICIANS AND  
TECHNOLOGISTS (OACETT)**

At C-512 in April 2017, Council approved the HRC recommendation that David Brown, C.E.T., P.Eng. be appointed as a PEO representative on the Council of the Ontario Association of Certified Engineering Technicians and Technologists for a two-year term, from the OACETT June 2017 AGM to the OACETT June 2019 AGM.

In February 2019, PEO received a request from the OACETT to extend the term of appointment of David Brown, C.E.T., P.Eng. as a PEO representative on the OACETT Council for one year, until the OACETT June 2020 AGM.

At the March Council meeting, the motion to extend Dave Brown's term for one year as PEO representative on the Council of the Ontario Association of Certified Engineering Technicians and Technologists (OACETT) was withdrawn and People Development was tasked to seek candidate(s) for appointment to the above position.

A call for nominations was sent out to all P.Eng. Councillors with the submission deadline of April 15, 2019. The expression of interest submitted by Tim Kirkby, P.Eng., was reviewed by the Human Resources Committee (HRC) at its April 23, 2019 meeting. The HRC subsequently passed a motion that "The HRC supported Tim Kirkby's nomination for appointment of a PEO representative to the OACETT Council."

Moved by Councillor Rush, seconded by Councillor Lederman:

**That Council approve the HRC recommendation that Tim Kirkby, P.Eng., be appointed as a PEO representative on the Council of the Ontario Association of Certified Engineering Technicians and Technologists, from the OACETT June 2019 AGM to the OACETT June 2021 AGM.**

**CARRIED**

**12125  
COUNCILLOR ITEMS**

a) Member Submissions

President Hill advised that the 2019 Member Submissions would be discussed at the September 2019 Council meeting.

b) June Council Meeting

President Hill asked that Council members set aside the entire day on June 20<sup>th</sup> to discuss the external review.

c) Council Retreat

The Council Retreat will be held at the Deerhurst Resort in Huntsville May 30 to June 1 to discuss governance with the assistance of a facilitator.

There being no further business, the meeting concluded.

These minutes consist of nine pages and minutes 12115 to 12125 inclusive.

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N. Hill, P.Eng., Chair

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R. Martin, Manager, Secretariat

DRAFT

# 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-528-3.4, Appendix A, Section 1.
2. That Council approve the applications for re-designation as Consulting Engineer as presented to the meeting at C-528-3.4, Appendix A, Section 2.
3. That Council grant permission to use the title “Consulting Engineers” (or variations thereof) to the firms as presented to the meeting at C-528-3.4, Appendix A, Section 3.

**Prepared by:** Faris Georgis, P.Eng, Manager, Registration and Imelda Suarez, Staff Support

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

### 1. Need for PEO Action

Council needs to accept the recommendations of the Consulting Engineer Designation Committee (CEDC) with respect to the applications submitted for its consideration before the applicants are informed of the PEO’s decision with respect to their application.

### 2. Proposed Action / Recommendation

That Council approve/deny the applications for designation and redesignation.

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

The applicants will be advised of Council’s decision with respect to their applications.

### 4. Peer Review & Process Followed

<b>Process Followed</b>	All applications were reviewed by PEO staff, the Regional Subcommittees of CEDC and later approved by CEDC on May 16, 2019.
<b>Council Identified Review</b>	Not applicable. Required by Regulation.
<b>Actual Motion Review</b>	As stated under above process.

### 5. Appendices

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

To the 528<sup>th</sup> Meeting of the Council of  
Professional Engineers Ontario

**REPORT OF THE CONSULTING ENGINEER DESIGNATION COMMITTEE**

**Chair: Shawn Gibbons, P.Eng.**

- 1. The Committee has reviewed the following applications for DESIGNATION and recommends to Council that these 12 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	Abu Omar, Mazen	Quasar Consulting Group	5747 Coopers Ave, Mississauga ON, L4Z 1R9	90543703
1.2	Ahuja, Dharam (Pal)	Millennium Engineering Inc.	211-5045 Mainway, Burlington ON, L7L 5H9	90373861
1.3	Cifoni, Paolo	Trafalgar Engineering Ltd.	1-481 Morden Rd, Oakville ON, L6K 3W6	90099250
1.4	Dinca, George	Sigma Research Inc.	2-259 Edgeley Blvd Vaughan ON, L4K 3Y5	100030996
1.5	Frigault, Renee	Lucid Engineering Ltd.	225 St Johns Rd, Toronto ON, M6P 1V3	90555459
1.6	Glick, Isaac	TechServ Consulting	709-88 Promenade Cir, Thornhill ON, L4J 9A4	100076641
1.7	Kadkhodaie, Reza	RK Energy Consultants Ltd.	675 Cochrane Dr, East Tower, 6th Flr, Markham ON, L3R 0B8	100067113
1.8	Kostyniuk, Michelle	Caskanette Udall Consulting Engineers	248-675 Queen St S, Kitchener ON, N2M 1A1	100147108
1.9	Liu, Bo (David)	GeoPro Consulting Ltd	57-40 Vogell Rd, Richmond Hill ON, L4B 3N6	100107874
1.10	Nielissen, Kyle	Forefront Engineering Inc.	210-1329 Gardiners Rd, Kingston ON, K7P 0L8	100155232
1.11	Smith, Kenneth	DM Wills Associates Ltd.	150 Jameson Dr, Peterborough ON, K9J 0B9	100149006
1.12	Turner, Charles	Charles G. Turner and Associates Ltd.	2-60 Venture Dr, Scarborough ON, M1B 3S4	90244898

2. The Committee has reviewed the following applications for **REDESIGNATION** and recommends to Council that these **57** 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	Aggarwal, Surinder	exp Services Inc	100-2650 Queensview Dr, Ottawa ON, K2B 8H6	298018
2.2	Ahmad, Hafiz	Orbit Engineering Ltd.	9-1900 Clark Blvd, Brampton ON, L6T 0E9	100101997
2.3	Attia, Magdy	Sigma Can Engineering Inc.	20-2861 Sherwood Heights Dr, Oakville ON, L6J 7K1	90455031
2.4	Beltrame, Robert	Atkinson Engineering Inc.	786 King St E, Hamilton ON, L8M 1A6	90472911
2.5	Bhutta, Salman	Engtec Consulting Inc.	12-100 Hanlan Rd, Vaughan ON, L4L 4V8	100013765
2.6	Bonner, Bruce	DM Wills Associates Ltd.	150 Jameson Dr, Peterborough ON, K9J 0B9	90300393
2.7	Brock, John	RCM Technologies Canada Corp.	865 Brock Rd S, Pickering ON, L1W 3J2	90467978
2.8	Caskanette, Rene	Caskanette Udall Consulting Engineers	248-675 Queen St S, Kitchener ON, N2M 1A1	7124589
2.9	Catt, Gerald	Catt Engineering Services	7 Huffman Crt, Vanessa ON, N0E 1V0	7193014
2.10	Crozier, Christopher	CF Crozier & Associates Inc.	301-40 Huron St, Collingwood ON, L9Y 4R3	90350117
2.11	Dyche, Gerald	Dyche Engineering Inc.	1-25 Valleywood Dr, Markham ON, L3R 5L9	12658019
2.12	Edwards, Elizabeth	University of Toronto	200 College St, Toronto ON, M5S 3E5	90528993
2.13	Emeljanow, John	Valcoustics Canada Ltd.	25-30 Wertheim Crt, Richmond Hill ON, L4B 1B9	90283599
2.14	Fick, William	Gray & Fick Ltd.	309 Consortium Crt, London ON, N6E 2S8	14089502
2.15	Forbes, Stephen	Mars Group Ltd.	51 Davean Dr, North York ON, M2L 2R6	14577506
2.16	Frenette, Robert	TBT Engineering Ltd.	1918 Yonge St, Thunder Bay ON, P7E 6T9	90260910
2.17	Girard, Leonard	2478153 Ontario Inc.	212 Main St W, PO Box 98, Otterville ON, N0J 1R0	16239014
2.18	Gomes, Ignatius (Mike)	Micro Consulting Inc.	615 Secretariat Ct, Mississauga ON, L5S 2A5	16525016

2.19	Gulesserian, Movses	Gulesserian Associates Inc.	509-255 Duncan Mill Rd, North York ON, M3B 3H9	17537010
2.20	Hims, Andrew	Hims GeoEnvironmental Ltd.	155 Ontario St, Collingwood ON, L9Y 4M4	19725506
2.21	Hollingsworth, James	RJ Burnside International Ltd.	201-1465 Pickering Pkwy, Pickering ON, L1V 7G7	90321498
2.22	Howard, Gary	Safety and Forensic Engineering Inc.	33 Rolling Crt, King City ON, L7B 1E8	20550505
2.23	Hulley, Michael	Profound Engineering	4552 Red Maple Lane, Inverary ON, KOH 1X0	90335084
2.24	Jablonski, Leon (Lee)	JL Richards & Associates Ltd.	864 Lady Ellen Pl, Ottawa ON, K1Z 5M2	90302548
2.25	Jones, Simon	SDJ Associates Blueprint2build Inc.	14 Cardico Dr, Unit 1-AW, Stouffville ON, L4A 2G5	90396193
2.26	Kimble, Alan	Sabourin Kimble & Associates Ltd.	110 Old Kingston Rd, Ajax ON, L1T 2Z9	23780117
2.27	Kohnen, Gerhard	Kontzamanis Graumann Smith MacMillan Inc.	402-4310 Sherwoodtowne Blvd, Mississauga ON, L4Z 4C4	11225648
2.28	Lensink, Marinus	Cogeneration and Energy Management Engineering Inc.	227 Bunting Rd, St Catharines ON, L2M 3Y2	26478503
2.29	Long, Robert	Long Environmental Consultants Inc.	43 Forest Park Rd, Orangeville ON, L9W 1A1	27330018
2.30	Lotter, Norman	Flowsheets Metallurgical Consulting Inc.	904 Connaught Ave, Sudbury ON, P3E 5Y2	90531807
2.31	MacDowall, Graham	John Angus & Associates	100-2000 Argentia Rd, Mississauga ON, L5N 1W1	28039501
2.32	McCartney, Michael	ME McCartney Engineering Ltd.	117 Brampton Rd, Etobicoke ON, M9R 3K3	29974011
2.33	Mercer, Robert	Knight Piesold Ltd.	1650 Main St W, North Bay ON, P1B 8G5	90521915
2.34	Mickelson, Eric	TBT Engineering Ltd.	1918 Yonge St, Thunder Bay ON, P7E 6T9	90462284
2.35	Morash, Stephen	WMI & Associates Ltd.	119 Collier St, Barrie ON, L4M 1H5	90296450
2.36	Morey, Clifford	Morey Associates Ltd.	2672 Highway 43, PO Box 184, Kemptville ON, K0G 1J0	32577017
2.37	Moses, David	Moses Structural Engineers Inc.	1104-366 Adelaide St W, Toronto ON, M5V 1R9	90431719
2.38	Murray, Allan	Concentric Associates International	307-700 Richmond St, London ON, N6A 5C7	90279373
2.39	Myatt, Michael	Chorley + Bisset Ltd.	369 York St, Unit 2B, London ON, N6B 3R4	100097735
2.40	Nalezty, Reginald	DCSC Limited, Architect & Engineer	679 Leslie Ave, Thunder Bay ON, P7A 1Z9	33493016
2.41	Norval, Graeme	University of Toronto	200 College St, Toronto ON, M5S 3E5	34309807

2.42	Pichette, Stephen	David Schaeffer Engineering Ltd.	103-120 Iber Rd, Stittsville ON, K2S 1E9	36630606
2.43	Preston, Christopher	iRing Inc.	19 Legault St, North Bay ON, P1A 4K6	37395019
2.44	Raponi, Mario	Hard Rock Sewer & Watermain Ltd	5 Kendra Cres, Toronto ON, M6M 1C3	90267824
2.45	Rosenbilit, Michael	SNC Lavalin	235 Lesmill Rd, Toronto ON, M3B 2V1	39681507
2.46	Ryn, William Van	Tatham Engineering Ltd.	8 Barron Dr, Bracebridge ON, P1L 0A1	90256264
2.47	Schuermans, Hendrik	AGM Engineering Ltd.	3514 White Oak Rd, London ON, N6E 2Z9	90298183
2.48	Seppanen, Marko	Nordmin Engineering Ltd.	160 Logan Ave, Thunder Bay ON, P7A 6R1	90383472
2.49	Sharma, Rakesh	GSS Engineering Consultants Ltd.	1010 9th Ave. W., Unit 104D	90282211
2.50	Smolej, Marijan	Pario Engineering & Environmental Sciences LP	8-553 Basaltic Rd, Concord ON, L4K 4W8	43420504
2.51	Tanos, Michael	Terraprobe Inc.	11 Indell Lane, Brampton ON, L6T 3Y3	45639010
2.52	Thompson, Joseph Nigel	WalterFedy	111-675 Queen St S, Kitchener ON, N2M 1A1	90518655
2.53	Uyede, Clayton	UTS Consultants Inc.	195 St David St S, Flr 3, Fergus ON, N1M 2L4	47568985
2.54	Warner, Royan	VE Collective Inc.	302-3760 14th Ave, Markham ON, L3R 3T7	90304692
2.55	Wingate, Robert	IBI Group	333 Preston St, Tower 1, Ottawa ON, K1S 5N4	50567015
2.56	Wood, David	David F. Wood Consulting Ltd.	55 Gloucester Crt, Sudbury ON, P3E 5M2	90417742
2.57	Zuccaro, Marco	EMC Group Ltd.	200-7577 Keele St, Vaughan ON, L4K 4X3	100083723

3. The Committee recommends to Council that the following **9 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	Ambashi Engineering and Management Inc.	68 Peace Dr, Scarborough ON, M1G 2V4	Mahendra Pandya
3.2	Aquila Project Solutions Ltd. (o/a) The Aquila Group	1300-40 University Ave, Toronto ON, M5J 1T1	Donald Cruikshank
3.3	Brian Isherwood and Associates (Limited)	3-3100 Ridgeway Dr, Mississauga ON, L5L 5M5	Nadir Ansari
3.4	Brook Building Consultants Inc.	2 -558 Upper Gage Ave, Suite 192, Hamilton ON, L8V 4J6	Ralph David Brook
3.5	Ecosystem Recovery Inc.	2-80 Courtland Ave E, Kitchener ON, N2G 2T8	Jeff Prince
3.6	Interbuild Engineering Inc.	60 Highland Park Blvd, Thornhill ON, L3T 1B3	Amir Eghtesadi
3.7	PML Consultants Ltd	165 Cartwright Ave, North York ON, M6A 1V5	Robert Ng
3.8	Thurber Engineering Ltd.	103-2010 Winston Park Dr, Oakville ON, L6H 5R7	Renato Pasqualoni
3.9	Towards Sustainable Infrastructure (TSI) Inc.	24 Wild Briarway, North York ON, M2J 2L2	Ramin Rameshni



## 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.

# Briefing Note – Decision

## CHANGES TO THE 2019 COMMITTEES AND TASK FORCES MEMBERSHIP ROSTER

**Purpose:** To approve changes to Sections 1 (Board Committees), 2 (Other Committees Reporting to Council) and 5 (External Appointments) of the *2019 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 *2019 PEO Committees and Task Forces Membership Roster* as presented to the meeting at C-528-35x, Appendix A.**

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

**Moved by:** Vice President (elected) Bellini, P.Eng.

### 1. Need for PEO Action

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

Council approved the *2019 PEO Committees and Task Forces Membership Roster* at the November 16, 2018 meeting.

Appendix A sets out changes that require Council approval at this time.

Appendix B is the *2019 Committees and Task Forces Membership Roster* updated after the Annual General Meeting (AGM), which reflects all changes identified in Appendix A.

The total percentage of females on PEO Committees and Task Forces is estimated to be 16%.

### 2. Proposed Action / Recommendation

Approve the changes to the *2019 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 *2019 PEO Committee and Task Force Membership Roster* will be posted on PEO's website.

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

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

### 5. Peer Review & Process Followed

<b>Process Followed</b>	Committees and Task Forces Policy – Role of Council Item 4: Approve the annual roster of committee members.
<b>Actual Motion Review</b>	N/a

### 6. Appendices

- Appendix A – Changes to the *2019 PEO Committees and Task Forces Membership Roster*.
- Appendix B – *2019 Committees and Task Forces Membership Roster* updated after the AGM.

**Changes to the 2018 PEO Committees and  
Task Forces Membership Roster**

C-528-3.5  
Appendix A

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

**New appointments:**

<b>First/Last Name</b>	<b>Term / Compliance [per Terms of Reference]</b>	<b>Committee / Task Force Position</b>
Paul Henshaw, P.Eng.	June 21, 2019 – December 31, 2019	Awards Committee (AWC) member
Rakesh Shreewastav, P.Eng.	March 24, 2019 – December 31, 2019	Awards Committee (AWC) member
Fiona Wang, LL.M.	June 21, 2019 – December 31, 2019	Complaints Review Councillor (CRC)
Gordon Debbert, P.Eng., CD	June 21, 2019 – December 31, 2019	Consulting Engineer Designation Committee (CEDC) member
Ross Eddie, P.Eng., CD	June 21, 2019 – December 31, 2019	Consulting Engineer Designation Committee (CEDC) member
Andrew Lawton, P.Eng., CD	June 21, 2019 – December 31, 2019	Consulting Engineer Designation Committee (CEDC) member
Adrian Pierorazio, P.Eng., CD	June 21, 2019 – December 31, 2019	Consulting Engineer Designation Committee (CEDC) member
Don Plenderleith, P.Eng., CD	June 21, 2019 – December 31, 2019	Consulting Engineer Designation Committee (CEDC) member
John Rosenthal, P.Eng., CD	June 21, 2019 – December 31, 2019	Consulting Engineer Designation Committee (CEDC) member
Matt Weaver, P.Eng.	June 21, 2019 – December 31, 2019	Consulting Engineer Designation Committee (CEDC) – Northern subcommittee member
Edward Poon, P.Eng.	June 21, 2019 – December 31, 2019	Consulting Engineer Designation Committee (CEDC) – Toronto subcommittee member
Michael Rosenblitt, P.Eng., CD	June 21, 2019 – December 31, 2019	Consulting Engineer Designation Committee (CEDC) – Toronto subcommittee member
Terry Sedore, P.Eng., CD	June 21, 2019 – December 31, 2019	Consulting Engineer Designation Committee (CEDC) – Toronto subcommittee member
Joseph Yeremian, P.Eng., CD	June 21, 2019 – December 31, 2019	Consulting Engineer Designation Committee (CEDC) – Toronto subcommittee member
Eric Bruce, J.D.	June 21, 2019 – December 31, 2019	Discipline Committee (DIC) – member appointed per 27. (1) 3.
Alisa Chaplick, LL.M.	June 21, 2019 – December 31, 2019	Discipline Committee (DIC) – member appointed per 27. (1) 3.
Reena Goyal, J.D.	June 21, 2019 – December 31, 2019	Discipline Committee (DIC) – member appointed per 27. (1) 3.
Michael Chan, P.Eng.	June 21, 2019 – December 31, 2019	Discipline Committee (DIC) – member appointed per 27. (1) 4. Registration Committee (REC) member
Thomas Chong, P.Eng.	June 21, 2019 – December 31, 2019	Discipline Committee (DIC) – member appointed per 27. (1) 4.
Tim Kirkby, P.Eng.	June 21, 2019 – December 31, 2019	Discipline Committee (DIC) – member appointed per 27. (1) 4.
Victoria Hilborn, P.Eng.	June 21, 2019 – December 31, 2019	Equity and Diversity Committee (EDC) member
Nermen Maximous Mansour, P.Eng.	June 21, 2019 – December 31, 2019	Equity and Diversity Committee (EDC) member
Juwairia Obaid, P.Eng.	June 21, 2019 – December 31, 2019	Equity and Diversity Committee (EDC) member

**Changes to the 2018 PEO Committees and  
Task Forces Membership Roster**

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

**New appointments (Cont'd):**

<b>First/Last Name</b>	<b>Term / Compliance [per Terms of Reference]</b>	<b>Committee / Task Force</b>
Andrew Luk, P.Eng.	June 21, 2019 – December 31, 2019	Experience Requirements Committee (ERC) member
Colin Chan, P.Eng.	June 21, 2019 – December 31, 2019	Finance Committee (FIC) member (re- appointed)
Linda Drisdelle, P.Eng.	June 21, 2019 – December 31, 2019	Finance Committee (FIC) member (re- appointed)
Roberto Martini, P.Eng.	June 21, 2019 – December 31, 2019	Finance Committee (FIC) member (re- appointed)
Peter Rusch, P.Eng.	June 21, 2019 – December 31, 2019	Professional Standards Committee (PSC) member
Donna Serrati, P.Eng.	June 21, 2019 – December 31, 2019	Professional Standards Committee (PSC) member
Márta Ecsedi, P.Eng.	June 21, 2019 – December 31, 2019	Volunteer Leadership Conference Planning Committee (VLCPC) – ACV representative
Eric Nejat, P.Eng.	June 21, 2019 – December 31, 2019	Volunteer Leadership Conference Planning Committee (VLCPC) – ACV representative
Kathryn Woodcock, P.Eng.	May 2019 – CNEA 2020 AGM	Canadian National Exhibition Association (CNEA) - PEO representative (external)

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

<b>First/Last Name</b>	<b>Term / Compliance [per Terms of Reference]</b>	<b>Committee / Task Force</b>
Andrew Lawton, P.Eng., CD	1-year term [1 <sup>st</sup> term / full compliance]	Consulting Engineer Designation Committee (CEDC) – Eastern subcommittee Chair
Ross Eddie, P.Eng., CD	1-year term [1 <sup>st</sup> term / full compliance]	Consulting Engineer Designation Committee (CEDC) – Toronto subcommittee Chair
Gordon Debbert, P.Eng., CD	1-year term [1 <sup>st</sup> term / full compliance]	Consulting Engineer Designation Committee (CEDC) – Western subcommittee Chair
Lorne Cutler, P.Eng.	1-year term [1 <sup>st</sup> term / full compliance]	Finance Committee (FIC) – Vice Chair
Colin Chan, P.Eng.	2019 – AGM 2020	Finance Committee (FIC) – Investment subcommittee (FIC representative)
Marisa Sterling, P.Eng.	1-year term [1 <sup>st</sup> term / full compliance]	Human Resources Committee (HRC) Chair
Lisa MacCumber, P.Eng.	1-year term [1 <sup>st</sup> term / full compliance]	Legislation Committee (LEC) Chair
Leila Notash, P.Eng.	1-year term [1 <sup>st</sup> term / full compliance]	Legislation Committee (LEC) Vice Chair
Serge Robert, P.Eng.	1-year term [1 <sup>st</sup> term / full compliance]	Regional Councillors Committee (RCC) Chair
Guy Boone, P.Eng.	1-year term [2 <sup>nd</sup> term / full compliance]	Regional Councillors Committee (RCC) Vice Chair

**Changes to the 2018 PEO Committees and  
Task Forces Membership Roster**

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

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

<b>First/Last Name</b>	<b>Service Dates</b>	<b>Committee / Task Force</b>
Vic Pakalnis, P.Eng.	2011 – March 2019	Advisory Committee on Volunteers (ACV) member
Jacqueline Stagner, P.Eng.	2013 – March 2019	Academic Requirements Committee (ARC) member
Craig Young, P.Eng.	2015/16 – AGM 2019	Audit Committee (AUC) member
Lew Lederman, Q.C.	AGM 2019 – May 2019 AGM 2019 – May 2019 2018 – May 2019 2018 – May 2019	Executive Committee (EXE) Audit Committee (AUC) member Discipline Committee (DIC) member Registration Committee (REC) member
Kiran Hirpara, P.Eng.	2018 – Feb 2019	Awards Committee (AWC) – Sterling Awards subcommittee member
Hazem Gidamy, P.Eng.	2016 – April 2019	Experience Requirements Committee (ERC) member
Tim Kirkby, P.Eng.	2019 – June 2019 2017 – June 2019	Finance Committee (FIC) Chair Government Liaison Committee (GLC) member
Rakesh Shreewastav, P.Eng.	2015 – May 2019	Government Liaison Committee (GLC) member (Engineers Canada BG&E)
Kathy Milsom, P.Eng.	2016 – May 2019	Greater Toronto Airport Authority (GTAA) Board – PEO representative

# 2019 PEO ANNUAL COMMITTEES AND TASK FORCES

## MEMBERSHIP ROSTER

**(Effective January 1, 2019)**

C-528-3.5  
Appendix B

**NOTE:**

**Members who exceeded their term limit are identified with red highlight.**

**Members who are close to the end of their term are identified with yellow highlight.**

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

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

Executive Committee (EXE)		
<b>Mandate as per Terms of Reference</b>	<p>"The Executive Committee,</p> <p>a) may act on behalf of the Council with respect to urgent matters arising between regular meetings of the Council but shall report to the Council with respect to such actions;</p> <p>b) may consult with other committees of the Council;</p> <p>c) shall act upon or report upon matters that are referred to it by the Council;</p> <p>d) may advise the CEO/Registrar or any other officer or official of PEO on matters of policy;</p> <p>e) may make periodic reviews, forecasts, plans and recommendations to the Council concerning the future organization and operation of the Association;</p> <p>f) may advise the Council on matters pertaining to the Canadian Council of Professional Engineers; and</p> <p>g) may advise the Council on all financial matters, including, without limitation, investments, budgets, capital requirements, income, expenditures, salaries, reserves and contingencies or extraordinary expenses, both for current and future operations."</p> <p>[R.R.O. 1990, Reg. 941, s. 29.]</p>	
	<u>EXE Terms of Reference</u>	
<b>Composition</b>	President, president-elect, past-president, appointed and elected vice-presidents, at least one LGA Councillor and additional Councillor(s), if any, as determined by Council at its first meeting following the AGM.	
	<b>EXE Committee Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	President Hill	2001/03, 2005/06, 2017 - AGM 2020
	President-elect Sterling	2018 - AGM 2020
	Past President Brown	2016 - AGM 2020
	Vice-president (elected) Bellini	2017/18, 2019 - AGM 2020
	Councillor Ausma	2013/14, 2019 - AGM 2020
	Councillor Notash	2019 - AGM 2020
	Councillor Turnbull	2017/18, 2019 - AGM 2020
<b>Committee Advisor</b>	Johnny Zuccon - Registrar	2018

<b>Audit Committee (AUC)</b>		
<b>Mandate as per Terms of Reference</b>	To oversee the auditing of the association's financial statements by an external auditor; and To monitor the Accounting and Financial reporting processes and Systems of Internal Control.	
	<u>AUC Terms of Reference</u>	
<b>Composition</b>	7 members; at least 3 members must be current members of Council.	
<b>AUC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	TBD	
<b>Vice Chair</b>	TBD	
	Councillor Boone	2018 - AGM 2020
	Councillor Notash	2019 - AGM 2020
	LGA Councillor Spink	2019 - AGM 2020
	TBD (non-Council member)	
<b>AUC Subcommittee Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Volunteer Expense Appeal Subcommittee</b>	TBD	
	TBD	
	TBD	
<b>Committee Advisor</b>	Chetan Mehta - Director, Finance	2016
<b>Admin Support</b>	Lucy Capriotti - Administrative Assistant, Financial Services	2008

<b>Finance Committee (FIC)</b>		
<b>Mandate as per Terms of Reference</b>	To review financial projections and recommend appropriate financial strategies, including program reviews and capital projects. To review the annual budget and make recommendations to Council. To monitor short term and long term investment policy. For both short term and long term pension funds. To assist in the identification of factors having significant impact on the budget. To review financial performance against the budget. To recommend policies to permit more effective budgetary control, fee remission, investment and insurance.	
	<u>FIC Terms of Reference</u>	
<b>Composition</b>	7 members; 4 members MUST be current members of Council.	
<b>FIC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	TBD	
<b>Vice Chair</b>	<b>LGA Councillor Cutler (2019)</b>	2018 - AGM 2020
	Councillor Ausma	2019 - AGM 2020
	Councillor Walker	2019 - AGM 2020
	<b>Colin Chan (re-appointed in 2019)</b>	2018 - AGM 2020
	<b>Linda Drisdelle (re-appointed in 2019)</b>	2018 - AGM 2020
	<b>Roberto Martini (re-appointed in 2019)</b>	2018 - AGM 2020

<b>FIC Subcommittee Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Investment subcommittee</b>	TBD (Council member)	
	TBD (HRC representative)	
	<b>Colin Chan (FIC representative)</b>	2019 - AGM 2020
	TBD (Pension Plan Administrator) (non-voting)	
	Jenny Zang (Pension Plan member)	2018 - AGM 2020
<b>Committee Advisor</b>	Chetan Mehta - Director, Finance	2016
<b>Admin Support</b>	Lucy Capriotti - Administrative Assistant, Financial Services	2008

<b>Human Resources Committee (HRC)</b>		
<b>Mandate as per Terms of Reference</b>	<p>To conduct the recruitment process for the position of CEO/Registrar and make recommendations to Council; participate in the selection of senior staff.</p> <p>To review the performance and compensation of the CEO/Registrar and make recommendations to Council.</p> <p>To establish annual measurable goals and objectives for the position of CEO/Registrar for Council's review and approval.</p> <p>Act as reviewer on significant human resources issues.</p> <p>To work with the government appointments secretariat regarding LGA appointments.</p> <p>Act as reviewer on significant staff human resources issues.</p>	
	<u>HRC Terms of Reference</u>	
<b>Composition</b>	5 members, President, President-elect, Past President, and two current members of Council.	
<b>HRC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	<b>President-elect Sterling</b>	2019 - AGM 2020
	President Hill	2018 - AGM 2020
	Past President Brown	2014 - AGM 2020
	LGA Councillor Jackson	2018 - AGM 2020
	LGA Councillor Spink	2018 - AGM 2020
<b>Committee Advisor</b>	TBD	
<b>Staff Support</b>	Margaret Braun - (Acting) Director, People Development	2018

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



LEC Members (appointed to role)		Contributing From / To
<b>Chair</b>	<b>Councillor MacCumber (2019)</b>	2018 - AGM 2020
<b>Vice Chair</b>	<b>Councillor Notash (2019)</b>	2019 - AGM 2020
	President Hill	2018 - AGM 2020
	President-elect Sterling	2019 - AGM 2020
	Councillor Ausma	2019 - AGM 2020
	Councillor Houghton (Past Chair 2018)	2016 - AGM 2020
	Councillor Sinclair	2019 - AGM 2020
<b>Committee Advisor</b>	Johnny Zuccon - Registrar	2010

OSPE-PEO Joint Relations Committee (OSPE-PEO JRC)		
<b>Mandate as per Terms of Reference</b>	<p>The purpose of the Committee is to:</p> <p>a) Build relationships between the leaders of the two organizations to strengthen regulation, service and advocacy for the profession within their respective mandates;</p> <p>b) Facilitate the exchange of information between the two organizations;</p> <p>c) Identify issues and facilitate cooperation between the two organizations in areas of mutual interest / concern; and</p> <p>d) Provide a forum for the discussion and informal resolution of potential areas of opportunity or conflict between the two organizations.</p> <p><u>JRC Terms of Reference</u></p>	
<b>Composition</b>	<p>The Committee consists of the following members: a) The President/Chair plus three (3) senior volunteers of the Ontario Society of Professional Engineers; b) The Chief Executive Officer of the Ontario Society of Professional Engineers; c) The President and three (3) senior volunteers of Professional Engineers Ontario; and d) The Chief Executive Officer of Professional Engineers Ontario.</p>	
OSPE-PEO JRC Members (appointed to role)		Contributing From / To
<b>Co-Chairs</b>	President Hill	2017 - AGM 2020
	Tibor Turi (OSPE President/Chair)	2018 - OSPE AGM 2020
	Réjeanne Aimey (OSPE Vice Chair)	2018 - OSPE AGM 2020
	Jonathan Hack (OSPE Past Chair)	2015 - OSPE AGM 2020
	Councillor Kershaw	2019 - AGM 2020
	Tom Murad (OSPE Board Director)	2019 - OSPE AGM 2020
	Sandro Perruzza (OSPE CEO)	2014
	Councillor Sinclair	2019 - AGM 2020
	President-elect Sterling	2018 - AGM 2020
<b>Committee Advisor/member</b>	Johnny Zuccon - Registrar	2018

Regional Councillors Committee (RCC)		
<b>Mandate as per Terms of Reference</b>	<p>To act as the responsible authority for the PEO Chapters in the five PEO regions.</p> <p>To respond to Council, chapters and regions on matters of concern to chapters and regions.</p> <p>To respond to Council on matters pertaining to the approved Mission, Focus and Strategic Plan of the association.</p> <p><u>RCC Terms of Reference</u></p>	

<b>Composition</b>	10 members, all current members of Council elected as Regional Councillors. RCC Chairs and Vice Chairs are elected annually from within the committee via secret ballot.	
<b>RCC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	<b>Councillor Robert (2019)</b>	2018 - AGM 2020
<b>Vice Chair</b>	<b>Councillor Boone (2019)</b>	2016 - AGM 2020
	Councillor Houghton	2016 - AGM 2020
	Councillor Kershaw	2011/13, 2019 - AGM 2021
	Councillor MacCumber	2018 - AGM 2020
	Councillor Sinclair	2019 - AGM 2021
	Councillor Subramanian	2018 - AGM 2021
	Councillor Torabi	2018 - AGM 2020
	Councillor Turnbull	2015 - AGM 2021
	Councillor Walker	2019 - AGM 2021
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

## Section 2: Other Committees Reporting to Council

(Operate on a calendar year)

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

New appointments/changes are in **bold**.

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	Remon Pop-Iliev	2005 - Dec 2019
	Amin S. Rizkalla	2010 - Dec 2019
	Medhat Shehata	2014 - Dec 2019
	Shamim A. Sheikh	2002 - Dec 2019
	Juri Silmberg	Pre-1984 - Dec 2019
	J. Allen Stewart	2014 - Dec 2019
	Barna Szabados (Past Chair 2012-2015)	2000 - Dec 2019
	Seimer Tsang	1999 - Dec 2019
	Tze-Wei (John) Yeow	2010 - Dec 2019
	Malgorzata S. Zywno	1993 - Dec 2019
<b>Committee Advisor</b>	Moody Farag - Manager, Admissions	2004

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

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	Sola Aboldade	2019 - Dec 2019
<b>Committee Advisor</b>	Margaret Braun - (Acting) Director, People Development	2018
<b>Staff Support</b>	Viktoria Aleksandrova - Committee Coordinator	2009

<b>Awards Committee (AWC)</b>		
<b>Mandate as per Terms of Reference</b>	To coordinate, manage, promote and monitor the Professional Engineers Ontario (PEO) Ontario Professional Engineers Awards (OPEA) Program, Order of Honour (OOH), and External Honours activities to support achievement of the object of the Act, which states, "Promote awareness of the Profession's contribution to society and the role of the association".	
	<u>AWC Terms of Reference</u>	
<b>Composition</b>	10-12 members, with maximum of 12 members of the association.	
<b>AWC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	John Severino (2017/18, re-elected 2019)	2009 - Dec 2019
<b>Vice Chair</b>	Ken McMartin (2019)	2018 - Dec 2019
<b>Council Liaison</b>	TBD	
	Réjeanne Aimey	2018 - Dec 2019
	Kiran Hirpara	2017 - Dec 2019
	<b>Paul Henshaw</b>	2019 - Dec 2019
	Manraj Pannu	2018 - Dec 2019
	Michael Wesa	2018 - Dec 2019
	Matthew Xie	2018 - Dec 2019
	<b>Rakesh Shreewastav</b>	2019 - Dec 2019
	1 vacancy (2019)	
<b>AWC Subcommittee Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Sterling Award Subcommittee</b>	Matthew Xie (Chair)	2019 - Dec 2019
	George Comrie	2009 - Dec 2019
	Andrew M. Dowie	2010 - Dec 2019
	Márta Ecsedi	2009 - Dec 2019
	Marisa Sterling	2009 - Dec 2019
	Valerie Sterling	2009 - Dec 2019
	Zack White	2019 - Dec 2019
<b>AWC Subcommittee Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Joint PEO/OSPE OPEA Gala Advisory Subcommittee (GAC)</b>	John Severino (Chair)	2016 - Dec 2019
	Réjeanne Aimey	2018 - Dec 2019
	Manraj Pannu	2018 - Dec 2019
	Michael Wesa (AWC rep)	2019 - Dec 2019
<b>Committee Advisor</b>	Margaret Braun - (Acting) Director, People Development	2018
<b>Staff Support</b>	Rob Dmochewicz - Recognition Coordinator	2015

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

<b>Complaints Committee (COC)</b>		
<b>Key Duties &amp; Responsibilities as per Terms of Reference</b>	<p>To investigate and consider complaints made by the public or members of the association regarding the conduct or actions of PEO licence holders, or Certificate of Authorization holders.</p> <p>To determine the appropriate course of action with respect to those complaints, in accordance with Section 24(2) of the Act.</p> <p>To direct the Discipline Committee to hear and determine allegations of professional misconduct or incompetence against PEO licence holders or Certificate of Authorization holders that come to the Committee's attention, as deemed necessary.</p> <p>To advise Council on matters relating to incompetence, professional misconduct and the Code of Ethics.</p> <p><u>COC Terms of Reference</u></p>	
<b>Composition</b>	Currently 14 members; membership also includes minimum two (2) LGA Councillors/Attorney General appointees. (Quorum requires at least one of either of the LGA members or public appointees). Membership represents a wide field of engineering practice.	
	<b>COC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	Chris Roney (2018, re-elected in 2019)	1998 - Dec 2019
<b>Vice Chair</b>	Peter Frise (2018, re-elected in 2019)	1997 - Dec 2019
<b>Council Liaison</b>	Councillor MacCumber	2018 - Council term end
	Peter R. Braund, LL.M.	2013 - Oct 19, 2021
	Tony Cecutti	2000 - Dec 2019
	David Filer	1998 - Dec 2019
	Nancy Hill	2000 - Dec 2019
	Ewald Kuczera	2016 - Dec 2019
	George McCluskey	2014 - Dec 2019

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	David Moncur	2002 - Dec 2019
	M. Jane Phillips	1986-93, 1995 - Dec 2019
	Keith Stephen	2017 - Dec 2019
	John Zane Swaigen, LL.M.	2013 - Oct 19, 2021
	Nicholas Sylvestre-Williams	2017 - Dec 2019
	David Uren	2017 - Dec 2019
<b>Committee Advisor</b>	Linda Latham - Deputy Registrar, Regulatory Compliance	2010

<b>Complaints Review Councillor (CRC)</b>		
<b>Description</b>	A Complaints Review Councillor appointed by Council pursuant s. 25 shall review the handling of complaints when the complainant is dissatisfied with the outcome [e.g. the complaint has been dismissed by the Complaints Committee and does not go forward to the Discipline Committee] to ensure that the process was administered correctly.	
	<u>CRC Terms of Reference</u>	
<b>Composition</b>	A member of the Council appointed by the Lieutenant Governor in Council; or a person who is neither a member of the Council nor a member of the Association, and approved by the Attorney General.	
	<b>CRC Member (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair / member</b>	LGA Councillor Jackson	2018 - Council term end
	<b>Fiona Wang, LL.M.</b>	2019 - May 31, 2022
<b>Committee Advisor</b>	Sal Guerriero - Manager, Tribunals	2008

<b>Consulting Engineer Designation Committee (CEDC)</b>		
<b>Description</b>	Committee that recommends to Council applicants for designation as a Consulting Engineer and permission for companies to use the title Consulting Engineers or variations thereof.	
	<u>CEDC Terms of Reference</u>	
<b>Composition</b>	Approximately 10 members; MUST be P.Eng.; majority are Consulting Engineers representing a variety of practice disciplines.	
	<b>CEDC Committee Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	<b>J. Shawn Gibbons (2018)</b>	2006 - Dec 2019
<b>Vice Chair</b>	Steven van der Woerd (2018)	2015 - Dec 2019
<b>Council Liaison</b>	TBD	
	<b>Gordon Debbert (Western)</b>	2017 - Dec 2019
	<b>Ross Eddie (Toronto)</b>	2019 - Dec 2019
	Richard Kamo	2016 - Dec 2019
	<b>Andrew Lawton (Eastern)</b>	2019 - Dec 2019
	Bruce Matthews (CEO representative)	2018 - Dec 2019
	<b>Adrian Pierorazio (Southern)</b>	2019 - Dec 2019
	<b>Donald Plenderleith (Eastern)</b>	2019 - Dec 2019
	<b>Donald Christopher Redmond</b>	2001 - Dec 2019
	<b>John Rosenthal (Toronto)</b>	2019 - Dec 2019
	<i>Christian Bellini (Observer)</i>	2016

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CEDC Subcommittee Members (appointed to role)		Contributing From / To
<b>Eastern Subcommittee</b>	<b>Andrew Lawton - Chair (2019)</b>	2012 - Dec 2019
	J. Shawn Gibbons	2006 - Dec 2019
	Donald Plenderleith	2016 - Dec 2019
	Andrew John Robinson	1991 - Dec 2019
<b>Northern Subcommittee</b>	Donald Christopher Redmond - Chair (2018)	2001 - Dec 2019
	Richard Kamo	2016 - Dec 2019
	<b>Matt Weaver</b>	2019 - Dec 2019
<b>Southern Subcommittee</b>	Steven van der Woerd - Chair (2015)	2015 - Dec 2019
	Adrian Pierorazio	2015 - Dec 2019
<b>Toronto Subcommittee</b>	<b>Ross Eddie - Chair (2019)</b>	2016 - Dec 2019
	Douglas Barker	1994 - Dec 2019
	Levente Laszlo Diosady	2007 - Dec 2019
	Denis Dixon	2000 - Dec 2019
	Santosh Gupta	2016 - Dec 2019
	Eric Nejat	1995 - Dec 2019
	John Rosenthal	2016 - Dec 2019
	<b>Edward Poon</b>	2019 - Dec 2019
	<b>Michael Rosenblitt</b>	2019 - Dec 2019
	<b>Terry Sedore</b>	2019 - Dec 2019
	Thomas Henry Woolhouse	2006 - Dec 2019
	<b>Joseph Yeremian</b>	2019 - Dec 2019
	<b>Western Subcommittee</b>	<b>Gordon Debbert - Chair (2019)</b>
H. Richard Patterson		1995 - Dec 2019
Robert Brian Pula		<2003 - Dec 2019
<b>Committee Advisor</b>	Faris Georgis - Manager, Registration	2016

Discipline Committee (DIC)	
<b>Mandate as per Terms of Reference</b>	To hear and determine allegations of professional misconduct or incompetence against a member of the association, a holder of a Certificate of Authorization, a limited licence, a provisional licence, or a temporary licence To hear applicants for reinstatement under section 37 of the Professional Engineers Act. Perform such other duties assigned by Council.
	<u>DIC Terms of Reference</u>
<b>Composition</b>	<u>Set out in the Professional Engineers Act:</u> 27. (1) The Discipline Committee is continued and shall be composed of the following persons appointed by the Council: 1. At least one elected member of the Council. 2. At least one member of the Association who is, i. a member of the Council appointed by the Lieutenant Governor in Council, or ii. not a member of the Council, and approved by the Attorney General. 3. At least one person who is, i. a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c), or ii. neither a member of the Council nor a member of the Association, and approved by the Attorney General. 4. At least three members of the Association each of whom has at least 10 years experience in the practice of professional engineering. 2010, c. 16, Sched. 2, s. 5 (59).

DIC Members (appointed to role)		Contributing From / To
<b>Chair</b>	<i>John Vieth (2018)*</i>	2004 - Dec 2019
<b>Vice Chair</b>	<i>Stella Harmantas Ball, LL.B. (2018)*</i>	2013 - Oct 19, 2021
<b>Council Liaison</b>	TBD	
<b>Appointed per 27. (1) 1. At least one elected member of the Council.</b>	Councillor Turnbull	2015 - AGM 2019
<b>Appointed per 27. (1) 2. At least one member of the Association who is,</b>	Paul Ballantyne (2016, 3-year AG appointment)	2010 - Dec 2019
<b>i. a member of the Council appointed by the Lieutenant Governor in Council, or ii. not a member of the Council, and approved by the Attorney</b>	Ishwar Bhatia (2016, 3-year AG appointment)	2009 - Dec 2019
<b>Appointed per 27. (1) 3. At least one person who is i. a member of the Council appointed by the Lieutenant Governor in Council under clause 3 (2) (c), or ii. neither a member of the Council nor a member of the Association, and approved by the Attorney General.</b>	Rishi Kumar (2016, 3-year AG appointment)	2004 - Dec 2019
	LGA Councillor Rush, C.E.T.	2016 - Council term end
	<b>Eric Bruce, J.D.</b>	2019 - May 31, 2022
	<b>Alisa Chaplick, LL.M.</b>	2019 - May 31, 2022
	David N. Germain, J.D.	2013 - Oct 19, 2021
	<b>Reena Goyal, J.D.</b>	2019 - May 31, 2022
	Kathleen L. Robichaud, LL.B.	2013 - Oct 19, 2021
	James Amson	2011 - Dec 2019
	<b>Michael Chan</b>	2016 - Dec 2019
	<b>Thomas Chong</b>	2012 - Dec 2019
	Kam Elguindi	1993-95, 1998 - Dec 2019
	Aubrey Friedman	2004 - Dec 2019
	<b>Tim Kirkby</b>	2016 - Dec 2019
	Charles McDermott	2018 - Dec 2019
	Jag Mohan	1990 - Dec 2019
	Sean O'Brien	2018 - Dec 2019
	Anne Poschmann	1993 - Dec 2019
<b>Appointed per 27. (1) 4. At least three members of the Association each of whom has at least 10 years experience in the practice of professional engineering.</b>	Pat Quinn	2011 - Dec 2019
	Glenn Richardson	1997 - Dec 2019
	David Robinson	2004 - Dec 2019
	Edward Rohacek	1985 - Dec 2019
	Michael Rosenblitt	2018 - Dec 2019
	L. Brian Ross	1995 - Dec 2019
	Virendra (Vinni) Sahni	2018 - Dec 2019
	Tommy Sin	2018 - Dec 2019
	Albert Sweetnam	2002 - Dec 2019
	Gary Thompson	2018 - Dec 2019
	John Tyrrell	2018 - Dec 2019
	R. Anthony Warner	2000 - Dec 2019
	Michael Wesa	1992 - Dec 2019
	Rob Willson	2011 - Dec 2019
<b>Committee Advisor</b>	Johnny Zuccon - Registrar	2008

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

New appointments/changes are in **bold**.

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

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

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

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

<b>Experience Requirements Committee (ERC)</b>		
<b>Mandate as per Terms of Reference</b>	To assess the experience of applicants through file review and by personal interview as may be required: (a) To determine if experience under the Regulations has been met; (b) To recommend to the ARC how experience should be taken into account in assigning of examinations; (c) To interview applicants where there is a question of the ability to communicate effectively in English; and (d) in the case of reinstatement – to assess applicant's knowledge and understanding of the current laws and standards governing the practice of professional engineering.	
	<u>ERC Terms of Reference</u>	
<b>Composition</b>	Currently 156 members; membership is restricted; MUST be P.Eng.; MUST have at least 10 years of engineering work experience.	
	<b>ERC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	David Kiguel (2018, re-elected for 2019)	2004 - Dec 2019
<b>Vice Chair</b>	Changiz Sadr (2018, re-elected for 2019)	2003 - Dec 2019
<b>Council Liaison</b>	President-elect Sterling (2018)	2018 - Council term end
	Samuel Abd el Malek	2007 - Dec 2019
	Galal Abdelmessih	2004 - Dec 2019
	Mokhtar Aboelazz	2018 - Dec 2019
	Ali Afshar	2006 - Dec 2019
	Shah Alamgir	2012 - Dec 2019
	Hisham Alkabie	2018 - Dec 2019
	Iilir Angjeli	2018 - Dec 2019
	George Apostol	2000 - Dec 2019
	Nanjappan Ardhanarisamy	2014 - Dec 2019
	Behrouz (Bruce) Atrie	2004 - Dec 2019
	Magdy Milad Attia	2009 - Dec 2019
	Afshin Azadmanesh Samimi	2013 - Dec 2019
	Arshad Azhar	2005 - Dec 2019
	Naeim Azizi Tavakkoli	2013 - Dec 2019
	Devinder Bahra	2004 - Dec 2019
	Steven Bailey	2013 - Dec 2019
	Adam Balogh	2004/11, 2015-Dec 2019
	Christian Bellini	2005 - Dec 2019
	Mark Bendix	2003 - Dec 2019
	Md Soharab U. Bhuiyan	2008 - Dec 2019
	Duncan Blachford	2012 - Dec 2019
	Spiridon Bot	2006 - Dec 2019
	Mohamed Boutazakhti	2008 - Dec 2019
	Albena Bukurova	2016 - Dec 2019
	Ruben Burga	2012 - Dec 2019
	Betty Anne Butcher	1996 - Dec 2019
	Jeremy Carkner	2012 - Dec 2019
	Pellegrino V. Castaldo	2013 - Dec 2019
	Raju Chander	2006 - Dec 2019
	Michael Chapman	2006 - Dec 2019
	V. George Chelvanayagam	2004 - Dec 2019

New appointments/changes are in **bold**.

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Jim Chisholm	2019 - Dec 2019
Andrew Cornel	2015 - Dec 2019
Dan Cosmin	2006 - Dec 2019
Michael Dang	2000 - Dec 2019
Farid Danial	2005 - Dec 2019
Roger De Gannes	2013 - Dec 2019
Charles De la Riviere	2002 - Dec 2019
Savio DeSouza	2015 - Dec 2019
Milorad Dimitrijevic	2006 - Dec 2019
Mircea Dreve	2005 - Dec 2019
Afshin Ebtekar	2004 - Dec 2019
S. Jalal Emami	2005 - Dec 2019
Hassan Erfanirad	2005 - Dec 2019
Zbigniew Ewertowski	2004 - Dec 2019
Reda Fayek	2006 - Dec 2019
Roberto Floh	1996 - Dec 2019
Rabiz Foda	2000 - Dec 2019
Shaun Gao	2018 - Dec 2019
Dalila Giusti	2001 - Dec 2019
Branislav Gojkovic	2004 - Dec 2019
Mohinder Grover	1999 - Dec 2019
Liang Guo	2014 - Dec 2019
Ravi Gupta (Past Vice Chair 2012-13)	1992 - Dec 2019
Santosh Gupta (Past Chair 2012/15, 2016)	2000 - Dec 2019
Mohamed Hamed	2016 - Dec 2019
Faiz Hammadi	2005 - Dec 2019
Md Akhtar Hossain	2013 - Dec 2019
Magued Ibrahim	2004 - Dec 2019
Shawky Ibrahim	2004 - Dec 2019
Marios A. Ioannidis	2010 - Dec 2019
Gordon Ip	2016 - Dec 2019
William Jackson	1996 - Dec 2019
Peter Jarrett	1998 - Dec 2019
Ayvun E. Jeganathan	2005 - Dec 2019
Jega Jeganathan	2014 - Dec 2019
Torben Jensen	2016 - Dec 2019
David A. Kahn	2009 - Dec 2019
Witold Kellerman	2016 - Dec 2019
Vyjayanthi Keshavamurthy	2014 - Dec 2019
Mohammad Khalid	2013 - Dec 2019
Nazli Khan	2014 - Dec 2019
Saleemullah Khan	2006 - Dec 2019
Vitali Kovaltchouk	2015 - Dec 2019
Berta Krichker	1998 - Dec 2019
Rishi Kumar	2004 - Dec 2019

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C. LeRoy Lees	1999 - Dec 2019
Dexter Lestage	2005 - Dec 2019
Guo Min (Galen) Li	2006 - Dec 2019
John Lill	2010 - Dec 2019
<b>Andrew Luk</b>	2019 - Dec 2019
Wayne Mac Culloch	2018 - Dec 2019
Bosko Madic	2005 - Dec 2019
Yogarane (Ranee) Mahalingam	2006 - Dec 2019
Nazmy Markos	2007 - Dec 2019
Alexei Martchenko	2005 - Dec 2019
Daniel Martis	2016 - Dec 2019
James McConnach	2001 - Dec 2019
Florin Merauta	2014 - Dec 2019
Huirong Min	2013 - Dec 2019
Bahram Mirpourian	2002 - Dec 2019
Cameron Mirza	1998 - Dec 2019
Michael Mladjenovic	2013 - Dec 2019
Jiteshkumar Modi	2004 - Dec 2019
Gerald Monforton	2018 - Dec 2019
Zoran Mrdja	2005 - Dec 2019
Muhammad Mudassar	2008 - Dec 2019
Anis Muhammad	2005 - Dec 2019
Thamir (Tom) Murad	2004 - Dec 2019
Mohamed Mushantat	2019 - Dec 2019
Eric Nejat	2016 - Dec 2019
Franz Newland	2015 - Dec 2019
Catalin Gabriel Onea	2005 - Dec 2019
Mario A. Orbeozo	2004 - Dec 2019
Daniel R. Ospina	2013 - Dec 2019
Tibor Palinko	2002 - Dec 2019
Efeng (Michael) Pan	2013 - Dec 2019
Anthony Paz	1998 - Dec 2019
Andrew Tadeusz Poray	2009 - Dec 2019
Saverio Pota	2015 - Dec 2019
Eugene J. Puritch	2007 - Dec 2019
Majid Rahimi-Chatri	2008 - Dec 2019
Touraj Rahnammoun	2015 - Dec 2019
Julija Rakocevic	2013 - Dec 2019
Venkatasubramanian Raman	2006 - Dec 2019
Mario R. Ramirez-Roldan	2010 - Dec 2019
Comondore (Ravi) Ravindran	2001 - Dec 2019
Farzad Rayegani	2002 - Dec 2019
Shiraz Yusuf Rehmani	2013 - Dec 2019
Amin Rizkalla	2005 - Dec 2019
Ghaus M. Rizvi	2013 - Dec 2019

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	Yuliya (Julia) Rozhko	2005 - Dec 2019
	Karl Rueb	2016 - Dec 2019
	Titus Rusu	2013 - Dec 2019
	Lionel Ryan	2018 - Dec 2019
	Saeid Safadel	2004 - Dec 2019
	Magdy S. Samaan	2008 - Dec 2019
	William S. Sanabria Nunez	2010 - Dec 2019
	Peter Schmidt	2000 - Dec 2019
	George S. Semaan	2005 - Dec 2019
	Vladimir (Walter) Serov	2008 - Dec 2019
	Tahir Shafiq	1995 - Dec 2019
	Urmish Shah	2008 - Dec 2019
	Abdul Waheed Shaikh	2012 - Dec 2019
	Sat Sharma	2015 - Dec 2019
	Duncan Sidey	2006 - Dec 2019
	Frank Sigouin-Allan	2001 - Dec 2019
	Ferdo Simov	2004 - Dec 2019
	John M. Smith	2005 - Dec 2019
	Zeljko Sucevic	2018 - Dec 2019
	Saleh Tadros	2000 - Dec 2019
	Sasa (Sasha) Tasic	2005 - Dec 2019
	Mihir Thakkar	2009 - Dec 2019
	Uthayakaren Thurairajah	2015 - Dec 2019
	William Van-Heyst	2012 - Dec 2019
	Julio Vilar	2016 - Dec 2019
	Cathy Wang	2018 - Dec 2019
	Feng Xia (Iris) Wang	2016 - Dec 2019
	Jianguo Wang	2010 - Dec 2019
	Mingchun (David) Wang	2008 - Dec 2019
	Michael Wong	2018 - Dec 2019
	Donald Worth	1999 - Dec 2019
	Yu Song (Matthew) Xie	2000 - Dec 2019
	Shigong (George) Yin	2004 - Dec 2019
	Sufang (Sarah) Zhang	2005 - Dec 2019
<b>Committee Advisor</b>	Pauline Lebel - Manager, Licensure	2011

### Fees Mediation Committee (FMC)

<b>Description</b>	Pursuant to Section 32 of the <i>Professional Engineers Act</i> and Sections 30 and 31 of Regulation 941, the committee is formed as required to mediate or arbitrate fee disputes between engineers and their clients. Council designates members as being eligible to serve on the Fees Mediation Committee.
	<u>FMC Terms of Reference</u>
<b>Composition</b>	6 members are currently designated as eligible to serve on the FMC. Committee members are designated by Council. The Complaints Review Councillor and members of Complaints or Discipline Committees are not eligible for membership on the FMC.

<b>FMC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	<i>Kathryn G. Sutherland (2006)*</i>	2006 - Dec 2019
	Gordon Danson	2006 - Dec 2019
	Billy Haklander	2018 - Dec 2019
	Peter F. Scott	1989 - Dec 2019
	Jude Tremblay	2018 - Dec 2019
	Paul Walters	2018 - Dec 2019
<b>Committee Advisor</b>	Sal Guerriero - Manager, Tribunals	2012
<b>Staff Support</b>	Svitlana Tereshchenko - Tribunals Law Clerk	2012

\*Chair continues pending election in January 2019

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

<b>Licensing Committee (LIC)</b>		
<b>Mandate as per Terms of Reference</b>	To coordinate and integrate the ongoing development of PEO's licensing requirements and processes, including the inputs of other PEO committees and external stakeholders involved in the licensing process.	
	<u>LIC Terms of Reference</u>	

<b>Composition</b>	Nine members as follows: two (2) to be nominated by the Academic Requirements Committee (ARC) – one for a 3-year term, and one for a 2-year term; two (2) to be nominated by the Experience Requirements Committee (ERC) – one for a 3-year term, and one for a 2-year term; one(1) to be nominated by the Registration Committee (REC) for a 3-year term; one (1) to be nominated by the Legislation Committee (LEC) for a 1-year term, as liaison with LEC and Council; three (3) other members to be drawn from among PEO volunteers with extensive domain knowledge of licensure – one for a 3-year term, and two for a 2-year term.	
<b>LIC Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	Barna Szabados (ARC, 3-year term) (2018, re-elected 2019)	2014 - Dec 2020
<b>Vice Chair</b>	Santosh Gupta (ERC, 3-year term) (2018, re-elected 2019)	2014 - Dec 2020
<b>Council Liaison</b>	TBD	2014 - Dec 2020
	Christian Bellini (member-at-large, 2-year term)	2014 - Dec 2020
	George Comrie (member-at-large, 3-year term)	2014 - Dec 2020
	Roydon Fraser (2018) (ARC, 2-year term)	2014 - Dec 2020
	Mohinder Grover (ERC, 2-year term)	2019 - Dec 2020
	David Kiguel (member-at-large, 2-year term)	2017 - Dec 2019
	Lola Hidalgo (member-at-large, 3-year term)	2018 - Dec 2020
	Gregory Wowchuk (1-year term)	2018 - Dec 2019
<b>Committee Advisor</b>	Bernie Ennis - Director, Policy and Professional Affairs	2019

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

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

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<b>ESDM Reports Subcommittee</b>	Sadie Bachynski	2017 - Dec 2019
	Linda Drisdelle	2017 - Dec 2019
	Al Lightstone	2017 - Dec 2019
	Ravi Mahabir	2017 - Dec 2019
	Nicholas Sylvestre-Williams	2017 - Dec 2019
	Tony Van Der Vooren	2017 - Dec 2019
	<i>Sushant Agarwal (MECP observer)</i>	2017
	<i>Lisa MacCumber (MECP observer)</i>	2017
	<i>Anthony Martella (MECP observer)</i>	2017
<b>Guideline for Performance Audits and Reserve Funds Studies for Condominiums Subcommittee</b>	Dale D. Kerr - Chair	2012 - Dec 2019
	Hitesh Doshi	2012 - Dec 2019
	Henry J. Jansen	2012 - Dec 2019
	Sally Thompson	2017 - Dec 2019
	Edgar Beltran Vargas	2012 - Dec 2019
<b>Guideline for Preparing As-Built and Record Documents Guideline Subcommittee</b>	Wai-Man (Fanny) Wong - Chair (2012)	2012 - Dec 2019
	Sen Hu	2013 - Dec 2019
	James R.H. Lowe	2013 - Dec 2019
	Praneeta Moti	2013 - Dec 2019
	Peter Cornelius Rusch	2013 - Dec 2019
<b>Mineral Projects Subcommittee</b>	Jason Cox	2017 - Dec 2019
	Mike Hoffman	2017 - Dec 2019
	Eugene Puritch	2017 - Dec 2019
	<i>Craig Waldie (OSC observer)</i>	2017
<b>Structural Engineering Assessment Guideline Subcommittee</b>	L. Brian Ross - Chair (2013)	2013 - Dec 2019
	Norm Becker	2013 - Dec 2019
	Jeremy Bishop	2013 - Dec 2019
	Donald R. Ireland	2013 - Dec 2019
	Neil A. Kennedy	2013 - Dec 2019
	Rashmi Nathwani	2014 - Dec 2019
	Will Teron	2013 - Dec 2019
	<i>Roger Jeffreys (observer)</i>	since 2015
<b>The Use of Professional Engineer Seal Subcommittee</b>	L. Brian Ross - Chair (2017)	2017 - Dec 2019
	Dan Gartenburg	2017 - Dec 2019
	Peter Cornelius Rusch	2017 - Dec 2019
	Nasir Qureshi	2017 - Dec 2019
	<i>Ray Yousef (ESA observer)</i>	2017
	<i>Lola Mireya Hidalgo (MTO observer)</i>	2017
<b>Committee Advisor</b>	José Vera - Manager, Practice and Standards	2011
<b>Staff Support</b>	Sherin Khalil - Standards and Guidelines Development Coordinator	2014

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<b>Registration Committee (REC)</b>		
<b>Description</b>	To hold hearings, when required by the applicant, subsequent to a receipt of a Registrar's Notice of a proposal to refuse to issue a licence, limited licence, temporary licence, provisional licence and Certificate of Authorization. To hold hearings at the request of a licensee or certificate holder in respect of a Registrar's proposals to suspend or revoke a limited licence, temporary licence, provisional licence and Certificate of Authorization.	
	<u>REC Terms of Reference</u>	
<b>Composition</b>	10 members	
	<b>REC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	Bogdan Damjanovic (2018)	2006 - Dec 2019
<b>Vice Chair</b>	Simon Sukstorf (2018)	2014 - Dec 2019
<b>Council Liaison</b>	TBD	
	Stella Harmantas Ball, LL.B.	2016 - Oct 19, 2021
	Paul Ballantyne	2016 - Dec 2019
	<b>Michael Chan</b>	2017 - Dec 2019
	Joseph Khatamay	2004 - Dec 2019
	Chee Lee	2006 - Dec 2019
	Charles McDermott	2016 - Dec 2019
	Virendra Sahni	2004 - Dec 2019
	Anthony C Tam	2000 - Dec 2019
<b>Committee Advisor</b>	Johnny Zuccon - Registrar	2008

<b>Volunteer Leadership Conference Planning Committee (VLCPC)</b>		
<b>Mandate as per Terms of Reference</b>	The Volunteer Leadership Conference Planning Committee (VLCPC) is responsible for organizing an annual conference, to be held in conjunction with PEO's Annual General Meeting, that would involve both chapter and committee volunteer leaders and include topics related to PEO policy, governance issues, regulatory process and leadership development with a regulatory focus.	
	<u>VLCPC Terms of Reference</u>	
<b>Composition</b>	The VLCPC membership will consist of: one representative/advisor from the Executive Committee (EXE), to be appointed by the EXE; two representatives/advisors from the Advisory Committee on Volunteers (ACV), to be appointed by the ACV; two representatives/advisors from the Regional Councillors Committee (RCC), to be appointed by the RCC; Director, People Development; and Manager, Chapters.	
	<b>VLCPC Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair</b>	TBD	
<b>Vice Chair</b>	TBD	
	Guy Boone (RCC representative)	2018 - AGM 2019
	<b>Márta Ecsedi (ACV representative, re-appointed)</b>	2016 - AGM 2020
	Nancy Hill (EXE representative)	2018 - AGM 2019
	<b>Eric Nejat (ACV representative)</b>	2019 - AGM 2020
	Warren Turnbull (RCC representative)	2015 - AGM 2019

<b>Committee Advisors</b>	Margaret Braun - (Acting) Director, People Development	2018
	Adeilton Ribeiro - (Acting) Manager, Chapters	2018
<b>Staff Support</b>	Viktoria Aleksandrova - Committee Coordinator	2014

### Section 3: Regional Committees

<b>East Central Regional Congress Committee</b>		
<b>Mandate</b>	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
<b>Composition</b>	<i>14 members: two (2) Regional Councillors , two (2) official delegates per each of the six (6) Chapters within the East Central Region.</i>	
<b>Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Torabi (2019)	2018 - AGM 2020
<b>Vice Chair</b>	Councillor Sincalir (2019)	2019 - AGM 2021
	East Toronto Chapter delegates (2)	n/a
	Lake Ontario Chapter delegates (2)	n/a
	Scarborough Chapter delegates (2)	n/a
	Simcoe Muskoka Chapter delegates (2)	n/a
	Willowdale Thornhill Chapter delegates (2)	n/a
	York Chapter delegates (2)	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

<b>Eastern Regional Congress Committee</b>		
<b>Mandate</b>	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
<b>Composition</b>	<i>16 members: two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the Eastern Region.</i>	
<b>Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Boone (2019)	2016 - AGM 2020
<b>Vice Chair</b>	Councillor Walker (2019)	2019 - AGM 2021
	Algonquin Chapter delegates (2)	n/a
	Kingston Chapter delegates (2)	n/a
	Ottawa Chapter delegates (2)	n/a
	Peterborough Chapter delegates (2)	n/a
	Quinte Chapter delegates (2)	n/a
	Thousand Island Chapter delegates (2)	n/a
	Upper Canada Chapter delegates (2)	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

<b>Northern Regional Congress Committee</b>		
<b>Mandate</b>	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
<b>Composition</b>	16 members: two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the Northern Region.	
<b>Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Robert (2019)	2018 - AGM 2020
<b>Vice Chair</b>	Councillor Subramanian (2019)	2018 - AGM 2021
	Algoma Chapter delegates (2)	n/a
	Lake of the Woods Chapter delegates (2)	n/a
	Lakehead Chapter delegates (2)	n/a
	North Bay Chapter delegates (2)	n/a
	Porcupine Kapuskasing Chapter delegates (2)	n/a
	Sudbury Chapter delegates (2)	n/a
	Temiskaming Chapter delegates (2)	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

<b>West Central Regional Congress Committee</b>		
<b>Mandate</b>	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
<b>Composition</b>	16 members: Two (2) Regional Councillors, two (2) official delegates per each of the seven (7) Chapters within the West Central Region.	
<b>Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor MacCumber (2019)	2018 - AGM 2020
<b>Vice Chair</b>	Councillor Turnbull (2019)	2015 - AGM 2021
	Brampton Chapter delegates (2)	n/a
	Etobicoke Chapter delegates (2)	n/a
	Kingsway Chapter delegates (2)	n/a
	Mississauga Chapter delegates (2)	n/a
	Oakville Chapter delegates (2)	n/a
	Toronto Humber Chapter delegates (2)	n/a
	West Toronto Chapter delegates (2)	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

<b>Western Regional Congress Committee</b>		
<b>Mandate</b>	To openly communicate, discuss issues, propose improvements and share best practices amongst PEO Chapter office staff, Chapters delegates and Councillors in an open forum.	
<b>Composition</b>	20 members: Two (2) Regional Councillors, two (2) official delegates per each of the nine (9) chapters within the Western Region.	
<b>Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Houghton (2019)	2016 - AGM 2020
<b>Vice Chair</b>	Wayne Kershaw (2019)	2019 - AGM 2021

New appointments/changes are in **bold**.

OSPE or Engineers Canada representatives are identified with beige

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

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

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

<b>Mandate</b>	To find, motivate and act as a resource for suitable potential candidates for the election of East Central Region Councillor.	
<b>Composition</b>	<i>7 members: Vice Chair of the East Central Regional Congress Committee (aka junior East Central Regional Councillor), the elected Chapter Chairs from the six (6) Chapters within the East Central Region.</i>	
	<b>Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Sinclair (2019)	2019 - AGM 2021
	East Toronto Chapter Chair	n/a
	Lake Ontario Chapter Chair	n/a
	Scarborough Chapter Chair	n/a
	Simcoe Muskoka Chapter Chair	n/a
	Willowdale Thornhill Chapter Chair	n/a
	York Chapter Chair	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

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

<b>Mandate</b>	To find, motivate and act as a resource for suitable potential candidates for the election of Eastern Region Councillor.	
<b>Composition</b>	<i>8 members: Vice Chair of the Eastern Regional Congress Committee (aka junior Eastern Regional Councillor), the elected Chapter Chairs from the seven (7) Chapters within the Eastern Region.</i>	
	<b>Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Walker (2019)	2019 - AGM 2021
	Algonquin Chapter Chair	n/a
	Kingston Chapter Chair	n/a
	Ottawa Chapter Chair	n/a
	Peterborough Chapter Chair	n/a
	Quinte Chapter Chair	n/a
	Thousand Island Chapter Chair	n/a
	Upper Canada Chapter Chair	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

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<b>Northern Regional Election and Search Committee – (RESC)</b>		
<b>Mandate</b>	To find, motivate and act as a resource for suitable potential candidates for the election of Northern Region Councillor.	
<b>Composition</b>	<i>8 members: Vice Chair of the Northern Regional Congress Committee (aka junior Northern Regional Councillor), the elected Chapter Chairs from the seven (7) Chapters within the Northern Region.</i>	
	<b>Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Subramanian (2019)	2019 - AGM 2021
	Algoma Chapter Chair	n/a
	Lake of the Woods Chapter Chair	n/a
	Lakehead Chapter Chair	n/a
	North Bay Chapter Chair	n/a
	Porcupine Kapuskasing Chapter Chair	n/a
	Sudbury Chapter Chair	n/a
	Temiskaming Chapter Chair	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

<b>West Central Regional Election and Search Committee – (RESC)</b>		
<b>Mandate</b>	To find, motivate and act as a resource for suitable potential candidates for the election of West Central Region Councillor.	
<b>Composition</b>	<i>8 members: Vice Chair of the West Central Regional Congress Committee (aka junior West Central Regional Councillor), the elected Chapter Chairs from the seven (7) Chapters within the West Central Region.</i>	
	<b>Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Turnbull	2019 - AGM 2021
	Brampton Chapter Chair	n/a
	Etobicoke Chapter Chair	n/a
	Kingsway Chapter Chair	n/a
	Mississauga Chapter Chair	n/a
	Oakville Chapter Chair	n/a
	Toronto Humber Chapter Chair	n/a
	West Toronto Chapter Chair	n/a
<b>Committee Advisor</b>	Adeilton Ribeiro - (Acting) Manager, Chapters	2018

<b>Western Regional Election and Search Committee – (RESC)</b>		
<b>Mandate</b>	To find, motivate and act as a resource for suitable potential candidates for the election of East Central Region Councillor.	
<b>Composition</b>	<i>10 members: Vice Chair of the Western Regional Congress Committee (aka junior Western Regional Councillor), the elected Chapter Chairs from the seven (9) Chapters within the Western Region.</i>	
	<b>Members (appointed to role)</b>	<b>Contributing From / To</b>
<b>Chair / Council Liaison</b>	Councillor Kershaw (2019)	2019 - AGM 2021

New appointments/changes are in **bold**.

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

### Section 4: Task Forces

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

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

<b>Succession Planning Task Force (SPTF)</b>		
<b>Mandate as per Terms of Reference</b>	Task Force that develops an implementation program for the succession planning recommendations approved by Council at its June 23, 2017 meeting.	
	<u>SPTF Terms of Reference</u>	
<b>SPTF Members (appointed to role)</b>		<b>Contributing From / To</b>
<b>Chair</b>	Paul Ballantyne (2019)	2018 - TBD
<b>Vice Chair</b>	TBD	
	Cassie Frengopoulos	2018 - TBD
	Ken McMartin	2018 - TBD
	Michael Wesa	2018 - TBD
	Rob Willson	2018 - TBD
<b>Committee Advisor</b>	TBD	
<b>Staff Support</b>	Ralph Martin - Manager, Secretariat	2018

### **Section 5: Appointments to External Boards**

<b>Canadian National Exhibition Association (CNEA)</b>	<b>Term End</b>
<b>Kathryn Woodcock</b> (appointed as of Oct 2017, re-appointed in 2019)	CNEA 2020 AGM

<b>Engineers Canada - Board of Directors</b>		<b>Term End</b>
Annette Bergeron	(appointed as of March 2014, re-appointed as of EC AGM)	EC AGM 2020
Christian Bellini	(appointed as of EC AGM 2018)	EC AGM 2021
Danny Chui	(appointed as of EC AGM 2017)	EC AGM 2020
Kelly Reid	(appointed as of EC AGM 2019)	EC AGM 2022
Changiz Sadr	(appointed as of EC AGM 2019)	EC AGM 2022

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

<b>Ontario Association of Certified Engineering Technicians and Technologists (OACETT) Board</b>		<b>Term End</b>
Tim Kirkby, P.Eng.	(appointed as of June 2019)	June 2021

### **Section 6: Nominations to External Boards**

<b>Canadian Engineering Accreditation Board (CEAB) - Member from Ontario</b>		<b>Term</b>
Ramesh Subramanian	(nomination approved in Sept 2018)	Dec 2018 - June 30, 2021

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

<b>Greater Toronto Airports Authority (GTAA) - PEO nominee</b>		<b>Term End</b>
TBD		



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## In Camera Session

In-camera sessions are closed to the public

## **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. Appendices**

Appendix A – Council Action Log

Note: Council Action Log not included in Open session package due to in-camera material.

## **RISK REGISTER**

**Purpose:** To provide Council with a regulatory risk register.

**No motion required**

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

### **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 – Heat Map

Professional Engineers Ontario  
Regulatory Risk Register

Updated as of May 16, 2019

Risk #	Risk Factor/Description	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	1-3 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	Within 12 months	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 requirements assessments.	1	4	4	Regulatory	Annually	Council	Trend analysis.  Reserve fund available for contingencies.

Professional Engineers Ontario  
Regulatory Risk Register

Updated as of May 16, 2019

Risk #	Risk Factor/Description	Likelihood (1-5)	Impact (1-5)	Overall Risk Score (1-25)	Risk Category	When Action Required	Accountable	Risk Response / Mitigation Strategy
	Influx of files prevents timely processing.							
6	Backlog in experience requirements assessments Influx of files prevents timely processing.	3	3	9	Regulatory	Immediately	Council	Trend analysis. Reserve fund available for contingencies. Additional staff hired.
7	Backlog of enforcements 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, 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.

Professional Engineers Ontario  
Regulatory Risk Register

Updated as of May 16, 2019

Risk #	Risk Factor/Description	Likelihood (1-5)	Impact (1-5)	Overall Risk Score (1-25)	Risk Category	When Action Required	Accountable	Risk Response / Mitigation Strategy
								Council informed of any extraordinary and significant unbudgeted expenditures.
11	Certificate of Authorization The process is cumbersome and delays granting of the C of A.	3	3	9	Regulatory	Annually	Council	Review of C of A process
12	Office of the Fairness Commissioner	3	4	12	Regulatory	6-12 months	Council	Continue to work with the Fairness Commissioner on outstanding issues.
13	Independent Practices Technologists investigating independent practices within their own regulation	3	3	9	Regulatory	Annually	Council	
14	Governance Cyber-security risks to PEO	3	5	15	Regulatory	Annually	Council	
15	Fiscal health, deficit	3	3	9	Strategic	Annually	Council	Map strategic plan against finances

## 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 as entered in the Register.

Chart 1

		Impact				
		Insignificant 1	Minor 2	Moderate 3	Major 4	Catastrophic 5
Likelihood	Almost Certain 5					
	Likely 4		1			
	Possible 3			5	1	2
	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, 6, 11, 13, 15	#12	#1, 14
	Unlikely 2			#8, 9		
	Rare 1			#4, 7	#2, 5	

## **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